

# Public Document Pack



12 August 2014

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP - MANAGEMENT COMMITTEE** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD** on **TUESDAY, 19 AUGUST 2014** at **10:00 AM**.

## AGENDA

1. **WELCOME AND APOLOGIES - BARRY MCEWAN**
2. **MINUTE OF THE CPP MANAGEMENT COMMITTEE MEETING 25TH APRIL 2014**(Pages 1 - 6)
3. **ACTION TRACKER**(Pages 7 - 8)
4. **DELIVERY PLANS AND PERFORMANCE MONITORING**
  - (a) Delivery Plan Monitoring Approach (report, Rona Gold) (Pages 9 - 14)
  - (b) NRS' 2012-based population projections for Argyll and Bute (report, noting) (Pages 15 - 24)
  - (c) SOA Annual Report 2013-14 (report, noting) (Pages 25 - 64)
5. **PUBLIC SECTOR REFORM**
  - (a) Update on the redesign of Community Justice (report, Cleland Sneddon) (Pages 65 - 72)
  - (b) Report on Health and Social Care Integration (report, Cleland Sneddon) (Pages 73 - 76)
6. **DELIVERING OUTCOMES**
  - (a) Delivery Structure and role of Outcome Lead (verbal, Barry McEwan)
  - (b) Other matters as identified below

- (c) Outcome 1 - COSLA Strategic Migration Report (report, Rona Gold) (Pages 77 - 78)
  - (d) Outcome 3 - Community Learning and Development Partnership 3-Year Strategy (verbal, Donald MacVicar)
  - (e) Outcome 4 - Early Years Collaborative (report, noting) (Pages 79 - 86)
  - (f) Outcome 4 - Mental Health in Children and Young People (report and presentation Elaine Garman) (Pages 87 - 108)
  - (g) Outcome 5 - NHS Health Scotland's online resource for CPP's - working to reduce health inequalities (noting) (Pages 109 - 112)
- 7. NATIONAL COMMUNITY PLANNING GROUP - (NOTING AND DISCUSSING RESPONSE, DONALD MACVICAR)(Pages 113 - 120)**
- 8. COMMUNITY PLANNING SUPPORT TEAM**
- (a) Work Priorities and Governance (report, Rona Gold) (Pages 121 - 132)
  - (b) Area Community Planning (report, Shirley MacLeod) (Pages 133 - 152)
- 9. REQUESTS FOR MEMBERSHIP TO MANAGEMENT COMMITTEE (VERBAL, CHAIR)**
- 10. POLICY AND LEGISLATION**
- (a) Community Empowerment (Scotland) Bill (verbal, Rona Gold)
  - (b) Update from Scottish Government (verbal, Donald Henderson)
- 11. BEST PRACTICE (REPORT, DONALD MACVICAR)(Pages 153 - 160)**
- (a) Feedback from CPP Conference Changing Lives, 5th June 2014
  - (b) Audit Scotland reports from other LA's
- 12. COMMUNICATION**
- (a) Communication Priorities (Pages 161 - 166)
  - (b) Distributing the discussion and outcome of meetings, (verbal, Rona Gold)
- 13. AOCB**
- (a) Development Day, Sally Loudon
  - (b) Scottish Rural Parliament pre-event invitation, Glenn Heritage
  - (c) Third Sector Interface, Glenn Heritage

**14. DATE OF NEXT MEETING - FRIDAY 31 OCTOBER 2014, 10AM KILMORY**

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**MINUTES of MEETING of ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP -  
MANAGEMENT COMMITTEE held in the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD  
on FRIDAY, 25 APRIL 2014**

**Present:** Paul Connelly, Scottish Fire and Rescue Service (Chair)  
Councillor Ellen Morton Glenn Heritage, Argyll Voluntary Action  
Ishabel Bremner, Argyll and Bute Council Jane Jarvie, Argyll and Bute Council  
Douglas Cowan, HIE Donald MacVicar, Argyll and Bute Council  
Fraser Durie, Argyll College Gail McClymont, Police Scotland  
Jane Fowler, Argyll and Bute Council Diane McMillan, Argyll and Bute Council  
Elaine Garman, NHS Highland Samantha Quarton, Argyll and Bute  
Council  
Rona Gold, Argyll and Bute Council Cleland Sneddon, Argyll and Bute  
Council  
Donald Henderson, Scottish Government

**1. WELCOME AND APOLOGIES - PAUL CONNELLY**

Apologies received from  
Councillor Dick Walsh  
Barry McEwan Police Scotland  
Sally Loudon Argyll and Bute Council  
Andrew Campbell Scottish Natural Heritage  
Garry Fraser Scottish Ambulance Service

Introductions were made and Rona Gold, Community Planning Manager was welcomed to the Community Planning Partnership.

**2. MINUTE OF THE CPP MANAGEMENT COMMITTEE MEETING 19TH FEBRUARY 2014**

The minutes from the meeting of 19<sup>th</sup> February 2014 were agreed and proposed by Douglas Cowan, seconded by Donald MacVicar.

**3. ACTION TRACKER**

The Action Tracker was updated and approved. It was agreed that the Action Tracker would continue to be circulated in advance of the meeting and alongside the Minutes.

**4. OUTCOME 1: IN ARGYLL AND BUTE THE ECONOMY IS DIVERSE AND THRIVING**

**(a) FINAL DELIVERY PLAN FOR SIGN-OFF**

Douglas Cowan advised that he felt the Members Seminar was a positive and challenging event and that he had amended the Delivery Plan following this. Douglas suggested that it would be helpful to define what the population aspiration was in the SOA itself as this would benefit several outcomes and targets. Discussion ensued on whether sections of the population that required focus needed to be articulated or whether the aspiration could remain high-level.

**5. OUTCOME 2: WE HAVE INFRASTRUCTURE THAT SUPPORTS SUSTAINABLE GROWTH**

**(a) FINAL DELIVERY PLAN FOR SIGN-OFF**

Donald MacVicar gave an overview of the delivery plan. It was noted that there were still a few gaps however these should be filled over the next few days. It was suggested and agreed that SPT and Loch Lomond and the Trossachs National Park should be included as key partnerships. Samantha to update.

2.8 – Douglas Cowan felt that there was a wider issue here and it was agreed that he would speak to Fergus Murray further regarding this to determine a performance indicator and appropriate target.

2.1.2 – Elaine Garman queried whether the infrastructure action plan would include the transport of people for health. Donald MacVicar believed that the plan should cover all transport needs but that this would be checked.

**6. OUTCOME 3: EDUCATION, SKILLS AND TRAINING MAXIMISES OPPORTUNITIES FOR ALL**

**(a) FINAL DELIVERY PLAN FOR SIGN-OFF**

Cleland Sneddon gave an overview and description of the short term outcomes. Cleland advised of the partnership focus to transitions, the links to the work of early years in other outcomes and of the appropriate focus to the vulnerable with the responsibility being placed on the CPP in relation to these.

Glenn requested that the completion dates in 3.6.2 be reduced by one year. Samantha to adjust.

Douglas asked whether an action was required in relation to Regional Skills with Fraser keen for something specific to be included. It was agreed that Fraser would contact Morag Brown in relation to this.

**7. OUTCOME 4: IN ARGYLL AND BUTE CHILDREN AND YOUNG PEOPLE HAVE THE BEST POSSIBLE START**

**(a) FINAL DELIVERY PLAN FOR SIGN-OFF**

Elaine presented this on behalf of Pat Tyrrell and advised that it covered most of the Integrated Children's Plan and that there was some fine tuning required on some targets and timescales.

It was agreed that any further amendments should be submitted by 5.00 on Thursday 1<sup>st</sup> May.

**8. OUTCOME 5: PEOPLE LIVE ACTIVE, HEALTHIER AND INDEPENDENT LIVES**

**(a) FINAL DELIVERY PLAN FOR SIGN-OFF**

Elaine advised that there had been some consolidation of the timescales and targets and had submitted minor amendments to Samantha already. It was noted that there was a gap at 5.4.2 which Elaine would follow up.

**(b) ARGYLL AND BUTE ALCOHOL AND DRUGS PARTNERSHIP UPDATE REPORT - CLELAND SNEDDON**

Cleland updated the group on the work of the Alcohol and Drugs Partnership (ADP) and highlighted the successes of the partnership such as reduced waiting times and meeting 94% of the national target. He advised that there had been changes in governance structures and that they were currently developing an appropriate scorecard. Cleland also gave an overview of some of the challenges facing the ADP.

The group agreed to the recommendations at 2.1 of the paper.

**9. OUTCOME 6: PEOPLE LIVE IN SAFER AND STRONGER COMMUNITIES**

**(a) FINAL DELIVERY PLAN FOR SIGN-OFF**

Gail McClymont gave an update on the delivery plan for this outcome. It was noted that there were a few areas where targets were not complete, Donald MacVicar explained the reasons for the delay. It was agreed that Loch Lomond and the Trossachs National Park should be included as a key partnership here too. Samantha to update.

**(b) ARGYLL AND BUTE LOCAL POLICING PLAN 2014-2017**

Gail advised of the priorities within the Local Policing Plan and spoke of how it had gone to public consultation and strategic assessment. The Plan is currently out for comment and will be presented to the Performance Review and Scrutiny Committee at the end of May 2014. It was requested that any comments be sent straight to Barry McEwan's team.

Cleland also took the opportunity to praise the style and content of the recent Police Newsletter.

**(c) ARGYLL AND BUTE LOCAL FIRE PLAN 2014-2017**

Paul presented the Local Fire Plan which highlights the priorities in Argyll and Bute for Scottish Fire and Rescue Service. It was noted that the map was to be amended prior to going to the PRS committee in May.

Any comments to be submitted directly to Paul.

**10. SOA - UPDATE ON MINOR AMENDMENTS AND REFORMATTING**

Samantha gave a brief overview on the minor amendments to the formatting of the SOA and the inclusion of a contacts page. The changes were approved.

**11. SOA BUDGET ALIGNMENT - UPDATE FROM PARTNERS**

Donald MacVicar explained that the template was not working for Police, Fire and the NHS. He advised that Sally Loudon was going to ask other Chief Executives how budget alignment was being tackled in other Community Planning Partnerships. Paul gave an overview of the difficulties that had arisen due to the recent merge and how budgets could cover 2/3 local authorities however these issues should be resolved over time.

It was agreed that Glenn would undertake the budget alignment exercise for the Third Sector Partnership.

Donald MacVicar confirmed that budget alignment was a long-standing request from the Scottish Government and needed to be resolved.

**12. SCOTTISH FIRE AND RESCUE SERVICE - SELF-ASSESSMENT PILOT**

Paul gave an overview on the self-assessment pilot and explained that dates had not yet been set but SFRS were looking for people to approach. It was agreed that Paul would get dates to Rona and she would obtain names of three people from the council to participate.

**13. LOCAL AREA COMMUNITY PLANNING EVENTS - DETAILED UPDATE**

Donald MacVicar spoke of the key findings of the report which showed that employment was seen as the top priority for residents and that family connections / lifestyle were also important factors for people moving to the area. It was agreed that work of the CPP can influence lifestyle factors.

Douglas questioned whether the approach undertaken on community engagement was appropriate for future engagement.. It was agreed by all that it was a worthy exercise with many lessons learned and that alternative approaches would be considered for future to make best use of resources and increase participation.



**14. AREA BASED ECONOMIC DEVELOPMENT ACTION PLAN 2014-2018**

Ishabel Bremner advised that the Economic Development Action Plan's (EDAP) had gone through another period of consultation and had recently been signed off by the Area Committees and SMT as working documents for the next 3 years. Ishabel has mapped the SOA outcomes onto each EDAP to reflect alignments. It was agreed that Ishabel would come back to the Management Committee in approximately 6 months' time to update further on the work of delivering the EDAP's which would mirror the Area Committees.

The group agreed to the recommendations at 2.1 of the paper.

**15. POPULATION SUMMIT**

Jane Fowler updated everyone on the objectives of the Population Summit and gave an overview of the agenda with discussion following this. Jane confirmed that all CPP partners should receive a diary invite. As the Population Summit is imminent, it was suggested that any further ideas for participation and attendance should be given to Jane as soon as possible.

**16. COMMUNITY PLANNING PARTNERSHIP CONFERENCE**

Donald MacVicar spoke of the upcoming CPP conference due to take place in Edinburgh in June. It was confirmed that there were 5 places available to each CPP and that Barry and Paul would be attending as part of the WDC contingent. It was agreed that Donald MacVicar, Rona and Glenn would attend. Elaine Garman advised that she would see if anyone could attend from the NHS and the last place was likely to be taken by Sally Loudon.

**17. AOCB**

Donald MacVicar advised of the Policy Lead Briefing due to take place on the 14<sup>th</sup> May.

It was also agreed that the Short Term Outcome Leads would be contacted for data gathering and that Rona would be in touch with all Outcome Leads and Short Term Outcome Leads in due course to arrange meetings.

It was agreed that Jane Jarvie provide a communications options report for discussion at the next meeting.

**18. DATE OF NEXT MEETING - THURSDAY 31ST JULY 2014**

It was agreed that as many of the partners would not be able to attend in July due to the Commonwealth Games that this meeting be deferred until August.

The meeting has been arranged for Tuesday 19<sup>th</sup> August 2014 in the Council Chambers, Kilmory.

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## CPP Action Tracker

Action	By Who	Completion Date	Notes
Include SPT and Loch Lomond and the Trossachs National Park as key partnerships in Outcome 2 and 6	Samantha Quarton	June 2014	Completed
Ref 2.8 – Douglas Cowan to speak to Fergus Murray regarding a wider issue and to determine a performance indicator and appropriate target	Douglas Cowan	August 2014	
Ref 2.1.2 – Check to see whether the Infrastructure Action Plan would include the transport of people for health	Donald MacVicar	August 2014	Completed
Ref 3.6.2 – reduce the completion dates by one year	Samantha Quarton	June 2014	Completed
Outcome 3 – to discuss with Morag Brown whether an action in relation to Regional Skills should be included	Fraser Durie	August 2014	
Ref 5.4.2 – follow up the gap	Elaine Garman	August 2014	
To undertake the budget alignment exercise for the Third Sector Partnership	Glenn Heritage	August 2014	
SFRS Self-Assessment Pilot, dates to Rona	Paul Connelly	May 2014	Completed
EDAP Update to return to MC in October 2014	CPP Admin	October 2014	
Communications Report to MC	Jane Jarvie	August 2014	

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## Argyll and Bute Community Planning Partnership



Management Committee

19<sup>TH</sup> August 2014

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### Agenda Item 4a. Delivery Plan Monitoring Approach

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#### 1 SUMMARY

- 1.1 Integral to the performance of Argyll and Bute's Community Planning Partnership (CPP) against the Single Outcome Agreement (SOA) is the collection and monitoring of indicators. It is important that all relevant information is captured, reported and scrutinised in a manageable format that is both engaging and meaningful to all audiences.
- 1.2 This report contains recommendations for the way in which the Partnership will monitor and report on progress. It has been informed by best practice from other Scottish Community Planning Partnerships and from external bodies including the Improvement Service and Audit Scotland.
- 1.3 An approach to provide a strategic overview and allow for detailed scrutiny is proposed.

#### 2 RECOMMENDATION

- 2.1
  - 1 The CPP Management Committee endorse the approach as outlined in paragraphs 3.3 to 3.6.
  - 2 The CPP Management Committee discuss and agree the high-level strategic performance indicators appended.
  - 3 The CPP Management Committee agree the schedule and frequency of performance reports to be reported to the Management Committee.

#### 3 DETAIL

- 3.1 Argyll and Bute CPP needs an effective performance management system in place to clearly show the progress that is being made over the life of the SOA and develop necessary actions to mitigate negative progress.
- 3.2 The CPP will produce an annual report to show progress towards the

outcomes alongside more regular reporting to the Management Committee. The content and frequency of the reports to the Management Committee is outlined for discussion in this paper.

### **3.3 Proposed Reporting Method**

3.3.1 Best Practice identified by Audit Scotland within their recent audits of other Scottish CPPs highlights that it is not necessary to review all indicators at every performance management opportunity. It is important that the reviewing of indicators is conducive to effective scrutiny.

3.3.2 There are over 300 performance indicators that sit below the 6 outcomes in the SOA Delivery Plans for Argyll and Bute.

3.3.3 Given the range and volume of performance data, there is a need to ensure that progress reporting is clear, fit for purpose and meets the needs of the CPP, whilst providing the appropriate level of scrutiny and challenge for performance.

3.3.4 An extraction of some key indicators from across each of the six outcomes that will together give a strategic overview of progress towards the main objective of the SOA, would provide the Management Committee on a quarterly basis with a manageable report to note progress.

3.3.5 Further to this a report on a quarterly basis to the Management Committee on two of the six outcomes, in detail and including all indicators within these outcomes, would allow the appropriate level of scrutiny required to develop any actions.

3.3.6 It is worth noting that Audit Scotland have applauded this approach to performance management and have highlighted it as an example of best practice in other Community Planning Partnerships.

### **3.4 Quarterly Monitoring**

#### **3.4.1 High level overview**

The high-level performance indicators extrapolated from all outcomes will be supplemented by national indicators concerning population change and economic growth. This would be reported on a quarterly basis to the Management Committee. The indicators proposed for this purpose are appended to this report.

3.4.2 It is proposed that the key performance information of two Outcomes would be reported on and scrutinised at each Management Committee in addition to the strategic performance reporting.

**3.4.3 Detailed outcome scrutiny**

It is proposed that the outcomes are reviewed in detail at the meetings of the Community Planning Partnership as set out in the table below. The table also indicates where high level performance data would be reviewed:

<b>Month</b>	<b>Outcomes</b>	<b>Other data</b>
October 2014	Outcomes 1 and 2	High level indicators
February 2015	Outcomes 3 and 4	High level indicators
May 2015	Outcomes 5 and 6	High level indicators
August 2015	Annual Report	High level indicators All outcome indicators

**3.5 Annual Monitoring**

Both the Improvement Service and the Public Sector Reform Board are working to assist CPP's in improving performance management. Best Practice shows that presenting achievements towards outcomes through the use of case studies is more meaningful to the public than the listing of indicators. It is proposed that in future annual reports of the SOA, there is a focus on case studies as evidence alongside some of the high level performance indicators.

3.6 A review of this approach should be made after a suitable time period which we recommend to be after two quarterly meetings of the CPP Management Committee in 2014/15 to assess whether the Management Committee feel the level of performance data is effective and sufficient scrutiny is possible.

**4 CONCLUSION**

4.1 The proposed approach to performance reporting will allow the CPP Management Committee a strategic overview of performance alongside an opportunity for scrutiny of each Outcome within a performance year.

4.2 An outcome-focused approach to the Annual Report focusing on case studies alongside some high level performance indicators is proposed to be user friendly to the public whilst still encapsulating all key information.

**Donald MacVicar, Head of Community and Culture**  
**Tel 01546 604364**

**For further information please contact:**  
 Rona Gold  
 Community Planning Manager  
 01436 658862





Proposed high-level strategic indicators

No.	Indicator	Source
1	Total Population	NRS Mid-Year Estimates/Scottish Neighbourhood Statistics
2	Total Population - % Working Age	Scottish Neighbourhood Statistics
3	Dependency Ratio	Scottish Neighbourhood Statistics
4	% of population that is economically active	NOMIS
5	Growth in business turnover	Outcome 1
6	Jobs created/retained	Outcome 1
7	Increase in tourism spend	Outcome 1 (STEAM and DREAM data)
8	Number of premises in Argyll and Bute Highlands and Islands area with access to high speed broadband	Outcome 2
9	Number of new build housing units provided	Outcome 2
10	% of pupils in S5 attaining 5+ qualifications at level 6	Outcome 3
11	The number of young people in S4, S5 and S6 making positive and sustained post-school transitions	Outcome 3
12	Number of Skills for Work courses offered by schools and partners which reflect local labour market opportunities	Outcome 3
13	Number of modern apprenticeships in place	Outcome 3
14	The number of adults achieving accredited learning outcomes	Outcome 3
15	Number of young drivers trained through the Driver Safety Initiative	Outcome 4
16	% of 2 year old children registered with a dentist	Outcome 4
17	% of babies breast fed at 6 to 8 weeks	Outcome 4

18	Rate of youth offending	Outcome 4
19	% of looked after children in care for over 12 months with a plan for permanence	Outcome 4
20	% of Criminal Justice clients who reconvict within one year of starting supervision	Outcome 4
21	% of Older People receiving Care in the Community	Outcome 5
22	Rate of emergency inpatient bed days for people aged 75 and over	Outcome 5
23	Continued fall in the % of those unemployed for over 12 months	Outcome 5
24	% of population aged 16 to 64 claiming key benefits	Scottish Neighbourhood Statistics
25	% of population aged 16 to 24 claiming Job Seekers Allowance	Scottish Neighbourhood Statistics
26	Percentage of persons detected and reported for crimes in relation to domestic abuse	Outcome 6
27	Number of people killed or seriously injured on the road network within Argyll and Bute	Outcome 6
28	Number of Alcohol Brief Interventions carried out	Outcome 6

## Argyll and Bute Community Planning Partnership



Management Committee

19<sup>th</sup> August 2014

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### Agenda Item 4b. NRS' 2012-based population projections for Argyll and Bute

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#### 1. Summary

- 1.1 NRS published 2012-based population projections for sub-national areas on 14 May 2014.
- 1.2 The 2012-based population projections indicate that, within Argyll and Bute, there will be:
  - A decrease in the total population of 13.5% over the 25 year projection period (2012 to 2037)
  - A decrease of 18% in the number of 0 to 15 year olds
  - A decrease of 22% in the number of working-age people. This figure takes account of changes in pensionable age.
  - An increase of 8% in the number of people of pensionable age. This figure takes account of changes in pensionable age.
  - An increase of 73% in the population aged 75 and over.
- 1.3 The decline in Argyll and Bute's total population is driven by two trends. First, numbers of deaths are projected to be than numbers of births. Second, the projections assume that there will be net outmigration throughout the projection period.
- 1.4 The NRS's 2006-based, 2008-based and 2010-based population projections also indicated a decrease in Argyll and Bute's population, albeit of a less extreme nature. The main reason for the differences between the three sets of projections is that assumptions about future net migration flows have changed over time. The rebasing of the population estimates in line with the 2011 Census has also had an impact on the projections.

#### 2. Recommendations

- 2.1 It is recommended that the CPP Management Committee note the population projections, and consider what implications these might have for service planning, particularly in the middle- to long- term.

### 3. Detail

#### 3.1 Context

- 3.1.1 NRS produces sub-national population projections every two years. NRS's sub-national projections provide estimates of the future population for local authorities and health boards.
- 3.1.2 The latest sets of sub-national projections, published on 14 May 2014, are based on the 2012-based Mid-Year Estimates, published on 8 August 2013.
- 3.1.3 In order to make the projections, assumptions have to be made about:
- Future fertility rates
  - Future mortality rates
  - Migration.
- 3.1.4 Assumptions are based on past trends, projecting them forward into the future, year by year. Of the three components of change, the hardest to predict is migration.
- 3.1.5 Projections make no allowance for the impact of policies or any exceptional socio-economic changes that might affect future populations. Indeed, any policies that are developed **in response** to issues raised by projections may, if successful, change patterns of population growth away from those projected.
- 3.1.6 Population projections should, therefore, be seen as indicators of change rather than as definitive predictions.

#### 3.2 Changes across Scotland

- 3.2.1 Over the period 2012 to 2037, the total population of Scotland is projected to increase by 9%, from 5.31 million to 5.78 million. However, the NRS sub-national projections indicate that there will be regional variations across the country. Of the 32 Scottish Local Authorities, 20 are expected to show population growth and 12 – including Argyll and Bute – are expected to experience population decline.
- 3.2.2 Argyll and Bute has the second largest projected population decrease of all Scottish local authorities, after Inverclyde (where the population is projected to decrease by 19.4% over the projection period).
- 3.2.3 Argyll and Bute is one of five local authorities that have projected decreases in population driven by both natural change and outmigration.
- 3.2.4 Table 1 shows how the components of change within Argyll and Bute compare with those of the other Scottish local authorities.

Table 1: Components of population change

Area	Natural change Projected natural change between 2012 and 2037 per 100 population at 2012	Net migration Projected change due to migration between 2012 and 2037 per 100 population at 2012	Percentage projected population change
Inverclyde	-9.7	-9.7	-19.4
<b>Argyll and Bute</b>	<b>-10.4</b>	<b>-3.1</b>	<b>-13.5</b>
Eilean Siar	-14.2	3.4	-10.8
North Ayrshire	-6.0	-2.8	-8.8
West Dunbartonshire	-2.5	-5.5	-8.1
East Dunbartonshire	-4.4	-2.4	-6.8
Dumfries and Galloway	-7.6	1.5	-6.1
South Ayrshire	-8.8	6.4	-2.4
Clackmannanshire	0.0	-2.4	-2.4
Moray	-2.2	0.0	-2.2
Angus	-5.0	4.2	-0.8
East Ayrshire	-2.6	2.0	-0.6
Scottish Borders	-6.5	6.5	0.0
North Lanarkshire	1.3	-1.2	0.1
Renfrewshire	-0.8	1.4	0.6
South Lanarkshire	-1.2	3.5	2.3
East Renfrewshire	0.9	2.7	3.7
Highland	-2.8	7.4	4.5
Orkney Islands	-4.9	10.5	5.5
Shetland Islands	3.0	5.4	8.3
Fife	1.7	7.0	8.7
<b>SCOTLAND</b>	<b>1.6</b>	<b>7.2</b>	<b>8.8</b>
Falkirk	2.5	7.9	10.4
West Lothian	9.1	2.7	11.7
Glasgow City	7.5	7.6	15.1
Dundee City	6.4	9.2	15.6
Stirling	2.9	13.4	16.3
Aberdeenshire	5.2	12.2	17.3
Midlothian	5.9	11.7	17.6
East Lothian	6.0	17.4	23.3
Perth and Kinross	1.4	22.7	24.2
Edinburgh, City of	8.3	20.0	28.2
Aberdeen City	9.2	19.2	28.4

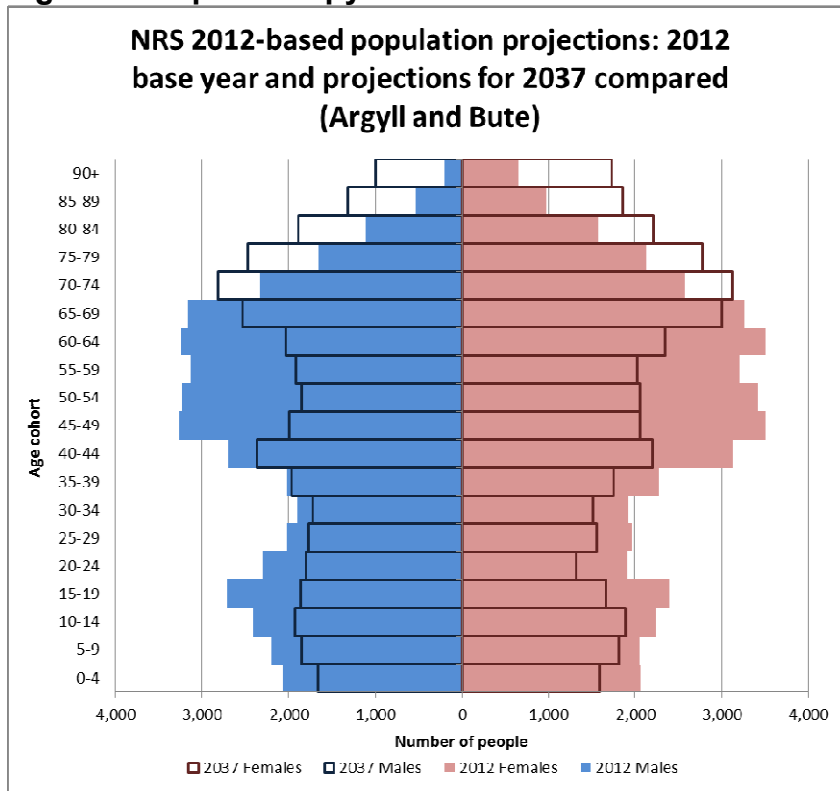
### 3.3 Population projections for Argyll and Bute

3.3.1 NRS has assumed for the latest set of projections that there will be, throughout the twenty-five year projection period, net outmigration from Argyll and Bute. This, combined with a higher number of predicted deaths than births, means that the population for Argyll and Bute is projected to decline.

3.3.2 The projected changes in Argyll and Bute's population are shown in figure 1 and tables 2 and 3.

3.3.3 As well as absolute population numbers in Argyll and Bute falling from 86,900 to 75,812 over the projection period, a decrease of 13.5%, the age profile of the population is expected to change. All age groups up to 64 years are expected to decline in numbers. The only age groups wherein the population is projected to be larger in 2037 than in 2012 are those aged 65-74 and older. The increase in people aged 75 and over (72.7%) is particularly notable.

**Figure 1: Population pyramid 2012 and 2037**



**Table 2: Projected age profile of Argyll and Bute’s population (selected years) (Population in thousands)**

Age group	2012	2017	2022	2027	2032	2037	Percentage change within age cohort (2012 to 2037)
All ages	86.9	84.7	82.8	80.7	78.2	75.2	-13.5%
0-15	14.1	13.1	12.7	12.3	12.0	11.5	-18.3%
16-29	12.2	12.2	11.5	10.2	9.5	9.2	-25.0%
30-49	20.7	17.8	16.0	16.3	16.2	15.6	-24.8%
50-64	19.7	19.5	18.9	16.6	13.9	12.2	-38.1%
65-74	11.3	12.3	11.9	11.8	12.2	11.5	+1.3%
75+	8.8	9.9	11.7	13.4	14.3	15.2	+72.7%

**Table 3: Projected age profile of Argyll and Bute’s population (selected years)  
(Percentage of population)**

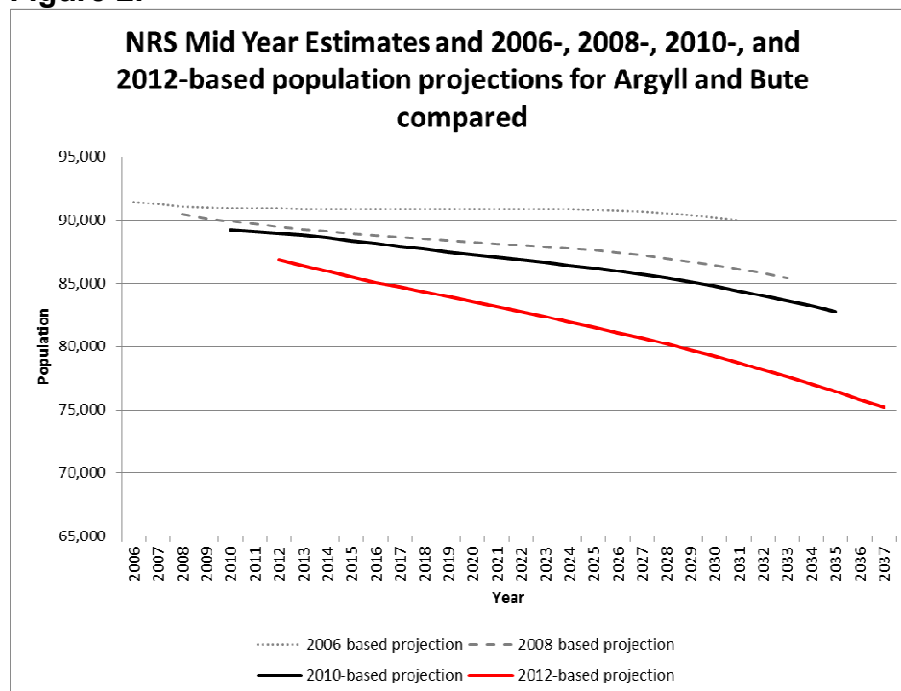
Age group	2012	2017	2022	2027	2032	2037
0-15	16.2%	15.4%	15.3%	15.3%	15.4%	15.3%
16-29	14.1%	14.4%	13.9%	12.7%	12.2%	12.2%
30-49	23.8%	21.0%	19.4%	20.2%	20.7%	20.7%
50-64	22.7%	23.0%	22.8%	20.6%	17.8%	16.2%
65-74	13.0%	14.5%	14.3%	14.6%	15.6%	15.3%
75+	10.2%	11.7%	14.2%	16.6%	18.3%	20.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

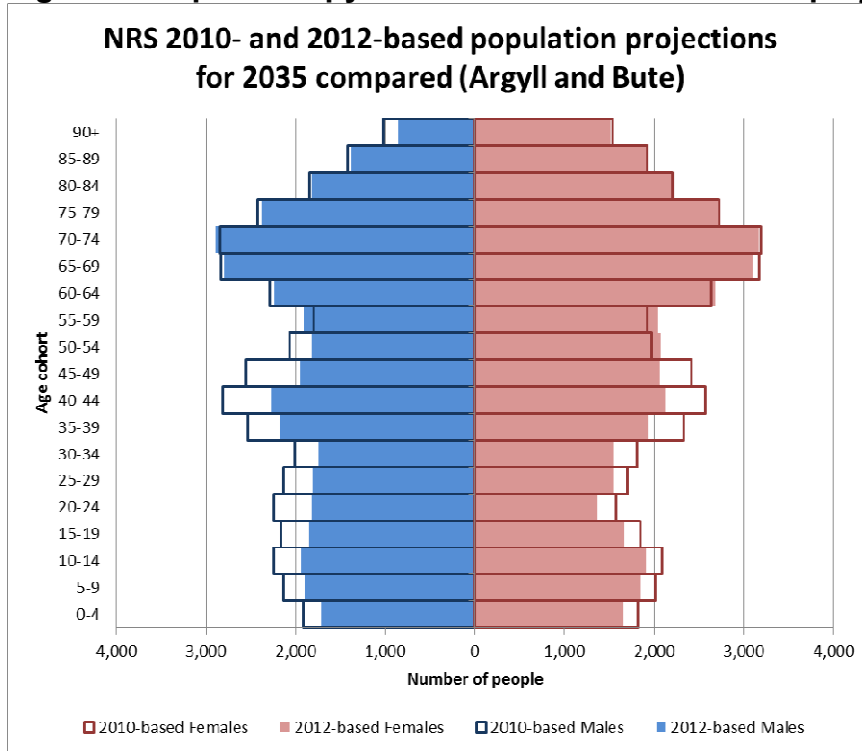
**3.4 Comparisons between NRS’ 2010-based and NRS’ 2012-based population projections**

3.4.1 The NRS 2010-based population projections (published in February 2012) suggested that, over their projection period (2010-2035), the population of Argyll and Bute would decline by 7.2%. The 2012-based population projections suggest a total population decline of 13% between 2012 and 2037. (See figure 2.)

3.4.2 Figure 3 shows how the population profiles produced by the 2010-based and 2012-based population projections compare. Although the projected number of people aged 55 and over is broadly similar in the two sets of projections, all younger age cohorts are smaller in the 2012-based projections than in the 2010-based ones.

**Figure 2:**



**Figure 3: Population pyramid: 2010- and 2012-based projections compared**

### 3.5 Changing migration assumptions

3.5.1 In the past, Argyll and Bute's population decline has been mitigated by net in-migration. However, migration assumptions for each the last four sets of population projections (2006-, 2008-, 2010-, and 2012-based) have been revised downwards. Thus, the projected decline has become more pronounced with each set of projections.

3.5.2 The migration assumptions used in the 2012-based projections assume that there will be net-outmigration from the area throughout the projection period (of 150 people per year until 2015-16 and of 100 people per year thereafter).

3.5.3 Past trends suggest that migration flows to and from Argyll and Bute are characterised by net in-migration from the rest of the UK and net outmigration to the rest of Scotland. There are indications that the outmigration flows to the rest of Scotland have been increasing over time (see table 4).

**Table 4: Changing trends in migration to / from Argyll and Bute**

Years	Migration from outwith Scotland (per 1,000 persons in base year of projection)	Migration within Scotland (per 1,000 persons in base year of projection)
2001-2006	+2.64	-0.17
2003-2008	+4.97	-0.99
2005-2010	+3.50	-2.40
2007-2012	+3.20	-2.50

(Source: NRS 2006-based, 2008-based, 2010-based and 2012 based population projections)



3.5.4 Moreover, the future migration assumptions seem to have been strongly influenced by a net outmigration flow (of all migrants) from the area of -236 in the year 2011/12.

### 3.6 Variant projections

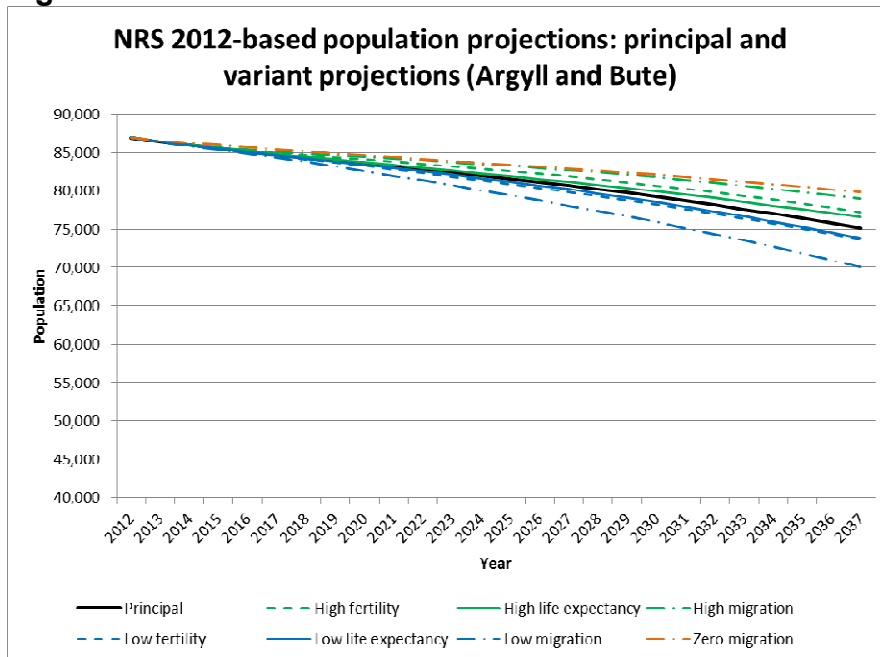
3.6.1 NRS has published seven variant population projections for local authority areas alongside the principal projections that have been the focus of this report.

3.6.2 The principal projections use assumptions about fertility, mortality and migration which NRS think are most likely to occur over the next 25 years.

3.6.3 The variant projections (see figure 4) are not intended to indicate maximum or minimum amounts of population growth / decline. Rather, they provide alternative, plausible assumptions of what might happen in an area. The following variant projections have been produced:

- High and low migration variants
- High and low life expectancy
- High and low fertility
- Zero migration (or, natural change) projection.

**Figure 4**



3.6.4 All the variant projections for Argyll and Bute indicate a decreasing population over the projections period.

#### **4. Conclusion**

- 4.1 The population of Argyll and Bute is projected to decline over the period 2012 to 2037. This is because the number of deaths will exceed the number of births over this period and because the projections assume net outmigration from the area throughout the projection period.
- 4.2 The 2012-based population projections indicate that, within Argyll and Bute, there will be:
- A decrease in the total population of 13.5% over the 25 year projection period (2012 to 2037)
  - A decrease of 18% in the number of 0 to 15 year olds
  - A decrease of 22% in the number of working-age people. This figure takes account of changes in pensionable age.
  - An increase of 8% in the number of people of pensionable age. This figure takes account of changes in pensionable age.
  - An increase of 73% in the population aged 75 and over.
- 4.3 Only Inverclyde has a projected percentage decrease in population greater than that suggested for Argyll and Bute.
- 4.4 Population projections should be seen as indicators of change rather than as definitive predictions.

#### **Reference:**

NRS (2014) Population Projections for Scottish Areas (2012-based) <http://www.gro-scotland.gov.uk/statistics/theme/population/projections/sub-national/2012-based/index.html> (Accessed May 2014)

#### **IMPLICATIONS**

POLICY: None

FINANCIAL: The trend of a decreasing population over time may have budget implications, particularly as other areas of Scotland will see their populations grow over the same period.

LEGAL: None

HR: None

EQUALITIES: None

RISK: The CPP will not be able to achieve the SOA outcome of 'Argyll and Bute's economy is based on a growing population'.

CUSTOMER SERVICE: None

**Jane Fowler**

**Head of Improvement and HR**

For further information, please contact:

Chris Carr  
Improvement and Organisational Development Project Officer  
Tel: 01546 60 4260  
Email: [chris.carr@argyll-bute.gov.uk](mailto:chris.carr@argyll-bute.gov.uk)

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## Argyll and Bute Community Planning Partnership



Management Committee

19<sup>th</sup> August 2014

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### Agenda Item 4c. Single Outcome Agreement Annual Report 2013-14

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#### 1 SUMMARY

- 1.1 This report details annual performance for 2013-14 by Community Planning Partners (CPP) against measures in the Argyll and Bute Single Outcome Agreement (SOA).
- 1.2 The overall performance in the 2013-14 demonstrates that 87.6% of measures were green and 12.4% were red highlighting an improvement in performance from 2012-13 in which 80.3% were green and 19.7% were red.

#### 2 RECOMMENDATION

It is recommended that the CPP Management Committee:

- 2.1
  - 1 Approve the contents of the draft annual report.
  - 2 Agree that the Annual Report will be sent to the Scottish Government.

#### 3 DETAIL

- 3.1 The approach to SOA reporting this year continues to be based on the same scope and layout as in previous years.
  - 3.2 As we are in a period of transition with Community Planning with the detailed delivery plans for the 2013-23 Single Outcome Agreement currently being finalised, the 2013-14 is based on the Argyll and Bute Community Plan and Single Outcome Agreement 2012-13 and highlights the progress made towards the local and the national outcomes made by Argyll and Bute CPP.
  - 3.3 Performance is set out against the success measures which underpin each of the national outcomes. Data and commentary has been provided by community planning partners.
  - 3.4 The SOA Annual Report will be presented to the Performance Review and Scrutiny Committee on 28th August before it is submitted to the Scottish
-

Government.

#### **4 CONCLUSION**

- 4.1 The SOA annual report highlights performance by partners against the Argyll and Bute CPP local outcomes and 15 of the 16 national outcomes which were used in the Community Plan and SOA 2012-13.

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**Douglas Hendry, Executive Director – Customer Services**

**For further information please contact:**

Jane Fowler, Head of Improvement and HR Tel 01546 604466

Stephen Colligan, IOD Project Assistant, 01546 604472

**ATTACHMENTS**

SOA Annual Report 2013-14



Argyll and Bute  
**Community Plan**  
 and Single Outcome Agreement  
**Annual Report 2013-2014**

produced by the Argyll and Bute Community Planning Partnership

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

# **Argyll and Bute Single Outcome Agreement**

Annual Report 2012-13

## **Argyll and Bute Community Plan and Single Outcome Agreement**

Annual Report 2013-14



For further information contact:  
Jane Fowler, Head of Improvement and HR  
[Jane.fowler@argyll-bute.gov.uk](mailto:Jane.fowler@argyll-bute.gov.uk)  
01546 604466

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## **Introduction**

This Argyll and Bute Single Outcome Agreement (SOA) Annual Report outlines the success and details the performance of Argyll and Bute Community Planning Partnership (CPP) in 2013-14.

The 2013-14 financial year was a period in which Argyll and Bute CPP was developing the new Single Outcome Agreement, which is now approved, with detailed delivery plans for each of the 6 outcomes.

The SOA Annual Report 2013-14 is based on the measures from the SOA 2012-13 which have continued to be monitored by partners in addition to new measures which have been monitored by community planning partners in 2013-14. The inclusion of new measures was of particular relevance to Police Scotland and Scottish Fire and Rescue Service who became new organisations from 1<sup>st</sup> April 2014.

As with previous years, there has been continued progress towards achieving the outcomes adopted at CPP level in Argyll and Bute. Although performance continues to improve, we recognise that there is further room for improvement and much work is still required to ensure that we deliver the best services in the right way to the communities of Argyll and Bute.

The SOA binds partners in a joint agreement to deliver services collectively in the best interests of and in partnership with the communities and individuals in Argyll and Bute. This SOA Annual Report to the Scottish Government sets out how Argyll and Bute CPP has contributed towards the fulfilment of the Government Purpose and the National Outcomes.

This report presents performance information on progress towards the 16 national outcomes and the 18 local outcomes and this is illustrated by a green/amber/red status for each success measure.

Of the 105 measures that are in the SOA Annual Report:

- 87.6% are green meaning they are meeting or exceeding the targets that have been set.
- 12.4% are red meaning they have not met the targets that have been set.

This shows an improvement on performance reported in the 2012-13 SOA Annual Report which saw 80.3% green and 19.7% red.

The report outlines progress against the national outcomes and details the success measures identified for each outcome. The report also contains supporting information relating to the performance of the success measures.

## CPP Themes and National Outcomes





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




## Economy

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








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


**Local Outcome 1 – Argyll and Bute has more new businesses operating in the area, creating more jobs.**

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 01.01	Argyll and Bute Council	Number of job starts – this measure was amended in 2013/14 (was previously Number of job outcomes).	<p>By the end of the financial year 2013-14 the Employability Team and partner organisations have achieved 1,513 job starts (1,101 first jobs and 412 subsequent jobs).</p> <p>Over the duration of the Work Programme (since June 2011) the Argyll and Bute Employability Team and partner organisations are on average achieving 69% in terms of job entries being converted to sustainable job outcomes.</p>	 Green
CPP 01.02	Argyll and Bute Council	Number of referrals from Jobcentre Plus	During 2013/14, a total of 1,044 customers were referred to the Employability Team and partner organisations through the Work Programme – an overall total of 4,096 since the launch of the Work Programme in June 2011.	 Green
CPP 01.03	Argyll and Bute Council	No of business start-ups supported	The number of new start-ups supported in 2013/14 was 101 against a target of 100 (101% of target achieved).	 Green
CPP 01.04	Argyll and Bute Council	No of existing businesses supported	The over-performance against target of the number of existing businesses supported shows that demand for Business Gateway support is there, with 566 businesses supported against a target of 240 (236% of target achieved).	 Green

CPP 01.05	HIE	Number of account managed businesses supported	40 account managed businesses were supported in 2013-14 reaching the target set. The year brought about an increased demand for HIE resources which is an indication of increased business confidence. Whilst access to bank finance is still challenging in some sectors this increasing demand also provides evidence of the availability of competitive lending, and an indication that our more successful businesses are structuring themselves to maximise on upcoming opportunities. There continues to be an increasing interest in internationalisation and HIE together with SDI have arranged a series of workshops delivered in Argyll to increase awareness and understanding of how best to realise the benefits of any international opportunities.	 Green
CPP 01.06	HIE	Number of social enterprises supported to increase social impacts	23 social enterprises in 2013-14 were supported to increase social impacts against a target of 15. The public funding environment remains challenging, as does an increasing understanding of the implications of State Aid rules where trading activities are being undertaken. There continues to be a number of successful and ambitious social enterprises achieving increased growth with appropriate support. HIE support is focused in those social enterprises with the greatest potential to continue this growth, and those in our most fragile communities.	 Green
CPP 01.07	HIE	Jobs created within fragile areas	28 jobs were created against a target of 20 in 2013-14.	 Green


## Local Outcome 2 – We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 02.01	Argyll and Bute Council	Increase the number of adults achieving learning outcomes through CBAL (Community Based Adult Learning).	The number of adults achieving learning outcomes through CBAL has risen from 253 in 2012-13 to 525 in 2013-14.	 Green
CPP 02.02	Third Sector Partnership	Number of third sector staff upskilled	117 members of third sector staff were upskilled through training in 2013-14 against a target of 100.	 Green
CPP 02.03	Third Sector Partnership	Ensure personal confidence and development of individuals is improved through the delivery of 50 CBT courses by March 2014.	The Third Sector Partnership delivered 68 CBT courses in 2013/14 against a target of 60.	 Green
CPP 02.04	Third Sector Partnership	Increase the number of volunteers or course participants finding employment through gaining skills	9 volunteers or course participants found employment through gaining skills in 2013-14 against a target of 10.	 Red
CPP 02.05	Third Sector Partnership	Deliver 8 accredited courses/workshops by March 2014.	9 accredited courses/workshops delivered in 2013-14 against a target of 8.	 Green
CPP 02.06	Third Sector Partnership	Deliver 35 unaccredited courses workshops by March 2014.	41 unaccredited courses/workshops delivered in 2013-14.	 Green
CPP 02.07	Economy CPP Thematic Group	Maintain the number of people in employment and self-employment rate (working age population, 16-64 years)	The number of people in employment increased over the period of 2013-14 from 38,400 to 40,100. Over the same period the self-employment rate increased from 12.1% to 13%	 Green




CPP 02.08	Economy CPP Thematic Group	No of unemployed and long term unemployed	The number of unemployed at the end of 2013-14 was 1,489 which was lower than the figure at the end of 2012-13 of 1,908. Similarly, the number of long term unemployed at the end of 2013-14 was 635 against a figure of 810 at the end of 2012-13.	 Green
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**Local Outcome 3 – We have contributed to an environment where existing and new businesses can succeed**

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 03.01	Argyll and Bute Council	Improve the speed and determination of planning applications.	The % of all planning applications processed within 2 months was 73% during 2013-14 against a target of 70%. This is also 5% above performance in 2012-13.	 Green

## Local Outcome 4 – Our transport infrastructure adapts and develops to meet the social and economic needs of our communities

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 04.01	Argyll and Bute Council	Planned roads repairs as a % of revenue budget	<p>At the end of 2013-14, the planned road repairs as a % of the revenue budget was 75% against a target of 70%.</p> <p>The figure for 'planned roads repairs as a % of the revenue budget' has generally taken a downward trend over the year with a slight recovery over the summer months – this reflects the volume of potholing repairs required across the network. Whilst we have been concentrating capital spend on improving our main strategic routes, the condition of many roads on the periphery of the network continues to decline – requiring ever-increasing revenue funded repairs. Also, this measure varies seasonally, with an expected increase in potholing over the autumn and winter months.</p>	 Green
CPP 04.02	Argyll and Bute Council	Category 1 road defects repaired in accordance with the roads asset management plan	<p>The average percentage of Cat 1 defects attended to within the allocated day time period for 2013-14 is 91% against a target of 90%. The overall number for Cat 1 defects reported during the year continues to fluctuate which is perhaps reflective of seasonal weather conditions and the actual condition of the road network.</p>	 Green
CPP 04.03	Argyll and Bute Council	Average response time for completion of planned pre-salting of roads	<p>At the end of 2013-14, the average response time for completion of planned pre-salting was 1.95 hours against a target of 2.5 hours.</p>	 Green

CPP 04.04	Argyll and Bute Council	Street Lighting faults repaired in 7 days	In 2013/14, over 92% of faults were repaired within 7 days (1991 out of 2153 faults) which was an increase from 2012-13. The main reason for the drop in fault numbers is due to the ongoing usage of long life lamps and efficient work practices.	 Green
CPP 04.05	Argyll and Bute Council	Streetscene - overall street cleanliness	<p>The cleanliness index achieved following inspection of a sample of streets and other relevant land at the end of 2013-14 was 79 against a target of 74.</p> <p>The performance in street cleanliness remains of a good standard across Argyll and Bute. Amenity Services has undergone the implementation of a 20% service review implementation, followed by a further budget reduction of 8.1%. The service has restructured its methods in delivering services, from the introduction of annualised hours and also delivering more flexible teams, to carry out all tasks in an area as opposed to being focused on certain aspects of the business.</p> <p>It is felt throughout the Council wide area that the training carried out in relation to the street cleanliness operation and the KSB programme has benefited the performance of the operation and the understanding of the performance criteria.</p>	 Green



## Environment

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







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



Ref	Lead Organisation	Success measures	Commentary	Status
CPP 05.01	Argyll and Bute Council	% of building warrants responded to within 20 days	In 2013-14, 96% of building warrants were responded to within 20 days against a target of 80%.	 Green
CPP 05.02	Argyll and Bute Council	% of building warrants issued within 6 days	In 2013-14, 94% of building warrants were issued within 6 days against a target of 80%.	 Green

## Local Outcome 6 – We contribute to a sustainable environment.

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 06.01	Argyll and Bute Council	Reduction in Councils Carbon emissions.	<p>At the end of 2013-14, 5,807 tonnes of carbon had been saved from tangible projects.</p> <p>Although this reduction of CO2 per annum is clearly an excellent achievement, it indicates a lag of about 12 months in terms of achieving projected original carbon reduction delivery targets.</p>	 Green
CPP 06.02	Argyll and Bute Council	% utilisation of light vehicle	The use of light vehicle fleet for 2013-14 was 67% against a target of 60%.	 Green
CPP 06.03	Argyll and Bute Council	Reduced the average subsidy per passenger accessing council funded public transport to £1.58	The average subsidy per passenger accessing council funded public transport at the end of 2013-14 was £1.94 against a target of £1.58. The figures take account of seasonal fluctuations in bus passenger numbers. We are working with operators to ensure that potential customers are made aware of the public transport services available to them in order to maximise patronage.	 Red
CPP 06.04	Argyll and Bute Council	No of tonnes of Biodegradable Municipal Waste to landfill	In 2013, 19,507 tonnes of biodegradable municipal waste was sent to landfill against a target of no more than 21,500 tonnes. This is a reduction of 7% from the previous year.	 Green
CPP 06.05	Argyll and Bute Council	Increased Recycling ,composting and recovery rate for household waste	In 2013, 48.9% of household waste was recycled and composted against a target of 40%. This is over a 4% increase from the previous year.	 Green
CPP 06.06	Argyll and Bute Council	Streetscene - overall street cleanliness	The cleanliness index achieved following inspection of a sample of streets and other relevant land at the end of 2013-14 was 79 against a target of 74.	 Green

CPP 06.07	Argyll and Bute Council	Improve the quality of drinking water from private water supplies	In 2013-14, of the 434 category A (commercial supplies), 67.5% have been improved with the support of the Councils improvement grant scheme, and 82% met the required standards. Public health interventions were undertaken to those who failed to meet the standards.	 Green
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**Local Outcome 7 – The full potential of our outstanding built and natural environment is realised through partnership working**

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 07.01	Argyll and Bute Council	Core paths plan adopted	The Habitats Regulations Appraisal (HRA), a new and complex process, has been introduced as a requirement to accompany the Core Path Plan since the commencement of the Core Path Plan process. This lengthy document has been prepared and submitted to Scottish Natural Heritage (SNH). The process now rests with SNH to agree the HRA. Following this, clearance can be obtained from the Strategic Environmental Assessment Gateway that a Strategic Environmental Assessment is not required. The Scottish Government Reporters will then be able to conclude and release the Report on the objections to the Core Path Plan and request that the Council Adopt the Core Path Plan.	 Red
CPP 07.02	Argyll and Bute Council	Community benefit framework to secure social economic benefit for Argyll and Bute developed.	Draft new community wind farm benefit policy/framework developed and agreed with the Argyll and Bute Renewable Alliance (ABRA). The new policy/framework seeks to increase the payments per MW from £2,000 to £5,000 and looks to the provision of a local and a regional funding stream. The framework seeks to secure as a first step the development of a local community development plan which will help to inform how funding is best distributed to deliver tangible economic benefit. The framework also looks at the options for community ownership/investment.	 Green





**Social Affairs**










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

Local Outcomes	National Outcomes
<p>CPP 8 – Our children are protected and nurtured so that they can achieve their potential.</p> <p>CPP 9 – Our people are supported to live more active, healthier and independent lives.</p> <p>CPP 10 – We work with our partners to tackle discrimination.</p> <p>CPP 11 – Vulnerable children and families are protected and are supported in sustainable ways within their communities.</p> <p>CPP 12 – Our young people have the skills, attitudes and achievements to succeed throughout their lives.</p> <p>CPP13 – The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.</p> <p>CPP 14 – The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.</p>	<p>3 We are better educated, more skilled and more successful, renowned for our research and innovation.</p> <p>4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>5 Our children have the best start in life and are ready to succeed.</p> <p>6 We live longer, healthier lives.</p> <p>7 We have tackled the significant inequalities in Scottish life.</p> <p>8 We have improved the life chances for children, young people and families at risk.</p> <p>9 We live our lives safe from crime, disorder and danger.</p>


## Local Outcome 8 – Our children are protected and nurtured so that they can achieve their potential.

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 08.01	Argyll and Bute Council	Maintain the percentage of care leavers with a pathway plan at 100%.	Throughout 2013-14, 100% of care leavers had a pathway plan.	 Green
CPP 08.02	Argyll and Bute Council	Ensure the percentage of children on Child Protection Register (CPR) with a current risk assessment remains at 100%,	At the end of 2013-14, 100% of children on Children Protection Register had an up to date risk assessment showing a slightly improved level of performance from 96% at the end of 2012-13.	 Green
CPP 08.03	Argyll and Bute Council	Ensure the number of child protection repeat registrations remains at 0.	At the end of 2013-14, there were no child protection repeat registrations.	 Green
CPP 08.04	Argyll and Bute Council	Increase the percentage of children affected by disability receiving community based support to 80%.	At the end of 2013-14, 60% of children affected by disability were receiving community based support.  Overall we have seen a change in the pattern of care choices over the past year with an increase in families choosing overnight respite as opposed to community based respite. It is unclear what impact the implementation of self-directed support will have on the care choices for parents and carers.	 Red







## Local Outcome 9 –Our older people live more active, healthier and independent lives.


Ref	Lead Organisation	Success measures	Commentary	Status
CPP 09.01	Argyll and Bute Council	Increase the number of enhanced Telecare packages	The number of enhanced Telecare packages at the end of 2013-14 was 435 against a target of 420.	 Green
CPP 09.02	Argyll and Bute Council	Decrease the number of Adult Care unallocated cases after 5 working days to 50.	The number of Adult Care unallocated cases after 5 working days was 29 at the end of 2013-14.	 Green
CPP 09.03	Argyll and Bute Council NHS	Increase the percentage of older people receiving care in the community versus residential care or NHS continuing care beds	At the end of 2013-14, 77% of older people were receiving care in the community. Performance continues to improve and move towards the set target.	 Green
CPP 09.04	Argyll and Bute Council	Increase the number of visits to Council Gyms	The number of visits to Council Gyms in 2013-14 was 119,323 against a target of 110,500.	 Green
CPP 09.05	Argyll and Bute Council	Increase the number of visits to Council pools	The number of visits to Council pools in 2013-14 was 384,871 against a target of 385,140.	 Red
CPP 09.06	NHS	Increase the number of people supported to be smoke free one month after planned quit date to 840.	The number of people supported to be smoke free one month after planned quit date was 1,466 at the end of 2013-14.	 Green
CPP 09.07	NHS	Increase the % of mothers' breastfeeding	31% of mothers' are breastfeeding their new-born children against a target of 36%.	 Red

**Local Outcome 10 – We work with our partners to tackle discrimination.**








Ref	Lead Organisation	Success measures	Commentary	Status
CPP 10.01	NHS	Deliver training on Lesbian, Gay, Bisexual and Transgender issues.	In 2013-14, 154 people attended 10 LGBT courses in total. This includes LGBT diversity and inclusion training and transgender awareness training. It also includes training courses on talking to young people about sex and relationships which includes an LGBT focus.	 Green




**Local Outcome 11 – Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.**

CPP 11.01	Argyll and Bute Council	Getting It Right For Every Child: Increase the percentage of Looked After and Accommodated Children (LAAC) in Care over 12 months with a Plan for Permanence.	At the end of 2012-13, 60% of LAAC in Care over 12 months had a plan for permanence against a target of 70%.  The indicator will change in relation to the current reporting methodology. These changes are in relation to the development of the new Universal Child Assessment and the ongoing work with CELCIS.	 Green
CPP 11.02	Argyll and Bute Council	GIRFEC Increase the percentage of Community Childminders Receiving Good or Above in Care Inspectorate inspections to 100%.	100% of active community childminders achieved the Care Inspectorate grading of “Good”, grade 4, or above during 2012-13 showing an improvement from 91% in 2011-12.	 Green
CPP 11.03	Argyll and Bute Council	Increase the percentage of Children on the Child Protection Register (CPR) with no Change of Social Worker to 75%.	80% of children on the Child Protection Register had no change of social worker in 2013-14 against a target of 75%.	 Green
CPP 11.04	Argyll and Bute Council	Reduce the number of people awaiting free personal care (FPC) within their homes 0-4 weeks to 0.	There were 0 people awaiting Free Personal Care within their home for 0-4 weeks in 2013-14.	 Green
CPP 11.05	Argyll and Bute Council	Reduce the number of delayed discharge clients within Argyll and Bute to 25.	At the end of 2013-14, there were 16 delayed discharge clients within hospitals in Argyll and Bute.	 Green
CPP 11.06	Third Sector Partnership	Increase the number of older people who are supported to live independently for longer through third sector interventions and support to 650.	At the end of 2013-14, there were 843 cases of older people supported to live independently through third sector interventions.	 Green

CPP 11.07	Third Sector Partnership	Increase the number of people engaged in activities and reporting improved mental health and well-being, over a minimum of 6 month period to 200.	At the end of 2013-14 there were 218 cases of people engaged in activities and reporting mental health and well-being. Individuals engaged in activities and reporting mental health and well-being are tracked over a 6 month period so the date of the assessment is dependent on the date of registration.	 Green
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**Local Outcome 12 – Our young people have the skills, attitudes and achievements to succeed throughout their lives.**

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 12.01	Argyll and Bute Council	Increase the percentage of S6 students attaining 1 or more subjects at level 7 or better to 17%.	15% of S6 students attaining 1 or more subjects at level 7 or better against the authority target of 17% and the national average of 17% in academic year 2012/13.	 Red
CPP 12.02	Argyll and Bute Council	Increase the percentage of S5 students attaining 5 or more subjects at level 6 to 13%.	13% of S5 students attaining 5 or more subjects at level 6 or better against the authority target of 13% and the national average of 13% in academic year 2012/13.	 Green
CPP 12.03	Argyll and Bute Council	Increase the percentage of S6 students attaining 5 or more subjects at level 6 or better to 23%.	23% of S6 students attaining 5 or more subjects at level 6 or better against the authority target of 23% and the national average of 26% in academic year 2012/13.	 Green
CPP 12.04	Argyll and Bute Council	Increase the percentage of S5 students attaining 3 or more subjects at Level 6 to 26%	30% of S5 students attaining 3 or more subjects at Level 6 against the authority target of 26% and the national average of 28% in academic year 2012/13.	 Green
CPP 12.05	Argyll and Bute Council	Increase the percentage of S4 students attaining 5 or more subjects at Level 4 or better to 82%.	80% of S4 students attaining 5 or more subjects at Level 4 or better against the authority target of 82% and the national average of 80%.	 Red
CPP 12.06	Argyll and Bute Council	Increase the percentage of S4 students attaining 5 or more subjects at level 5 or better to 38%.	39% of S4 students attaining 5 or more subjects at level 5 or better against authority target of 38% and the national average of 38%.	 Green
CPP 12.07	Argyll and Bute Council	Ensure 3 school reviews are completed each quarter.	4 school reviews were completed in 2013-14. Due to the restructuring of the Quality Improvement team it was not possible to undertake 3 school reviews per quarter.	 Red








CPP 12.08	Argyll and Bute Council	Increase the percentage of school leavers going to a positive destination.	The % of school leavers going to a positive destination was 92% against a target of 86% and a national average of 88% for academic year 2012-13.	 Green
CPP 12.09	Argyll and Bute Council	Increase the number of interactions between young people and youth services to 16,000 per year.	The number of interactions between young people and youth services was 27,403 in 2013-14.	 Green
CPP 12.10	Argyll and Bute Council	Increase the number of participants in activities that improve literacy and numeracy to 1,200 per year.	The number of participants in activities that improve literacy and numeracy was 1,487 in 2013-14.	 Green












**Local Outcome 13 – The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.**

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 13.01	NHS	Reduced incidence of hazardous alcohol consumption through delivery of Alcohol Brief Interventions (ABIs)	The cumulative figure for 2013-14 as at the end of February 2014 was 1,014 against a projection of 978.	 Green
CPP 13.02	NHS	Reduce or maintain current rates of hospitalisation from alcohol related conditions	The rate of hospitalisation from alcohol related conditions decreased to 787/100,000 population in 2011/12 against performance of 792/100,000 population in 2010/11.	 Green
CPP 13.03	Argyll and Bute Council NHS	Increase the % of clients waiting less than 5 weeks from referral to appropriate drug or alcohol treatment to 90%.	The % of clients waiting less than 5 weeks from referral to appropriate drug or alcohol treatment was 98.3% against a target of 90%.	 Green

**Local Outcome 14 – The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.**

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 14.01	Argyll and Bute Council	Increase the percentage of Unpaid Work Orders (UWOs) commenced within 7 working days.	94% of Unpaid Work Orders commenced within 7 working days against a target of 40%.	 Green
CPP 14.02	Argyll and Bute Council	Increase the percentage of Community Payback Order (CPO) supervision cases seen without delay (5 days).	73% of Community Payback Order supervision cases were seen without delay against a target of 90%. The data for 2013/14 shows a disappointing performance but the majority of these failings can be attributed to client non-compliance rather than service performance.	 Red
CPP 14.03	Argyll and Bute Council	Increase the percentage of Breach Applications Successfully Completed to 100%.	100% of Breach Applications were successfully completed in 2013-14.	 Green
CPP 14.04	Argyll and Bute Council	Increase Homeless Priority Need Determinations.	100% of households assessed as homeless were determined as priority need for accommodation in 2013-14.	 Green
CPP 14.05	Argyll and Bute Council	Ensure four Community Safety Forum Meetings take place every quarter.	In 2013-14, 20 Community Safety Forum meetings were held against a target of 16.	 Green
CPP 14.06	Argyll and Bute Council	Reduce or maintain permanent housing for priority needs households.	In 2013-14, 50% of all Registered Social Landlord lets have gone to homeless applicants.	 Green
CPP 14.07	Argyll and Bute Council	Increase the percentage of anti-social cases resolved to 50%.	In 2013-14, 52% of anti-social cases had been resolved against a target of 50%.	 Green

CPP 14.08	Police Scotland	Number of incidents involving crimes of violence	The number of crimes involving violence for 2013-14 was 78 against a target of 80.	 Green
CPP 14.09	Police Scotland	To maintain the high detection rate for crimes of violence	The detection rate for crimes of violence was 97.4% against a target of 91.2%.	 Green
CPP 14.10	Police Scotland	Number of incidents of disorder.	In 2013-14 the number of incidents of disorder reduced to 2550 against a target of 5630.	 Green
CPP 14.11	Police Scotland	Number of speeding offences detected in an effort to positively influence driver behaviour	The number of speeding offences detected in 2013-14 was 2130 against a target of 1820.	 Green
CPP 14.12	Scottish Fire and Rescue Service	Number of accidental dwelling fires	The number of accidental dwelling fires in 2013-14 was 78. The target is the main focus of all Community Safety activities through the Home Fire Safety Visit initiatives and education programmes. Over recent years this has improved to an all-time low figure.	 Green
CPP 14.13	Scottish Fire and Rescue Service	Number of fire casualties and fatalities	The number of fire casualties and fatalities in 2013-14 was 12. Casualty figures are better than target and provide an indicator that the preventative approach is working within our communities.	 Green


CPP 14.14	Scottish Fire and Rescue Service	Number of deliberate fire settings (primary and secondary)	<p>In 2013-14, the number of deliberate fire settings (primary) was 17 and (secondary) was 55.</p> <p>Primary Fires are designated as fires that involve property. Secondary fires are designated as fires involving refuse, grass and heathland etc.</p> <p>We have worked with Police Scotland over recent years to improve detection rates in deliberate fire raising however, despite these reductions, the number of incidences of Fire Related Anti-Social Behaviour continues to require this multi-agency focus.</p> <p>The summer in 2013 was warm and dry and therefore the Service as a whole experienced a considerable rise in grass fires during this period, however safety campaigns conducted prior to the annual bonfire night did see a general reduction in overall calls being attended by the Service.</p>	 Green
CPP 14.15	Scottish Fire and Rescue Service	Number of Road Traffic Collisions	<p>The number of Road Traffic Collisions in 2013-14 was 79. We have continued to provide safety information through our drive safe programmes and young drivers initiatives and worked alongside the Community Safety Partnership to tackle this priority.</p>	 Red
CPP 14.16	Scottish Fire and Rescue Service	Provide advice and information on fire prevention to those most at risk from fire by targeting Home Safety Visits at vulnerable groups and individuals.	<p>The 'quality' of the Home Fire Safety Visit was improved through working within our Referral Partnerships to identify those most at risk. This resulted in 88% of our visits being delivered to high/medium risk residents in 2013-14.</p>	 Green

## Third Sector and Communities

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






Local Outcomes	National Outcomes
<p>CPP 15 - We work with our partners to tackle discrimination</p> <p>CPP 16 - Our Third Sector and Community Councils have access to information and support, including training opportunities.</p> <p>CPP 17 – Our partners are able to be fully engaged in the way our services are delivered.</p> <p>CPP 18 – We engage with our partners, our communities and our customers to deliver.</p>	<p>7 We have tackled the significant inequalities in Scottish life.</p> <p>11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p> <p>13 We take pride in a strong, fair and inclusive national identity.</p>

**Local Outcome 15 – We work with our partners to tackle discrimination.**



Ref	Lead Organisation	Success measures	Commentary	Status
CPP 15.01	Police Scotland	To maintain the high detection rate for racially motivated crimes and offences	The detection rate for racially motivated crimes and offences and other hate crimes was 84.9% against a target of 82%	 Green

**Local Outcome 16 – Our Third Sector and Community Councils have access to information and support, including training opportunities.**

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 16.01	Argyll and Bute Council	Community benefit framework to secure social economic benefit for Argyll and Bute developed.	Draft new community wind farm benefit policy/framework developed and agreed with the Argyll and Bute Renewable Alliance (ABRA). The new policy/framework seeks to increase the payments per MW from £2,000 to £5,000 and looks to the provision of a local and a regional funding stream. The framework seeks to secure as a first step the development of a local community development plan which will help to inform how funding is best distributed to deliver tangible economic benefit. The framework also looks at the options for community ownership/investment.	● Green
CPP 16.02	Argyll and Bute Council Third Sector Partnership	(Number of) training courses/hours delivered to the Third Sector	23 courses were delivered to the Third Sector in 2013-14.	● Green
CPP 16.03	Third Sector Partnership	Levels of bespoke training delivered to strengthen third sector (number organisations receiving)	31 organisations received bespoke training against a target of 25 in 2013-14.	● Green
CPP 16.04	Argyll and Bute Council Third Sector Partnership	Number of resources designed and supplied through TSP to upskill and advise sector	In 2013-14, 4 resources were designed and supplied to upskill and advise sector against a target of 2.	● Green






CPP 16.05	Argyll and Bute Council NHS	Increase in new applicants/projects for Third Sector and Health Improvement grants	73% of applicants receiving Health Improvement grants in 2013-14 had not been awarded funding in previous 2 years.  64% of groups receiving Third Sector grants in 2013-14 were new groups.	 Green
CPP 16.06	Third Sector Partnership	Increased sustainability through leveraged funding (number posts protected)	In 2013-14, 11 posts were safeguarded by funding brought into Argyll and Bute against a target of 10.	 Green
CPP 16.07	Third Sector Partnership	Number of voluntary organisations assisted to start up	In 2013-14, 17 voluntary organisations were assisted to start up by the Third Sector Partnership against a target of 10.	 Green
CPP 16.08	Third Sector Partnership	Improved levels of adherence to mandatory requirements – supported through advice, services (number interventions)	In 2013-14, there were 318 interventions against a target of 200.	 Green
CPP 16.09	Third Sector Partnership	Volunteer Awards delivered and attended by 100+ people from the Third Sector	The annual Volunteer Awards event was held on and attended by more than 100 people.	 Green
CPP 16.10	Third Sector Partnership	Number of young people engaged with and completing awards for Saltire	In 2013-14, 204 young people were engaged and completed awards for Saltire against a target of 150.	 Green
CPP 16.11	Argyll and Bute Council Third Sector Partnership	(Number of) capacity building support sessions given to community groups	19 capacity building support sessions were delivered across all areas over 2013-14 against a target of 12.	 Green
CPP 16.12	Argyll and Bute Council	Business skills workshops delivered in Argyll and Bute by Business Gateway are open to the Third Sector	In 2013-14, 100% of Business skills workshops delivered by Business Gateway are open to the Third Sector.	 Green
CPP 16.13	Third Sector Partnership	Number of social enterprises assisted to start up	In 2013-14, 9 social enterprises were assisted to start up against a target of 3.	 Green
CPP 16.14	Argyll and Bute Council	Increased number of social enterprise clients supported by Business Gateway	In 2013-14, 23 social enterprise clients were supported by Business Gateway against a target of 20.	 Green





CPP 16.15	Argyll and Bute Council	Achieve % of community councils responding to needs assessment survey	In 2013-14, 26% of community councils responded to the needs assessment survey against a target of 40%.	 Red
CPP 16.16	Argyll and Bute Council	Deliver training to community councils for the top 4 priorities as identified by community councils in the needs assessment survey	In 2013-14, 100% of all community councils were given basic governance training at their inaugural meetings. A Training Needs Analysis has been carried out and the results of this have informed a training programme for FY 2014-15. The top 4 priorities are: <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Governance</li> <li>• Planning</li> <li>• Website Development/Social Media</li> </ul>	 Red

**Local Outcome 17 – Our partners and communities are able to be fully engaged in the way our services are delivered.**

Ref	Lead Organisation	Success measures	Commentary	Status
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CPP 17.01	Argyll and Bute Council Third Sector Partnership	Use of Community Engagement resources and activities by communities	There were 105 uses of community engagement resources in 2013-14. Resources include CPP engagement tent, PP voting and engagement tools such as 'Pockets', 'Suggestion Tree' etc	 Green
CPP 17.02	Third Sector Partnership	(Number of) 'Influencing Change – Involving to Devolving' events held	In 2013-14, there were 14 'Influencing Change – Involving to Devolving' events held against a target of 12.	 Green
CPP 17.03	NHS	Guided Self Help Workers are employed through Third Sector organisations	Guided Self Help Workers were employed through Third Sector organisations at the end of 2013-14.	 Green
CPP 17.04	Argyll and Bute Council	4 community centre councils are actively supported in delivering services to their communities	4 community centre councils in partnership secured £46,000 to appoint a consultant each. All 4 committees have achieved a Development Plan to support their sustainability, and an Action Plan on which to deliver improvements to the centres and their use.	 Green
CPP 17.05	Third Sector Partnership	Third sector demonstrates working in partnership – evidence of actions. (number of actions)	In 2013-14, the Third Sector worked together in partnership to deliver 24 actions against a target of 20.	 Green

**Local Outcome 18 – We engage with our partners, our communities and our customers to deliver best value services.**

Ref	Lead Organisation	Success measures	Commentary	Status
CPP 18.01	Third Sector Partnership	Number of forums facilitated by TSP to ensure communities are better engaged	In 2013-14, the number of forum meetings facilitated by The Third Sector Partnership was 32 against a target of 30.	 Green
CPP 18.02	Police Scotland	Maintain the number of Police and Community (PAC) meetings held	In 2013-14, Police Scotland held 53 PAC meetings compared to 46 in 2012-13.	 Green

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## Argyll and Bute Community Planning Partnership



Management Committee

19<sup>th</sup> August 2014

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### Agenda Item 5a. Community Justice Reform

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#### 1.0 SUMMARY

- 1.1 By 2016-17, responsibility for local strategic planning and delivery of community justice will transfer from Scotland's eight Community Justice Authorities (CJAs) to Community Planning Partnerships (CPPs). The detail of these arrangements is currently under consultation by the Scottish Government, with an announcement on this anticipated in autumn 2015. However it is clear that local arrangements for the strategic planning and delivery of community justice in each area will be for local CPPs to determine.

#### 2.0 RECOMMENDATIONS

- It is recommended that the CPP Management Committee:
- 2.1 Note the response submitted on behalf of the CPP to the short survey from COSLA and Scottish Government, deadline 8 August 2014.
- 2.2 Agree the lead officer for the CPP is Louise Long, supported by the Community Planning Manager as outlined in 'Next Steps' paragraph 3.11.

#### 3.0 DETAILS

##### 3.1 Community Justice

Community Justice is the term given to the whole approach to reducing reoffending. It is concerned with improving the lives of people through prevention activities and services to reduce instances of reoffending. This encourages the involvement of not only social work but other agencies such as Housing, DWP, Police and the Third Sector.

- 3.2 Within Argyll and Bute Council area Community Justice is currently the core responsibility of a criminal justice social work team, usually consisting of a social worker and an assistant, in every town based around the courts and in Rothesay where there used to be a court. Working with sex offenders is included within Community Justice and often the work is time and resource intensive. The main partners include Housing and Homelessness, Police, mental health and addictions workers and third sector local drug and alcohol agencies.

- 3.3 There are also positive relationships with community councils who can often bring forward ideas for unpaid work by offenders (layby cleaning etc). Argyll and Bute has the second lowest reconviction rate in Scotland.

- 3.4 Currently Community Justice in Argyll and Bute operates under the Argyll, Bute and

Dunbartonshire's Criminal Justice Social Work Partnership - a formal arrangement between this council, East Dunbartonshire Council and West Dunbartonshire Council. The Partnership sits under one of eight Community Justice Authorities.

**3.5 Community Justice Authorities (CJA's)**

Eight Community Justice Authorities were set up across Scotland to have responsibility for local strategic planning and delivery of Community Justice. The Government's consultation in 2013 on a future model for Community Justice in Scotland concluded that CJAs should be disbanded and that it be for Community Planning Partnerships to determine the local delivery of Community Justice.

**3.6 Reform of Community Justice and role of CPP**

The current CJA's are to work with CPPs to discuss transfer of some of the key responsibilities (including reporting back to a national body, distributing grant, agreeing a strategic plan and partnership arrangements and bringing other partners round the table including the third sector).

3.7 The deadline for this to "transfer" to CPPs is end March 2016.

3.8 This is part of a consultation on Community Justice reform which looks also at establishment of a single national body. The council has submitted a response to this consultation and the results are expected in Autumn 2014.

3.9 As part of preparatory work for the transition, the Scottish Government and COSLA have established a 'Community Justice CPP transitions' working group. This has representation from CJAs and CPPs. The working group is carrying out a short survey of all 32 CPPs to inform its work programme. The completed survey for Argyll and Bute CPP is appended to this report. The deadline for returns was 8 August therefore a submission was made following a meeting of the Community Planning Manager and the Community Justice Manager. This was submitted by the Chair of the CPP.

**3.10 Next Steps**

The Partnership needs to consider the outcome of the consultation following its publication in Autumn 2014. There may well be implications for the distribution of the grant for Community Justice to sit with the CPP in future and this will need to be fully considered.

3.11 There is a need for the Partnership to identify a lead officer for the CPP that will take any work on this forward. This needs to be someone who can take all the actions forward, arrange and attend all necessary meetings and engage fully with the Partnership and other bodies to see through the change. It is recommended that the appropriate lead person is Louise Long, Head of Children and Families and support is provided by the Community Planning Manager.

**4.0 CONCLUSION**

4.1 The structures through which the planning and delivery of reducing reoffending in Scotland are currently managed is subject to change and will involve CPP's taking a role in shaping the local delivery of Community Justice post March 2016.

4.2 A working group has been established at a national level involving Scottish Government, COSLA, CPP's and Community Justice Authorities to support the upcoming changes. To inform their workplan CPP's are invited to complete a survey of short questions on the reform of Community Justice. The partnership is asked to note the CPP's response.

- 4.3 Work on this area of public sector reform is ongoing and the CPP is required to identify a lead person through which they will be kept informed of developments.

**Cleland Sneddon Executive Director Community Services**  
**Tel No 604112**

**For further information please contact:**

Jon Belton  
Criminal Justice Manager  
01546 604 567

Rona Gold  
Community Planning Manager  
01436 658 862

**APPENDICES**

Appendix A: Argyll and Bute CPP Response – A Future Model for Community Justice in Scotland – Question Set for CPPs

## Appendix A: Argyll and Bute CPP Response

### A Future Model for Community Justice in Scotland – Question Set for CPPs

By 2016-17, responsibility for local strategic planning and delivery of community justice will transfer from Scotland's eight Community Justice Authorities (CJAs) to local Community Planning Partnerships (CPPs). CJAs will be disestablished. A national body (currently referred to as 'Community Justice Improvement Scotland') will be created with an assurance and improvement function.

The detail of these arrangements is currently under consultation by the Scottish Government,<sup>1</sup> with an announcement on this anticipated in the Autumn. However it is clear that local arrangements for the strategic planning and delivery of community justice in each area will be for local CPPs to determine.

As part of preparatory work for this transition, the Scottish Government and Cosla have established a 'Community Justice CPP transitions' working group as part of the Reducing Reoffending Programme 2. This also has representation from CJAs and CPPs.<sup>2</sup>

The working group is carrying out a short survey of all 32 CPPs to inform its work programme. This aims to identify:

- Where CPPs currently feel they are in terms of preparing for the community justice transition and implementation of the new arrangements from 2016-17.
- What support and resources CPPs feel they need in the short, medium and long term to assist with the transition and implementation.

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**We would be grateful if you could complete the attached survey by FRIDAY 8 AUGUST 2014 and return it to [communityplanning@north-ayrshire.gov.uk](mailto:communityplanning@north-ayrshire.gov.uk) .**

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The survey includes 7 questions.

You will not be asked to identify your CPP – this is intended only to give an overview of CPPs' current position. We are seeking informal views at an officer level only, so do not anticipate that your response would require to be signed off formally by your CPP governance structures.

Many thanks for your assistance.

If you have any queries about this survey, please contact (on behalf of the Community Justice CPP transitions working group):

*Morna Rae, Community Planning Team Leader, North Ayrshire Council*  
tel 01294 324177, email [mrae@north-ayrshire.gov.uk](mailto:mrae@north-ayrshire.gov.uk)

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<sup>1</sup> <http://www.scotland.gov.uk/Publications/2014/04/7616>

<sup>2</sup> South West Scotland and North Strathclyde CJAs; Aberdeenshire, North Ayrshire and Perth and Kinross CPPs.



**1. How would you describe your CPP's current level of awareness of the responsibilities for strategic planning and delivery of community justice which will transfer from 2016-17?**

*(please circle one option between 1 and 4 for each level of the CPP)*

	Not at all aware	Slightly aware	Reasonably aware	Very aware
Amongst CPP team/ officers	1	2	3	4
Amongst CPP groups (EXCL. CPP Board)	1	2	3	4
At CPP Board level or equivalent	1	2	3	4

**2. Has there been any consideration to date (in the form of reports, presentations or discussion) in your CPP about the redesign of community justice as it applies to CPPs?**

*(please tick all that apply)*

No	X
Yes – Amongst CPP team/ officers	X
Yes – Within CPP groups (EXCLUDING CPP Board)	X
Yes – With CPP Board or equivalent	X
Yes – Other <i>(please specify)</i>	Council responded to the consultation in July 2014. This was taken to Full Council end June.

**3. Has a lead officer been identified for your CPP to plan and oversee the transition of community justice responsibilities to CPPs?**

*(please tick one option)*

No	X
Yes – Local Authority lead <i>(please specify which service)</i>	
Yes – Other Partner lead <i>(please specify which organisation)</i>	

**4. What is your CPP's current thinking in terms of where these new responsibilities will be placed within your CPP governance arrangements?**

*(please tick one option)*

Haven't thought about this yet	X
Within Community Safety Partnership or equivalent	
Within a new 'Community Justice Partnership' or equivalent	
Within the Health and Social Care Partnership or equivalent	
Within the Alcohol and Drug Partnership or equivalent	
Within another governance arrangement – please specify	

**5. Do you currently anticipate any resourcing implications for your CPP to take on these new responsibilities?** *(please tick one option)*

<i>Yes – but we can meet this from our existing resources</i>	
<i>Yes – and we could not meet this within our existing resources</i>	X
<i>No</i>	
<i>Haven't thought about this yet</i>	

**6. What do you feel might be some of the main challenges and opportunities arising from the transition to the new community justice arrangements?**

*(please write as many or as few as you wish)*

<b>Challenges</b>	<b>Opportunities</b>
<p>This is an unknown area for CPPs therefore the timescale, learning and development of a workable solution is challenging and especially with current resources.</p> <p>The responsibilities coming to CPPs are outwith regular functioning of the current CPPs and therefore will have implications for governance of CPPs.</p> <p>How does this fit with the Integration of Social Care and Health?</p> <p>The functioning of the national body could be a burden on the CPP and undermine actions.</p>	<p>How does this fit with the Integration of Social Care and Health?</p> <p>Potential to engage and involve more partners in the delivery of Community Justice.</p> <p>Stronger platform through which there can be more third sector involvement.</p> <p>Can better develop local solutions for local circumstances which has never been done before.</p>

**7. Which of the following would assist your CPP with the transition to the new community justice arrangements?**

*(please tick all that apply)*

	<i>By when?</i>			
	<i>By Sept 2014</i>	<i>By Mar 2015</i>	<i>By Sept 2015</i>	<i>By Mar 2015</i>
<i>Regular meetings between your CPP officers and your local CJA officers</i>	X			
<i>Regular agenda items at CPP meetings</i>	X			
<i>Involvement of your CPP officers in local CJA governance arrangements</i>		x		
<i>Formal guidance from the Scottish Govt/ Cosla</i>	X			
<i>A 'Community Justice Toolkit' outlining for example key legislative, policy and operational responsibilities; local and national contacts; tools and resources; and good practice</i>			X	

<i>Dedicated transitional/ development support</i>	<i>X (yes if this was funded)</i>			
<i>Information events and workshops in your local CJA area</i>		<i>x</i>		
<i>Information events and workshops at a national level</i>	<i>x</i>			
<i>A workplan or schedule of key tasks to be completed within the transition along with milestones and deadlines</i>	<i>X</i>			
<i>Anything else? Please specify</i>  <i>There is a need for milestones to state key tasks that the Government is going to do/ when it is going to make decisions before there is a set project plan laid out for local authorities and their partners to allow local organisations to make their own plan. Need to careful that this is not being micromanaged by Government.</i>	<i>X</i>			

**Many thanks for your assistance. Please return by FRIDAY 8 AUGUST 2014 to:**  
[communityplanning@north-ayrshire.gov.uk](mailto:communityplanning@north-ayrshire.gov.uk).

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## Argyll and Bute Community Planning Partnership



Management Committee

19<sup>th</sup> August 2014

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### Agenda Item 5b. Integration of Health and Social Care

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#### 1.0 SUMMARY

- 1.1 Argyll and Bute Council and NHS Highland are actively planning for the implementation of new arrangements to meet statutory duties and responsibilities that will shape the future delivery of Health and Social Care in Argyll and Bute as outlined within the Public Bodies (Joint Working) (Scotland) Act 2014. This legislation places a duty on Local Authorities and NHS Boards to develop defined arrangements for the integration of Health and Social Care services in their area.
- 1.2 Partnerships across Scotland are being encouraged by the Government to make progress with new partnership arrangements ahead of the statutory timescale of 1<sup>st</sup> April 2016.
- 1.3 The Scottish Government has recently published two consultation documents regarding the regulations and guidance relating to the new Act. The draft regulations on which the consultation is based may be accessed through the consultation section of the Scottish Government website ([www.scotland.gov.uk/](http://www.scotland.gov.uk/)).
- 1.4 The new Health and Social Care Partnership will need to plan and develop how it intends to link with the CPP to deliver improved outcomes for people across localities in Argyll and Bute.

#### 2.0 RECOMMENDATIONS

- It is recommended that the CPP Management Committee note that:
- 2.1 Argyll and Bute Council and NHS Highland have agreed the scope of services to be delegated to the new Health and Social Care Partnership at their respective Council and Board meetings in June 2014.
  - 2.2 The first meeting of the Shadow Integration Board is scheduled for the 10<sup>th</sup> September 2014.
  - 2.3 A Programme Board and Joint Project Team to deliver the work required to meet the statutory requirements of the Public Bodies(Joint Working) (Scotland) Act 2014 have been formed.
  - 2.4 The progress being made to recruit a Chief Officer in line with the statutory requirements of the Act.
  - 2.5 The requirement to produce an Integration Scheme in line with the statutory regulations and guidance from Scottish Government. The Integration Scheme must be

signed off by the Government before 1<sup>st</sup> April 2015.

### **3.0 DETAILS**

- 3.1 Argyll and Bute Council and NHS Highland have agreed the model of partnership as Body Corporate at their respective Council and Board meetings in March and April 2014. A Programme Board has been set up and is populated by senior managers from the Council and NHS Highland which includes the Chief Executives of the Council and NHS Highland, the Leader of the Council and Chairman of NHS Highland Board.
- 3.2 The Programme Board have been meeting regularly to oversee the work of a joint project team charged with taking forward the preparatory work to deliver the new Health and Social Care Partnership. The project team are currently working on 11 work streams covering specific areas which include HR, Finance, Performance, Quality, Operations, OD, Property, Commissioning, IT, Communication and Support Services.
- 3.3 The scope of services to be delegated to the new Health and Social Care Partnership was endorsed by the Council and NHS Highland at their respective meetings in June 2014.
- 3.4 All NHS services in Argyll and Bute (planning, delivery, and commissioned services) as well as Adults and Children's Social Work Services of Argyll and Bute Council will be delegated to the new partnership arrangements. This equates to a potential budget of circa £160 million from the NHS while the Council's budget equates to circa £50 million. Following the review of Community Justice Services, the Scottish Government has confirmed the intention to delegate the services to CPPs and work will be undertaken to map out how these services articulate with the new Health and Social Care Partnerships in operational and governance terms. Community Justice Services are however expected to transfer operational as part of Children and Families Social Work Services and a separate paper will be prepared for members on this issue.
- 3.5 A Shadow Integration Board will meet for the first time in September to oversee the recruitment of the Chief Officer post and start to ensure the work of the Programme Board and joint project team produces the outputs required to set up the new partnership arrangements. The Shadow Integration Board will not have any legal powers until the 1<sup>st</sup> April 2015 which is in line with the regulations and guidance associated with the Act.
- 3.6 Preparation for the recruitment of a Chief Officer has now been completed and the national advert for the post will go live in early August 2014. A recruitment and selection process has been agreed by the Council and NHS Highland which will ensure a robust process is in place to identify a suitable candidate.
- 3.7 The joint project team are now actively involved in activities across 11 work streams as indicated in 3.2 of this report. One of the main statutory requirements contained within the Regulations is the requirement to produce an Integration Scheme which details the arrangements that will be put in place to meet the statutory requirements of the legislation.
- 3.8 The first set of staff information meetings are commencing on 5<sup>th</sup> August 2014 which will be used to share information with staff on the progress to date and explain how the partnership will build on the good partnership working in Argyll and Bute. There are 12 sessions planned across localities and the project team will ensure ongoing sessions are planned to involve staff and keep them fully informed of the plans to deliver our new Health and Social Care Partnership.

- 3.9 A national Integration Scheme has been devised by Government and Partnerships across Scotland are advised to use the draft Scheme to ensure compliance with the requirements of the Regulations.

#### **4.0 CONCLUSIONS**

- 4.1 Argyll and Bute Council and NHS Highland are working towards the implementation of a new Health and Social Care Partnership which will deliver improved outcomes and more integrated services for people across Argyll and Bute.
- 4.2 The Partnership also needs to meet new duties and responsibilities as detailed in the Public Bodies (Joint Working) (Scotland) Act 2014 Regulations and Guidance. The new Health and Care Partnership will need to develop its links with the CPP and build effective joint working arrangements which ensure delivery of improved outcomes for people across Argyll and Bute.

**Cleland Sneddon Executive Director Community Services**  
**Tel No 604112**

**For further information please contact:**

Allen Stevenson  
Joint Project Manager-Integration  
01369 708513

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## Argyll and Bute Community Planning Partnership



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**Management Committee**

**19 August 2014**

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### Agenda Item 6c COSLA Strategic Migration Partnership

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#### **1 SUMMARY**

- 1.1 The population profile of Argyll and Bute is such that net migration into the area is required to stabilise the population or achieve growth.
- 1.2 The Convention of Scottish Local Authorities (COSLA) is currently evaluating their toolkit: The Strategic Migration Partnership Policy Toolkit with a view to producing new resources in 2015, to support community planning partners and local authority areas to develop strategic responses to migration.
- 1.3 COSLA is also running an EU project, Migration Matters Scotland, to inform the development of new supportive resources. This paper provides further information on these.

#### **2 RECOMMENDATION**

It is recommended that the Community Planning Partnership Management Committee:

- 2.1
  - 1 Note the work on in-migration being undertaken by COSLA and the development of tools to support areas in Scotland to develop migration strategies.
  - 2 Comment on any further information it would like from COSLA on this matter at this time.

#### **3 DETAIL**

- 3.1 The Convention of Scottish Local Authorities (COSLA) is currently evaluating their toolkit for local authorities: COSLA Strategic Migration Partnership Policy Toolkit. The toolkit was developed in 2010 to help local authorities and community planning partners to develop strategic responses to migration. It provides advice and guidance to local authorities seeking to attract migrants to their area. The Community Planning Manager has fed back on the strengths and weaknesses of the toolkit for the review. Comments are shaping new resource that will be available in summer 2015.

- 3.2 The toolkit provides information on a range of issues relating to the attraction and support of migrant populations. It enables users to develop of an overall strategy towards migration and provides guidance to assist with refining policy options.
- 3.3 There is a feeling, that through speaking to the consultants undertaking the review that the toolkit has not been well used as a result of a lack of promoting its existence, and the support available.
- 3.4 The term 'migrant' within the toolkit is defined as 'any person who comes to Scotland from outside the UK' and so much of the information provided is focussed on foreign migrants for whom English is not a first language. This may also limit the use of the information where areas are not basing migration on this definition.
- 3.5 Further to the review of the toolkit COSLA is undertaking a European funded project, *Migration Matters Scotland* between December 2013 and June 2015. A key aim of the project is to provide local authorities and their community planning partners with a suite of well-informed policy tools to further aid the integration of migrants into their communities.
- 3.6 The project is working with 3-5 local authorities and will inform the development of the new Migration Toolkit. The participating councils are Dundee, Perth & Kinross, Fife, Shetland and the City of Edinburgh.
- 3.7 The first dissemination event for the project is February 26<sup>th</sup>, 2015, at which point there may be an indication of whether they will be applying for a further round of funding to increase the project and involve more local authorities.

#### **4 CONCLUSION**

- 4.1 It is recommended that the Partnership note the work on in-migration being undertaken by COSLA and the development of tools to support areas in Scotland to develop migration strategies.
- 4.2 The Partnership is asked to comment on any further information it would like from COSLA on this matter at this time.

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**Donald MacVicar, Head of Community and Culture**  
**Tel 01546 604364**

**For further information please contact:**

Rona Gold  
Community Planning Manager  
01436 658862

## Argyll and Bute Community Planning Partnership



Management Committee

19<sup>th</sup> August 2014

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### Agenda Item 6e. Early Years Collaborative

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#### 1.0 SUMMARY

- 1.1 This report provides an update on the progress of the Early Years Collaborative (EYC) in Argyll and Bute and outlines a number of new developments for the CPP Management Committee to consider.

#### 2.0 RECOMMENDATIONS

It is recommended that the CPP Management Committee::

- 2.1 note the current actions including the implementation of the Leadership Walk Rounds which commenced in April 2014.

#### 3.0 DETAILS

- 3.1 The Early Years Collaborative is the world's first national multi-agency quality improvement programme focussing on developing positive starts and addressing inequalities for children. The programme is directed at the national aim for Scotland to be the best place in the world for a child to grow up and the EYC is taken forward in each area by the Community Planning Partnership.
- 3.2 The EYC seeks to meet a series of national stretch aims linked to positive pregnancies, and children reaching developmental milestones at various stages from birth through to age 8 years. The EYC encourages a wide range of pilot tests of change to be developed throughout the partnership which, if successful, can be scaled up for implementation.
- 3.3 The Argyll and Bute CPP are laying strong foundations in their early years improvement work. The objective of the EYC is to deliver tangible improvements in outcomes and reduce inequalities for vulnerable children, shifting the balance of public services towards early intervention and prevention. The CPP has embarked on improvement interventions to address issues identified nationally – these are featured in the agreed driver diagrams to meet local need. The key change themes have been reviewed to ensure our partnership has the biggest impact on the aims of the EYC and the following broad themes/ key changes have emerged:

- Early support for pregnancy and beyond
- Attachment and child development
- Transitions of care
- The 27-30 month review
- Family Engagement
- Addressing child poverty-Income maximisation
- Developing Parenting Skills

3.4 Following the national methodology, across the Partnership the EYC is conducting small tests to identify where a change can result in an improvement, analysing the impact/ evidence and where the evidence shows positive outcomes imbed the change across the service. Examples include:

- Helensburgh – a test on improving early literacy/attachment through the Big Bedtime Read.
- Oban - testing family asset building through an intergenerational project.
- Kintyre - testing the use of the Family Pathway during transitions.
- Dunoon - testing improved family engagement with hard to reach families.
- Bute – Nursery nurse employed with a housing provider to help income maximisation.

### **3.5 Launch of Public Social Partnership St Joseph's Primary School Family Centre**

3.5.1 The Public Social Partnership was launched on 12<sup>th</sup> May 2014 to support families in Helensburgh and Lomond with children from birth to age five including unborn children.

3.5.2 The new service aims to build families skills and confidence to ensure they are better able to deal with issues impacting on the wellbeing of their children. The service will also help families to use local community facilities and services more effectively. Practitioners will work with families at home, individually and in groups to help children achieve their potential. The service will focus particularly on engaging hard to reach families not currently engaging with services to help them identify the goals they wish to achieve through initial assessment. In order to meet these goals intensive support will be provided in the home including;

- Joint child/parent play sessions
- Support with routines, such as meals and bedtimes
- Practical help with home making activities, cooking and child safety
- Support to attend immunisations and dental appointments

- Support for parents to cope and feel more confident
- Help with accessing other supports including maximising income through benefits.

3.5.3 As the families reach their goals, the support will become less intensive, helping both families and communities to build assets. Funding is available to expand the PSP work next in the Oban area. The Oban, Lorn and the Isles Executive Group are preparing a proposal for consideration by the PSP Governance Group.

## **3.6 Launch of the Kintyre Family Pathway**

3.6.1 The Argyll and Bute Family Pathway Pilot was launched in Kintyre on 25<sup>th</sup> April to create coherence in support for children and their families from pre-birth to school entry. The Family Pathway aims to develop consistency with transitions between named persons: Midwife –Health Visitor-Head Teacher. This will ensure the well-being of children and families is maintained and improved using the shared language of GIRFEC and the well- being indicators using an asset based approach with parents rather than identifying deficits. Testing will focus on the use of the well-being indicator tools at each stage along the pathway.

3.6.2 Data will be collected and analysed on all new births from 1<sup>st</sup> May to 30<sup>th</sup> September.

Data Measurements:

- Increase in the number of families engaged with the Family Pathway
- Impact of the Family Pathway on early identification of need
- Ease of use of the Pathway
- Qualitative dialogue arising from focus groups from each work stream stage involving parents /carers and practitioners.

3.6.3 The pilot project will run in the Campbeltown area as a population segmentation area to “test “ the Pathway working with midwives, health visitors and nursery staff. Fortnightly then monthly supervision meetings will take place with the three leads for the project. Data will be evaluated at the end of September (6 month period) to discuss the impact and plan the next steps.

## **3.7 Leadership Walk Rounds**

3.7.1 The purpose of the Leadership Walk Rounds is to primarily champion the aims of the Collaborative by undertaking visits to centres currently testing small measurable changes which if successful in improving outcomes on a small scale can be rolled out more widely to achieve a broader impact.

There have been six visits to sites by members of the Leadership Group between 25<sup>th</sup> April and 1<sup>st</sup> July

- 3.7.2 The Leadership Calendar has been updated with proposed dates to visit the new Tests of Change sites from August 2014 onwards.

### **3.8 Psychology of Parenting Implementation Plan**

- 3.8.1 This is an ambitious initiative targeting parents/carers of children with elevated levels of behavioural difficulties by training 16 practitioners to deliver parenting programmes across the authority with the following aims:

- To improve outcomes for children with significant levels of early-onset disruptive behaviour problems
- To increase workforce capacity around evidence-based parenting interventions for such children and their families
- To assist services shift towards preventive early years spending
- To promote effective early years partnership working

#### **3.8.2 Next Steps**

Funding has been agreed by Scottish Government through NHS Education for Scotland (NES). We have agreed with NES a Psychology of Parenting Programme (PoPP) Governance Structure and an EYC PoPP Steering Group has been established which will oversee the delivery of the implementation plan.

The Argyll and Bute Partnership has appointed a PoPP Co-ordinator who is assisting with the roll out of the training for practitioners and the engagement of targeted parents. The targets have been identified by NES. The culmination of planning, rigorous training and the enthusiasm of practitioners will ensure these programmes will make a sustainable difference in improving longer term outcomes for parents/carers and children.

### **3.9 Summary of PDSA Cycles**

- 3.9.1 We are currently carrying out a range of tests of change known as PDSA's (Plan/Do/Study/Act) to meet the stretch aims of the Early Years Collaborative workstreams.

PDSA is the short hand used to describe a process of quality improvement. It provides a framework to make changes and measure the impact of those changes.

- 3.9.2 The new Project Charter Portfolio was uploaded on to a Share Point ICT system on 30<sup>th</sup> May and includes hyperlinks to all of the project charters plus supporting data and email links to all the practitioners involved in the tests.

The EY folder on sharepoint may be accessed through the following link:

[EYC Sharepoint Folder](#)

The project portfolio on Sharepoint may be accessed through the following link:

[EYC Project Portfolio](#)

**3.10 Research Project Children 1<sup>st</sup> EYC Funding**

3.10.1 Children 1<sup>st</sup> are undertaking a research project to identify the key local agencies in Cowal who could contribute to early identification of a “just coping” family in order to agree an integrated package of support services based on family need. A range of mapping information, sharing of good practice and effective tools in improving outcomes for children and their families is being gathered to assist with a core data set on just coping children and families to ease requests for assistance and transitions cross services. The draft report will be available in August/ September 2014.

**3.11 Nursery Nurse Fyne Homes Bute (EYC Funding)**

3.11.1 A Service Level Agreement has been prepared for the provision of a pioneer project involving the employment of a Nursery Nurse to support the objectives of the EYC and to accelerate the conversion of the high level principles set out in GIRFEC and the Early Years Framework into practical actions to support vulnerable just coping families on Bute. The nursery nurse will also support parents to achieve identified goals in respect of their children and promote income maximisation.

**3.12 Annual Conference**

3.12.1 The Annual EYC Conference will take place on Tuesday 9<sup>th</sup> September the Guest Speaker will be Dr Suzanne Zeedyk and the topic is Child Attachment.

A recent NHS study revealed 40% of children do not have a secure attachment with parents/ carers. Responsive and sensitive parenting leads to better attachment and will influence how a child feels about themselves and how they relate to the outside world. The conference will be open to managers and practitioners across the CPP to help support enhanced attachment.

**4.0 CONCLUSIONS**

4.1 Across Argyll and Bute CPP the key change themes are being developed into packages of interventions for optimal adoption across the EYC in complete alignment with the Early Years Taskforce Framework expectations and the Single Outcome Agreement.

**5.0 IMPLICATIONS**

Policy – None

Financial – None

Legal – None

HR – None

Equalities – None

Risk – Failure to meet the Council's stretch aims could have implications for the Council's reputation.

Customer Service – will help deliver positive outcomes for children and young people.

**For further information please contact:**

**Liz Strang**

**Early Years Programme Manager**

**01546 604281**

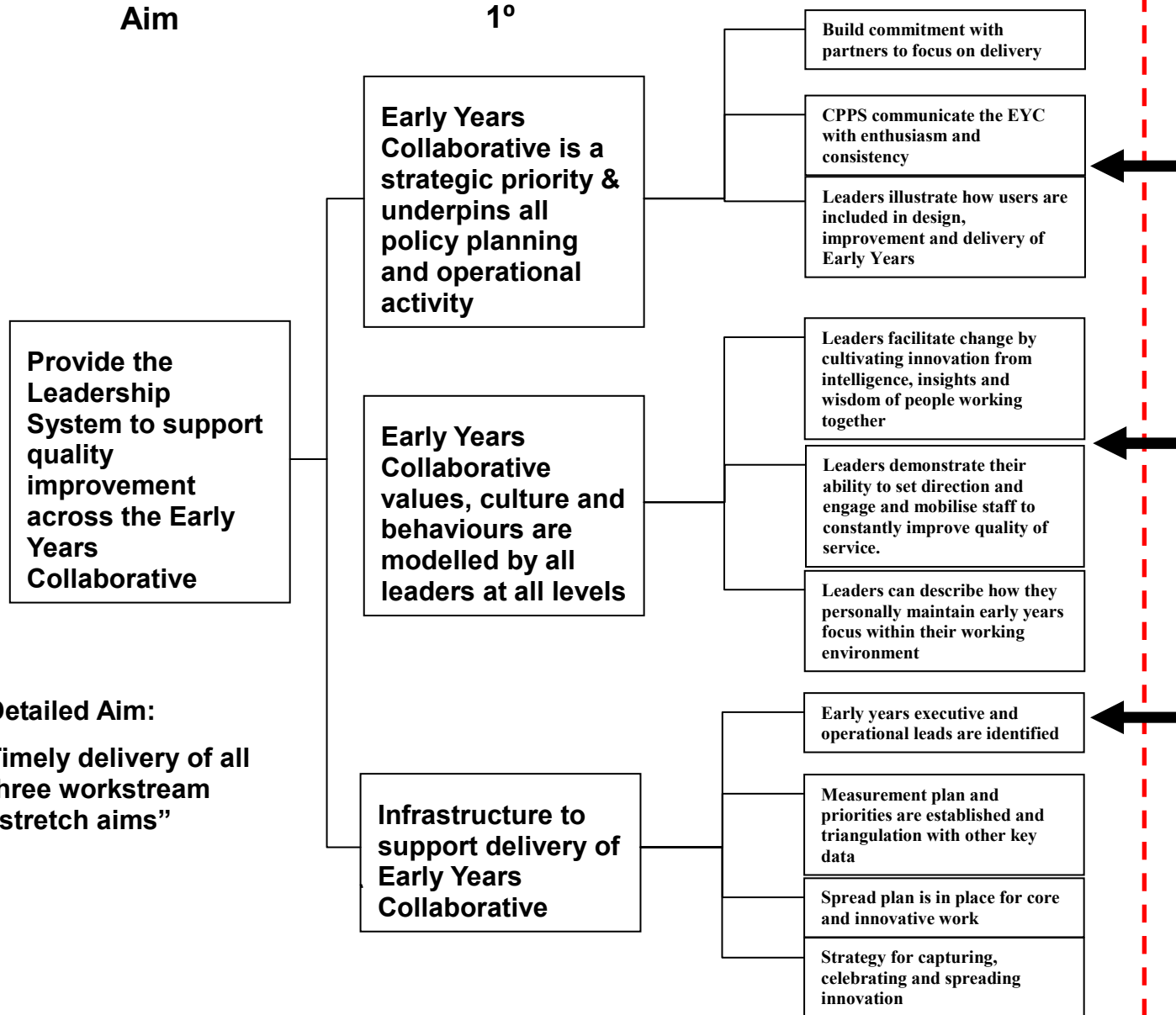
Appendix 1 – Leadership Driver Diagram





# Argyll and Bute Leadership Driver Diagram

## Theory of what drives leadership support



**Detailed Aim:**  
Timely delivery of all three workstream “stretch aims”

## Argyll and Bute Actions

1. Agree EYC priorities and approach to service development.
2. Agree approach to building on community assets – MAKI research pilot.
3. Ensure early years & improvement on agendas of senior management/ partnership meeting.
4. Good operational decision making.
5. Engage practitioners directly involved in children & family services (incl. testing).
6. ‘Sense check’ proposed improvements against Early Years Framework & ICSP.
7. Agree leadership qualities & how to demonstrate these.
8. Agree approach to workforce skills & development (enabling competent & confident staff who demonstrate culture of EY values and improvement).
9. Enable adequate and appropriate resources.
10. Agree approach which ensures practitioners know what is expected and understand performance locally.
11. Take part in walk-rounds and ensure feedback.
12. Monitor progress and remove barriers (e.g. assist in decision making/ escalating).
13. Develop and maintain measurement system.

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## Argyll and Bute Community Planning Partnership



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CPP Management Committee

19<sup>th</sup> August 2014

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### Agenda Item 6f. Scotland's Mental Health: Children and Young People 2013

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#### 1 SUMMARY

- 1.1 Mental health is a national public health priority. On request by the Scottish Government, NHS Health Scotland have developed a set of mental health indicators for children and young people. The first report using these indicators was published in 2013.
- 1.2 This paper gives details of the indicators, the wider outcomes which underpin the report and the links with the Single Outcome Agreement. Furthermore, it outlines the local and national statistics and gives recommendations regarding areas of concern to focus upon as well as a guide to where to focus effort and resources.
- 1.3 A partnership approach is vital in addressing the local areas of concern.

#### 2 RECOMMENDATION

- 2.1
  - 1 Partners recognise the "Scotland's mental health: children & young people 2013" as relevant to the single outcome agreement in Argyll and Bute.
  - 2 Partners recognise the role that wider contextual factors have in positive mental health and actively support activities which prevent mental ill health and support positive wellbeing.
  - 3 Partners recognise the role that it has to play in achieving improvement in the mental health of children and young people in Argyll and Bute.
  - 4 Partners consider whether services they offer actively reduce inequalities in mental health in children and young people and consider adopting opportunities to address using techniques such as proportionate universalism.

#### 3 DETAIL

- 3.1 Mental health is a national public health priority for Scotland<sup>1</sup>. Scottish

Government commissioned NHS Health Scotland to develop a set of mental health indicators for children and young people (C&YP MHI) which were published in 2011. "Scotland's mental health: children & young people 2013"<sup>2</sup> is the first report using these indicators. This will be referred to as "the report".

- 3.2 The national C&YP MHI are classified according to whether they relate to **Mental Health outcomes** or wider **contextual factors** associated with mental health. Mental health outcomes indicators are further divided into those relating to mental wellbeing and those relating to mental health problems. Indicators relating to contextual factors associated with mental health are divided into indicators relating to the individual, the family, the learning environment, community factors and structural factors (Appendix II). The inclusion of these contextual factors reflects the cross-cutting nature of mental health and wellbeing; our mental health and wellbeing are affected by many factors and, conversely, positive mental health and wellbeing enables people to lead healthy lives and to effectively contribute to their communities.
- 3.3 The report provides national data on 73 (out of 108) identified indicators. (Data were not available for 35 indicators.) Some indicators had more than one measure available and all measures were reported on where available. The report provides a comprehensive baseline picture of the mental health of C & YP in Scotland.

The report had four aims:

- 1) examine C&YP MHI at a single, most recent, time point
- 2) looks at trends over time in the indicators over the past decade
- 3) examine inequalities by age, gender, deprivation and urban-rural classification for mental health outcomes indicators
- 4) provide a descriptive account of contextual indicators by gender and age

3.4 **Links with single outcome agreement:**

The main aim of the SOA is "Argyll and Bute's economic success is built on a growing population"<sup>3</sup>. That mental health in children is important to this overall aim is clear; health is listed as one of the key challenges in Argyll and Bute and the SOA quotes the WHO statement that, "there can be no health without mental health". Children and young people are more likely to contribute to (or to grow up to contribute to) the overall aim of the SOA if they are happy, healthy and enjoy living in Argyll and Bute.

Three of the six long-term outcomes (LTO), and their associated short-term outcomes (STO), are particularly relevant to mental health in children and young people:

- LTO 3) Education, skills and training maximises opportunities for all  
e.g. STO 3.5) *To support our children and young people to be more confident, resilient and better enabled to manage the key transitional stages in their life*

- LTO 4) Children and young people have the best possible start  
*e.g. STO 4.5) Children and young people feel secure and cared for*
- LTO 5) People live active, healthier and independent lives.  
*e.g. STO 5.4) Mental health and wellbeing is improved.*

The performance indicators included in SOA delivery plans relate to contextual factors for mental health and to mental health outcomes identified in the report (see Appendix III). There are also obvious links between the report and the Integrated Children's Service Plan.

- 3.5 The report recommends that action is taken for indicators that are shown to be deteriorating over time and for those that are of concern despite remaining stable over time.

***Over time there was:***

*For mental health outcomes:* Broad improvement for 11/24 measures and general stability for most other measures. One measure showed a statistically significant decline over time:

- *the emotional symptoms scale of the SDQ questionnaire in S4 pupils*

*For contextual indicators:* Broad improvement for over half of measures, mainly in individual and structural domains. Deterioration for approximately a fifth of measures including:

- *Obesity*
- *Alcohol – number of units consumed*
- *Parental mental health problems*
- *S2 and S4 students eating a meal with one or both parents*
- *Ability to talk to best friend*
- *Social support*
- *Community cohesion*
- *Reading ability in S2*
- *Numbers of looked after children*
- *Numbers with additional support needs*
- *Perception of looks in S4*
- *Perception of house condition*

*Indicators noted as of particular concern despite not showing a decline over time:*

- *Hyperactivity/inattention*
- *Numbers reporting to be happy – 50% at P7 and less with increasing age*
- *Proportion with emotional and behavioural problems*
- *Proportion with conduct problems*
- *Alcohol consumption*

- *Parental alcohol dependency*
- *Poorer numeracy in older age groups*

3.6 Published alongside the report was a guide to sub-national data availability. We used this to compile data for mental health indicators for children and young people for Argyll and Bute (<http://goo.gl/QwwT9E>). At a local level the following can be identified as worse than Scotland as a whole:

- *Obesity in primary 1 children*
- *Indicators of mental health problems in older (S4) children*
- *Alcohol consumption*
- *Maternal smoking at booking*
- *Liking of school in S4 children*

### 3.7 ***Links with single outcome agreement - inequalities***

One of the national policy priorities underlying SOAs in Scotland is to address health inequalities. The report finds a strong patterning of C&YP MHI by age, gender and SIMD.

*For mental health outcomes:*

**Gender** had an association with 87.5% of mental health measures. For some outcomes girls fare better and for some boys fare better.

*e.g. girls score higher on pro-social behaviour but boys are more likely to consider themselves happy.*

**Age** had an association with 77.8% of mental health measures. Conduct problems show improvement with age – most other indicators show deterioration with increasing age.

**SIMD** had an association with 91.3% of mental health measures. There was deterioration in almost all indicators with increasing deprivation.

**Urban-rural** had an association with 45.5% of mental health measures but the patterns observed were usually not simple.

*For Contextual indicators:*

**Age** was generally associated with deterioration in indicators for Individual, family, learning environment and community.

Pattern by **gender** was more mixed but showed strong patterning in many indicators

*e.g. girls are more likely to like school, boys were more likely to be physically active.*

The report recommends that,

*“The extensive inequalities across a wide range of mental health outcome indicators demonstrates the need for both targeted and population-wide strategies, to ensure more equal opportunities and outcomes between genders, ages and socio-economic groups.”<sup>4</sup>*

*“Particular attention should be paid to the regularly occurring pattern of deterioration in many contextual measures as children get older and in the strong patterning of mental health outcomes by gender and socioeconomic deprivation in particular.”<sup>4</sup>*

### **3.8 Tackling inequalities – linking to community partnership planning:**

*Equally Well* identified four primary areas for action to tackle inequalities

- 1) children’s very early years;
- 2) mental health and wellbeing;
- 3) the harm associated with violence, drug and alcohol abuse;
- 4) and the big killer diseases (heart disease and cancer), together with their risk factors, such as smoking.

The most recent review of *Equally Well* (2013)<sup>5</sup> identifies a drift towards work addressing lifestyles rather than tackling the underlying causes of inequalities. The authors identified priority areas for future work, to tackle the causes of inequalities, and highlight the role of community planning partnerships. CPPs are considered best placed to build “social-capital” and to use “co-production” and “asset-building” methods<sup>5</sup> (Appendix IV). *Mental health and inequalities in mental health are not areas that the NHS alone can address.*

## **4 CONCLUSION**

- 4.1 A partnership approach is required to effectively address the areas of concern highlighted in the report. Evidence supports undertaking a proportionate universalism approach with action and resources targeted at early years and resources shifted towards prevention and early intervention.

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

Elaine Garman  
Public Health Specialist  
01700 501556

### **ATTACHMENTS**

Additional material data on local indicators are available at  
<http://goo.gl/QwwT9E>

Appendix I: References

Appendix II: *Framework for Mental Health Indicators for Children and Young People*

Appendix III: *SOA short-term outcomes particularly relevant to mental health in children and young people*

Appendix IV: Definitions

**Scotland's Mental Health: Children and Young People 2013**

**Appendix I - References:**

1)

Supporting continued investment in mental health improvement in Scotland in an economic downturn. A briefing paper prepared for the National Mental Improvement Network. NHS Health Scotland 2011

<http://www.healthscotland.com/documents/4936.aspx>

2)

Scotland's Mental Health: Children & Young People 2013 © NHS Health Scotland 2013

<http://www.scotpho.org.uk/publications/reports-and-papers/1159-Scotlands-mental-health-children-and-young-people-2013>

3)

Argyll and Bute Single Outcome agreement:

<http://www.argyll-bute.gov.uk/council-and-government/community-plan-and-single-outcome-agreement>

and delivery plans:

<http://www.argyll-bute.gov.uk/moderngov/documents/s89847/Appendix%201%20-%20All%20Delivery%20Plans.pdf>

4)

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<http://www.scotpho.org.uk/publications/reports-and-papers/1159-Scotlands-mental-health-children-and-young-people-2013>

5) Report of the Ministerial Task Force on Health Inequalities (2013)

Thursday, March 13, 2014

<http://www.scotland.gov.uk/Publications/2014/03/2561>



**Scotland's Mental Health: Children and Young People 2013**  
**Appendix II – Framework for Mental Health Indicators for Children and Young People**

Table 1. Framework for the indicators (number of indicators shown in brackets)

Mental health outcomes				
Mental wellbeing (4)			Mental health problems (11)	
Contextual factors associated with mental health				
Individual	Family	Learning Environment	Community	Structural
Learning and development (2)	Family relations (7)	Engagement with learning (3)	Participation (4)	Equality (4)
Healthy living (7)	Family structure (4)	Peer and friend relationships (7)	Social networks (1)	Social inclusion (8)
General health (3)	Parental healthy living (5)	Educational environment (5)	Social support (1)	Discrimination (3)
Spirituality (1)	Parental health (5)	Pressure and expectations (5)	Trust (3)	Physical environment (5)
Emotional Intelligence (1)			Safety (1)	Violence (3)
Life events (2)				Culture (3)

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Examples of measures within some of the indicators:

**Mental health outcomes:**

*Mental wellbeing:*

e.g. % who feel very happy with their life at the moment

*Mental Health problems:*

e.g. % with abnormal or borderline score on the emotional symptoms scale of the SDQ

**Contextual factors:**

*Individual:*

e.g. % met recommended level of physical activity in previous week

e.g. health perceived to be good or very good

*Family:*

e.g. felt their parents treated them fairly often/always in the past week

e.g. % of mothers who smoked during pregnancy in the past year

*Learning Environment:*

e.g. % school attendance in the past year

e.g. % feel they have more school work than they can handle

*Community:*

e.g. agree they can ask for help from neighbours in the area where they live

e.g. generally feel safe in the area they live

*Structural:*

e.g. living in absolute poverty

e.g. cases assessed as homeless or potentially homeless in the past week

**Scotland's Mental Health: Children and Young People 2013**  
***Appendix III – SOA short-term outcomes particularly relevant to mental health in children and young people***

The report and the included indicators and measures recognise that there are many contextual factors which can affect mental health. Short-term outcomes included in SOA delivery plans relate to these contextual factors and to mental health outcomes:

- 3.1 Our children and young people in Argyll and Bute are supported to be ambitious and realise their full potential
- 3.2 To ensure education and skills training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally
- 3.4 To promote volunteering opportunities to young people within Argyll and Bute
- 3.5 To support our children and young people to be more confident, resilient and better enabled to manage the key transitional stages in their life
- 4.1 All our children and young people should be protected from abuse, neglect and harm.
- 4.2 Children and young people should enjoy the highest possible attainable standards of physical and mental health
- 4.3 Children and young people should have access to positive learning environments and opportunities to develop their skills.
- 4.4 Children and young people are valued and supported to be the best they can be.
- 4.5 Children and young people feel secure and cared for.
- 4.6 All our children have increased opportunities and are encouraged to participate in play, recreation and sport.
- 4.7 Children and young people have their voices heard and are encouraged to play an active and responsible role in their communities.
- 5.2 Individuals are more physically active
- 5.3 Individuals make healthier/positive lifestyle choices.
- 5.4 Mental health and wellbeing is improved.
- 5.5 We have accessible high quality services which improve quality of life and wellbeing
- 5.6 Our partners work together to ensure that we mitigate against the effects of poverty across Argyll and Bute

**Scotland's Mental Health: Children and Young People 2013**  
**Appendix IV - Definitions**

***Social capital***

“Social capital describes the pattern and intensity of networks among people and the shared values which arise from those networks. Greater interaction between people generates a greater sense of community spirit. Definitions of social capital vary, but the main aspects include citizenship, 'neighbourliness', social networks and civic participation. The definition used by ONS, taken from the Office for Economic Co-operation and Development (OECD), is 'networks together with shared norms, values and understandings that facilitate co-operation within or among groups'.”

Source: Office for National Statistics. Crown Copyright.

<http://www.ons.gov.uk/ons/guide-method/user-guidance/social-capital-guide/the-social-capital-project/guide-to-social-capital.html>

***Co-production***

“The New Economics Foundation has developed a work stream focusing on the theory and practice of co-production which provides the following useful definition:

“Co-production means delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change”.”

Source: Scottish Co-Production Network

<http://www.coproductionscotland.org.uk/about/what-is-co-production/>

***Asset-building***

“• Asset based approaches emphasise the need to redress the balance between meeting needs and nurturing the strengths and resources of people and communities.

• Asset based approaches are concerned with identifying the protective factors that support health and wellbeing. They offer the potential to enhance both the quality and longevity of life through focusing on the resources that promote the self-esteem and coping abilities of individuals and communities.”

Source: Glasgow Centre for Population Health

[http://www.gcph.co.uk/assets/0000/2627/GCPH\\_Briefing\\_Paper\\_CS9web.pdf](http://www.gcph.co.uk/assets/0000/2627/GCPH_Briefing_Paper_CS9web.pdf)

***Proportionate universalism***

“Focusing solely on the most disadvantaged will not reduce health inequalities sufficiently. To reduce the steepness of the social gradient in health, actions must be universal, but with a scale and intensity that is proportionate to the level of disadvantage. We call this proportionate universalism.”

Key message 4 of “Fair Society, Healthy Lives: A Strategic Review of Health Inequalities in England Post-2010. February 2012. The Marmot Review”

<http://www.instituteofhealthequity.org/Content/FileManager/pdf/key-messages-fshl.pdf>

# Children and Young Peoples Mental Health Indicators

- Mental health is a national public health priority for Scotland
- Indicators are classified according to their relation to Mental Health Outcomes or wider Contextual Factors

# Indicators

Table 1. Framework for the indicators (number of indicators shown in brackets)

Mental health outcomes				
Mental wellbeing (4)			Mental health problems (11)	
Contextual factors associated with mental health				
Individual	Family	Learning Environment	Community	Structural
Learning and development (2)	Family relations (7)	Engagement with learning (3)	Participation (4)	Equality (4)
Healthy living (7)	Family structure (4)	Peer and friend relationships (7)	Social networks (1)	Social inclusion (8)
General health (3)	Parental healthy living (5)	Educational environment (5)	Social support (1)	Discrimination (3)
Spirituality (1)	Parental health (5)	Pressure and expectations (5)	Trust (3)	Physical environment (5)
Emotional Intelligence (1)			Safety (1)	Violence (3)
Life events (2)				Culture (3)

Reproduced with kind permission from Scotland's Mental Health: Children & Young People 2013 © NHS Health Scotland 2013.

# Report Aims

- 1) examine C&YP MHI at a single, most recent, time point
- 2) looks at trends over time in the indicators over the past decade
- 3) examine inequalities by age, gender, deprivation and urban-rural classification for mental health outcomes indicators
- 4) provide a descriptive account of contextual indicators by gender and age



# Links with the SOA

Three of the six long-term outcomes (LTO), and their associated short-term outcomes (STO), are particularly relevant to mental health in children and young people:

- 3) Education, skills and training maximises opportunities for all
  - *e.g. STO 3.5) To support our children and young people to be more confident, resilient and better enabled to manage the key transitional stages in their life*
- 4) Children and young people have the best possible start
  - *e.g. STO 4.5) Children and young people feel secure and cared for*
- 5) People live active, healthier and independent lives.
  - *e.g. STO 5.4) Mental health and wellbeing is improved.*

# National Areas of Concern

*Indicators showing a worsening over time:*

- *the emotional symptoms scale of the SDQ questionnaire in S4 pupils*
- *Obesity*
- *Alcohol – number of units consumed*
- *Parental mental health problems*
- *S2 and S4 students eating a meal with one or both parents*
- *Ability to talk to best friend*
- *Social support*
- *Community cohesion*
- *Reading ability in S2*
- *Numbers of looked after children*
- *Numbers with additional support needs*
- *Perception of looks in S4*
- *Perception of house condition*

# National Areas of Concern

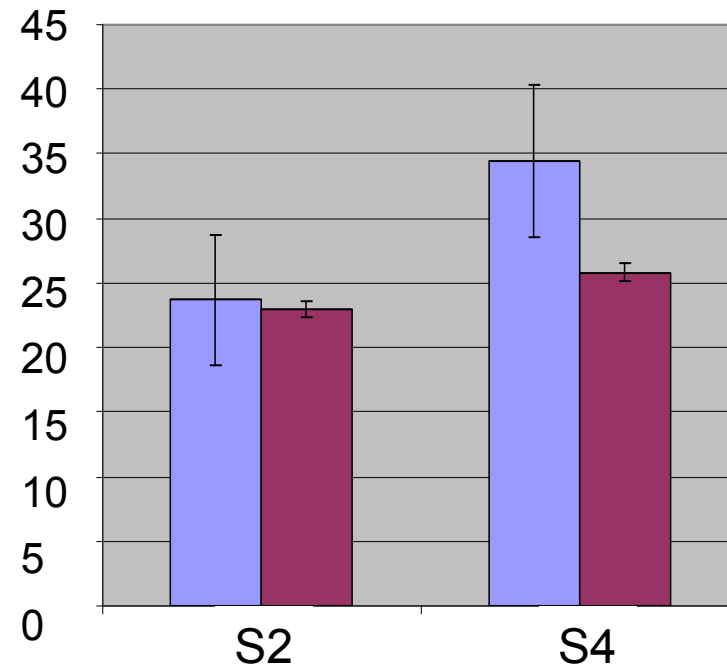
*Additional contextual indicators of concern (despite not deteriorating)*

- *Hyperactivity/Inattention*
- ***Numbers reporting to be happy – 50% at P7 and less with increasing age***
- *Proportion with emotional and behavioural problems*
- *Proportion with conduct problems*
- *Alcohol consumption*
- *Parental alcohol dependency*
- *Poorer numeracy in older age groups*

# Local Area Indicators which are worse than Scotland as a whole

- *Obesity in primary 1 children*
- *Indicators of mental health problems in older (S4) children*
- *Alcohol consumption*
- *Maternal smoking at booking*
- *Liking of school in S4 children*

% abnormal or borderline on total difficulties score, a measure of emotional and behavioural problems. Source: SALSUS 2010



Argyle and Bute  
Scotland

# What actions are included in the SOA to address these areas of concerns?

Examples:

- Continue to work across all agencies to minimise the effect of substance misuse on children, young people and their families (STO 4.2)
- Children, young people and their families will have access to mental health support services within the agreed government pathway (STO 4.2)
- All partners work to ensure that young mothers are aware of the issues which may affect the weight of their unborn babies (STO 4.2)
- Work in partnership to reduce tobacco use (STO 5.3)
- Identify early pupils who are at risk of disengaging and failing to make a positive post-16 transition and provide support (STO 3.5)

# ***Links with single outcome agreement - inequalities***

*For mental health outcomes:*

- Gender
- Age
- SIMD
- Urban Rural

*For Contextual indicators:*

- Age
- Gender

# Report Recommendations

- *“The extensive inequalities across a wide range of mental health outcome indicators demonstrates the need for both targeted and population-wide strategies, to ensure more equal opportunities and outcomes between genders, ages and socio-economic groups.”*
- *“Particular attention should be paid to the regularly occurring pattern of deterioration in many contextual measures as children get older and in the strong patterning of mental health outcomes by gender and socioeconomic deprivation in particular.”*

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**Agenda Item 6g. NHS Health Scotland's online resource for CPP's – working to reduce health inequalities**

**From:** HealthScotland-StrategyandEngagement (NHS HEALTH SCOTLAND)

[<mailto:nhs.HealthScotland-StrategyandEngagement@nhs.net>]

**Sent:** 23 May 2014 14:37

**Subject:** Working with Community Planning Partnerships to reduce health inequalities. NHS Health Scotland's online resources for CPPs.

Dear colleagues,

We are writing to invite you to [visit NHS Health Scotland's 'shop window' web resource](#) to help you and your CPP reduce health inequalities.

Our shop window web pages contain the evidence, resources and tools to help you with your role in reducing health inequalities. These resources include:

- Evidence
- guidance
- briefings
- toolkits.

Our resources also include tools to help improve planning such as the [Health Inequalities Action Framework](#) and resources to help better understand local area needs, such as the [Good Places Better Health facilitator's handbook](#).

We have also produced a flyer which can be found on the home page of the website. This provides a summary of what can be found on the website and how it could help your CPP. We would be grateful if you could consider printing this off when meeting colleagues in your CPP and using it as a promotional tool. You can reach the website from the QR code on the flyer using their smart phone.

Like any useful website, we will regularly update it with new resources and materials and we will alert you know when we have new materials available. Please have a looksee if there's anything else that you think we should include. We value your feedback as we develop this resource.

So please think of us if you ever need any assistance. We'd be happy to help.

Our new website can be found on the [NHS Health Scotland website](#).

If you have any questions, please contact Health Scotland's Strategy and Engagement team by email ([nhs.healthscotland-strategyandengagement@nhs.net](mailto:nhs.healthscotland-strategyandengagement@nhs.net))

We look forward to hearing from you.

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# Shopping for partnership resources...? Check us out



# Are you working in a Community Planning Partnership or with other partners locally?

At NHS Health Scotland, we believe that collaborating with local and national partners is essential for reducing health inequalities.

Our new website is here to help!

We've collected the tools, evidence and resources you need – it's all in one place, ready to use:

- If you are working with others to improve planning, our *Health Inequalities Action Framework* could be the tool for you.
- Or if you want to better understand your local area needs then have a look at *Good Places Better Health* or our community health profiles.
- We also offer evidence on health inequalities and actions to take on mitigating welfare reform.

Health inequalities are unfair differences in the health of the population that occur across and between social classes or population groups. In other words, health inequalities mean 'sicker longer, die younger'. Health inequalities are not inevitable – action at national and local levels can prevent, mitigate and undo them.

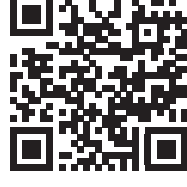
Visit [www.healthscotland.com/cpp](http://www.healthscotland.com/cpp) to see what's on offer.

If you can't find what you need then get in touch and we'll be happy to help.

**NHS Health Scotland**  
**Reducing health inequalities**  
**for a fairer healthier Scotland**



@NHS\_HS



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**Email: [nhs.healthscotland-strategyandengagement@nhs.net](mailto:nhs.healthscotland-strategyandengagement@nhs.net)**  
**Visit: [www.healthscotland.com/cpp](http://www.healthscotland.com/cpp)**

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## Argyll and Bute Community Planning Partnership



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Management Committee

19 August 2014

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### Agenda Item 7. National Community Planning Group

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#### 1 SUMMARY

- 1.1 The Chair of the National Community Planning Group, Pat Watters, wrote to the Community Planning Partnership on 17 July 2014 providing an update on the work of the National Group following their meeting on 10 June 2014.
- 1.2 This report highlights the key points from the letter, highlights the work that Argyll and Bute Council is undertaking and may need to undertake to progress with addressing prevention and inequalities, and asks whether the Partnership wishes to respond to feedback any suggestions it feels the National Community Planning Group could best support.

#### 2 RECOMMENDATION

It is recommended that the Community Planning Partnership Management Committee

- 2.1
  - 1 Note the main content of the letter as set out in paragraph 3.2.
  - 2 Note the key principles on how CPPs can continue to maximise their impact set out in paragraph 3.3.
  - 3 Consider the question of what further national leadership the National Community Planning Group can provide to support CPPs' on-going efforts to progress with community planning and challenging issues and agree any response.
  - 4 Agree updates from the National Community Planning Partnership are a standing item on the CPP Management Committee agenda.

#### 3 DETAIL

- 3.1 The National Community Planning Group was established in 2012 to provide coordination and collaboration at the national level. Its membership comprises strategic leaders in public services and the wider community. Appendix 1 contains background information with the full list of members and Terms of Reference of the

Group.

3.2 The letter received on 17 July 2014 highlights:

- That this is a significant time for community planning given its central role in public sector reform.
- Discussion points of the National Community Planning Group highlight good practices in approach being adopted.
- Their Officer Group has been tasked to consider what further national leadership the National Community Planning Group can provide to support CPPs' on-going efforts to progress with community planning and challenging issues.
- What Works Scotland was launched on Thursday 26 June 2014 and is a three-year initiative to build evidence of how to deepen the impact of public service reform.

3.3 The good practice identified in the letter relates to a set of key principles on how CPPs can continue to maximise their impact:

- The themes of prevention, joint resourcing and community engagement and co-production are intrinsically inter-connected.
- CPPs should focus their collective energy on where their efforts can add most value for their communities, with particular emphasis on reducing inequalities.
- Multiple negative outcomes tend to befall the same communities. These inequalities are most stark when disaggregated to small neighbourhood level, showing the value of targeting and customising services to particular communities, and on building community capacity.
- While current public services work well for many households and communities, they tend to have worked less well in terms of outcomes for more disadvantaged households and communities, which has resulted in the inequalities that we see.

3.4 Argyll and Bute CPP is addressing these by recognising that prevention, inequalities and engagement are important thematic areas to be part of the overall Governance structure of the CPP as is set out in the draft refinement of the structure, agenda item 8.

3.5 Further work is required by the CPP to understand the extent of inequalities across Argyll and Bute. It is anticipated that this is something a thematic group looking at

addressing inequalities, as identified in the draft Governance structure, can advise on.

- 3.6 Although the question of what further national leadership the National Community Planning Group can provide to support CPPs' on-going efforts to progress with community planning and challenging issues, is set for their respective Officers Group it may be worth Argyll and Bute CPP considering this and delegating the Chair to respond based on any views the Partnership has on this.

#### **4 CONCLUSION**

- 4.1 The National Community Planning Group is providing updates on key points from its meetings to Community Planning Partnerships. The update provided from their meeting on 10 June 2014 highlights key principles for CPPs to maximise their impact on addressing inequalities.
- 4.2 Argyle and Bute CPP is seeking to address inequalities linked to prevention within its revised governance structure. The Management Committee is asked to note the content of the report and to consider whether there are comments it wishes to make on the question of what support the National Community Planning Group can provide to further assist CPPs.

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**Donald MacVicar, Head of Community and Culture**  
**Tel 01546 604364**

**For further information please contact:**

Rona Gold  
Community Planning Manager  
01436 658862

**Attachments:**

Appendix 1 – National Community Planning Group members and Terms of Reference

**Appendix 1: NATIONAL COMMUNITY PLANNING GROUP MEMBERS AND TERMS OF REFERENCE.**

<b>Pat Watters CBE</b>	<b>Chair</b>
<b>John Swinney MSP</b>	Cabinet Secretary for Finance, Employment and Sustainable Growth
<b>Alex Neil MSP</b>	Cabinet Secretary for Health and Well Being
<b>Derek Mackay MSP</b>	Minister for Local Government and Planning
<b>Cllr David O'Neill</b>	President, COSLA
<b>Cllr Michael Cook</b>	Vice President, COSLA
<b>Cllr Drew Hendry</b>	Leader of SNP Group, COSLA
<b>Cllr Mark MacMillan</b>	Leader of Labour Group, COSLA
<b>Cllr Angus Campbell</b>	Leader of Independent Group, COSLA
<b>Cllr Allan Wright</b>	Leader of Conservative Group, COSLA
<b>Cllr Martin Kitts-Hayes</b>	Leader of Liberal-Democrat Group, COSLA
<b>Cllr Maggie Chapman</b>	Leader of Green Group, COSLA
<b>Cllr Aileen Colleran</b>	Chair, Glasgow CPP
<b>Cllr Gary Robinson</b>	Shetland CPP
<b>Vic Emery</b>	Scottish Police Authority
<b>Sandy Watson OBE</b>	Chair, NHS Tayside
<b>Andrew Robertson OBE</b>	Chair, NHS Greater Glasgow and Clyde
<b>John McClelland CBE</b>	Chair, Skills Development Scotland
<b>Dr Lena Wilson</b>	Chief Executive, Scottish Enterprise
<b>Shulah Allan</b>	Convener, Scottish Council of Voluntary Organisations
<b>Douglas Sinclair (as observer)</b>	Chair, Accounts Commission



## COMMUNITY PLANNING/SOAs NATIONAL GROUP

### TERMS OF REFERENCE

#### Introduction

1. This paper, prepared by officials in Scottish Government and COSLA, sets out terms of reference for the new national community planning/SOA group to be created following the recent review of community planning.

#### Background and context for the group

2. The Scottish Government and COSLA remain committed to the outcomes focussed and partnership-based approach to the delivery of public services agreed in 2007. The findings of the Christie Commission found that this approach had made substantial impact to date and should be built upon to meet the significant cost and demand pressures upon public services.

3. However to accelerate the pace of change, a review of Community Planning and Single Outcome Agreements was initiated in January 2012. This joint Scottish Government and COSLA review produced a Statement of Ambition for Community Planning which was published on 15 March. This set out clear, shared aspirations for Community Planning to be a cornerstone of public service reform and set out how the existing framework needed to develop to meet these aspirations.

4. Scottish Government Ministers and COSLA Leaders subsequently agreed core proposals to give the Statement of Ambition practical effect, including the creation of a National Group. These proposals were set out in the joint letter to CPPs and appropriate partners from the Scottish Government and COSLA dated 10 May 2012. These three key elements comprised:

- Strengthening duties on individual partners through a new statutory duty on all relevant partners to work together to improve outcomes for local communities, whether acting nationally, regionally or locally, through participation in community planning partnerships and the provision of resources to deliver the SOA;
- Formal requirements of Community Planning Partnerships to ensure they operate as genuine Boards in order to facilitate more effective partnership working and planning, resourcing and delivery of local priority outcomes through the SOA; and
- Establishment of a joint group at national level to provide political and strategic leadership and guidance to support effective delivery and the building of capacity at a local level.

#### Purpose and Remit of the Group

5. The National Group will provide the strategic leadership needed to drive the step change in Community Planning that has been set out in the Statement of

Ambition for Community Planning agreed by COSLA and Scottish Government. It will consider opportunities and challenges, including finding appropriate balances between local and national priorities, and set associated expectations and requirements in order to create an environment in which community planning will flourish.

6. Once constituted, it will be for the National Group to determine and agree the arrangements it will require, including the production of work plans to focus activity over time. However, in broad terms it will focus its actions on the following areas:

- Ensuring that the vision and key principles for community planning set out in the Statement of Ambition are embraced and given practical expression in community planning partnerships throughout Scotland;
- Ensuring that actions, cultures and resources across public services are in place to enable an effective framework for community planning to take place within, including the production and reporting of SOAs,
- Ensuring that the CP/SOA framework promotes, contributes to and is embedded within the wider PSR agenda, including proper engagement between CP and other policy initiatives/areas;
- Building and maintaining the capacity of CPPs, including knowledge sharing and best practice, including identifying performance issues that have a national dimension; and
- Brokering and resolving any tensions between national and local priorities and providing an authorising environment within which the arrangements for Scottish Government sponsorship of public bodies can be used to help secure effective engagement by appropriate bodies in community planning and the production of SOAs.

7. In summary, by providing strategic leadership, and by mobilising resources and expertise to support local CPP capacity-building and SOAs, the group will enable the conditions for success required to deliver the overarching vision for community planning and SOAs, whilst guarding against any prospect that these national arrangements become prescriptive or interventionist.

8. However, CPPs will not be formally accountable to the new national group, nor should these arrangements restrict the focus on localities that is properly delivered through CPPs. Such arrangements should instead help focus the efforts and resources of relevant partners consistently and over time to improve outcomes for communities including in relation to priorities such as early years, health inequalities, youth unemployment or economic growth. The group will therefore support the efforts of partners, particularly in relation to agreed national priorities, alongside, and in support of, relevant national groups such as the Early Years Taskforce and the Ministerial Strategic Group for Health and Community Care.

9. A key initial output of the Group's activities will be to enable the development and issue, accompanied by appropriate awareness and engagement activity, of guidance for CPPs on new SOAs. The expectation is that such guidance will be produced by early autumn 2012 to enable new SOAs to be in place for 1 April 2013 as has been agreed by the Scottish Government and COSLA.

## **Group Membership**

10. As announced on 12 June, Pat Watters CBE, immediate past President of COSLA and co-chair of the community planning/SOA review, will chair the group. Membership of the group will be drawn from strategic leaders in public services and the wider community including:

- **the Scottish Government's Cabinet Sub-committee on Public Service Reform;**
- **the COSLA Presidential team and political group Leaders;**
- **two Chairs of NHS Boards;**
- **an appropriate public body Chair;**
- **a Chair of a Police and a Fire Board respectively;**
- **a senior 3<sup>rd</sup> sector representative; and**
- **chairs of two community planning partnerships.**

11. The Board will be supported by a secretariat provided jointly by the Scottish Government and COSLA.

## **Frequency of Meetings**

12. It is envisaged that the group should normally meet quarterly, with the first meeting taking place in August. Some additional meetings are expected to be required in the initial phase of implementation, in particular to ensure that appropriate timescales for putting new SOAs in place are met.

## **Relationship with Community Planning Project Board**

13. The National Group's work will inform and complement the work of the Community Planning Project Board, which reports to the COSLA President and Minister for Local Government and Planning and is tasked with overseeing the delivery of the review proposals. The National Group's decisions will provide strategic direction to the Board and it will receive reports on the activities and progress of the board. The national group will adopt relevant workstreams once these are initiated, in order to assume its role as the body responsible for directing community planning and providing leadership and guardianship going forward. The relationship between the Project Board and the national group will remain under review to ensure that appropriate cascading of work items and priorities takes place.

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## Argyll and Bute Community Planning Partnership



Management Committee

19<sup>th</sup> August  
2014

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### Agenda Item 8a. CPP Team Work Priorities and Governance

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#### 1 SUMMARY

- 1.1 This paper outlines the priority areas of work in the next 6 months for those employed to work in the community planning team. It is reflective of both the requirements of Community Planning set in legislation and of the local need to progress the recently adopted Single Outcome Agreement Delivery Plans.
- 1.2 The paper also highlights the requirements of a local community planning governance review and the steps in place to achieve this by October 2014.

#### 2 RECOMMENDATION

- 2.1 The Management Committee is requested to:
  - 1 Agree the areas to be taken forward by the Community Planning Team, set out in paragraph 3.4.
  - 2 Agree the actions in Table 1 of Appendix A and provide any comments or suggestions for Governance based on the information provided.
  - 3 Note that Outcome Leads will be asked to consider the groups and partnerships within their outcome and to inform the CPP team of the main partnership delivery structures so that these can be clearly identified in the Governance structure.

#### 3 DETAIL

- 3.1 It is essential that those employed to work in posts for Community Planning in the council effectively support the CPP to deliver the aims of the Single Outcome Agreement and comply with the Scottish Government's legislative framework for Community Planning.
- 3.2 To develop focus areas for the work of the team over the next 6 months the following were taken into consideration:
- Current legislation for Community Planning set out by the Scottish Government.
  - Best Practice as identified within Audit Scotland's Improving Community Planning in Scotland report, March 2013, and their recent reviews of community planning partnerships in Scotland.
  - Information collated from meetings with Outcome Leads.
  - The Community Empowerment (Scotland) Bill.
- 3.3 The following are areas that Community Planning must effectively address as a Partnership:
- Governance
  - Communication and Engagement
  - Localising community planning
  - Monitoring and Reporting
  - Scrutiny and accountability
  - Opportunities for development and delivery
  - Prevention and equality
  - Joint resourcing
- 3.4 The Community Planning Team proposes to focus on progressing the following as a priority over the next six months, up to end January 2015:
- Review of Governance structure, taking into consideration strategic and local and the agendas of prevention and equality, and implementation of any change following review.
  - Efficient reporting of SOA data – at strategic and local level allowing scrutiny and accountability.
  - Communicating the existence and purpose of Community Planning and the Partnership.
  - Development of the Delivery Plans for the priority outcomes.
  - Agreed approach to localising the Single Outcome Agreement.
- 3.5 The areas of work in 3.4 will set a solid baseline from which to then focus on:
- Further opportunities for development and delivery (leadership and outcome level).
  - Joint Resourcing.
  - Monitoring, including case study gathering and the annual report.
- 3.6 The review of the governance arrangement for community planning at a

local level is an action identified within Argyll and Bute Council's Follow-up Audit report, prepared by Audit Scotland in June 2014. The action states that a review is required by October 2014.

- 3.7 A report with the outcome of the review will be presented at the October meeting of the Community Planning Partnership.
- 3.8 A timetable for the review and more information of what is involved and work to date is appended to this report.
- 3.9 The Management Committee is asked to agree the actions in Table 1 of Appendix A and provide any comments or suggestions for Governance based on the information provided.

#### **4 CONCLUSION**

- 4.1 A new team has been established to support the work of the Argyll and Bute Community Planning Partnership. Agreement is sought from the Management Committee on the workplan for community planning over the next six months.
- 4.2 The required review of governance is set out in the appendix of this report and the Management Committee is asked to note the comment of this report and provide any comments or suggestions related to Governance of community planning.

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**Donald MacVicar, Head of Community and Culture**  
**Tel 01546 604364**

**For further information please contact:**  
Rona Gold  
Community Planning Manager  
01436 658862

#### **ATTACHMENTS**

Appendix A: Governance Review

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## Agenda Item 8a. CPP Team Workplan Priorities and Governance

### Appendix A: Governance Review

A review of the current governance arrangements to refine the existing structure in order to effectively support community planning and successful delivery of the SOA, is taking into consideration:

- Current legislation for Community Planning set out by the Scottish Government.
- Best Practice as identified within Audit Scotland's Improving Community Planning in Scotland report, March 2013, and their recent reviews of community planning partnerships in Scotland.
- The governance structure set out within Argyll and Bute Community Planning Partnership's Single Outcome Agreement (SOA).
- The existing groups and partnerships in Argyll and Bute identified within the Single Outcome Agreement Delivery Plans.
- Information collated from meetings with Outcome Leads.
- The Community Empowerment (Scotland) Bill

The following areas for improvement have been identified:

- The scope, role and responsibility of each of the main elements of the Community Planning Governance Structure.
- The membership of each of the elements in the community planning structure.
- The levels of interaction and engagement within the structure to allow efficient delivery of the outcomes in the Single Outcome Agreement.
- The communication channels between all of the elements of the governance structure.
- Transparency in decision making, prioritisation and budget scrutiny.
- Performance management at a strategic and local level.
- Localising of community planning.
- Opportunities for meaningful engagement, adding value and developing the delivery of the Single Outcome Agreement.
- Scheduling of meetings.

Table 1 details the recommendations for addressing each of the identified areas for improvement.

The following input is needed from:

1. **The CPP Management Committee:** Agreement to the actions in the table. Any comments or suggestions for Governance based on information in this paper.

2. **Outcome Leads:** Consideration of the Partnerships and groups identified under the Outcome and to inform the CPP team of the main partnership delivery structures so that these can be clearly identified in the Governance structure.
3. **Area Community Planning Groups:** consider areas for improvement specific to the membership and role of these area groups

Table 1: Action Plan for reviewing CPP Governance

Area for improvement	Identified solution	Further work required	Deadline
Greater clarity on the scope, role and responsibility of each of the main elements of the Community Planning Governance Structure	<p>Agreed terms of reference and rules of procedure for each part of the structure which identifies:</p> <ul style="list-style-type: none"> <li>• Responsibilities.</li> <li>• Decision making procedures.</li> <li>• Relations to other parts of the structure.</li> <li>• Communication channels.</li> <li>• Meeting schedule and frequency.</li> <li>• Quorum.</li> </ul>	<p>Add further detail to the scope, role and responsibility of the Full Partnership, Management Committee, COG and ACPGs.</p> <p>Look at the role and function of strategic partnerships and time limited groups and their interaction with the core structure.</p> <p>Agree these and make any necessary amendments where governance is referenced.</p>	31 October 2014
Greater clarity on the membership of each of the elements in the community planning structure.	<p>Membership within the Terms of Reference for each element of the structure including agreement on:</p> <ul style="list-style-type: none"> <li>• Who members should be.</li> <li>• How to become a member.</li> <li>• Chairperson and election of chair.</li> </ul>	<p>Set out the scope for the membership taking in to consideration the information existing on this and what is required for the agreed Delivery Plans.</p> <p>Agree this as part of the Terms of Reference.</p>	31 October 2014
The levels of interaction and engagement within the structure allow efficient delivery of the outcomes in the Single Outcome Agreement.	Clearly map out and communicate the relationships between groups within the roles and responsibilities.	<p>Ensure the role and responsibilities are aligned and there is no duplication.</p> <p>Outcome Leads to identify how their indicators in the delivery plans will be achieved through the structures and groups named in the Delivery Plans, and any others.</p>	31 October 2014
Communication channels between	Clearly map out and communicate	Ensure the role and	31 October 2014

all of the elements of the governance structure are refined	the relationships between groups within the roles and responsibilities.	responsibilities are aligned and there is no duplication.  Outcome Leads to identify how their indicators in the delivery plans will be achieved through the structures and groups named in the Delivery Plans, and any others.	
Greater transparency in decision making, prioritisation and budget scrutiny.	Ensure that these are part of the roles and responsibilities of appropriate groups.	Specify under each of these headings the roles of each of the groups in the structure.	31 October 2014
Performance management at a strategic and local level	Ensure performance is monitored within the Management Committee and ACPGs.	Create an appropriate performance framework for strategic and local level.	December 2014
Opportunities for meaningful engagement, adding value and developing the delivery of the Single Outcome Agreement.	Ensure that these are part of the roles and responsibilities of appropriate groups.	Specify under each of these headings the roles of each of the groups in the structure.	31 October 2014

Table 2 outlines the timetable for engagement on the review.

Table 2: Timetable for taking review to committees

Date	Meeting	Purpose
19 August	CPP Management Committee	Informing Committee that we are reviewing Governance arrangements and to request that the leads inform of the delivery structures under each of the outcomes.
19 August	CPP COG	Detailed discussion of review so far.
Various dates start September	Area Community Planning Groups	Consideration and comment
25 September	Full Council consideration	Consideration and comment on recommendations
31 October	CPP Management Committee	Comment and approval of recommendations

## Background information

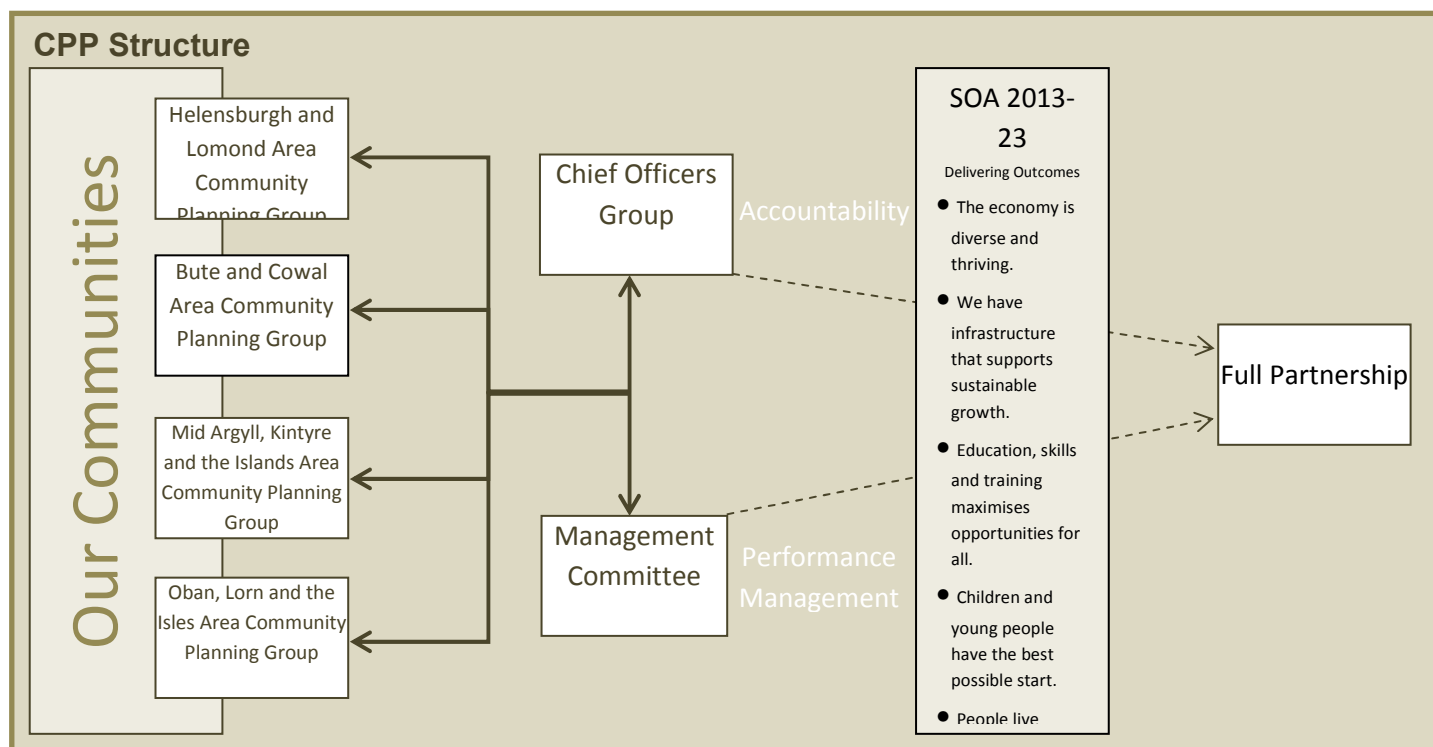
### Key Groups and Partnerships

The key elements of the Community Planning Structure as set out in the Single Outcome Agreement:

- The Full Partnership
- The Management Committee
- The Chief Officers Group
- Area Community Planning Groups (x4): Bute and Cowal, Helensburgh and Lomond, Oban, Lorn and the Isles and Mid Argyll, Kintyre and the Islands.

Diagram 1 illustrates the relationship between these in the current governance structure.

Diagram 1: Current Governance Structure for Community Planning.



There are also a number of strategic key partnership groups aligned to particular policy and service areas, and a number of Time Limited Groups to address specific issues. These are identified in the Single Outcome Agreement's Delivery Plans and are set out in Diagram 2.

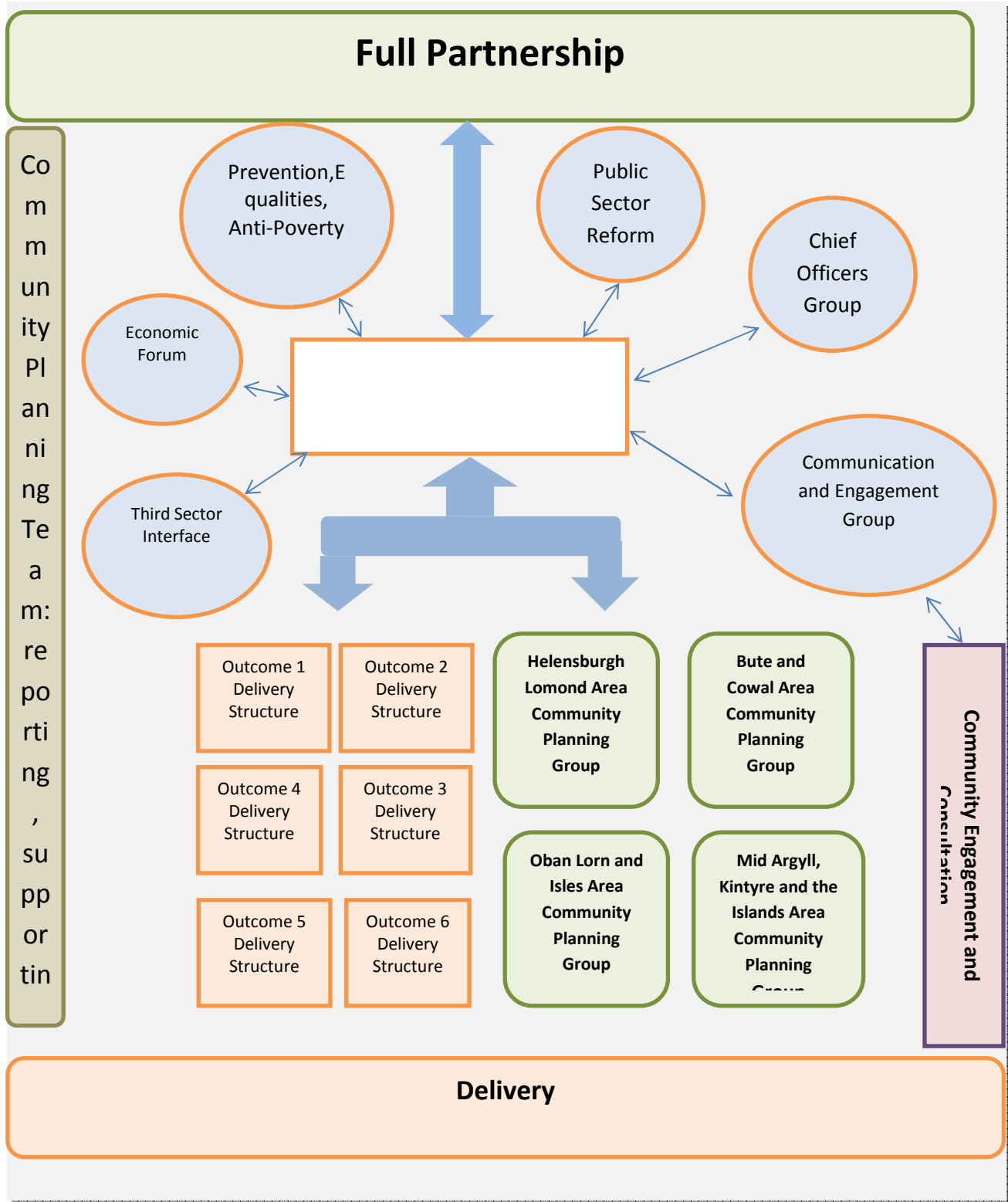
Through the considered sources of guidance and Best Practice for Community Planning alongside a consideration of the local Argyll and Bute context it will be necessary to ensure the following are included within the CPP Governance and management arrangements:

- Prevention
- Addressing of inequalities
- Anti-poverty
- Economic Forum
- Communication and engagement
- Reform areas such as Integration of Health and Social Care
- Scrutiny and Accountability between partners
- Sports Scotland, National Park, Skills Development Scotland, SNH, SEPA, Visit Scotland, Regional Transport Partnership.

Diagram 3 sets out a draft of what this could look like in a CPP Governance structure for Argyll and Bute Partnership. The detail needs to be defined as per the timetable of actions identified.

**Diagram 2 Partnerships identified under each outcome**


Diagram 3: potential new structure for Argyll and Bute CPP



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## Argyll and Bute Community Planning Partnership



Management Committee

19 August 2014

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### Agenda Item 8b. CPP Team: Area Community Planning

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#### 1 SUMMARY

- 1.1 The governance of Area Community Planning Groups is under review. This process involves strengthening the Terms of Reference under which the Area Community Groups operate. A revised Terms of Reference is being presented for consideration.
- 1.2 The SOA/Community Plan needs to include localised delivery. A methodology to take forward the development of localised plans has been devised and is being presented for consideration.

#### 2 RECOMMENDATION

- 2.1 The Management Committee is requested to:
  - 1 Consider the revised Area Community Planning Group Terms Reference and agree that the proposed Terms of Reference can be presented to the September 2014 Area Community Planning Group meetings.
  - 2 Consider the proposed method of taking forward the development of Localised SOA plans and agree that the proposed method of taking this forward can be presented to the September 2014 Area Community Planning Group meetings.

#### 3 DETAIL

- 3.1 A review of the Area Community Planning Group Terms of Reference has been undertaken in July 2014. A draft copy of the revised Terms of Reference is attached for consideration.
- 3.2 The main changes to the original are listed in the bullet points below:

- In order to ensure democratic accountability, the Chair and Vice Chair from the Argyll & Bute Council [insert area name] Area Committee and one other Elected Member from an Argyll & Bute Council [insert area name] Area Committee Ward not already represented by the Chair or Vice Chair will sit as members of the group.
- Chair and Vice Chair of the Area Community Planning Group to be elected by members of the group rather than being appointed by Council.
- A ratio of 50% public sector/non-public sector membership to give a balanced representation.
- Accountability (Full Community Planning Partnership via the Management Committee; Community within local area; Argyll & Bute Council as lead partner).
- Details the rules of procedure for short term working groups set up by Area CPG.
- Conflict of interest more general – does not specify financial/non-financial.

3.3 In addition, sections relating to the headings below have been added/ given clarity:

- Communication
- Equal opportunities
- Membership
- Roles of members
- Decision making
- Purpose/role/remit

3.4 Further research is needed to assess the impact of the above on current membership and it should be noted that this will differ for each area.

3.5 There is a need to start taking forward the concept of Localised SOA plans with the Area Community Planning Groups. A phased approach, as outlined in the attached document, Localising SOA Delivery, is suggested.

3.6 The initial phase will put what already exists as actions (and indicators) in the SOA into a local context. For this to be effective, there needs to be engagement with a number of people (including council officers) and sense checks via the outcome leads. A draft example of the Localised Plan Structure for an Area is attached for information.

3.7 Following phases will refine what is to be delivered at a local level and ultimately work towards having actions identified at local level and a process in place to enable these to contribute to the overall SOA.

3.8 It is therefore proposed that time is taken this financial year to develop these plans and processes with the Area Community Planning Groups and that the result will be a two year plan (2015-17).

- 3.9 It is worth noting that there may be longer timescales involved in getting necessary data at a “local” level and that this is a new undertaking which may be subject to change as it progresses.

#### **4 CONCLUSION**

- 4.1 Following a review, the Area Community Planning Group Terms of Reference have been strengthened. A draft revised document has been prepared for consideration and agreement that the draft be presented to the September 2014 Area Community Planning Groups for consideration and adoption pending the outcome of discussions at the ACPG meetings.
- 4.2 An action plan to take forward the development of Localised SOA plans has been prepared for consideration and agreement by the Management Committee. The action plan proposes that the development of a local SOA plan be presented to the September 2014 Area Community Planning Group meetings.

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**Donald MacVicar, Head of Community and Culture**  
**Tel 01546 604364**

**For further information please contact:**

Shirley MacLeod  
Area Governance Manager  
01369 707134

**ATTACHMENTS**

Area Community Planning Groups draft terms of reference  
Localising SOA Delivery  
Local SOA Plans example draft template

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## Argyll and Bute Community Planning Partnership

### Terms of Reference: [insert name] Area Community Planning Group

The [insert name] Area Community Planning Group is a sub group of the Argyll and Bute Community Planning Partnership

It is an unincorporated partnership of agencies and organisations with membership drawn from the public sector, third sector, private sector, community organisations and partnerships that have an interest in [insert name]

### Purpose

Argyll & Bute is a large and diverse area. Communities can have different issues even within the overall umbrella of a community plan for the whole area.

Area Community Planning Groups are the vehicle to ensure that there is effective community planning delivery at a local level by:

- Acting on behalf of the Full Community Planning Partnership via the Management Committee to oversee the implementation of Localised Delivery Plans which contribute to the delivery of the Single Outcome Agreement /Community Plan
- Acting on behalf of the community to ensure that local concerns and priorities are highlighted to the Full Community Planning Partnership via the Management Committee.

### Role

The role of the [insert name] Area Community Planning Group is to:

- Oversee the implementation of the Localised Delivery Plan for [insert area name]
- Encourage effective working across community planning partners at an area level
- Act as a conduit to ensure that local priorities are met and local issues addressed

### Remit

The [insert name] Area Community Planning Group has the authority to:

- contribute to the development of a Localised Delivery Plan for [insert name]
- monitor progress of the Localised Delivery Plan with regard to the agreed outcomes on what is being done within [insert name]
- provide the scrutiny role for the Full Community Planning Partnership within [insert area name]
- consider regular performance monitoring reports and provide information to the Argyll & Bute Community Planning Partnership Management Committee
- form short term working groups to undertake defined pieces of work as required by the group
- engage with communities within [insert area name] to understand their needs and requirements
- inform and consult on issues relating to Community Planning at an area level
- contribute to an annual report on progress on the agreed outcomes

## Short Term Working Groups

Short Term Working Groups initiated by the [insert name] area Community Planning Group must:

- be approved at a meeting of the [insert name] Area Community Planning Group and its purpose recorded in the minute of the meeting
- have a named member of the [insert name] area Community Planning Group acting as lead officer for the group
- have a list of members of the group agreed at inception
- have a clear objective agreed at inception
- have a clear remit agreed at inception
- have a clear output agreed at inception
- have a clear start and end date agreed at inception
- have an appropriate source of administrative support identified and agreed at inception
- have an appropriate funding package identified at inception where relevant and a named member of the short term working group undertaking financial responsibility for the initiative
- provide regular reports of activity and progress to the [insert name] area Community Planning Group
- any changes to the above must be approved by the [insert name] Area Community Planning Group and recorded in the minute of the meeting

## EQUAL OPPORTUNITIES

The [insert name] Area Community Planning Group will seek to ensure that promotion of equal opportunities is central to its on-going activities

## Criteria for Membership

- Membership is drawn from public sector, third sector, private sector, community organisations and partnerships operating within the [insert area name] area.
- Membership is open to all organisations public sector, third sector, private sector, community organisations and partnerships operating within the [insert area name] area with an interest in at least one of the six outcome areas of activity identified in Argyll and Bute Community Planning Partnership's Single Outcome Agreement (SOA).
- Organisations can self-nominate, be invited to join or have a statutory obligation to participate.
- In order to ensure democratic accountability, the Chair and Vice Chair from the Argyll & Bute Council [insert area name] Area Committee and one other Elected Member from an Argyll & Bute Council [insert area name] Area Committee Ward not already represented by the Chair or Vice Chair will sit as members of the group.
- In order to ensure democratic accountability, community councils situated within the [insert area name] area will sit as a member of the group. Subject to local needs, this may be individual community councils, or by way of a caucus arrangement agreed by the community councils situated within the (insert area name) area, or alternatively one community council representing all of the community councils on a rotational basis. The

community council undertaking this role will be nominated by the other community councils within the area on an annual basis or more frequently if agreed locally.

- In order to comply with legislation which governs community planning in Scotland, some organisations have a statutory obligation to participate in community planning. The organisation will nominate the most appropriate person within their organisation to sit as a member of the group.
- In order to reflect the needs of the community and range of activities covered by the Localised Delivery Plan, other organisations and partnerships operating within the local area are also able to sit as members of the group.
- In order to obtain a balanced representation of the above and to ensure a community focussed approach, a ratio of no more than 50% public sector membership should be maintained throughout the lifetime of the group.
- The representatives ought to be able to speak on behalf of their organisation and where appropriate commit funding and other resources to local partnership activity.
- Membership should reflect the needs of the community and can therefore change subject to approval by a simple majority vote of the other members of the group.

## Role of Members

[Insert name] Area Community Planning Group members have the following responsibilities:

- To attend the scheduled [insert name] Area Community Planning Group meetings.
- Consistency in attendance by members is necessary to build momentum and progress the activities of the group. Members will be encouraged to appoint substitutes to attend meetings on their behalf if they are unable to attend.
- To communicate information relating to the [insert name] Area Community Planning Group with other members and officers within their own organisation and other organisations operating within the area of activity they represent.
- To communicate information relating to their organisations area of activity to other members of the [insert name] Area Community Planning Group at meetings.
- To raise community planning related issues (that is issues related to Argyll and Bute Community Planning Partnership's SOA) on behalf of the community at [insert name] Area Community Planning Group meetings.
- To contribute to the development, on-going monitoring and review of the [insert name] SOA Local Plan.
- To participate in short term working groups as required.

## Meetings

### Chair

- The Chair and Vice Chair of the [insert name] Area Community Planning Group will be elected by the members of the group and will be appointed for a period of two years.

- The elected Chair, or in their absence, the Vice-Chair shall preside over the meeting. If both are absent, partners will choose a member from the floor to preside.
- Members should respect the authority of the Chair who will decide matters of order, competency, relevancy and urgency.

## **Quorum**

- The quorum for a meeting will be 5.
- If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point after a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.
- If a quorum is not present, at the Chairperson's / Vice-Chairperson's discretion, the meeting shall proceed and any decisions taken will be homologated at the next meeting.
- For purposes of the quorum, participation of partners by video-conferencing or telephone conference links will be considered as present.

## **Frequency of Meetings**

- The Area Community Planning Groups of the CPP will normally meet once each quarter (4 times each year).
- These meetings will normally be in March, June, September and December.
- Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

## **Conduct of Meetings**

- Meetings of the [insert name] Area Community Planning Group will be held in public.
- Observers can only participate in discussion with the agreement of Chair.
- Members must declare any conflict of interests at the start of a meeting and take no part in the consideration of the relevant item.
- Observers wishing to participate in discussion must declare any interest in the subject under discussion.
- All meetings will be minuted and a minute made available through the Council's website and available from a link through the community planning partnership website.
- Meetings of the Area Community Planning Groups will be conducted in accordance with the lead partner's (Argyll & Bute Council) standing orders for meetings subject to any necessary changes as set out above (mutatis mutandis).

## **Decision making**

- All members of the group have equal status
- Each member has one vote
- The Chair retains the casting vote
- All decisions must be clearly minuted with a brief summary of the discussion and reason for decision recorded as well as the outcome
- Observers and persons attending the meeting in an advisory capacity may provide information but are not part of the decision making process and are not able to participate in a vote

## **Accountability**

The [insert name] Area Community Planning Group is an integral part of Community Planning in Argyll & Bute and is accountable to the following bodies:

- Full Community Planning Partnership via the Management Committee



- Community within its local area
- Argyll & Bute Council as lead partner of Community Planning.

## **Support**

The [insert name] Area Community Planning Group will be supported by:

- A Lead Officer, Argyll and Bute Council Community Governance Manager, to facilitate and promote the smooth operation of the group and work closely with group members to ensure a supportive structure, which responds to the needs of the members in addressing issues.
- Administrative support, organising meetings, taking minutes and associated administrative support will be provided by Argyll and Bute Council, Governance & Law.
- A Local Community Development Officer will have a key role, working in partnership with organisations in the support of community groups, organisations and individuals, particularly those who do not traditionally engage in community issues, to participate in local community planning.

## **Issue of Papers**

- The agenda and papers for the [insert name] Area Community Planning Group will normally be issued 14 days prior to the date of the meeting.
- The Chair can agree to accept late papers.
- The draft Agenda detail will normally be circulated four weeks in advance to allow members to propose items for inclusion
- The agenda and papers will be published on the Argyll & Bute Community Planning Partnership website, the Argyll & Bute Council website and available from a link through the community planning partnership website.

## **Communications**

The [insert name] Area Community Planning Group is an integral part of Community Planning in Argyll & Bute and will follow any guidance set out for Area Community Planning Groups within Argyll & Bute Community Planning Partnership's upcoming communication strategy.

Approved and adopted at the [insert name] Area Community Planning Group meeting held on [insert date]

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## **Localising SOA Delivery**

It is proposed that there should be a phased approach to the initial localisation of the SOA/Community Plan as outlined in the table below.

The information to be put in the SOA local plans is the information available at that time and may be subject to change.

Information to be contained in SOA local plans must be directly related to indicators in the SOA and must show working in partnership.

### **Reasons for a Local SOA Plan:**

- To raise awareness in the community of what is happening linked to the SOA in their local area.
- To raise the profile of local projects and the potential for further partnership working to deliver the project.
- To enable communities to link directly with the SOA; which can help access funds.
- To be clear on the priorities for Area Community Planning Groups to focus on.

### **There are some identified known risks such as:**

- Resource implications for partners to participate in local projects.
- Fragmentation – the potential for community planning to be fragmented at a local level.
- Disjoined from development of other local plans or duplication of other local efforts.
- Disengagement the community and members of the Area Community Planning Group if suitable progress in developing and delivering against local priorities is not achieved.

### **The plan below aims to mitigate these risks through:**

- Appropriate timescales to enable a consistent approach and prevent fragmentation.
- Steps included to consider existing plans and activity.
- Timescales to allow engagement with key stakeholders to prevent duplication and disengagement.

Phase	Actions	Undertaken by	Timeline
Phase 1 – preparation	Template created to provide a common structure for each localised SOA plan	Community Governance Manager	To be ready for September 14 Area CPG meetings
Phase 2 – mapping existing activity	SOA Delivery Plan actions relating to strategic/regional level activities separated from the SOA Delivery Plan actions that relate to activities carried out at a local level.	Community Planning Manager and Community Planning Officer. Need to include the Outcome Leads to sign this off	December 2014
	Populate templates with SOA Delivery Plan actions that already have a geographic focus for each CPG area	Community Governance Manager. Community Planning Officer. Check with Outcome Leads. Economic Development Manager.	December 2014
	Work with Activity lead officer/responsible person to further refine activities that are being delivered locally but do not have a defined geographic focus and populate templates once the information is available.	Community Governance Manager,	December 2014 and ongoing.
	Map existing activities contained in area templates against the findings of the community consultation events carried out in January/February 2014 to identify priorities that are being addressed by existing activity.	Area CPG sub group, Community Governance Manager, Community Development Officers	December 14
	Consider findings of the mapping exercise and identify any gaps in provisions/ unmet priority needs locally.	Area CPG members	December 14
Phase 3 - development	Identify existing initiatives in the wider community that may be able to impact on the SOA indicators that do not feature. Consider additional	Area CPG sub group, Community Governance	January - March 15

	activities to be undertaken at a local level which directly impact SOA indicators. Create priorities from this.	Manager, Community Development Officers  Potentially requires engagement exercise with community to validate priorities and provide information on what is already happening or ideas they have.	
Phase 4 - implementation	Ongoing review and further development as required	Area CPG Members	April 15 onwards
Table 1: Localising SOA Delivery Action Plan			

Directly linked to the SOA/Community Plan and its associated delivery plans and taking into consideration the community requests for local community consultation events in 2014, the following areas and sub areas have been identified:

<i>Area CPG Localised Delivery Plan</i>	<i>Sub sections giving further localisation</i>
<i>Bute &amp; Cowal</i>	<ul style="list-style-type: none"> <li>• <i>Bute</i></li> <li>• <i>Cowal</i></li> </ul>
<i>Mid Argyll, Kintyre and the Islands</i>	<ul style="list-style-type: none"> <li>• <i>Mid Argyll</i></li> <li>• <i>Kintyre (Including Gigha)</i></li> <li>• <i>Islay Jura Colonsay</i></li> </ul>
<i>Oban Lorn and the Isles</i>	<ul style="list-style-type: none"> <li>• <i>Oban &amp; Lorn (including Lismore, Seil, Luing, Easdale, Kerrera)</i></li> <li>• <i>Mull, Iona, Coll Tiree</i></li> </ul>
<i>Helensburgh &amp; Lomond</i>	<i>No sub section needed; community wanted one event so this would be mirrored in plan</i>
<i>Table 2: potential SOA/Community Plan localisation areas</i>	

Potentially using subsections to give further localisation will be explored by the Area CPGs during phase two and will be informed by the development of the Performance Framework which will monitor the overall delivery and by the availability of meaningful data which can be collected at a local level.

# Argyll & Bute Community Planning Partnership

## Bute & Cowal

### Area Community Planning Group

# SOA: Localised Delivery

(Working title – subject to change)

2015 - 2017

## Contents

Introduction

Overview Community Planning in Argyll & Bute

Description of Bute & Cowal

Community Consultation

Bute & Cowal Priorities

Bute & Cowal Localised Delivery Plan

Outcome 1 – the economy is diverse and thriving

Outcome 2 – we have infrastructure that supports growth

Outcome 3 - education, skills and training maximises opportunities for all

Outcome 4 – children and young people have the best possible start

Outcome 5 – people live active healthier and independent lives

Outcome 6 – people live in safer and stronger communities

Appendix 1 – Bute & Cowal Area Community Planning Group Terms of Reference

Appendix 2 – Bute & Cowal Area Community Planning Group Members



## Introduction

### Overview Community Planning in Argyll & Bute

*Common to all plans – explains the bigger picture and how this plan fits into it*

*Emphasises this is about partnership working and links to SOA and indicators that we are monitoring to show improvement towards the SOA's overall aim: Argyll and Bute's economic success is built on a growing population.*

### Description Area

*General description of the area and outline of local economy, population etc mirroring SOA section for headings but localising for content - sub headings common to all plans, detail different*

### Community Consultation

In August 2012 Argyll and Bute Community Planning Partnership agreed to annual consultations on the Single Outcome Agreement (SOA) to ensure communities had a say in how the Partnership can achieve its outcomes.

The community consultation was designed to inform the content of delivery plans for each of these outcomes in addition to contributing to setting and achieving localised outcomes.

Two workshop events, one in Bute and one in Dunoon, were held in February 2014. A parallel online survey was undertaken generating 148 responses from Bute and Cowal. In addition, a Youth Consultation was undertaken on 23rd and 24th of November 2013 by Argyll and Bute Youth Forum, attended by 50 young people, including 9 from Bute and 10 from Cowal.

The consultation highlighted participants' wish to prioritise developing the economic potential of Argyll and Bute through harnessing the strengths of our rich natural resources and heritage. The main points raised were as follows:

1. Support to small and medium enterprises, and the expansion of existing businesses through a range of measures including support at the early stages; and availability of suitable premises.
2. Support to businesses that produce local goods to expand their markets further afield.
3. Better and more appropriate training to enable people to find employment, including increased number of apprenticeship places.
4. Improved ferry services - reliability, cost and frequency of services.
5. Provision of faster broadband, particularly on the west side of Bute and rural Cowal, and better mobile phone services.

**Argyll & Bute Community Planning Partnership**

Argyll & Bute’s success is built on a growing population

6. Health service meets the need of the local and ageing population, taking into consideration the need to travel long distances to get medical attention.

7. There was general recognition that young people have to leave the area for further and higher education. Many do not return to the area, so the area must be more attractive to encourage them to return once their education is complete. Options for practical incentives designed to encourage inbound migration include opening land for development; a multi-faceted approach to delivering new, appropriate housing solutions; and a commitment to paying the living wage across Community Planning Partners.

Full details of the consultation process and findings can be found in the following report : *A good place to live, work and play? Local report on the consultation within Bute and Cowal Area.*

**Bute & Cowal Priorities**

*Priorities set following development of the plan.– revised on a two yearly basis to fit with planned community engagement timescales.*

**Localised Delivery plans – following tables**

*Directly linked to the SOA/Community Plan and its associated delivery plans and taking into consideration the community requests for local community consultation events in 2014, the following sub areas have been identified:*

<i>Area CPG Localised Delivery Plan</i>	<i>Sub sections giving further localisation</i>
<i>Bute &amp; Cowal</i>	<ul style="list-style-type: none"> <li>• <i>Bute</i></li> <li>• <i>Cowal</i></li> </ul>

Outcome 1 has been partially completed demonstration purposes – each of the 6 outcomes would be completed in a similar way.

**Argyll & Bute Community Planning Partnership**  
Argyll & Bute's success is built on a growing population

**OUTCOME 1: The economy is diverse and thriving**

**Main areas of focus for Cowal included within this outcome:**

Narrative linking SOA strategic focus with detail of the area of main focus of this outcome in Cowal

**Equalities**

Narrative giving detail of equalities issues addressed by this outcome in Cowal

**Prevention**

Narrative giving details of prevention activity being carried out by activities under this outcome in Cowal

**Community Planning Partners delivering on this outcome:**

Argyll and Bute area wide activity identified in the SOA undertaken at an area wide level.

- 1.2.7 Review of HIE Fragile Areas - Commission research to review HIE fragile and employment action areas to reflect recent census data and inform area prioritisation.  
Review completed Sept 2014

SOA Reference	Action	Lead Community Planning Partner	Performance Indicator	Target	Completion date
1.2.2	Action plan to attract new residents to Dunoon & Cowal		Action Plan developed to secure inward investment / new residents to Dunoon.	Plan completed	Oct 2014
1.7.1	To increase business starts in each of the four council administrative areas		Number of business start-ups	Current in SOA -100 businesses across all four areas – detail refined for Cowal as appropriate	March 2015

**Argyll & Bute Community Planning Partnership**  
Argyll & Bute's success is built on a growing population

<b>OUTCOME 1: The economy is diverse and thriving</b>					
<b>Main areas of focus for Bute included within this outcome:</b>					
Narrative linking SOA strategic focus with detail of the area of main focus of this outcome in Bute					
<b>Equalities</b>					
Narrative giving detail of equalities issues addressed by this outcome in Bute					
<b>Prevention</b>					
Information relating to Community Planning Partners delivering on this outcome in Bute					
<b>Community Planning Partners delivering on this outcome:</b>					
Argyll and Bute area wide activity identified in the SOA undertaken at an area wide level.					
<b>SOA Code</b>	<b>Actions under this outcome</b>	<b>Lead Community Planning Partner</b>	<b>Performance Indicators</b>	<b>Target</b>	<b>Completion date</b>
1.2.3	Develop a holistic Regeneration Plan for Rothesay working with SURF.	HIE	Regeneration Plan prepared.	Plan completed	March 2015
1.7.1	To increase business starts in each of the four council administrative areas	ABC	Number of business start-ups	Current in SOA -100 businesses across all four areas – detail refined for Bute as appropriate	March 2015

## Argyll and Bute Community Planning Partnership



**Management Committee**

**19 August 2014**

### Agenda Item 11. Best Practice

#### 1 SUMMARY

- 1.1 Having knowledge of and access to identified best practice in Community Planning across Scotland can support future effective working of the Argyll and Bute Community Planning Partnership.
- 1.2 Audit Scotland in their recent reviews of Community Planning Partnerships (CPPs) in Scotland has identified good practice and areas for improved focus within CPPs. A national Community Planning event held on 5 June also highlighted best practice in community planning across Scotland. This report highlights the key points from both the national event and Audit Scotland.

#### 2 RECOMMENDATION

It is recommended that the Community Planning Partnership Management Committee:

- 2.1
  - 1 Note the content of the paper.
  - 2 Highlight to the community planning team any areas of good practice in the paper which the CPP would like more information on.
  - 3 Bring forward any known examples of best practice which may be worth consideration at a future meeting of the CPP Management Committee or other suitable forum within the Partnership.

#### 3 DETAIL

- 3.1 In 2014/15 Audit Scotland is reviewing five CPPs including Moray, Glasgow, Falkirk and West Lothian. Three reports have now been published.
- 3.2 In its reviews Audit Scotland highlights that CPPs need to achieve the following:
  - A sustained leadership role in achieving outcomes.
  - A clear approach / strategy for prevention.
  - Clear setting of targets and milestones.
  - Demonstration of sustained progress through each of the priority outcomes.

- An effective system of monitoring and improvement which allows partners to hold each other to account.
  - Performance communicating including communicating to the local communities.
  - Agreement of local priorities from an analysis of the local area to identify needs.
  - Alignment of partner resources to agreed local priorities.
  - Identification and redirection of resources to agreed priorities.
  - Clear relationship and effective joint working between the Community Planning Partnership and the proposed health and social care integration.
  - Joined up approach to communication and engagement with communities and sharing of results.
- 3.4 Good practice was identified in:
- Moray Council's area based analysis from which priorities were formed.
  - West Lothian Council's approach to performance management.
  - Glasgow City Council's determining of priorities.
- 3.4 On 5 June 2014 The Scottish Government held a national event on Community Planning: Changing Lives Celebrating Success. This day contained a large number of workshops for attendees, and these are outlined in Appendix A.
- 3.5 Keynote speeches from Scottish Ministers, Derek Mackay MSP and John Swinney, Cabinet Secretary included the following points:
- We need to look at how we know and account for the things that are happening in the community that contribute to SOA but don't appear in it or aren't partners.
  - Need focus on changing lives and reducing inequalities.
  - Participatory budgeting works and we should do more around this but it won't be legislated for.
  - CPP is at heart of public sector reform.
  - The Scottish Government has high expectations for Community Planning and the SOA as the place to do business.
  - Key to make a connection between spatial planning and community planning to create "place based approach".
  - Partners need to feel equally responsible to contribute to agenda.
  - Engagement with communities is key.
- 3.6 Those who attended from Argyll and Bute CPP noted the following points from the day:
- How we engage with young people is crucial.

- Budget considerations and where these come from should be last thing considered after focus has been on shaping solutions for the right thing to achieve the outcome.
- Need to develop a plan that continues to develop integrated working and cost savings across a number of areas, including properties, vehicles and operational services.
- This whole agenda is about working together we need to get key factors right including honesty, trust, people being able to not get overwhelmed but take action and be aware of finding ways to work with the people we really need to.
- Improving evidence and data gathering group is working with Public Service Reform Board to look at how better to do performance reporting at CPP level.
- Moray CPP:
  - Has a communications and engagement function which is jointly funded by partners.
  - Spent 6 months bringing private sector to table. Held key engagements to work out strengths and barriers for each business area (i.e. food and drink). Developed actions plans and thematic groups to take these forward.
  - Partners have jointly come together to fund a tourism function through the chamber.
  - Economic partnership is the delivery mechanism for taking forward economic part of the SOA.

#### **4 CONCLUSION**

- 4.1 Being informed of best practice can support effective working of the CPP. This paper highlights good practice identified within Audit Scotland's most recent reviews of CPPs. It also highlights good practice workshops which featured in the National community planning conference in June.
- 4.2 The CPP is asked to note the content of the paper and highlight to the community planning team any areas of good practice which the CPP would like more information on.
- 4.3 The CPP is also asked to bring forward any examples of best practice it knows of which may be worth consideration at a future meeting of the CPP Management Committee or other suitable forum within the Partnership.

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**Donald MacVicar, Head of Community and Culture**  
**Tel 01546 604364**

**For further information please contact:**

Rona Gold  
Community Planning Manager  
01436 658862

**Attachments:**

Appendix A: Workshops at the National Community Planning Event.



## **Appendix A: Key sessions offered at National Community Planning Conference**

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### **Prevention at scale**

Peter Allan, Dundee City Council and Lorraine Gillies West Lothian Council share their approaches to prevention and delivering outcomes.

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### **Realising potential of Third Sector Interfaces - local approached**

Colleagues from Renfrewshire, Edinburgh and North Lanarkshire shared their experiences of working within community planning context with Third sector

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### **Communities in the lead**

Angela Beardsley of Resonate Arts, Clackmannanshire, Dot Grieve, Ayrshire 21 and Theresa Potter of Pennyburn Regeneration Youth Development Enterprise, North Ayrshire discuss the role and importance of community led regeneration and assets based approaches.

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### **Gathering and measuring the evidence**

Professor Nicholas Watson of University of Glasgow and Dette Cowden, the Improvement Service consider this issue and how the work What Works Scotland and the Information and Evidence Data Group can contribute

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### **Pursuing sustainable economic development**

Gordon Sutherland of Moray Council outlines the approaches taken to develop an integrated multi-agency approach to economic development in Moray. Moray Economic Partnership (MEP) is working to grow a sustainable, diversified economy in Moray.

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### **Changing lives : focused prevention**

Tim Kendrick and Derek Muir, Fife Council share approaches on Fife's CPP Homeless Hub. Stephen Brown and Chief Inspector Tim Ross of North Ayrshire CPP discuss the impact of MANDART - Multi Agency Domestic Abuse Response Team

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### **Life Stages : a targeted approach**

Sally Ann Kerr of Barnados shares the approaches taken for the National Third sector GIRFEC project. Jonny Pickering of Falkirk Council outlines a co-production and assets based approach to services for older people.

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### **Realising the potential of third sector interfaces: prevention and outcomes**

Claire Tester, Scottish Government look at how the Engagement Matrix has been used to improve engagement between health boards and the third sector. Jacqui Reid, Alliance for Health and Social Care and Steven Marwick look at the impact of the Change Fund to enhance the third sector.

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### **Investing in leadership**

Jo Kennedy of Animate leads a workshop on tackling the challenges of collaborative leadership within multi partner approaches.

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### **Community Councils delivering**

Maureen Spence from Orkney Islands Council outlines the approaches they have taken with Highland and Islands Enterprise to ensure that community councils are an integral part of the islands economic development and community learning.

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### **Digital driving public service reform**

Marie Copland and Rosie Black of Dumfries and Galloway share the challenges of developing Telecare programme. John Barrett outlines the approach by the three Ayrshire councils to sharing data and its impact on delivering better outcomes for young people.

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### **Changing lives - Focus on neighbourhoods**

Place is a key component of public service reform and community engagement. Edinburgh and East Ayrshire CPPs share their experiences and challenges

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### **Focusing on prevention and joint resourcing**

Joe Black shares the Glasgow experience and approach on youth

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unemployment

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**Self reliance : enterprising women**

Noel Matthias shares the work of WEvolution. WEvolution works alongside people, particularly women, who are on low incomes or unemployed and are determined to improvement their lives and those of their families.

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**Participative Budgeting - an overview**

Dr Oliver Escobar, University of Edinburgh explores local participatory democracy in Scotland. The workshop will explore overall approaches to integrating the approach within community planning.

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## Argyll and Bute Community Planning Partnership



Management Committee

19 August 2014

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### Agenda Item 12a. Communication Priorities

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#### 1 SUMMARY

- 1.1 Argyll and Bute Community Planning Partnership brings together a significant number of organisations who are delivering shared initiatives for the benefit of citizens and communities across the area.
- 1.2 The range of organisations involved is both an opportunity and a challenge: making use of the communication channels of all organisations would achieve a wide reach of audience in informing and engaging communities; achieving a shared awareness of actions, progress and priorities for communication across the Partnership is a challenge.
- 1.3 It is proposed that the Partnership: agrees key messages to explain consistently and encourage involvement in community planning; agrees communication priorities and shared procedures with a view to having a communication strategy in place by March 2015.

#### 2 RECOMMENDATION

It is recommended that the Community Planning Management Committee:

- 2.1
  - 1 Approves the proposal to establish shared key messages for use in explaining and encouraging involvement in community planning; and communication priorities.
  - 2 Nominates representatives to be part of a short life working group that will discuss and establish proposed messages and priorities, to be brought back to the Community Planning Management Committee meeting of October 2014.

#### 3 DETAIL

- 3.1 'What *is* community planning?' is a question that can give rise to many, different answers.

- 3.2 A huge range of work is already being undertaken by community planning partners. Shared projects are described in different ways, sometimes as community planning initiatives, sometimes as partnership projects, and sometimes in other ways.
- 3.3 No single organisation or individual will achieve the progress needed for the future of Argyll and Bute – working together is a necessity in achieving our shared Single Outcome Agreement (SOA) outcomes.
- 3.4 The points above give rise to various communication questions: how do we all describe community planning?; do we need to raise awareness of the term ‘community planning’ or are there equivalent alternatives?; what messages will engage and support individuals, organisations and communities in contributing to achieving SOA outcomes?; given the breadth of work being undertaken, what are our shared communication priorities; how can community planning partners work together in raising awareness of community planning by communicating together and consistently.
- 3.5 Community planning partners have a wealth of experience in and means of communicating information to our communities. Bringing together that experience and identifying opportunities to promote messages through all our channels will greatly strengthen the impact of communication initiatives.
- 3.6 Some of the means through which community planning partners engage and communicate has been brought together through recent engagement between the Community Planning Team and Outcome Leads. This is appended to the report and gives an indication of resources and opportunity. It is clear from this and other on-going partnership work that we can learn more about the opportunities for communication we have across the Partnership.
- 3.7 It is proposed therefore to establish a short life working group, of representatives from across Partnership organisations, to draft key messages, and identify communication priorities and procedures to support shared promotion of community planning in Argyll and Bute.
- 3.8 Subject to approval of the Community Planning Management Committee, these proposals would form the basis of a communication strategy that would be brought for consideration to a future Committee.

#### **4 CONCLUSION**

- 4.1 Community planning partners have a wealth of experience in and means of communicating information to our communities.

- 4.2 Establishing shared messages, priorities and procedures for communication will strengthen the impact of communication initiatives.
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**Donald MacVicar, Head of Community and Culture**  
**Tel 01546 604364**

**For further information please contact:**

Jane Jarvie  
Communications Manager  
01546 604 323





## Appendix 1: Information from meeting with Outcome Leads (short and long term)

Between May and June 2014 the Community Planning Team met with people identified as long or short term leads within the Single Outcome Agreement. An element of the meeting was to gain a better understanding of engagement and communication opportunities and the potential to realise effective communication options for future use in communicating the business of the CPP.

The table below provides a snapshot and is not comprehensive. Further engagement with partners on communication and engagement through a Communication Strategy would develop the information below.

CPP partner	Social media and online communication	Forums	Newsletters	Surveys	Plans /Strategies for engagement	Other
<b>NHS Highland: Health and Wellbeing</b>	Healthy Argyll and Bute Facebook page.  Health and Wellbeing network website	Argyll and Bute Health and Wellbeing network manages the public engagement forums.				
<b>Council's Planning and Regulatory Services</b>	Argyll and Bute Council website	There are a number of user forums which services meet with annually or bi-annually.			Information, Communication and Engagement (ICE plan)	
<b>Council's Project and Renewables Team</b>	Argyll and Bute Council website					
<b>AVA</b>	Argyll Communities Website					Young Entrepreneur website being launched

<b>Fire and Rescue</b>	Use Facebook to put messages out					
<b>HIE</b>	Main communication is website					Good reach to business customers
<b>Council's Housing</b>			Quarterly staff newsletter.  Information leaflets	Tenant Survey	Currently revising communication plan	Reach to homeless customers
<b>Council's Leisure Services</b>	Argyll and Bute Council website and Leisure Facebook pages	Regular focus groups at sites.			Customer Engagement Plan	Good reach with large number of groups who use facilities.
<b>Youth Services</b>		Dedicated youth forum and programme of events to support young people.				Residential with young people.