



20 March 2015

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP - MANAGEMENT COMMITTEE** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD** on **FRIDAY, 27 MARCH 2015** at **10:00 AM**.

## **AGENDA**

- 1. WELCOME AND APOLOGIES (CHAIR) - HELEN SWANN**
- 2. MINUTE AND HIGHLIGHTS OF THE CPP MANAGEMENT COMMITTEE MEETING ON THE 31ST OCTOBER 2014**(Pages 1 - 8)
- 3. ACTION TRACKER**(Pages 9 - 10)
- 4. OTHER COMMUNITY PLANNING MEETINGS OR NETWORKS**
  - (a) Area Community Planning Groups, paper, Shirley MacLeod (Pages 11 - 16)
  - (b) National Community Planning Group, minutes of last meeting, Rona Gold (Pages 17 - 20)
  - (c) Third Sector and Communities Group, paper, Donald MacVicar (Pages 21 - 24)
  - (d) Economic Forum, paper, (to follow)
- 5. KEY CPP MATTERS 2015**
  - (a) CPP Development Day: Priorities and Action Plan, paper, Helen Swann (Pages 25 - 36)
  - (b) Joint Resourcing, paper, Rona Gold (Pages 37 - 42)
  - (c) Prevention: Inequalities, Poverty and Deprivation, paper, Rona Gold (Pages 43 - 50)
  - (d) Engagement Strategy, paper, Jane Jarvie (Pages 51 - 60)
  - (e) CPP Full Partnership, verbal, Donald MacVicar
  - (f) Third Sector Partnership workplan 2015/16, paper, Glenn Heritage (Pages 61 - 86)

## **6. SOA PERFORMANCE AND SCRUTINY**

- (a) Outcome 2 - Highlights and Scorecard (Pages 87 - 94)
- (b) Outcome 6 - Highlights and Scorecard (Pages 95 - 106)
- (c) Outcome 6 - Proposals for Structuring Community Safety Partnership Working, paper, Shirley MacLeod (Pages 107 - 114)
- (d) Exceptions - verbal update from any outcome lead who wishes to raise an exception
- (e) Review of delivery plans, verbal, Donald MacVicar

## **7. OUTCOME 1**

- (a) Economic Development Action Plan (EDAP) presentation - Fergus Murray and Ishabel Bremner

## **8. OUTCOME 5**

- (a) Position Statement on Physical Activity, paper, Elaine Garman (Pages 115 - 128)
- (b) National Public Health Review (Pages 129 - 132)

## **9. PUBLIC SECTOR REFORM**

- (a) Health and Social Care Integration (Pages 133 - 140)
- (b) Community Justice

## **10. CPP TEAM**

- (a) Private - CPP Financing
- (b) CPP Team Performance, verbal, Rona Gold

## **11. AOCB**

- (a) Proposed Police Scotland merger
- (b) Participatory Budgeting
- (c) Community Empowerment Bill

## **12. DATES OF NEXT MEETINGS**

Wednesday 17<sup>th</sup> June – Outcomes 3 and 4  
Wednesday 30<sup>th</sup> September  
Friday 18<sup>th</sup> December

**MINUTES of MEETING of ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP -  
MANAGEMENT COMMITTEE held in the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD  
on FRIDAY, 31<sup>ST</sup> OCTOBER 2014**

**Present:**

Paul Connelly, Scottish Fire and Rescue Service (Chair)	
Douglas Cowan, HIE	Elaine Garman, NHS Highland
Rona Gold, Argyll and Bute Council	Stuart Green, Argyll and Bute Council
Glenn Heritage, Argyll Voluntary Action	Donald MacVicar, Argyll and Bute Council
Shirley McLeod, Argyll and Bute Council	Samantha Quarton, Argyll and Bute Council
Cleland Sneddon, Argyll and Bute Council	Helen Swann, Police Scotland

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

Apologies received from  
Councillor Dick Walsh  
Councillor Ellen Morton  
Sally Loudon  
Christina West  
Fraser Durie

Pippa Milne  
Donald Henderson  
Andrew Campbell  
Jane Jarvie

A warm welcome was extended to Chief Superintendent Helen Swann of Police Scotland who introduced herself to the Management Committee and it was confirmed that Helen would take up the position of Chair following this meeting.

**2. MINUTE OF THE CPP MANAGEMENT COMMITTEE MEETING 19<sup>TH</sup> AUGUST 2014**

The minutes from the meeting of 19<sup>th</sup> August 2014 were approved as a correct record. Glenn Heritage gave a verbal update on the Third Sector Interface review and it was agreed that the Chief Officer's Group would look at the report around this after it was published in November 2014.

**3. ACTION TRACKER**

The Action Tracker was approved as an accurate reflection of current actions.

**4. INFORMATION FROM OTHER COMMUNITY PLANNING MEETINGS/NETWORKS**

**(a) NATIONAL COMMUNITY PLANNING GROUP**

Rona Gold gave a verbal update and advised the Management Committee that as per the meeting of the 19<sup>th</sup> August, she had written to them requesting more direction around joint resourcing.

**(b) COMMUNITY PLANNING MANAGERS NETWORK MEETING**

Rona updated the Management Committee on the discussions held at the recent meeting of the Community Planning Managers network.

As per the recommendations, the Management Committee agreed:

- 1) No further comment was necessary at present to the existing and planned action from the key areas identified by Audit Scotland set out in Appendix A of the report
- 2) To incorporate the Improvement Services' induction materials for Board Members into the Development Day planned for CPP Management Committee Board members.
- 3) To include the joint resourcing toolkit work of the Improvement Service at the CPP Management Committee Development Day.
- 4) To ask the CPP Chief Officers Group to consider in detail the management of the transfer of responsibilities and role of the CPP and Health and Care Partnership.

### **(c) HIGHLIGHTS FROM AREA COMMUNITY PLANNING GROUPS**

Shirley MacLeod informed the Management Committee that the Highlights report that was sent from the Management Committee to the Area Community Planning Groups was well received. Shirley also gave a short overview of each area group, noting that the area groups were enthusiastic about reviewing the Terms of Reference and potential partnership opportunities with the Amenity Services department of the council.

The work of ACUMEN highlighted at the Mid Argyll, Kintyre and Islay Area Community Planning Group was discussed and all partners agreed that it would be beneficial to learn more about this group.

## **5. PERFORMANCE MONITORING**

### **(a) UPDATE REPORT**

Samantha Quarton informed the Management Committee on the progress to date with the performance reporting of the delivery plans for each outcome of the SOA.

As per the recommendations within the report, the Management Committee agreed:

- 1) To note that there have been changes to the delivery plans and that further changes will not be accommodated for a period of 12 months
- 2) That the proposed extrapolation of strategic high-level indicators for quarterly scrutiny was no longer being pursued
- 3) To note the progress to date of the creation of scorecards for each delivery plan in the council's performance management system
- 4) To approve the Highlight report as a suitable template for outcome leads to provide their update
- 5) To approve the timetable for outcomes to be presented to the Management Committee

It was noted that some of the proposed meeting dates for 2015 clashed with proposed Council meeting dates. It was agreed that new meeting dates for the Management Committee be arranged and communicated to members of the Management Committee.

### **(b) OUTCOME 1 – PRESENTATION FROM MACHRIHANISH AIRBASE COMMUNITY COMPANY**

Tom Millar and Malcolm McMillan of MACC were warmly welcomed to the CPP Management Committee and subsequently presented an interesting and informative overview and vision of the company.

Key points included:

- The use of Argyll based contractors
- The current businesses using the facilities and the company's approach to attracting new business opportunities
- Using the SCOTGRAD scheme for a graduate marketing role
- The community charity work undertaken by MACC
- The way that MACC worked with other businesses in the area to maximise opportunities for them e.g the MACC 1 Rally.

The future growth and opportunities of the Company was also discussed along with how the CPP could support the company raising its profile. It was also noted that the site is a candidate for the proposed UK Spaceport.

It was agreed that MACC should be invited to attend a meeting of the Mid-Argyll, Kintyre and Islay Area Community Planning Group.

### **(c) OUTCOME 1 – PYRAMID AND HIGHLIGHTS REPORT**

Douglas Cowan informed the Management Committee about the progress on the delivery plan of Outcome 1. The following points were noted:

- The renewables sector appears to be slowing down
- HIE were finding it hard to find new companies who wished to export for the first time as it was either not appropriate for that business or it was already happening.
- Unemployment had reduced in the last 12 months with 170 fewer individuals being unemployed.
- The lack of housing was a constraint to economic growth in some parts of the area.

It was agreed that Douglas would seek to find out more details on the number of part time and full time jobs created in the last 12 months.

It was also discussed and agreed that future meetings should incorporate a verbal update from any outcome lead who had exceptions that they wished to be raised.

### **(d) OUTCOME 1 – ECONOMIC SUMMIT DEBRIEF**

Management Committee members discussed the Economic Summit which was held on the 29<sup>th</sup> October 2014 at the Queen's Hall, Dunoon.

Key messages from each of the presentations were circulated on the day and it was agreed that these would be circulated electronically to all Management Committee members.

There was general enthusiasm about the event which was seen as positive. The issues and challenges facing Argyll and Bute were clear and crossed all outcomes rather than just one. It was agreed that the key themes which emerged were housing, connectivity – both digital and infrastructure, and education.

It was noted that Argyll and Bute Sustainable Economic Forum (ABSEF) would be a key thematic group of the CPP and that Rona would liaise with Fergus Murray regarding dates of meetings.

**(e) OUTCOME 5 – PUBLIC HEALTH ANNUAL REPORT PRESENTATION**

Elaine Garman gave a presentation highlighting the key points of the Director of Public Health's Annual Report which focused on health and the changing environment. The following key points were noted:

- Health is impacted by extremes in weather, the security of water/food supply and the effects of population displacement and communicable diseases
- Fuel poverty is a real issue in the NHS Highland area
- More was needed to be done to promote the links between the environment and health
- Actions were sought that improved health, increased sustainability and reduced carbon emissions

**(f) OUTCOME 5 – PYRAMID AND HIGHLIGHTS REPORT**

Elaine updated the Management Committee on the progress of the delivery plan for Outcome 5. It was noted that more work was required on promoting the mental health framework.

**(g) OUTCOME 5 – ALCOHOL AND DRUGS PARTNERSHIP ANNUAL REPORT**

Elaine presented the ADP Annual Report which is required to be approved by the CPP Management Committee. Cleland Sneddon requested some amendments and it was agreed that subject to these changes, the report be approved.

**6. PUBLIC SECTOR REFORM**

**(a) HEALTH AND SOCIAL CARE INTEGRATION**

Cleland updated the Management Committee on the continuing work of integrating Health and Social Care and Christina West was congratulated on being offered the post of Chief Officer.

As per the recommendations within the report, the Management Committee agreed to:

- 1) Note the appointment of Christina West as Chief Officer
- 2) Note that 470 staff attended information sessions across Argyll and Bute to find out more about plans to create a new Health and Social Care Partnership in Argyll and Bute.
- 3) Note that engagement and involvement sessions are currently being finalised with the Scottish Health Council to have local conversations with small groups of people in localities who have an interest in health and social care during November and December.
- 4) Note that a new joint staff partnership forum involving management and Trade Union reps from both the NHS and Council is now established.
- 5) Note that 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.

- 6) Note that the Shadow Integration Board met for the first time on 10<sup>th</sup> 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.
- 7) Note that 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.
- 8) Note that it has been agreed by the Shadow Board that the four current administrative areas of Bute and Cowal, Helensburgh and Lomond, Mid-Argyll, Kintyre and Islay and Oban, Lorn and the Isles are the designated localities in terms of the requirements of the legislation.

It was requested and agreed that updates regarding Health and Social Care Integration should also go to the Area Community Planning Groups.

## **(b) COMMUNITY JUSTICE**

Louise Long, Head of Children and Families, updated the Management Committee on the reform of Community Justice.

As per the recommendations of the report, it was agreed that the Management Committee note the measures outlined in the report with regard to affecting the transition to local planning and delivery of community justice.

## **7. GOVERNANCE REVIEW**

### **(a) STRATEGIC CPP ARRANGEMENTS**

Rona updated the Management Committee on the outcome of the recent governance review of the CPP.

As per the recommendations within the report, it was agreed:

- 1) That the main committees and groups of the CPP have strengthened roles, remits and membership as set out in Table 1
- 2) To endorse the CPP's new governance structure which includes links to key thematic areas of engagement, third sector and businesses, equalities and prevention
- 3) To endorse the Terms of Reference for the CPP

### **(b) AREA LEVEL CPP ARRANGEMENTS**

Shirley advised that the Area Community Planning Groups had requested 3 amendments to the proposed Terms of Reference discussed at the Management Committee on the 19<sup>th</sup> August.

As per the recommendations within the report, the Management Committee considered the revised Area Community Planning Group's Terms of Reference and agreed that the proposed Terms of Reference be adopted.

## **8. COMMUNITY EMPOWERMENT (SCOTLAND) BILL**

Rona informed the Management Committee of the potential implications of the

Community Empowerment (Scotland) Bill for Community Planning Partnerships. It was agreed to note the content of the report and that each partner nominate a contact within their own organisation to liaise with Rona on this subject.

**9. PROPOSED CPP DEVELOPMENT DAY**

Paul Connelly presented the report. It was agreed that the Development Day be held on Friday 6<sup>th</sup> February 2015 and to include a team building session led by the Scottish Fire and Rescue Service. The venue will be confirmed but is most likely to be Oban Fire Station.

**10. COMMUNICATIONS UPDATE**

Donald MacVicar presented the report on behalf of Jane Jarvie. It was agreed that communication messages should centre around the idea of “what does community planning mean for me?” and that 3 to 4 key messages should be selected at each meeting to be fed through all available communication channels across partner organisations.

**11. AOCB**

**(a) SCOTLAND BEING A GOOD FOOD NATION CONSULTATION**

Samantha thanked the partners who had contributed to the CPP response in relation to the consultation and advised that this had now been submitted. Relevant updates would be brought to further meetings.

**(b) COMMUNITY PAYBACK ORDER CONSULTATION**

Rona advised that the council’s Criminal Justice team were currently running a consultation to look at opportunities for unpaid work for their clients. It was agreed that information regarding this would be circulated to all partners and that the deadline for response was Friday 7<sup>th</sup> November.

**(c) SCOTTISH FIRE AND RESCUE CPP EVENT**

Paul updated the Management Committee on the recent event that was held by the Scottish Fire and Rescue Service on what Community Planning meant for them. The event was well received by those who attended.

**12. DATES OF NEXT MEETINGS**

Having been advised that the proposed meeting dates clashed with proposed council dates, it was agreed that these would be revisited and new dates circulated.





These are the highlights from the Argyll and Bute Community Planning Partnership Management Committee meeting on the 31<sup>st</sup> October 2014. These highlights are for information purposes and can be shared with staff who may be interested. This information will also go to associated groups of the CPP, such as the Area Community Planning Groups, Third Sector and Communities Group and the communities that they represent.

### Highlights of the CPP Management Committee meeting on 31<sup>st</sup> October 2014.

- It was agreed that the delivery plans of the Single Outcome Agreement are now not subject to further changes for a period of approximately 12 months to ensure stability.
- The Management Committee agreed that two out of the six outcomes that make up the SOA would be scrutinised at each Management Committee and that Outcome 2: We have infrastructure that supports sustainable growth and Outcome 6: People live in safer and stronger communities would be scrutinised in March 2015 with Outcome 3: Education, skills and training maximises opportunities for all and Outcome 4: Children and Young people have the best possible start being scrutinised in June 2015 before the Full Partnership meets to review all outcomes in August 2015. This timetable ensures that the progress of each outcome is monitored and scrutinised effectively by the Management Committee and will also enable any exceptions within other outcomes to be discussed when required.
- Machrihanish Airbase Community Company gave an interesting and informative presentation about the company and their plans for the future. It was suggested that the MAKI Area Community Planning Group may also wish to receive a similar presentation.
- Progress on Outcome 1: The economy is diverse and thriving, was monitored and scrutinised. It was positively noted that unemployment had reduced over the last 12 months with 170 more people now in work, and that overall business confidence remains steady.
- It was agreed that the Economic Summit held on 29<sup>th</sup> October was a positive event and the Argyll and Bute Sustainable Economic Forum will have close links with the CPP moving forward.
- Progress on Outcome 5: People live active, healthier and independent lives, was monitored and scrutinised. It was noted that the work to deliver the new Health and Social Care Partnership is now well underway with activity across 11 work streams. It was brought to partners' attention that those who deliver the Universal Support Delivered Locally (USDL) are seeking to broaden referrals from a wider range of Community Planning Partners, particularly to include registered local landlords, NHS and ABCAB.
- The key points of the Director of Public Health's Annual Report were discussed looking at Health and its correlation with the environment and in particular climate change. It was noted that a higher percentage of households within Highland and Argyll and Bute are described as "fuel pool" compared to Scotland as a whole.

- An update was given on the progress of Health and Social Integration and it was suggested that similar updates be presented to each Area Community Planning Group.
- The strategic Governance review of the CPP with refined role, remit and membership of groups was approved.
- The Terms of Reference for the Area Community Planning Groups which incorporated the requested changes made from the Groups were approved.
- Highlights from the Area Community Planning Groups were noted. Attendance of CPP partners at the Area Community Planning Groups was encouraged. Particular note was made of the ACUMEN group who presented to the MAKI Area Group on mental health issues and appreciated knowing of their work. Scottish Fire and Rescue commented that they may contact the ACUMEN group for potential partnership working.
- A plan for a Communications Strategy was approved with the approach of answering the question “what does community planning mean for me?”

## CPP Action Tracker

Action	By Who	Completion Date	Notes
EDAP Update to return to MC in October 2014	CPP Admin	October 2014	Postponed until March 2015 when there will be information for meaningful update.
Management Committee to be kept informed on how the CPP will link to the Health and Social Care Partnership and Community Justice	Louise Long / Allen Stevenson	October 2014 and continuing	Update reports standing item on agenda
Representative from Education Service be invited to attend future meeting to advise of health and wellbeing and literacy in schools to help tackle issues raised by Children and Young People Mental Health Indicators	Rona Gold	October 2014	Presentation to come to June meeting of Management Committee
Report on Third Sector Interface Review to be discussed at Chief Officer's Group meeting	Glenn/Rona	December 2014	Complete
The transfer of responsibilities and the role of the CPP and the Health and Social Care Partnership to be discussed in detail at the Chief Officer's Group		December 2014	
Further information on the work of ACUMEN to be circulated to members of the Management Committee	Shirley MacLeod	March 2015	To be circulated with Document Pack on 20.03 15
Arrange new 2015 meeting dates	Samantha Quarton	ASAP	Complete
Invite Machrihanish Airbase Community Company to a future meeting of the MAKI Area Community Planning Group	Shirley MacLeod	March 2015	
Confirm the number of full time and part time jobs created over the last 12 months	Douglas Cowan	March 2015	

Include as a standing agenda item a verbal update from all outcome leads if they have any exceptions they wish to raise	Samantha Quarton	March 2015	Complete
Circulate key messages from Economic Summit electronically to Management Committee members	Samantha Quarton / Rona Gold	ASAP	Complete
Inform Allen Stevenson that updates regarding Health and Social Care Integration should now also go to Area Community Planning Groups	Samantha Quarton / Shirley MacLeod	ASAP	Complete
Each partner to nominate a contact within their own organisation currently looking at the Community Empowerment (Scotland) Bill and provide their details to Rona	All	ASAP	
All partners to look at Community Payback Order Consultation and respond	All	7 <sup>th</sup> November 2014	Complete

**Management Committee****Date: 27<sup>th</sup> March****Public/ Private: Public**

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## Area Community Planning Groups

### 1.0 Purpose

This paper presents key matters arising at the Area Community Planning Group meetings in March 2015 for consideration by the CPP Management Committee.

### 2.0 Recommendations

- The Management Committee is asked to note the Highlights and Key Issues under 4.0 and 4.1.
- The Management Committee should action an appropriate response to the points raised in 4.2 which are to:
  - Distribute Scottish Fire and Rescue contact to appropriate persons.
  - Advise and support ACPGs to communicate the SOA:Local to local communities.
  - Recommend an approach to involve ACPGs in consultations.
  - Outline what the CPP can do to support more broadband and mobile connectivity.

### 3.0 Background

There are four Area Community Planning Groups, one in each of the council's administrative areas (Oban Lorn & the Isles, Mid Argyll, Kintyre & Islay, Helensburgh & Lomond and Bute & Cowal.)

Area Community Planning Groups meet quarterly to discuss issues of importance at a local level relevant to the delivery of the Single Outcome Agreement (SOA). The March meetings focussed on Outcome 2 and Outcome 6. There were also cross linkages with all other SOA outcomes especially Outcome 5 concerned with healthier and active lives.

### 4.0 Highlights

The following were noted highlights from each of the meetings:

### **OLI**

- Group members provided details of walking and cycling opportunities in the Oban area which may be beneficial to health and wellbeing.
- Police Scotland provided information on drug detections and house searches and confirmed that the 'Shop a Dealer' scheme has benefitted Police intelligence.
- Scottish Fire and Rescue updated the Group on the Spring Season Action Plan aimed at tackling grass and woodland fires.

### **MAKI**

- Community Transport presentation highlighted the benefits of community transport, the current situation with community transport and issues in MAKI which include costs of MIDAS training, requirement to pay up front and claim in arrears.
- Fire and Rescue highlighted that the recruitment portal has opened looking for retained officers and that there were hopes of extending the cadet programme across MAKI to include Lochgilphead and Islay.

### **H&L**

- It was noted that in terms of the SOA:Local, Scottish Enterprise would be a key partner taking on the areas which are allocated to HIE in the other areas. The group were advised that they were now a member of the Partnership and it was noted at the meeting that contribution from SE to the Area CPG meetings would be beneficial.
- Scottish Fire and Rescue asked that they be informed of any upgrades to water infrastructure and of any mains fractures and that this is done via their control centre.
- Police Scotland highlighted the success of an application for funding from the Safer Communities Fund to help create a playpark in Cove. Information was also provided on the midnight soccer league which recently restarted in the Helensburgh area with upwards of 50 youths taking part. It was noted that this was a joint initiative with a number of partners including health who utilise the Police mobile unit as a drop in facility.

### **B&C**

- The election of chair will be decided at the next meeting due to weather conditions limiting attendance on 3/3/15.
- Scottish Fire and Rescue advised of an intention to create further interagency working by asking health visitors to raise fire safety concerns on a patient's behalf.

#### **4.1 Key issues**

The following key issues were raised:

##### **OLI**

- The group were of the view that it would be appropriate for the Chairs of ACPGs to sit on the CPP Management Committee.
- Members of the group raised mobile and broadband connectivity issues in particularly within the Kilmnelford area and more information was sought.

##### **MAKI**

- Would like to be able to better communicate the SOA Local and the work of the Group at a local level to communities.
- It would be good for the CPP to input to Scottish Water's future programme of planned projects in A&B, and for ACPG's to be involved in consideration of consultation responses to all relevant consultations.

##### **H&L**

- Members of the group asked that consideration be given to including more representation from the local business community with a suggestion that the local Chamber of Commerce be asked to participate.
- Scottish Fire and Rescue asked that they be informed of any upgrades to water infrastructure and of any mains fractures and that this is done via their control centre.

##### **B&C**

- Chair and vice-chair to be elected at later meeting.

##### **Relevant to all were:**

- Scottish Fire and Rescue are keen to promote that if any partner in health, social care housing or other identifies a vulnerable person to alert the appropriate Fire and Rescue contact for their area so that they can undertake a fire and safety visit to prevent the risk of death from fire.
- Health and Wellbeing grant promoted to support issues that ACPG group members were highlighting such as small rural communities difficulty to access health services and affordability of health services.
- Scottish Water advised of their new Freephone number 0800 0778 778 and that they had been working to reduce the time it takes for developers to get permits for water connections, this would hopefully speed up the planning process.

#### **4.2 Further action**

Further action is required from the Management Committee in relation to:

- Advising Area Community Planning Groups on communications and supporting communications on SOA to local communities.
- Distributing Scottish Fire and Rescue contacts to all relevant persons in order that vulnerable persons in Argyll and Bute are identified to the Fire and Rescue Service for a fire safety home visit.
- Recommending an approach to involve ACPGs in consultations.
- Advising what it can do to support better broadband and mobile connectivity.

### 5.0 Implications

Strategic Implications	The March Area Community Planning Group meetings focussed on Outcome 2 and Outcome 6. There are also cross linkages with all other SOA outcomes especially Outcome 5, Health and Wellbeing.
Consultations, Previous considerations	No prior circulation of this report. ACPGs were advised during meeting of key points which would be raised in this highlight report with CPP.
Resources	<p>Helensburgh and Lomond – there is an ask for a resource from SE to join ACPG meetings.</p> <p>Scottish Fire and Rescue ask for partners to contact them when dealing with any vulnerable persons in need of home fire safety visit.</p> <p>Resource will need to be considered for the ask to support communication of ACPGs and SOA:Local, to local communities.</p>
Prevention	Scottish Fire and Rescue raise prevention within their ask of partners in this report.
Equalities	The ask for SE to attend Helensburgh and Lomond ACPGs provides an equality of input on economic matters for Helensburgh and Lomond.

**Shirley MacLeod, Area Governance Manager, Shirley.macleod@argyll-bute.gov.uk**

### References

#### **Scottish Fire and Rescue Service referral contact for vulnerable people**

Should you wish to highlight any vulnerable people you identify in Argyle and Bute area for a home fire safety visit, please pass the details to:



Watch Manager Alex Purdie,  
Local Authority Liaison Officer  
Argyle and Bute.  
Based in Helensburgh Community Fire Station  
01436 655 924  
[alex.purdie@firescotland.org](mailto:alex.purdie@firescotland.org)

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**NATIONAL COMMUNITY PLANNING GROUP****NOTE OF MEETING ON 2 DECEMBER 2014****Present:**

Pat Watters, Chair

John Swinney MSP, Deputy First Minister and Cabinet Secretary for Finance, Constitution & Economy

Alex Neil MSP, Cabinet Secretary for Social Justice, Communities & Pensioners' Rights

Marco Biagi MSP, Minister for Local Government & Community Empowerment

Maureen Watt MSP, Minister for Public Health

Cllr Michael Cook, Vice President, COSLA

Cllr Drew Hendry, Leader of SNP Group, COSLA

Cllr Angus Campbell, Leader of Independent Group, COSLA

Cllr Allan Wright, Leader of Conservative Group, COSLA

Cllr Peter Barrett, Leader of the Liberal Democrat Group, COSLA

Sandy Watson, Chair, NHS Tayside

Andrew Robertson, Chair, NHS Greater Glasgow and Clyde

John McClelland, Chair, Skills Development Scotland

Shulah Allan, Convener, Scottish Council for Voluntary Organisations

Dr Lena Wilson, Chief Executive, Scottish Enterprise

Douglas Sinclair, Chair, Accounts Commission (as observer)

**In attendance:**

Rory Mair CBE, Chief Executive, COSLA

Caroline Gardner, Auditor General for Scotland

Prof James Mitchell, University of Edinburgh and What Works Scotland

Fiona Garven, Scottish Community Development Centre

Alasdair Grimes, Rocket Science

Kenneth Hogg, Director for Local Government and Communities, Scottish Government

Elinor Mitchell, Deputy Director for Public Bodies and Public Service Reform, Scottish Government

Kathleen Bessos, Deputy Director for Integration and Reshaping Care, Scottish Government

Angela Campbell, Deputy Director for Health Analytical Services, Scottish Government

Alasdair Mckinlay, Public Bodies and Public Service Reform Division, Scottish Government

David Milne, Public Bodies and Public Service Reform Division, Scottish Government

**1. Welcome and Apologies**

1.1 The Chair welcomed Maureen Watt MSP, Marco Biagi MSP and Cllr Peter Barrett to their first meetings of the group. He also welcomed the Deputy First Minister and Cabinet Secretary for Social Justice, Communities and Pensioners' Rights to their first meetings in their new roles.

1.2 Apologies were received from the Cabinet Secretary for Health, Wellbeing and Sport, Councillor David O'Neill, Councillor Gary Robinson, Councillor Rhonda Geekie, Vic Emery and Barbara Lindsay.

## 2. Note of Last Meeting

2.1 The Group noted that members agreed the minute of the last meeting (10 June 2014) in correspondence. This was now publicly available on the Scottish Government website.

## 3. Community Planning: Turning Ambition into Action

3.1 The Chair welcomed Douglas Sinclair, Chair, Accounts Commission and Caroline Gardner, Auditor General for Scotland, to present findings from their national audit report on community planning. The report describes sustained commitment to improvement since their first national report in March 2013. Partners and CPPs are, for example, now sharing ownership of resourcing, improving their understanding of resources available to them, and recognising the importance of prevention and community empowerment.

3.2 Even so, the report finds significant further progress is required at both local and national levels for community planning to be truly effective in making a positive difference for local communities. While there has been some good practice, overall leadership, scrutiny and challenge remain weak. Many CPPs are still not clear about what they are expected to achieve. There is confusion over whether community planning should focus on local or national priorities. Greater realism and clarification in the Statement of Ambition is needed, for instance on what the role of CPP boards should be and how much emphasis CPPs can and should place on devoting resources to prevention. There is no framework for assessing the performance and pace of improvement of CPPs. More focused and targeted improvement support is needed.

3.3 In discussion, Mr Sinclair and Ms Gardner welcomed recent work by the NCPG to issue a clear set of key principles that are intended to set out an ambitious but realistic improvement agenda for community planning (as agreed at the last NCPG meeting in June). They also emphasised the different cultures of the various organisations round the CPP table and the importance of partners building mutual trust as a precursor to effective leadership, scrutiny and challenge within the CPP. The Community Empowerment (Scotland) Bill provides a clear framework for these expectations. NCPG members considered the impact of these findings for the Group's ongoing priorities and how it ensures it provides effective national leadership on these.

3.4 **DECISION:** The Group:

- welcomed the report and agreed its findings.
- agreed the following next steps in light of the national audit report:
  - updating the Statement of Ambition, to ensure expectations on CPPs and partner bodies are clear and place appropriate emphasis on where CPPs should make the greatest impact.

- improving understanding of how CPPs are performing, so greater effort can be placed in driving improvement where that is needed most.
- reviewing its structure, so it is nimbler and more action-focused (including an enhanced role for the NCPG sub-group).

3.5 The Group will schedule a full discussion on this at its next meeting.

#### **4. Role of Third Sector in Community Engagement and Co-Production**

4.1 The NCPG previously agreed to commission work to identify current practice, barriers to progress and key characteristics of good practice in community engagement and co-production. The Chair welcomed Prof. James Mitchell, What Works Scotland, Fiona Garven, Scottish Community Development Centre and Alasdair Grimes, Rocket Science to present the key findings from their paper.

4.2 The authors discussed the executive summary of the report which covers 3 main areas:

- enhancing the role of the Third Sector in helping to shape and influence community planning priorities and actions;
- enabling small community and voluntary groups to thrive and contribute – and connecting people and services with those groups; and
- improving approaches to commissioning and procurement.

4.3 In discussion the authors evidenced how the benefits of community engagement and co-production were widely understood and welcomed. However, they considered that progress in each of these areas was often at project or community level rather than embedded across the CPP, although evidence of improved structures and processes to support this work is beginning to emerge.

4.4 The authors indicated that challenges to embedding this approach include cultural barriers and a lack of trust amongst participants, however they consider that the reasons require further analysis. They also noted a disconnect between aspirations of leaders in public bodies for community engagement and co-production and how that is translated into action at a local level. They noted a perceived lack of clarity from CPP level about whose role it is and what supports are available to improve community led activity.

4.5 The NCPG discussed the report and considered next steps, including the role that What Works Scotland in showcasing successful CPP led approaches to community engagement and co-production, and the importance of effective capacity building and support for communities. The Group noted links between the procurement thread and the work of the Public Procurement Reform Board, which provides strategic direction, support and monitor progress on the procurement reform agenda and on which the Third Sector will be represented. They also discussed the duties that the Community Empowerment (Scotland) Bill will place on CPPs and partners to secure the engagement of communities throughout the community planning process.

4.6 **DECISION:** The Group

- welcomed the report
- agreed to ask senior officers supporting the Group to consider how recommendations in the report should be taken forward.

5. **AOB**

5.1 The Chair notified the Group that this was Councillor Allan Wright's last meeting, as he was standing down as Leader of the Conservative Group at COSLA. The Group expressed its gratitude to Allan for his helpful and constructive contribution to its work.

6. **Date of Next Meeting**

6.1 The Secretariat will explore dates for future meetings in 2015.

**NCPG Secretariat  
December 2014**

**Management Committee****Date: 27<sup>th</sup> March 2015**

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**CPP Third Sector and Communities Group (TS&CG)****1.0 Purpose**

To provide information on highlights and issues arising from the CPP Third Sector and Communities Group meeting held on 19 February 2015.

**2.0 Recommendations**

The CCP Management Committee is asked to note:

- The format of the TS&CG to increase attendance from the Third Sector by looking in detail at relevant topics in the last hour of the Group's meetings.
- Videoing of presentations and publishing these on the Council's website to increase viewings at later dates.

The Management Committee is asked to consider how best the TS&CG can link with the Economic Forum.

**3.0 Background**

The TS&CG meets four times each year with a remit to:

- Strengthen and extend community planning processes;
- Increase community involvement in community planning processes;
- Build capacity of organisations and communities; and
- Share experiences, knowledge, skills and resources.

The highlights report contains matters of importance to the TS&CG it wished to be raised with the CPP Management Committee

**4.0 Increasing participation and communication of key issues in meetings****4.1 Meeting Format**

The last hour of the meeting is opened up to wider third sector participation, both in person and using video conferencing. Approximately an additional 20 representatives from community councils, development trusts and other third sector organisations joined the meeting on 19 February to hear presentations on European

funding, in particular Argyll and Bute LEADER. The presentation was filmed and will be edited and uploaded to the Council's website with a PowerPoint and information sheet to facilitate wider access.

#### 4.2 Relevant Topics

The Group agreed to continue with this format and the topic for the next meeting is Integration of Health and Social Care within a third sector context.

#### 4.3 Links with the CPP Economic Forum

Members of the TS&CG asked for closer links between the TS&CG and the Economic Forum. The third sector is a significant employer in Argyll and Bute with considerable potential, and contributes directly and indirectly to the economy. The Management Committee is asked to consider what form those links should take.

#### 4.4 Training and Events

Partners provided information on a number of forthcoming events. Further information is available on the Argyll Communities, Council and partners' websites:

<b>Date</b>	<b>Event</b>	<b>Location</b>	<b>Lead Provider</b>
07/03	From Ceilidhs to Conferences, A Training Day to Support Village Halls and Community managed Buildings	Centre 81, Garelochhead	Community Development Team
11/03	Sexual Health & relationships Education Course	MAICC, Lochgilphead	Health Improvement Team
14/03	From Ceilidhs to Conferences, A Training Day to Support Village Halls and Community managed Buildings	Corran Halls, Oban	Community Development Team
23/03	ABSEN Annual Conference	Inveraray	Argyll & Bute Social Enterprise Network
24/03	Financial Planning for Retirement Training for People Working in the Third Sector	Helensburgh	Community Development Team
April	Bowel Cancer Awareness Month	Various	Health Improvement Team
02/06	Community Renewables Seminar	tbc	Social Enterprise Team
13/06	Volunteer of the Year Awards	Kilmory	Argyll Voluntary Action

#### Community Support Webpages



The Social Enterprise Team has led on creating a simpler and more accessible platform for communities to access the information they need at [www.argyll-bute.gov.uk/community-support](http://www.argyll-bute.gov.uk/community-support).

## 5.0 Conclusions

That the Management Committee notes the efforts of the TS&CG to increase participation of third sector representatives through its meeting format and distribution of information.

That the Management Committee considers the request from the TS&CG to have closer links with the Economic Forum.

## 6.0 Implications

Strategic Implications	Outcome 6: People Live in Stronger and Safer Communities Outcome 5: People Live Active Healthy and Independent Lives
Consultations, Previous considerations	Evaluation and feedback from participants at TS&CG meetings
Resources	The TS&CG is supported by the Community Development Team
Prevention	The report seeks to foster better understanding of the third sector and the contribution it makes to the economy through fostering links with the Economic Forum.
Equalities	Training event in march 2015 in financial planning for retirement for third sector employees will help to address income inequalities in the future.

**Councillor Currie, Chair of Third Sector and Communities Group**

**Audrey Baird, Interim Lead Officer for Community Development.**  
[audrey.baird@argyll-bute.gov.uk](mailto:audrey.baird@argyll-bute.gov.uk). T: 01436 658735

## References

N/A

## Appendices

N/A

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**Management Committee****Date: 27<sup>th</sup> March 2015****Public/ Private: Public**

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**CPP Development Day – Resultant Action Plan****1.0 Purpose**

This report is to inform Community Planning Partnership (CPP) Management Committee members of discussion points from the Development Day held on the 6<sup>th</sup> February 2015 and to seek agreement on the action plan to take forward identified priorities.

**2.0 Recommendations**

The Management Committee is asked to:

- 1) Agree the priorities identified from the Development Day outlined in
- 2) Provide further input to the draft Action Plan in Appendix B
- 3) Task the Chief Officer's Group to finalise and sign off the action plan.

**3.0 Background**

The CPP Management Committee agreed at its meeting on the 31<sup>st</sup> October 2014 to host a Development Day looking at the key themes of Leadership, Joint Resourcing and Prevention.

This took place on the 6<sup>th</sup> February 2015 in the Council Chambers, Kilmory and was attended by 19 representatives from the Management Committee. The Improvement Service led the sessions on Leadership and Joint Resourcing and Prevention, with workshops on both following the respective presentations. Feedback from the workshops was collated by the Community Planning team.

**4.0 Priorities identified in the Development Day****4.1 Leadership Presentation**

The Management Committee were given a presentation by Sarah Gadsden, Head of Change and Development of the Improvement Service which focused on the results of a leadership survey completed by 48% of CPP Management Committee members. This highlighted the positive will of members to work together and that

meetings are held in a spirit of openness and trust, but that there could be improvement to clarify members roles and to ensure members are challenging of one another and the CPP to do more.

#### **4.2 Leadership discussion and priorities**

Members formed two groups to discuss:

- The feedback from the survey.
- The strengths and improvements identified.
- Key improvement actions needed to further improve the leadership of the CPP.
- Personal improvement actions.

Identified key priorities to be taken forward:

- CPP needs to focus more on the impact of existing good relationships to achieve challenges.
- Need communication and more engagement (with Scottish Government, communities and business) on what CPP is and what CPP can achieve.
- Opportunity to galvanise the CPP with a single focus of population growth.
- CPP needs to have a good relationship with business and private sector.
- Need to look at how to maximise impact (especially towards population change) and in a succinct way.
- CPPs work on scrutinising SOA delivery plans should mean that the focus is shifting towards impact.

CPP Management Committee members are asked to discuss and agree whether the key priorities for addressing Leadership above adequately reflect the discussion. Further information from the group discussions is within Appendix A.

#### **4.3 Joint Resourcing and Prevention presentation**

Andrew McGuire, Head of Achieving Outcomes from the Improvement Service led the presentation on joint resourcing and prevention which provided information on the benefits of early intervention and the collaborative gain of joint resourcing.

#### **4.4 Joint Resourcing and Prevention discussion and priorities**

Discussion points:

- Challenges that CPP and individual partners have in taking forward Joint Resourcing and Prevention.
- Ways to overcome challenges.
- Whether there is a genuine appetite to take this work forward.
- How these areas of work should be best taken forward

Identified key priorities to be taken forward:

- Jobs – Need joint workforce planning.
- Education and Skills match.
- Need to talk about 'bridge funding': demography demands preventative spend therefore need to have conversations around double spend required for upstream whilst still managing downstream.
- There is a need to prioritise areas for prevention and refine what prevention is.
- We need a timeline on when impact is likely to be seen.
- Need a pack of information on positive aspects of Argyll and Bute to promote and encourage people to stay in the area.

CPP Management Committee members are asked to discuss and agree the key priorities above to address joint resourcing and prevention. Further information from the group discussion on Joint Resourcing and Prevention is within Appendix A.

#### **4.5 Action Plan**

Appendix B contains a draft outline of an Action Plan to take forward the priorities identified in the Development Day. These include:

- Change format of Management Committee meetings to enable more group discussion and scrutiny of progress on outcomes.
- Assess recruitment issues for Argyll and Bute across all partners, and opportunities for joined up solutions.
- Take forward outcomes of Compelling Argyll and Bute study to address skills and opportunities gaps and promote area as place to live
- Set targets for population growth.
- Include impact on population growth as a key question for organisations to ask of one another in CPP meetings when scrutinising outcomes.
- Assess recruitment issues for Argyll and Bute across all partners, and opportunities for joined up solutions.

There are a small number of 'blanks' within the action plan for members to provide input to. These are mainly within the joint workforce planning action.

The Management Committee is requested to task the Chief Officer's Group to consider any further input on the priority areas discussed at the meeting today and to finalise the Action Plan attached in Appendix B.

#### **5.0 Conclusions**

The development day on the 6<sup>th</sup> February took place and provided the opportunity for the Management Committee to discuss key issues. From the discussions arose priority areas for the CPP to take forward and these are outlined in this report. Management Committee members are asked to agree whether the priority areas in the report adequately reflect the discussions from the day. Appendix B provides a draft action plan to take these forward and the Management Committee is asked to provide further comment for this, and task the Chief Officers Group to finalise.

## 6.0 Implications

Strategic Implications	The Management Committee are responsible for delivering and scrutinising all outcomes of the SOA.
Consultations, Previous considerations	The Management Committee agreed at its meeting on the 31 <sup>st</sup> October to hold a CPP development day.
Resources	Partner resources in terms of staff time will be required to take actions forward. The majority of resource required will be covered by the community planning team.
Prevention	Prevention is recognised as a priority area and the report sees actions to address this.
Equalities	N/a

**Rona Gold, Community Planning Manager**  
**01436 658 862**

For more information contact:  
 Samantha Quarton, Community Planning Officer  
 01546 604464

## References

Paper to CPP Management Committee, 31<sup>st</sup> October 2014, CPP Development Day Proposal.

## Appendices

Appendix A: Full details of information gathered in Development Day  
 Appendix B: Draft Action Plan

## Appendix A: Full details of information gathered in Development Day

### Leadership

Presentation Highlights	Discussion Points Group 1*	Discussion Points Group 2**	Priorities identified
<p><b>Survey results showed things working well for CPP's Management Committee include:</b></p> <ul style="list-style-type: none"> <li>• <b>Positive spirit of trust, openness and transparency in meetings.</b></li> <li>• <b>Shared commitment by members to work through issues collaboratively.</b></li> <li>• <b>Trust and goodwill</b></li> </ul> <p><b>Areas for improvement:</b></p> <ul style="list-style-type: none"> <li>• <b>Key organisations are involved and contribute</b></li> <li>• <b>Members discussed and formally agreed roles and responsibilities</b></li> <li>• <b>Members offer constructive criticism and regularly challenge each other and the CPP to do more.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Results showed positive and accurate direction of travel</li> <li>• CPP needs to focus more on the impact of existing good relationships to achieve challenges</li> <li>• Having depopulation as a main priority gives the opportunity to galvanise the CPP with a single focus and the golden thread achieves buy in.</li> </ul>	<ul style="list-style-type: none"> <li>• Some partners have national or regional remit and this can be difficult</li> <li>• Distributive leadership is obvious with rotation of chair.</li> <li>• Need communication and more engagement on what CPP is and what CPP can achieve.</li> <li>• CPP needs to have a good relationship with business and private sector.</li> <li>• CPP does well in soft measures such as working together.</li> <li>• Need to look at how to measure impact (especially towards population change) and in a succinct way.</li> <li>• Need to look at how CPP aims can be more embedded into individual organisations</li> <li>• Need to look upstream and at Christie Commission</li> <li>• Need more understanding of issues partners face.</li> </ul>	<ul style="list-style-type: none"> <li>• CPP needs to focus more on the impact of existing good relationships to achieve challenges</li> <li>• Need communication and more engagement on what CPP is and what CPP can achieve.</li> <li>• Opportunity to galvanise the CPP with a single focus of population growth</li> <li>• CPP needs to have a good relationship with business and private sector.</li> <li>• Need to look at how to maximise and measure impact (especially towards population change) and in a succinct way (should we have key milestones?)</li> <li>• CPPs work on scrutinising SOA delivery plans should mean that the focus is shifting towards impact.</li> </ul>

## Joint Resourcing and Prevention

Presentation Highlights	Discussion Points Group 1*	Discussion Points Group 2**	Priorities from actions
<ul style="list-style-type: none"> <li>• <b>Employability is key to prevention</b></li> <li>• <b>Moving young people in care into the world of work is one of the most important challenges for breaking a “negative cycle”</b></li> <li>• <b>Delivery of SOAs requires the mobilisation of public sector assets, activities and resources, together with those of the third and private sectors and local communities</b></li> <li>• <b>Clear expectations on partners to share budget and resource planning assumptions</b></li> <li>• <b>Need to get much more ‘hard nosed’ and pragmatic about partnership working</b></li> </ul>	<ul style="list-style-type: none"> <li>• There is a real appetite and willingness to move forward but unsure how to</li> <li>• There is a change in tone to looking at joint opportunities now compared to 5 years ago</li> <li>• It is hard to find the money required for preventative work in the current financial climate whilst continuing to pay for business as usual</li> <li>• The audit/inspection regime is not favourable to taking risk, there needs to be a recognition that sometimes ideas may not work</li> <li>• It can be difficult to obtain budgetary information</li> </ul>	<ul style="list-style-type: none"> <li>• We do a lot on prevention and need to tell people about this.</li> <li>• Need to look at what we need to do differently</li> <li>• We need a timeline on when impact is likely.</li> <li>• Prevention is a loose term and needs to be refined for Argyll and Bute.</li> <li>• Challenge is recruiting new staff and having good employment opportunity.</li> <li>• Need flexible approach to employment.</li> <li>• Need to market the safe towns and schools and good health facilities message linked to where our shortages are on jobs.</li> <li>• Need three things that everyone can focus around: <ul style="list-style-type: none"> <li>○ Get a pack of information about the area on the positive services and put this together with partners.</li> <li>○ Joint workforce planning.</li> <li>○ All focusses should involve</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Jobs – Need joint workforce planning</li> <li>• Education and Skills match</li> <li>• Need to talk about ‘bridge funding’: demography demands preventative spend. Need to have conversations around double spend required for upstream whilst still managing downstream.</li> <li>• There is a need to prioritise areas for prevention and refine what prevention is.</li> <li>• We need a timeline on when impact is likely to be seen.</li> <li>• Need a pack of information on positive aspects of Argyll and Bute to promote and encourage people to stay in the area.</li> </ul>



Presentation Highlights	Discussion Points Group 1*	Discussion Points Group 2**	Priorities from actions
		<p data-bbox="1117 272 1301 360">promotion and communication on CPP.</p> <ul data-bbox="927 400 1323 855" style="list-style-type: none"> <li>• Looking at this in terms of life cycle focusses are:               <ul style="list-style-type: none"> <li>○ Early years - invest in preventative spend in this area as “biggest bang for buck”.</li> <li>○ Mid Life – protect learning and bring in quality jobs (skills match).</li> <li>○ Live Longer and Healthier</li> </ul> </li> </ul>	

\*Group 1 members

Sally Loudon

Gordon Wales

Stuart Green

Janice Kennedy

Anthony Standing

Marlene Baillie

Shirley MacLeod

Notetaker: Samantha Quarton

\*\*Group 2 members

Cllr Dick Walsh

Cllr Ellen Morton

Donald MacVicar

Fraser Durie

Glenn Heritage

Douglas Cowan

Elaine Garman

Andrew Campbell

Pippa Milne

Notetaker: Rona Gold

## Appendix B: Draft Action Plan

Action from Development Day	Existing activity or further information around this	Activity to be taken forward	Timescale	Responsible organisation/ person	How this will be monitored
Need communication and more engagement on what CPP is and what CPP can achieve CPP needs to focus more on the impact of existing good relationships to achieve challenges	CPP's Communication Strategy recommendations need to also be considered	<ul style="list-style-type: none"> <li>• <b>With endorsement of Communications Strategy</b></li> </ul>	Before October 2015 need clear progress and delivery of actions	CPP team leading	Quarterly CPP MC meetings
		<ul style="list-style-type: none"> <li>• <b>Need more information on where partners feel they have existing good relationships:</b></li> <li>• <b>1. What this has achieved?</b></li> <li>• <b>2. What more could this achieve in relation to population growth and economic growth?</b></li> </ul> <p><b>A short online survey (survey monkey) could extract this information quickly from CPP partners.</b></p>	Before June CPP meeting	CPP team	Actions arising to be taken forward.
CPP needs to have a good relationship with business and private sector.	Economic Forum established	<ul style="list-style-type: none"> <li>• <b>CPP Manager to work closely with Forum's supporting officer.</b></li> <li>• <b>CPP Chair to meet with Economic Forum chair</b></li> </ul>	Ongoing	Community Planning Manager	CPP Quarterly meetings
CPPs work on scrutinising SOA delivery plans	SOA Delivery plan scrutiny and development ongoing	<ul style="list-style-type: none"> <li>• <b>Change format of Management Committee meetings to enable more</b></li> </ul>	From June 2015	Outcome Leads and CPP Management	CPP Quarterly meetings

Action from Development Day	Existing activity or further information around this	Activity to be taken forward	Timescale	Responsible organisation/ person	How this will be monitored
should mean that the focus is shifting towards impact.		<b>group discussion and scrutiny of progress on outcomes.</b>		Committee members	
Education and Skills Match	Compelling Argyll and Bute study is currently underway, which seeks to map current skills to job requirements and identify any gaps. The study is also seeking ways in which to promote Argyll and Bute	<ul style="list-style-type: none"> <li>• <b>Take forward outcomes of Compelling Argyll and Bute study</b></li> </ul>	End 2015	Partnership working group led by Council with partners including HIE, SDS and Argyll College.	CPP Management Committee meeting in 2015
There is a need to prioritise areas for prevention and refine what prevention is.	National Community Planning Group is looking at how is defines 'prevention'. Information will not be provided until June 2015.	<b>COG Chief Officers Group to better understand issues in the preventative work with children and young people.</b>	Presentation by Liz Strang to COG on 27 March.	Chief Officers Group	Update to CPP meeting in June.
Need to talk about 'bridge funding': demography demands preventative spend. Need to have conversations around double spend required for 'upstream' whilst	Various work and funding of prevention activities across Argyll and Bute. No single forum to engage with on this currently.	<ul style="list-style-type: none"> <li>• <b>Asses gaps in tackling prevention through reports to MC on this, in both March and June 2015.</b></li> <li>• <b>Agree focus area for prevention.</b></li> <li>• <b>Bring together relevant partners</b></li> </ul>	September 2015 for recommendations on focus area for prevention to Management Committee.	CPP team to coordinate information from key partners	CPP Management Committee meetings.

Action from Development Day	Existing activity or further information around this	Activity to be taken forward	Timescale	Responsible organisation/ person	How this will be monitored
still managing 'downstream'.		<ul style="list-style-type: none"> <li>• Provide CPP with information on current spend and required spend.</li> <li>• Take actions to address gaps.</li> </ul>			
Need a pack of information on positive aspects of Argyll and Bute to promote and encourage people to stay in the area.	See Compelling Argyll and Bute study	<ul style="list-style-type: none"> <li>• Prepare following results of Compelling Argyll and Bute study</li> </ul>	August 2015	CPP team lead with input from all partners	CPP Management Committee meetings
Opportunity to galvanise the CPP with a single focus of population growth		<ul style="list-style-type: none"> <li>• Include impact on population growth as a key question for organisations to ask of one another in CPP meetings when scrutinising outcomes.</li> </ul>	Quarterly CPP meetings	Outcome leads to include this in their outcome report to Management Committee	CPP meetings
We need a timeline on when impact is likely to be seen		<p><b>Focussing on economy and population:</b></p> <p><b>Detailed analysis of population stats and propose targets for 2018/19 and 2022/23 with agreed baseline.</b></p> <p><b>As above with key economic</b></p>	August 2015	Key data analysts from partner organisations led by CPP team.	Annual CPP reports on SOA

Action from Development Day	Existing activity or further information around this	Activity to be taken forward	Timescale	Responsible organisation/ person	How this will be monitored
Need to look at how to maximise and measure impact (especially towards population change) and in a succinct way (should we have key milestones?)	See actions under galvanising CPP with single focus of population growth and timeline for impact	<b>data.</b> <b>See above</b>	See above	See above	See above
Jobs – Need joint workforce planning	<p>Potential to build on Scottish Future Trust asset mapping and Smarterplaces Programme</p> <p>NHS considering use of AVA’s recently produced short documentary on life in Argyll and Bute as promotional tool for attracting GPs to the area.</p>	<ul style="list-style-type: none"> <li>• <b>Build on SFT’s Smarterplaces programme.</b></li> <li>• <b>Assess recruitment issues for Argyll and Bute across all partners, and opportunities for joined up solutions.</b></li> <li>• <b>Make use of existing promotional tools such as AVA’s promotional video of Argyll and Bute life:</b></li> </ul> <p><a href="https://vimeo.com/120798918">https://vimeo.com/120798918</a> password: parliament</p>	Consider Smarterplaces programme at March CPP MC meeting	tbc	tbc



**Management Committee****Date: 27<sup>th</sup> March 2015****Public/ Private: Public**

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**Joint Resourcing: Place Based Approach****1.0 Purpose**

For the CPP Management Committee to consider the potential to look at joint resourcing, through an approach put forward by Scottish Futures Trust as part of their Smarterplaces programme.

**2.0 Recommendations**

The Management Committee:

- consider whether the proposed approach outlined in 4.1 and detailed in Appendix 1 is a reasonable way in which to take forward joint resourcing in Argyll and Bute;
- Consider and agree the scope, timing, resource and content for workshops as set out in 4.2.

**3.0 Background**

Peter Kearns of Scottish Futures Trust (SFT) attended a meeting of the Chief Officers Group of the CPP on 3<sup>rd</sup> December 2014, to present the benefits of the Smarterplaces programme for Argyll and Bute. The programme's purpose is to look at how best to make use of assets and create efficiencies within a defined place, a place being a town or localised area within the council boundary, looking in particular at business functions, plans for regeneration and public sector portfolios. The Chief Officers Group agreed that this was an opportune time to consider the use and joint resourcing of assets given the need for partnership working and the current financial context. Following the meeting SFT have drafted a proposal for the Management Committee's consideration, outlining how this could be taken forward in Argyll and Bute.

**4.0 SFT's Smarterplaces programme**

The Scottish Future Trust's Smarterplaces programme is actively engaged in a number of areas around Scotland, bringing together Local Authorities, the NHS and other agencies to support the collaborative use of all the assets and resources in a place in pursuit of impact and value. The programme provides an opportunity to explore how joint action might deliver better outcomes, particularly in response to the

key services and financial drivers of the Council and the NHS, and the regeneration of areas within Argyll and Bute.

#### **4.1 Proposal for initiating an approach in Argyll and Bute**

The outcome of an initial approach is to gain a shared understanding between agencies of:

- what's going on;
- where it would be worth sharing plans and resources; and,
- the benefits on the ground from collaborative working.

A draft proposal is attached in Appendix A which outlines that over a 2 month period SFT would support:

1. Mapping

Bringing together the property, site, and investment data held by the Council, NHS and SFT to fully capture the extent of current and intended asset holdings.

2. Workshops

Facilitating collaborative sessions with those responsible for the delivery of services and the stewardship of assets in order to provide a shortlist for action. SFT can support three half day sessions with 15-25 participants at each.

3. Framework

Support the Council, NHS and other partners to agree an endorsed direction of travel, prioritising specific workstreams, and shaping a pragmatic delivery mechanism.

#### **4.2 Considerations for the CPP Management Committee**

The CPP Management Committee needs to consider:

1. The breadth of approach - As the approach is place based, the Management Committee needs to consider whether to look at all of Argyll and Bute at the one time, or look at individual towns (Campbeltown, Rothesay, Dunoon, Oban, Helensburgh, Lochgilphead) within separate workshops. Note that support for workshops is limited to three.
2. Resource availability – whether organisations have resource to make available to attending workshops with SFT.
3. Appropriate timing – what the best 2 month period would be in which to undertake this. Note: The Management Committee next meets on 17 June 2015.



4. Content of workshops – it is proposed that the workshops will address answering questions under the following:
- Future shape of Services
  - Change and Investment
  - Opportunities
  - Action

## 5.0 Conclusions

SFT's Smarterplaces programme offers the CPP the opportunity to look at the assets within Argyll and Bute and to explore where there are potential benefits of sharing resources for better partnership working, creating financial efficiencies and delivering better services.

## 6.0 Implications

Strategic Implications	This report is concerned with the overall delivery of the SOA.
Consultations, Previous considerations	SFT presented their Smarterplaces Programme the CPP Chief Officers Group on 3 December 2014.
Resources	The Smarterplaces programme offers the opportunity for CPP partners to explore the potential for sharing of resources in areas across Argyll and Bute.
Prevention	The outcomes of this project have the potential to prevent duplication of public sector resources.
Equalities	n/a

**Sally Loudon,**  
**Chair of CPP Chief Officers Group**

**Rona Gold,**  
**Community Planning Manager**  
**rona.gold@argyll-bute.gov.uk**

## Appendices

Appendix A – SFT Outline for Proposed Place Based Reviews: Argyll and Bute

## **Appendix A**

### **Outline for Proposed Place Based Reviews: Argyll and Bute**

#### **Context**

The Scottish Future Trust's Smarterplaces programme is actively engaged in a number of areas around Scotland, bringing together Local Authorities, the NHS and other agencies to support the collaborative use of all the assets and resources in a place in pursuit of impact and value.

Our programme of place based reviews has already identified a significant number of projects/opportunities, many of which involve a wide range of public sector owned assets. There is now an opportunity to explore how joint action might deliver better outcomes, particularly in response to the key services and financial drivers of the Council and the NHS, and the regeneration of areas within Argyll and Bute.

#### **Scope**

Building on the work to date and SFT experience elsewhere, the following scopes are proposed over a 2 month period:

1. Mapping  
Bringing together the property, site, and investment data held by the Council, NHS and SFT to fully capture the extent of current and intended asset holdings.
2. Workshops  
Facilitating collaborative sessions with those responsible for the delivery of services and the stewardship of assets in order to provide a shortlist for action.
3. Framework  
Support the Council and NHS in agreeing an endorsed direction of travel, prioritising specific workstreams, and shaping a pragmatic delivery mechanism.

#### **Outcome**

A shared understanding between agencies of what's going on, where it would be worth sharing plans and resources, and the benefits on the ground from collaborative working.

## Workshop Outline

### Purpose

In order to protect and improve local services within constrained resources and support local regeneration whilst realising significant savings, place based workshops are proposed which will bring together key agencies to target practical and deliverable opportunities for collaboration.

### Draft Format (Workshop 1)

Activity	Description	Notes
1.Introduction and Welcome	Why are we doing this?	
2. Future shape of Services	How might services look? <ul style="list-style-type: none"> <li>• Shared assumptions/criteria</li> <li>• Shared direction of travel/outcomes</li> </ul>	Group Working
3.Change and Investment	What's in motion in this area? <ul style="list-style-type: none"> <li>• Plans on the table/being developed</li> <li>• Likely impact on services/assets</li> </ul>	Group Working
4.Opportunities	Where/what should we target? <ul style="list-style-type: none"> <li>• Reconfirm specific opportunities</li> <li>• Articulate the rationale/benefits</li> </ul>	Group Working
5.Action	How do we seize potential benefits? <ul style="list-style-type: none"> <li>• Agree shared priorities</li> <li>• Set out a structured approach</li> </ul>	Group Working
6.Finish	Do we have buy-in? <ul style="list-style-type: none"> <li>• Agreed actions and ownership</li> </ul>	

### Outcomes

Identification of a framework and limited number of shared projects/initiatives which would deliver significant benefits and savings to the local communities they serve and a way to make them happen.

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**Management Committee****Date: 27<sup>th</sup> March 2015****Public / Private: Private**

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**Prevention: Inequalities, Poverty and Deprivation – Highlights from appropriate forums****1.0 Purpose**

The purpose of this report is to inform Community Planning Partnership (CPP) Management Committee members of the activity currently happening in established forums which addresses one or more of the themes of addressing prevention, inequalities, poverty or deprivation.

**2.0 Recommendations**

The Management Committee is recommended to:

- 1) Note at this stage, the activity happening across the many forums that tackle issues of inequalities, prevention and deprivations
- 2) Consider any action it can do to assist with the challenges noted in the Early Years section, Local Access Forum section, Argyll and Bute Advice Network and the Health and Wellbeing Network section.

**3.0 Background**

The Community Planning Partnership's Chief Officer Group, identified a need for the CPP to be informed and take relevant action where required to address prevention, inequalities, deprivation and poverty. Key existing forums were identified and the information from these will be presented to the Management Committee in both March and June 2015 for consideration and discussion.

The CPP anticipates that by receiving this information at its meeting in March and then again in June, it will be able to better make an assessment of any gaps that need to be addressed at a strategic level through partnership working.

There are a number of existing actions within the delivery plans of the SOA which show how Community Planning partners are working to reduce inequalities and focus on prevention and reducing poverty/ deprivation through for example actions relating to health, welfare reform and housing. It is recognised that the number of

actions is much more, but that this is not gathered in full by any one group so as to fully identify gaps.

The forums contacted included Welfare Reform, employability, Argyll and Bute's children and Community Safety. A full list is attached for reference.

#### **4.0 Information from Forums**

##### Early Years

The Early Years Collaborative has been actively promoting the Healthy Start Voucher Scheme. Staff in the Kintyre area set an aim to increase to 80% the number of pregnant mums and their children eating more fruit and vegetables and to encourage healthy eating and cooking at home. As a result the Campbeltown Community Orchard and Garden both accept and promote the £3.10 weekly healthy start vouchers. Homestart alongside a number of other promoters and initiatives also promoted the vouchers in local shops increasing the uptake of the vouchers to 80%.

The CPP could assist in addressing child poverty through the following:

- Improve money/benefits advice targeted to high priority populations (SIMD data zones)
- Improve the uptake of Healthy Start Vouchers by eligible and entitled families across the partnership
- Encourage key employers to adopt a living wage standard

##### Argyll and Bute Local Access Forum

The Local Access Forum has been instrumental in developing the Argyll and Bute Core Paths Plan, which should be adopted later this year.

There is a current issue in recruiting new members. A number of members have been on the forum since its inception and it is particularly difficult to recruit new members from a land management back ground. A majority of members also fall within the retirement age bracket.

There is currently no elected Member sitting on the forum as the representative for Argyll and Bute Council; also the NHS rep is a corresponding member and has not attended a meeting for some time. They have plans to put a paper before committee later this year to seek the appointment of an elected Member, but would be keen for the Management Committee to encourage attendance by partner organisations.

It is hoped that over the coming years the LAF will work towards helping to promote the core paths network and the benefits of outdoor access and recreation. A number of members are currently in the process of gathering information on paths that will eventually be published on the core paths interactive map hosted on the Councils web page.

## Health and Wellbeing Partnership

Preventative activity during 2014 included:

- The development of an area wide position statement for increasing physical activity.
- Evaluation of health and wellbeing small grant fund. Findings show this fund of approximately £71k supports health improvement, enables co-productions of local services and builds capacity in the 3rd sector. For more info see - <http://healthyargyllandbute.co.uk/health-and-wellbeing-grant-makes-a-difference/>

## Reducing inequalities

- The Joint Health Improvement Plan for 2013-2016 has 8 strategic priorities for improving health, one of which is to reduce health inequalities. This underpins all strategic health improvement activity. The 7 health improvement networks consolidate this at a local level. During 2015/16 a total of 48 funded projects identified their project would address inequalities by targeting activity at those most in need.

## Challenges

- It is a continual struggle to get good attendance from partners at health and wellbeing partnership meetings.
- The strain on public sector budgets may impact on the amount available to support the small grant fund in years to come. Partners are being asked to consider supporting this funding stream from their budgets since the evaluation described above resulted in such positive feedback.

## Violence against Women Partnership

There have been sporadic and insufficient systematic approaches to the Violence Against Women (VAW) agenda in Argyll and Bute across all agencies and communities. A reformed VAW partnership is now in place. All services need to deliver on their responsibilities on this topic.

The objectives of the partnership are to:

- Ensure our agencies and organisations are aware and responsive to VAW issues (policies, procedures, protocols, training etc and specifically to:
  - Develop a suite of policies, procedures and guidance for staff
  - Develop a tiered framework for focus and content of training
  - Develop training packs and related materials
  - Develop a sustainable model for delivering training and awareness raising for staff of partner agencies

This work will report to the VAW Partnership and CPP Management Committee via SOA reporting on Outcome 6 of SOA.

There is a need to agree joint funding with Louise Long, Head of Children and Families for 6 months project management of the partnership.

### Argyll and Bute Advice Network

The on-line referral system and directory of services has expanded to cover 60 agencies with 131 user locations. It facilitates inter-agency referrals and ensures that vulnerable people can be directed to appropriate specialist services.

The development of the system is hampered by the inconsistent approach of key partners and it would be to the benefit of clients if all key partners were fully engaged with the system. Promotion of the advice directory to the public is also a challenge.

### Strategic Housing Forum

Recent house condition research commissioned for the Atlantic Islands has highlighted the higher than average levels of fuel poverty particularly in those island communities. This represents a major challenge. Our successful partnership working on the Home Energy Efficiency Programme Scotland – Area Based Scheme (HEEPABS) programme and delivery of income maximisation targets via Welfare Rights services, among other measures, provide a positive response.

Also extensive research into the housing & support needs of the ageing population – a key cohort of the local population who are (overall) potentially subject to higher than average levels of poverty/deprivation has just been completed and we are now developing strategic response to these issues.

The Housing Options approach to the prevention of homelessness is now subject to statutory monitoring on a national level and we are therefore able to quantify the outcomes arising from our intervention and prevention activity.



### Community Safety Partnerships

The update for this meeting focuses on highlighting the work of the Bute Antisocial Behaviour Problem Solving partnership. This is a multi-agency partnership (and Sub group of the Bute Community Safety Forum) involving Police, Registered Social Landlords, Third Sector Personal and Housing Support Agencies and Council Services (Governance and Law, Environmental Health, Social Work, Housing Services) which meets regularly to undertake case work in response to antisocial behaviour complaints. Often these cases involve issues of alcohol and drug use, poverty and deprivation. The services involved share information and undertake joint action not only to tackle the immediate problem but also seek to address underlying causes and to prevent offending behaviour and antisocial behaviour. This work is in keeping with the Scottish Government's framework for tackling antisocial behaviour based upon early intervention and away from a narrow focus on enforcement.

There have been a number of cases where success has been achieved although when analysing this case work a recurring issue is the ability to sustain success over the medium to long term. Reasons for this include resource demands as well as individuals who are the subject of the casework, lapsing into previous habits and behaviour.

### Argyll and Bute Employability Partnership

Through the Argyll and Bute Employability Partnership (ABEP), £321,880 Employer Recruitment Incentive grant funding was secured for Argyll and Bute from the Scottish Government's Youth Employment Scotland Fund (YESF) in order to offer employers across Argyll and Bute a recruitment incentive to help unemployed 16-29 year olds back into work. Employers who employ a young person that has been unemployed for up to six months are entitled to claim back 50% of the wage costs for that individual. In addition, all jobs created should be additional to the existing workforce and should be offered on the basis that the opportunity is sustainable.

The Council's Employability team has been instrumental in the day-to-day operational delivery of the funding. The Council's Business Gateway and partner organisations who sit on the ABEP have actively and successfully promoted this initiative. The target of 100 jobs created on or before 31st December 2014 has been achieved resulting in the receipt of an additional £16,900 of grant support to fund a further five jobs on or before 31st March 2015. Total YESF grant support = £338,780.

The ABEP continues to update its Youth Employment Activity Plan on a quarterly basis and submits this to Skills Development Scotland who are managing the planning activity on behalf of the Scottish Government. This plan provides key actions from partner organisations to support young people into sustainable employment.

## 5.0 Conclusions

This report provides the Management Committee with an overview of the current activity happening across a wide range of forums with a focus on addressing prevention, inequalities, deprivation and poverty.

A further update will come to the June Management Committee meeting where it is anticipated that the Management Committee will be able to better make an assessment of any gaps that need to be addressed at a strategic level through partnership working.

## 6.0 Implications

Strategic Implications	This report covers all outcomes of the SOA
Consultations, Previous considerations	None
Resources	Issues in the report highlight a need for resources in terms of partner contributions to meetings, notably participation in Health and Wellbeing Partnership, VAW and Access Forum.
Prevention	This report highlights preventative action being carried out across the various forums
Equalities	This report highlights how the activity in each of the forums address the issue of inequalities

**Rona Gold, Community Planning Manager**  
**01436 658 862**

For more information contact:  
 Samantha Quarton, Community Planning Officer  
 01546 604 464

## References

Full list of forums contacted.

**Forums and contacts:**

- Community Justice partnership – Jon Belton/Kirsteen Green
- Welfare Reform working group – Judy Orr
- Employability Partnership – Ishabel Bremner
- Argyll and Bute Strategic Housing Forum – Moira MacVicar
- Argyll and Bute's Children – Pat Tyrell/ Kathryn Bell
- Argyll and Bute Child Protection Committee – Moira McKinnon/ Liz McDonald
- Argyll and Bute Adult Protection Committee – Rebecca Barr/ Scott MacDonald
- Argyll and Bute Advice Network – Moira MacVicar
- Argyll and Bute against Domestic Abuse and Violence against Women partnership – Louise Long/ Elaine Garman
- Health and Wellbeing Partnership – Alison McGrory
- Argyll and Bute Local Access Forum
- Community Safety Partnerships – Robert Cowper
- Alcohol and Drugs Partnership – Carol Muir
- Early Years – Liz Strang

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## Argyll and Bute Community Planning Partnership



Community Planning  
Management Committee

27 March 2015

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### COMMUNICATION and ENGAGEMENT STRATEGY

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#### 1 SUMMARY

1.1 The proposal below was agreed by the CPP Management Committee in October as the basis for a shared communication and engagement strategy:

- communication focuses on communicating the fact that a prosperous future for Argyll and Bute relies on everyone involved in the life of Argyll and Bute playing a part
- an overall message of 'get involved' would support various partnership initiatives which depend on partnership working; it would also answer the question, 'what does CPP mean for me?'
- highlighting the work of the CPP Management Committee would be used to promote the SOA aims and also to demonstrate partnership in action
- As part of partnership in action, two way communication between the CPP Management Committee and target audiences would be encouraged in order to inform and support on-going communication actions

1.3 The draft communication and engagement strategy (Appendix 1) develops this proposal for action by all partners.

#### 2 RECOMMENDATION

It is recommended that the Community Planning Management Committee:

- 2.1 Gives views on and approves the principles and process for working together on community planning communication and engagement.
- 2.2 Gives views on and approves the draft communication and engagement strategy

#### 3 DETAIL

3.1 There is a great deal of work being done by community planning partners to deliver the Single Outcome Agreement (SOA). In addition, the Committee has the capacity to reach a considerable number of people and audiences. Appendix 2 provides an initial list of opportunities.

- 3.2 Working together and with our communities is an increasingly significant part of our work and is key to delivering the SOA.
- 3.3 The communication and engagement strategy is based therefore on making best use of the efforts being made, by sharing the promotion of information and key messages, and where possible engagement opportunities with our communities.

### **Principles and processes for community planning communication**

- 3.7 It is proposed that community planning partners commit to implementing the strategy by:
  - 3.7.1 agreeing that the priority is to promote 'working together' rather than community planning
  - 3.7.2 using their communication channels to order to reach a considerable number of people and audiences
  - 3.7.3 sharing engagement opportunities in order to achieve best benefit
  - 3.7.4 identifying means of and supporting use of two communication between the CPP Management Committee and target audiences to inform and support on-going communication actions
- 3.8 It is proposed that an overview of engagement activities will be produced by:
  - 3.8.1 Partners submitting information to [cpp@argyll-bute.gov.uk](mailto:cpp@argyll-bute.gov.uk) for collation and distribution to the partnership at each CPP Management Committee meeting, or sooner if deadlines require
- 3.9 It is proposed that an overview of communication activities will be produced by:
  - 3.9.1 Partners using where appropriate the key messages agreed
  - 3.9.2 Partners submitting information to [cpp@argyll-bute.gov.uk](mailto:cpp@argyll-bute.gov.uk) for distribution as deadlines require

### **Community Planning Communication**

- 3.10 Communication focuses on raising awareness of the fact that a prosperous future for Argyll and Bute relies on everyone involved in the life of Argyll and Bute playing a part.
- 3.11 This would be achieved by highlighting the work of the Community Planning Management Committee and by Committee partners promoting a shared 'get involved' message where appropriate in their communication.
- 3.12 The purpose behind this overall message would be to answer the question, 'what does CPP mean for me?', to support various partnership initiatives which depend on partnership working, and to motivate the resources we have in the people in our communities.

- 3.13 Encouraging people to get involved could be about for example urging responses to consultation exercises, or encouraging communities to be proud of Argyll and Bute and be ambassadors for the area.
- 3.14 The work of the Management Committee would be communicated by agreeing, at the conclusion of a meeting, three (or more) agenda items for promotion. These would be agreed at least by the Chair and Communications representative(s), and co-ordinated/progressed by the Council's Communications Manager. Distribution of information would be supported by partner agencies' Communications Teams.
- 3.15 Promoting the work of the Management Committee would highlight the shared objectives of the SOA, demonstrate working together in action and be an opportunity to promote key messages.
- 3.16 The communication and engagement strategy would be developed through evaluation and on-going in-put of the CPP Management Committee.

#### **4 CONCLUSION**

- 4.1 The approach to communication and engagement proposed would give communities a simple, clear message, would promote the aims of the SOA and would highlight the work of the Community Planning Management Committee.

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**Donald MacVicar, Head of Community and Culture**

**For further information please contact:**

Jane Jarvie, Communications Manager, Tel: 01546 604 323

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## Appendix 1: Draft Communications and Engagement Plan

### Contents

1. Introduction
2. Aims and objectives
3. Community Planning communication and engagement principles and processes
4. Stakeholders
5. Key Messages
6. Steps
7. Budget
8. Milestones
9. Risks
10. Review & Evaluation
11. Communications and Engagement Activity Plan

### 1. Introduction

As evidenced by the membership of the Community Planning Management Committee, achieving the aims of the Single Outcome Agreement requires all those with a role in the life of Argyll and Bute to work together to build a prosperous future for Argyll and Bute.

This strategy is designed to support the Community Planning Partnership in delivering the SOA.

### 2. Communication and engagement - aims and objectives

#### Aims

Support delivery of the SOA through communication and engagement that:

- Encourages involvement of those with a part to play by answering the question, 'What does community planning mean for *me*?'
- Supports working together across sectors and with the wider public by promoting opportunities for meaningful, effective engagement.

#### Objectives

This communication strategy is designed to deliver outcomes initially in two areas.

#### Awareness of what community planning means for *me*

- **Raise awareness** that building a prosperous future for Argyll and Bute relies on everyone involved in the life of Argyll and Bute working together to play their part.
- **Demonstrate** working in partnership by highlighting the work of the CPP Management Committee

**Encourages people to *get involved***

- Highlight *how* to get involved: by speaking up for Argyll and Bute, and by taking part in engagement opportunities.
- Raise awareness and encourage use of national standards of engagement across partnership engagement exercises (see Appendix 3), where appropriate depending on any additional engagement requirements.

**3. Principles and processes**

Community planning partners commit to implementing this strategy by:

- agreeing that the priority is to promote ‘working together’ rather than community planning
- using their communication channels to order to reach a considerable number of people and audiences
- sharing engagement opportunities in order to achieve best benefit
- identifying means of and supporting use of two way communication between the CPP Management Committee and target audiences to inform and support on-going communication actions

An overview of engagement activities/best practice will be produced by:

- Partners submitting information to [cpp@argyll-bute.gov.uk](mailto:cpp@argyll-bute.gov.uk) for collation and distribution to the partnership at each CPP Management Committee meeting, or sooner if deadlines require

Communication information will be produced and distributed across the Partnership by:

- Partners using where appropriate the key messages agreed
- Partners submitting information to [cpp@argyll-bute.gov.uk](mailto:cpp@argyll-bute.gov.uk) for distribution as deadlines require

**4. Stakeholders**

We will communicate with the following audiences:

- Residents of Argyll and Bute
- Employees
- The wider public
- Partners across the CPP partnership, including the Scottish Government

## **5. Key Messages**

- Argyll and Bute needs everyone who cares about it to help build its future
- *You* can help in building a prosperous future for Argyll and Bute
- *Get involved*, it's easy to make a difference
- Back Argyll and Bute, here's how...
- Working with our communities and partners is key
- Sharing effort will increase impact

## **6. Steps**

A range of communication channels will be used including:

- CPP partners' on-line channels – website/social media
- CPP partners' internal channels for reaching employees and service users
- Media

Options for distribution will be developed by partners as new opportunities become available.

## **7. Budget**

This communications plan will be delivered in-house by existing employees.

## **8. Risks**

Sustained and co-ordinated effort will be required to communicate and engage. To ensure that the plan is sustainable, six monthly activity/issues updates will be provided to the CPP Committee for consideration.

## **9. Review & Evaluation**

For the first year from approval, the effectiveness of this communications strategy will be measured by output of information.

Measuring impact will be done following this period by surveys.

This plan will be reviewed six months after work begins in order to ensure that it is sustainable and consider any improvements that could be made.

## 10. Communications and Engagement Activity Plan

The action plan will be developed on an on-going basis subject to in-put from all partners in terms of key milestones and events.

Names: Chair = Chair of the CPP Management Committee, JJ = Argyll and Bute Council Communications Manager, RG = Rona Gold, Community Planning Manager,

Date	Action	Responsibility	Residents	Employees	The wider public	CPP Partners	Other
From March 2015	CPP Committee – 3 press releases per meeting	Chair/JJ					
April	Update for partner communication teams on the content of the strategy if approved by CPP Committee	JJ					
April	Update for partners on process for sharing engagement/consultation events	RG					
From June 2015	Ideas on milestones/ events ahead for promotion to be given at each meeting	All on CPP Committee	*	*	*		

## Appendix 2: Community Planning Management Committee – communication channels

The table below provides a snapshot of the opportunities available to the CPP Management Committee to reach communities.

Channel	Agency	Reach (approx.)
Social media - Twitter	Argyll and Bute Council (ABC)	7,000
	Police Scotland	56,300
	Scottish Fire and Rescue	15,400
	NHS Highland	4,500
	HIE	4,300
	Argyll College	600
Social media – Facebook	ABC	4,000
	Police Scotland	143,468
	HIE	1,500
	Argyll College	7,300
	Scottish Fire and Rescue	12,300
Internal staff communication	ABC	4,500
	NHS Highland (in Argyll and Bute)	1,600
Community networks	Argyll Voluntary Action	2,000

As one example of how much can be achieved through shared and co-ordinated communication, Police Scotland and Argyll and Bute Council worked together on promoting the Queen’s Baton Relay visit on 13 July, with the result that through social media information about the event and the area reached approximately 475,000 people through Facebook and 625,000 through Twitter

### Appendix 3: National Engagement Standards

The National Standards for Community Engagement are a good practice tool. The 10 Standards are:

#### [The Involvement Standard](#)

We will identify and involve the people and organisations with an interest in the focus of the engagement.

#### [The Support Standard](#)

We will identify and overcome any barriers to involvement.

#### [The Planning Standard](#)

We will gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken.

#### [The Methods Standard](#)

We will agree the use methods of engagement that are fit for purpose.

#### [The Working Together Standard](#)

We will agree and use clear procedures to enable the participants to work with one another efficiently and effectively.

#### [The Sharing Information Standard](#)

We will ensure necessary information is communicated between the participants.

#### [The Working With Others Standard](#)

We will work effectively with others with an interest in the engagement.

#### [The Improvement Standard](#)

We will develop actively the skills, knowledge and confidence of all the participants.

#### [The Feedback Standard](#)

We will feedback the results of the engagement to the wider community and agencies affected.

#### [The Monitoring and Evaluation Standard](#)

We will monitor and evaluate whether the engagement meets its purposes and the national standards for community engagement.

# Argyll and Bute Third Sector Interface

2015/16 Workplan

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## 1. ARGYLL AND BUTE

### **Population**

In the 2011 Census, the estimated population of Argyll & Bute was 88,000 (rounded to the nearest thousand). Argyll and Bute faces the challenge of a rising percentage of older population and a decrease in working age people. It is worth noting that the overall population projections for Argyll and Bute are of a reducing population compared to a slight increase for Scotland as whole. There is therefore a strong focus on our young people, and on making Argyll & Bute an attractive place for people to work, visit and live.

### **Land Area**

Argyll and Bute is the second large council authority in Scotland covering an area of approximately 2,700 sq miles. The mainland is composed largely of fragmented peninsulas and there are 23 inhabited islands representing huge challenges to service delivery. The islands, although access deprived in many respects also make up 17% of the total population. A further 45% of residents live in the remote and rural areas of the mainland.

### **Prevention**

As a cross-cutting theme for all Community Planning partners, prevention has a major role within plans of the interface. It also underpins our service delivery and our approach to meeting future challenges in particular for our local areas. We have contributed to the prevention theme within our single Outcome Agreements taking opportunities to work together and to help embed this theme further. Services targeted toward vulnerable groups support a strong prevention agenda. There is a very real challenge for Argyll & Bute as the Reshaping Care for Older People, 'Change Fund' interim funding comes to an end in March 2015. We are also deeply engaged in the Health and Social Care Integration with place on both the project team and the Shadow Integrated Joint Board. We currently are the lead organisation for the community resilience workstream within Reshaping Care for Older People and sit at Performance Management board and the RCOP Programme Board.

### **Equalities**

We are committed to equal practice and delivery of service wherever and whenever possible. The Equality outcomes are threaded throughout the new Single Outcome Agreement, which we are pleased to have been contributing authors drawing on our knowledge of the sector and aligning measures to reflect the work of the wider sector. We have a robust Equality and Diversity policy. As with other cross – cutting themes we share and support our Community Planning partners in delivery of equality objectives as set out within the Single Outcome Agreement.

## 2. BUSINESS WORKPLAN 2015 – 2016.

This plan has been prepared to be fully cognisant of and coherent with the finalised Single Outcome Agreement and its Delivery Plans.

In addition to the overarching Single Outcome Agreement we are also working closely with our CPP partners to finalise the SOA:Local these will be the locality commitments in each of the four local administrative areas of Argyll and Bute. Drafts are under discussion and we anticipate these being finalised late April 2015. Therefore, where these outcomes are referenced it is possible some change may occur and we would notify accordingly.

### **Contribution to Outcomes**

The Interface contributes to all the national priorities of the Scottish Government and to the Argyll and Bute wide Single Outcome Agreement Outcomes.

The six national priorities as advised by the Scottish Government are

1. Economic recovery and growth;
2. Employment;
3. Early years;
4. Safer and stronger communities, and reducing offending;
5. Health inequalities and physical activity; and
6. Outcomes for older people.

The overarching ambition of the A & B Single Outcome Agreement is:

**‘Argyll and Bute’s economic success is built on a growing population’**

Underpinning this are six area wide outcomes with accompanying delivery plans.

1. The economy is diverse and thriving.
2. We have infrastructure that supports sustainable growth.
3. Education, skills and training maximises opportunities for all.
4. Children and young people have the best possible start.
5. People live active, healthier and independent lives.
6. People live in safer and stronger communities.

The Single Outcome Agreement had a number of iterations and to reflect the shape and scope of the final commitment and our clear links to the SOA this workplan differs from previous plans in content and style. It would have fallen short of objectives had we not fully taken account of the drivers from local agenda and this has, we trust, given a clearer focus to this workplan. It does, however, maintain a clear sight of the common standards and services as agreed between Voluntary Action Scotland and Scottish Government. .



### Connect

- Co-production
- Networking
- Involvement

### Grow

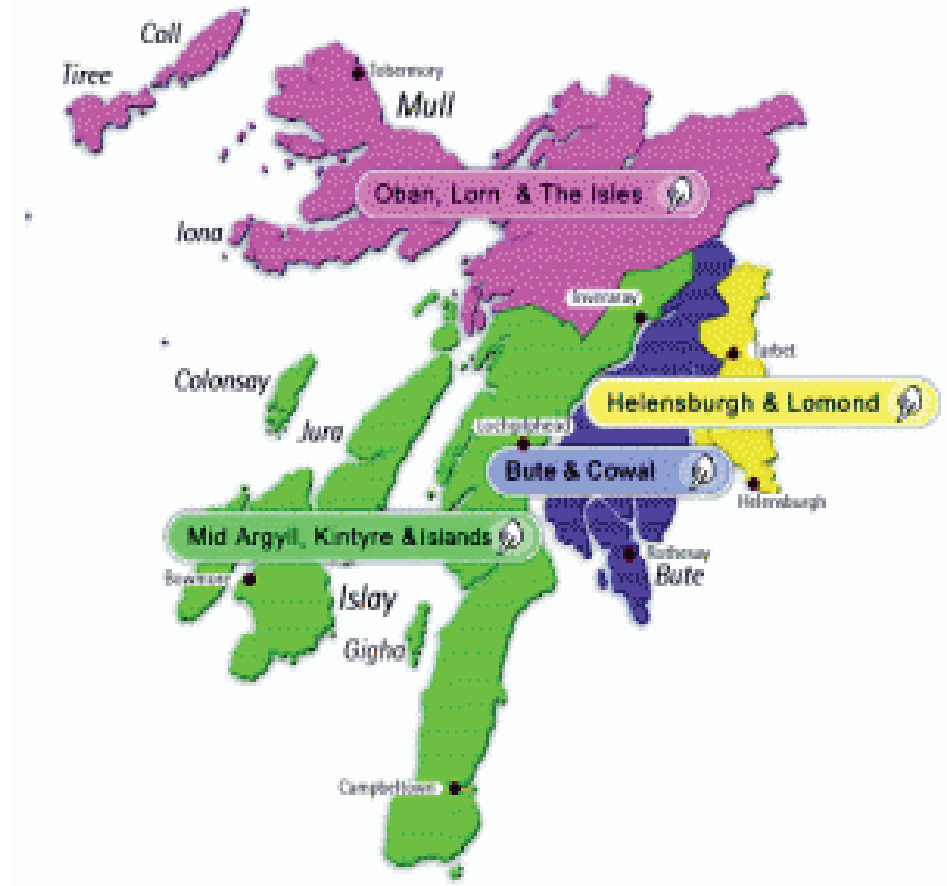
- Community development
- Support
- Training

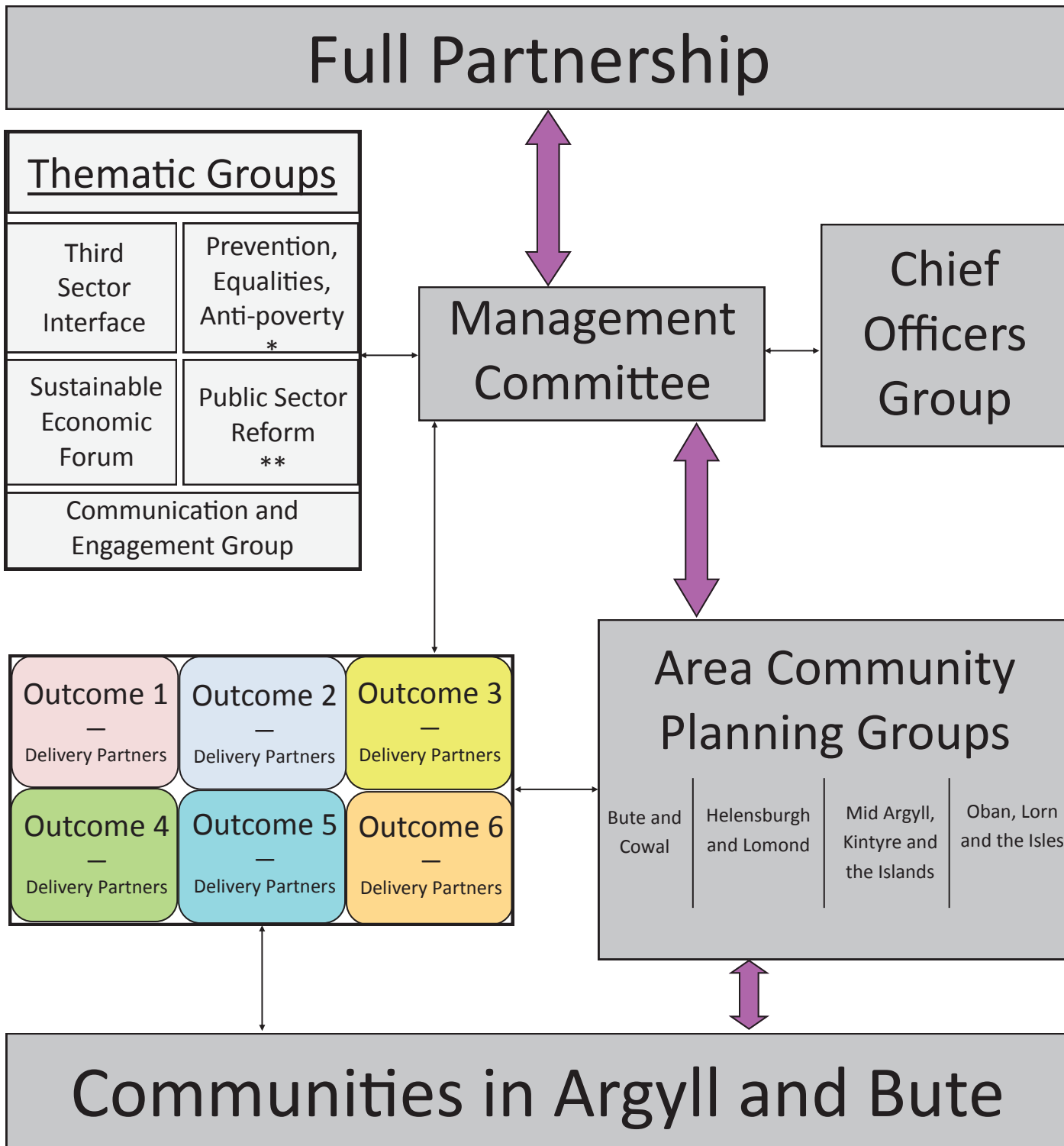


### Represent

- Listening
- Engaging
- Advocating

# Themes





**Key—Outcome Delivery Partners:**

Argyll and Bute Council; Highlands and Islands Enterprise; Scottish Enterprise; Argyll College UHI; Skills Development Scotland; Job Centre Plus ; Third Sector Partnership.
Argyll and Bute Council; Highlands and Islands Enterprise; Scottish Enterprise; Scottish Government; Housing Associations, HITRANS; SEPA; Caledonian MacBrayne; CMAL; HIAL; SPT; Loch Lomond and the Trossachs National Park .
Argyll and Bute Council; Argyll College UHI/other regional colleges; Skills Development Scotland; Job Centre +; Department Work Pensions; Third Sector
Argyll and Bute Council; NHS Highland; Third Sector Partnership; Police Scotland; Scottish Children Reporters Authority; Scottish Fire and Rescue Service.
Argyll and Bute Council; NHS Highland; Third Sector Partnership; Police Scotland; Scottish Fire and Rescue Service; Registered Social Landlords/Housing Associations; Home Energy Scotland; Highlands and Islands Enterprise; Scottish Natural Heritage; Alcohol and Drugs Partnership; Scottish Enterprise.
Argyll and Bute Council; NHS Highland; Police Service of Scotland; Scottish Fire and Rescue Service; Third Sector Partnership; Registered Social Landlords.

\* Highlights from key groups to Management Committee: Community Safety; Health and Wellbeing Forum; Strategic Housing Forum; Welfare Reform Working Group.

\*\* Health and Care Integration—Chief Officer member of the Management Committee.  
Community Justice—Update reports to each Management Committee meeting from Lead Officer.

### 2.3 *Project Resources*

The Interface has a small staff funded from core Scottish Government funding and supplements this and thereby its core work, through leveraged additional funding and staff, the majority of whom are part time. We also recognise the added value which volunteers bring to the delivery of our work and services.

Resources for the activities outlined in this business plan come from the following sources:

- Big Lottery Fund
- External Consultancy income
- Bank of Scotland
- Lloyds TSB Foundation
- Argyll and Bute Council
- Robertson Trust
- Scottish Government
- NHS Highland
- The Lintel Trust
- Voluntary Action Fund
- Mactaggart Third Fund
- Highlands & Islands Enterprise

## OUTCOME 1A: MORE PEOPLE HAVE INCREASED OPPORTUNITY AND ENTHUSIASM TO VOLUNTEER

Single Outcome Agreement Outcome 3: Delivery, skills and training maximises opportunities for all

Single Outcome Agreement Outcome 4: Children & Young People have the best possible start

Single Outcome Agreement Outcome 5: People live active, healthier and independent lives

Single Outcome Agreement Outcome 6: People live in safer and stronger communities

Equality Outcomes

Prevention Outcomes

	Outcome / Common Service	SOA Outcome	Performance Indicators	Target / Timescale	6/12 mth output	Status
<b>Provide Advice on Volunteering</b>						
Promote and inspire people to volunteer, through a locally accessible presence, celebrating volunteering and encouraging people to overcome their barriers and challenges.	1.7 1.6 1.5 1.2	3.6.1 3.6.2	The number of events / presentations delivered to encourage and promote volunteering.  No. of people attending events / presentations	6 per year  150 per year		
Increase the overall number of people engaged in volunteering			Annual Volunteer of Year Awards celebration held. No attending VOY Increase the volunteer registrations by 120	VOY held June 14 100 people attend  Additional 100 at end of 2015-16		
Provide access to guidance and support in securing volunteering placement whether with volunteer involving organisations or through community volunteering (eg Timebank). Volunteers are supported and given training to overcome barriers	1.5 1.8	3.4.1 3.4.3	No. of people registered on volunteering database  Number new registrations matched with a volunteering opportunity or community volunteering  No of PX2 courses delivered No of STEPS courses delivered	1. On MILO 350 2. On community database 8000  25 per quarter		

<p>Have a procedure in place for volunteers to give feedback</p> <p>Volunteers have a positive experience of volunteering</p>	1.3		<p>No of volunteer completing bespoke questionnaires/ and rating experience above satisfactory</p> <p>No of volunteers rating their experience as excellent</p> <p>No of volunteers who have had a difficulty in their placement and felt this was fully resolved</p>	<p>100 /95 each half year</p> <p>50 each half year</p> <p>10% of above stating this on evaluation</p>		
<b>Expand Volunteering Opportunities</b>						
<p>Provide access to quality online opportunities, giving people a choice of placements with up-to-date information through</p> <ul style="list-style-type: none"> <li>• Argyll Communities Website</li> <li>• Volunteer Scotland website <ul style="list-style-type: none"> <li>• Argyll Young Entrepreneurs</li> </ul> </li> </ul> <p>Maintain local venues in population centres and drop in facilities</p> <p>Volunteers are carefully matched with opportunities following assessment and discussion to meet needs of volunteers and of the organization or community placement.</p> <p>Volunteers are encouraged to develop employability skills</p>	1.1 1.13 1.10 1.4	5.5.3 6.6.5	<p>No. of online enquiries through ArgyllCommunities website Argyll Young Entrepreneurs</p> <p>Footfall during 2015-16</p> <p>Increase number of community volunteer opportunities by 50</p> <p>No. of matches successfully completed</p> <p>Inclusion of volunteering and volunteering support on Skills Development pipeline and Skills Investment Plans</p>	<p>50 per year</p> <p>35 by end 2015-16</p> <p>7,000</p> <p>50 by end 2015/16</p> <p>550 by end 2014/15</p> <p>by April 2016 and ongoing</p>	7	
<b>Specialist Advice and Training for Young People</b>						
<p>To promote and deliver Saltire Award to young people aged 12 to 25 . To recognise achievements and celebrate</p>	1.2 1.5	3.1.2	<p>No. of Challenge Awards issued</p> <p>No. of Approach awards issued</p> <p>No. of Ascent Awards issued</p> <p>No. of Summit Awards issued</p>	<p>50</p> <p>75</p> <p>5</p>		9

success  Increase percentage of young people moving into a positive destination by volunteering and Saltire Awards			No. of schools engaged  No. of young people registered No of young people registered on leaving school  No events celebrating Saltire and Young Volunteers	7  300 over year 60  1 each year		
Volunteers feel more confident to enter / re-enter employment, training or education as a result of volunteering; this may be through confidence gained by volunteering or through specific courses (e.g. the ASDAN Award in Volunteering, PX2)  Increase opportunities for young people with disabilities Involve young people in Community Planning (CPP 4.7.5 ) <i>change</i>	1.7 1.8  4.7	<b>3.2.4</b>	No of young people who express increased self confident or who have stated they feel better prepared for work, education or training  # young people completing ASDAN volunteering course # young people completing ASDAN Access 1,2,3  No young people with disabilities engaged	60 each year  10 per year 5 per year 15 during 2015-16		
Promote the benefits of volunteering to young people highlighting that skills learned are transferable and relevant for their future and help prepare them with their transition into volunteering	1.7 1.8 1.10	<b>4.3.4</b>	No. of young people receiving 1 to 1 support into volunteering  No of awareness raising workshops delivered  No of young people attending	40 each year  8 each year 140		
Provide opportunities for young people to participate in ASDAN courses (e.g. CoPE, AoPE) which supports their personal development and self-esteem and enable engagement with volunteering  Partner agencies provide more creative and positive local opportunities for training and employment for young people	1.8, 1.5  5.3	<b>4.4.1</b>	#of registrations for ASDAN CoPE #registrations for ASDAN AoPE  # of young people finding employment through skills gained #of young people re-engaging with training or education after or as a result of ASDAN or Volunteering	6 each year 6 each year  8 each year 14 by end 2015/16		



Community Capacity Building						
Support young people to promote good citizenship and engage in wider decision making with partner agencies	1.8 1.14	3.6.1 3.6.2 4.7.3 5.4.1 3.4.1 6.6.5	# young people accessing Argyll Young Entrepreneurs website (unique and return visits) # young people supporting communities through intergenerational activities (of discrete activity sessions) # younger people attending topical sessions / debates	130 / 70 by end 2015-16  90 during 2015-16  60 during 2015-16		
Increase the number of young people engaged in CPP decision making process						
Increase the capacity of community groups	1.10 1.14	3.6.3	# capacity building support sessions delivered to community groups # new initiatives established	100 per quarter  4 during 2015-16		
Support adults to access learning opportunities to so they gain skills and confidence with IT systems	1.14	3.6.6	# people attending IT and allied skills learning sessions	110 by end 2015-16		
Provide opportunities for older people to be involved in community projects	1.14	3.6.7	# older people engaged in Grey Matters and similar initiatives # older people engaged Grey Matters Islay Expand timebank and Grey Matters Jura and Colonsay	150 by end 2015-16  ... by end 2015-16  by September 2015		
Provide targeted elf help support and assistance to people with mental health issues	1.4	Equality Prevention	# people with mental health issues supported # referrals to volunteering # referrals to community groups			
Ensure Argyll and Bute can offer of a wide range of volunteering opportunities to meet the needs and expectations of diverse communities and ensure equality of opportunities across remote locations. + We do this through supporting community volunteering which strengthens communities, and supports peer networks and reciprocal exchange of support and services. As a result, community capacity is built, individuals gain skills and confidence.	1.4 1.15 1.10	Equality 6.6.5	Increase in the number of peer support groups established  Increase the number of partnership working opportunities and collaborative actions resulting in new volunteering opportunities by 12  Number of people reporting increased confidence as a result of volunteering	8 by end 2015/16  12 new partnership / collaborative opportunities  80% of surveyed volunteers		

Volunteers and communities are able to understand and engage with the impact of Community Empowerment Bill	1.11 1.15	<b>6.6.5 Equality</b>	# specific awareness and engagement events for volunteers and communities	6 during 2015-16		
Volunteers and communities are enabled to engage with and influence progress of Health and Social Care Integration	1.11 1.15	<b>6.6.5 Equality</b>	# specific awareness and engagement events for volunteers and communities	12 during 2015-16		
<b>Additional Support and Guidance for Volunteers with Individual Needs</b>						
Provide information and support to individuals with additional support needs to increase their general health and well being.  Ensure that all children & young people with ASD (Autism Spectrum Disorder) are able to access a clear pathway to volunteer opportunities.	1.4 1.7 1.8	<b>4.4.3 4.4.5 Prevention</b>	No. of volunteers with additional support needs who received advice and information and 1:2:1 support to volunteer  # young people with ASD enabled to volunteer	150 each year  22 during 2015-16		
Promote volunteers with additional support needs to VIO's ensuring the organisation is compliant and staff given the appropriate training, thus reducing barriers and providing equality of access.	1.9 1.10 1.3	<b>4.3.4</b>	No. of organisations receiving training to support volunteers with additional needs	10 each year		
VIO's encouraged to offer 'taster or short sessions' to enable vulnerable volunteers an opportunity to experience volunteering within the organisation. Volunteers focus groups and get-togethers collate feedback on these introduction to help review process used	1.7 1.8	<b>4.3.4</b>	No. of people participating in taster / short sessions  Number of focus groups / get togethers held	50 by end 2015-16  12 by end 2015-16		
<b>Case Study:</b>						

## OUTCOME 1B: VOLUNTEER INVOLVING ORGANISATIONS ARE BETTER ABLE TO RECRUIT, MANAGE AND RETAIN VOLUNTEERS

Single Outcome Agreement Outcome 3: Delivery, skills and training maximises opportunities for all

Single Outcome Agreement Outcome 6: People live in safer and stronger communities

Equality Outcomes

Prevention Outcomes

	Outcome / Common Service	SOA Outcome	Performance Indicators	Target / Timescale	6/12 mth output	Status
<b>Support and advice for Volunteer Involving Organisations (VIO's)</b>						
Provide guidance and support on developing and providing quality volunteering placements and practice	1.9 1.10	<b>3.6.3</b> <b>6.6.4</b>	No. of organisations supported  % of organisations who, after using the TSI, feel more confident in being able to recruit and retain volunteers  No of workshops delivered to better support organisations	130 during 2015-16  90% of above  25 by end 2015/16		
VIO's are aware of changes in legislation and practice appropriate to their volunteers to ensure they are well governed and aware of their responsibilities to volunteers.	1.9 1.10	<b>6.6.4</b> <b>6.6.5</b>	# email bulletins/up-dates each year  # governance and charity law support workshops/ sessions	50 per year  45 during 2015-16		
VIO's are able to access organisational health checks	1.9 1.10	<b>6.6.4</b>	#. of short health checks carried out # full healthchecks carried out	6 per year 8 per year		
Provide opportunities to network and discuss volunteering issues through forum and thematic groups Development sessions promote and encourage quality opportunities and support	1.11 1.16	<b>6.6.4</b> <b>6.6.5</b>	# of meetings of Third Sector Forum / thematic groups  # development sessions delivered	20 each year 12 each year 6 each year		
VIO's are supported in their PVG obligations by CRBS Trusted Partner and intermediary services	3.10	<b>6.6.4</b>	# of checks carried out under Trusted Partner scheme # VIO's applying to and using intermediary services	26 each year 15 each year		
Develop new links with local	1.9	<b>6.6.4</b>	# of new organisations signed	5 per year		13

<p>organisations to promote volunteer development and capacity building</p> <p>Assess and analyse boards skills mix , to facilitate equality and diversity on boards and committees; offer bespoke support to board members with support needs</p> <p>Increase young people on boards of third sector organisations and participating third sector fora</p>	1.14	3.4.1	<p>as VIO's</p> <p># of training sessions provided</p> <p>Analysis survey carried out</p> <p>No of board placements supported</p> <p># young people recruited to boards</p> <p># young people participate 3<sup>rd</sup> sector meetings</p>	<p>15 during 2015-16</p> <p>Annually</p> <p>10 each year</p> <p>8 during 2015 -16</p>		
<p>Encourage and support organisations to adopt quality standards in volunteering e.g.:</p> <ul style="list-style-type: none"> <li>• liV</li> <li>• Good Practice Toolkit</li> <li>• PQASSO</li> </ul>	1.12	6.6.4	<p>No. of organisations supported</p> <p>No. of organisations achieving a recognised quality standard</p>	<p>4 per year</p> <p>Minimum of 2 per year</p>		
<p>Promote and advertise VIOs opportunities to wide audience :</p> <ul style="list-style-type: none"> <li>• Argyll Communities website</li> <li>• Volunteer Scotland website</li> <li>• E:Bulletins</li> <li>• Local advertising</li> </ul>	1.13	6.6.4	<p>No. of volunteering opportunities promoted</p>	<p>230 each year</p>		
<p>Seek to develop new community volunteering opportunities in response to volunteer demand</p>	1.4 1.15	6.6.5	<p>#. of new opportunities developed in response to demand</p> <p>Timebank walking group meets regularly</p> <p>Shared events between islay groups held regularly</p>	<p>60 per year</p> <p>1 meeting each month</p> <p>1 event each month during 2015-16</p>		
<p>Promote personal development of volunteer</p>	1.8	6.6.4	<p>Volunteer board members participate in personal development courses to meet</p>	<p>20 participants each year</p>		14

board members			development needs and state this has been achieved	75% of those surveyed		
			% of volunteers who rate the TSI as excellent or good			
<b>Recognising and Celebrating Achievement</b>						
Organise and host Annual Volunteer of the Year Award to recognise the achievement of volunteers	1.7 1.8	<b>Community Empowerment</b>	No of nominations received	# of nominations across 7 categories		
Volunteer Awards event held on Islay			No of attendees	100 attendees 4 press releases		
			No of press information distributed	25 representatives from 6 partners		
			No of CPP partners attending	Event held June 2015		
			# people attending	..... Event held December 2015		
<b>Case Study</b>						

<b>OUTCOME 3: SOCIAL ENTERPRISE DEVELOPS AND GROWS</b>						
Single Outcome Agreement Outcome 1: The economy is diverse and thriving						
Single Outcome Agreement Outcome 6: People live in safer and stronger communities						
	<b>Outcome/ common service</b>	<b>SOA Outcome</b>	<b>Performance Indicators</b>	<b>Target/Timescale</b>	<b>6/12 mth output</b>	<b>Status</b>
<b>Training and Development</b>						
Information is provided to enable local organisations to access contract and business opportunities	2.1 2.7	1.1.4	# newsletters / ebulletins issued # links on website to contract portals # specific training workshops delivered to social enterprises # attendees of workshops	4 by end 2015-16 1 link 2 by end 2015-16 10 each workshop		
Signpost organisations to funding opportunities, finance support and	2.3	1.1.4	# newsletters / ebulletins signposting organisations to advice and support	20 during 2015-16 2 links by end 2015-16		15

advice	2.5		# links on website			
Provide support to enable new social enterprises to become established and offer or signpost to relevant training or workshops	2.4 2.7	1.1.4	# organisation receive 1:2:1 support # ebulletins signposting to toolkits, workshops, training aids	9 during 2015-16 10 during 2015-16		
Enable networking by regional meetings or thematic groups relevant to social enterprise; and encourage membership	2.4 2.7	6.6.4	# meetings held # attendees (total) # action learning workshops held # attendees ALS (total)  Hold annual conference # conference attendees  # ebulletins signposting to events and training # new members during 2015-16	2 during 2015-16 150 6 60  50  12 6		
Young people are supported to become social entrepreneurs and given support to achieve ambitions. We work in partnership to expand knowledge and develop potential	2.6	1.1.3	# young people attending events / training # young people establish a social enterprise # young people accessing AYE website for information / support # social enterprise awareness raising to schools # workshops delivered in partnership with social enterprise academy	30 4		
Capacity of social enterprises is built through delivery of training and advice and business development support	2.5	1.1.3	# training workshops # attendees (total) # business advice briefings circulated Report of needs analysis published from members survey # social enterprises given 1:2:1 support	4 30 4 published 7		
Promote the value and understanding of social enterprise across Argyll & Bute	2.8 2.9		# marketing flyers produced and distributed # shared initiatives with public / 3 <sup>rd</sup> sector # promotional / network events supported to raise awareness A&B social enterprise Directory in use (published by end 2014-15) # ebulletins promoting successful enterprises/case studies / partnership working #articles published promoting social enterprise (through media, websites, newsletters incl nationally)	2 by end 2015-16 1 by end 2015-16 4 by end 2015-16  Directory is well promoted and maintained  4 by end 2015-16  3 articles during 2015-16		
Social enterprises new and established are supported as appropriate to engage with CHORD (town centre development) issues and opportunities supporting economic development	2.6 2.9	1.2.5	# awareness raising bulletins issued  # social enterprises engaged with CHORD plans (town centres)	4 during 2015-16  2 during 2015-16		

4.4 OUTCOME 3: THIRD SECTOR ORGANISATIONS ARE WELL MANAGED AND DELIVER QUALITY SERVICES

Single Outcome Agreement Outcome 3: Education, skills and training maximises opportunities for all  
 Single Outcome Agreement Outcome 6: People live on safer and stronger communities  
 Equality Outcomes

	Outcome / Common Service	SOA Outcome	Performance Indicators	Target / Timescale	6/12 mth output	Status
<b>Training and Capacity Building</b>						
Training needs are assessed regularly to develop training provision which is robust, relevant and meets the needs of local groups and organisations. We formulate a refreshed training plan based on current analysis for this TSI	3.4 3.6 3.9	3.4.2 3.6.3	#annual assessments carried out #feedback requests returned Refreshed training plan produced	Annual survey late autumn 2015 70% return rate  By September 2015		
Workshops developed and delivered to build leadership capacity of organisations and upskill volunteers in Board and committee roles	3.7 3.8	3.6.3	#individuals attending training events #organisations attending these training events #number of training events	75 each year  18 each year  6 each year		
Accredited and unaccredited workshops and courses are delivered which address organisations strategic planning and development, identify and make improvements within their organisations and ensure they are	3.4 3.5 3.8	3.6.4	#organisations receiving Training information and support literature #Training courses delivered # bespoke training workshops delivered # organisations overall receiving training	1500 each year  12 each year  28 each year		

robust managing organisational changes			# organisations reporting improved functionality, and sustainability following training	80 each year 75% of those surveyed and responding to questionnaires		
Support voluntary organisations to connect with the Reshaping Care for Older People agenda Support voluntary organisations to connect with Integration of Health and Social Care agenda. Organisations are supported to access commissioning opportunities	3.2 3.3 3.11	6.6.5	# organisations supported # organisations receiving information / updates  # organisations supported # organisations receiving information / updates  # organisations receiving information # organisations supported	15 during 2015-16 1000 during 2015-16  20 during 2015-16 1000 during 2015-16  1600 during 2015-16 15 organisations supported		
<b>Funding</b>						
Sustainability is improved through leveraged external funding / help to identify and apply for grants or contracts, assist in identifying potential incomes streams and how to diversify their income.  Support in project design aligned with local and national outcomes and based on evidenced community need and demand	3.2 3.4 3.6	6.6.4	# of organisations in receipt of funding as a result of support # organisations accessing grant searches through online and office based resources # organisations able to diversify services  # of organisations applying for new funding sources  # organisations supported to design and develop projects  Amount of funding leveraged into Argyll and Bute as a result of interventions.	24 during 2015-16  80 during 2015-16 8 during 2015-16  100 each year  10 bespoke support during 2015/16  Target £1 million during 2015/16		
Develop and distribute funding resources to enable groups to create more robust funding strategies	3.2 3.3 3.4	6.6.4	# funding newsletters distributed	12 each year		
Provide bespoke training courses aimed at improving their understanding of funding requirements (eg social impact assessments)	3.5 3.7	6.6.4	# of training courses	4 training courses 2015-16		



Provide Strategic Development training			# training workshops	2 workshops 2015-16		
Promote partnership / collaborative projects between 3 <sup>rd</sup> sector groups	3.2 3.9	6.6.5	# collaborative projects established	4 during 2015-16		
Cross sector needs analysis is carried out to inform future development	3.6 3.9	3.6.3 6.6.5	needs analysis researched and compiled	by end 2015-16		
<b>Knowledge</b>						
Support new organisations to set up with an appropriate legal structure and to understand their obligations under company or charitable law. Support unincorporated community groups to establish with robust constitution  Support new or transferring organisations to SCIO status	3.1  3.11	3.6.3	# no of new organisations registered with OSCR #governance training courses delivered #of Trustee's aware of roles and responsibilities  # community groups supported and established  # SCIO's established	8 each year  6 each year  50 each year  9 each year  5 during 2015-16		
Models of good practice promoted through social media	3.9, 5.10, 5.11	3.6.3	# number "likes" on Facebook #number "Followers" on Twitter			
Research relevant resources from other areas relevant to the Third Sector in Argyll and Bute and promote their use <ul style="list-style-type: none"> <li>The Community toolkit</li> <li>BeSmarter.org</li> <li>Community Audit resources</li> <li>Better Community Engagement Toolkit</li> <li>KnowledgeHub</li> <li>Ready for Business</li> </ul>	3.1 3.11 3.9   3.11	3.6.3 6.6.4	#no of resources requested  #of bespoke resources accessed  # referrals to specialist resources	12 each year  25 each year  12 each year		

Organisational Development						
Provide advice and guidance on establishing new groups.	3.1	3.6.3	#organisations supported	80 each year		
Provide 1:2:1 support to existing groups to choose and/or amend appropriate legal structures including conversions to SCIO.	3.1 3.8	3.6.3	#organisations supported	10 during 2015-16		
Provide advice and guidance on governance and charity law (other than legal structures) issues to existing organisations and groups.	3.1 3.7 3.8	3.6.3	#organisations supported	24 each year		
Third Sector organisations are supported to use social media resources	3.9	3.6.3 3.6.6	#organisations supported # of organisations making use of social media marketing	20 each year 12 by end 2015-16		
Support 3 <sup>rd</sup> sector organisations with their IT requirements			# supported with IT	8 by end 2015-16		
Delivery of HR and employment support and information to encourage third sector to achieve high quality standards as employers	3.6 3.7	3.6.3	# organisations supported	12 each year		
Equalities						
Promote volunteering by providing accessible space in the four localities and with island representation on Islay / Jura	1.4 5.11	Equality	#organisation using the office spaces # footfall at offices	50 by end 2014/15 6,000 visitors by end 2015-16		
Support groups and organisations working within the disability agenda to use accessible offices as a resource.	5.10 5.11	Equality	#the number of organisations with a disability agenda using the office space	20 by end 2014/15		
Support groups with disability agenda to access community planning channels and structures			# disability groups supported	6 by end 2014/15		
Support third sector involvement with public and independent sector at local	5.11, 5.6	Equality 6.6.4	# support groups in transition to HSCI commissioning all localities	7 groups successfully transited during 2015-16		

implementation groups; secure local devolution of funds and Integration commissioning to ensure local responses and decisions made by multi-sector groups			#third sector organisations attending implementation groups	30 average during 2015-16		
Drop in advice and information surgeries available in each locality for 3 <sup>rd</sup> sector organisations.	3.1,3.2.3.3, 3.6 and 3.9	<b>Equality</b>	# of people attending drop ins # of surgeries held	120 each year 48 each year		
Outreach surgeries are held in remote and rural areas to include those groups who are hard to reach, isolated	3.1,3.2,3.3,3.6,3.9	<b>Equality</b>	# outreach surgeries held # organisations attending outreach drop n surgeries	12 each year 40 each year		
Accessibility and equality of service increased by video-conferencing especially for the Third Sector Forums and workshops  Maintain open office hours in all centres to facilitate accessibility	3.1,3.9 and 3.11	<b>Equality</b>	#of VC opportunities # of people attending vc's  # offices open extended hours	8 each year 40 each year  5 open outwith office hours		
<b>Community Empowerment and Partnership</b>						
Maintain good working relationship with existing partners while creating opportunities for new partnerships using the principles of co-production. Specific events targeted and attended by public sector decision makers to promote third sector impact and added value	5.6 4.8	<b>3.6.1</b> <b>6.6.5</b>	# of partners attending events  # co-production events specific to public sector  # events / opportunities which highlight and promote third sector	4 by end 2014/15  4 by end 2014/15  6 during 2015-16		
Provide community / third sector intelligence to strategic partnerships to increase understanding and inform potential and actual impact of sector	5.4 5.5 4.8	<b>6.6.5</b>	# occasions where community / third sector intelligence is provided and informs policy	12 each year		
Supporting the principles of Community Empowerment Bill, we	3.9	<b>Equality</b> <b>6.6.5</b>	# events to engage communities with topical			

champion engagement with communities and assist our CPP in achieving this. We work to upskill communities and enable them to realise the potential as set out in the Community Empowerment Bill			issues and decision making processes  # workshops to build empowered communities through better skills and knowledge	6 during 2015-16  6 during 2015-16		
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**Case Study**

OUTCOME 4: THIRD SECTOR ORGANISATIONS FEEL BETTER CONNECTED AND ARE ABLE TO INFLUENCE AND CONTRIBUTE TO PUBLIC POLICY						
Single Outcome Agreement Outcome 3: Education, skills and training maximises opportunities for all						
Single Outcome Agreement Outcome 6: People live in safer and stronger communities						
Co-production agenda						
Prevention						
Equalities						
	Outcome / Common Service	SOA Outcome	Performance Indicators	Target / Timescale	6/12 mth output	Status
<b>Community Planning</b>						
Third Sector organisations are updated on changes to community planning, via argyllcommunities, e-bulletins and through third sector forum using various formats TSI newsletters are available and circulated	4.6 4.4 3.5 3.11	<b>3.6.3</b>	#bulletins # of updates published  # TSI newsletter (established and circulated)	30 during 2015-16 45 during 2015-16  4 during 2015-16		

Ensure the Third Sector has full representation at relevant strategic and partnership meetings Third sector issues are discussed at strategic level and can influence policy making Work in partnership to ensure that third sector has access to information and support, including training	4.2 4.3 4.5	<b>6.6.5</b>	# of meetings held and attended as representative  # direct consultations on behalf of CPP and partners engage with sector	200 each year  5 each year		
Third Sector organisations develop services in response to national and local steer / priorities; these flow from third sector forum and discrete events or road show which are thematic and linked to specific services or policy and consultation.	4.1 4.5 3.5 3.11	<b>6.6.5 Prevention Co-Production</b>	# of new services which link directly to SOA and national priorities  # awareness raising workshops linked to national agenda (eg HSCI)	26 each year  12 during 2015-16		
Work with the other partners to develop new volunteering strategies in changing environment	5.5 3.5	<b>3.6.3 Co-Production</b>	# of new cross sector volunteering initiatives established	1 by end 2015/18		
<b>Community Capacity Building and Co-Production</b>						
TSI represents sector at strategic level and keeps sector informed in accordance with protocols and internal communication strategy.	4.4, 4.5 4.6 3.5 3.9	<b>3.6.3</b>	# of meetings published and / or information disseminated  # further review and refine of argyll communities/additional resources implemented # support and information initiatives introduced	50 each year  2 during 2015/16  2 during 2015-16		
Community Councils are engaged and supported with community resilience plans and awareness of key agenda	5.5 3.9	<b>6.6.1</b>	# of CC meetings attended	30 during 2015-16		
Cross sector conference (third, independent, public) held annually	3.9	<b>6.6.5</b>	Conference held	by end 2015-16		
Third Sector Forums or similar meetings held in each locality to allow connectivity and engagement	4.3 4.4 4.5	<b>Co_production Community Empowerment Prevention</b>	# of meetings  # of orgs attending	4 meetings during 2015-16 per locality 30 organisations		23

Work together to build the capacity and resilience of communities in partnership with CPP colleagues	4.6 3.5 3.9	<b>3.6.3</b>	# partnership events supported which build capacity and resilience	8 during 2015-16		
Third sector organisations are engaged with and able to influence Health and Social Care Integration	3.5 3.11	<b>Equality 6.6.5</b>	# HSCI events / opportunities delivered # collaborative responses brokered	8 during 2015-16 8 during 2015-16		
Decision making at locality level is supported and sector engaged in commissioning process	3.5	<b>Equality 6.6.5 6.6.4</b>	# locality groups attended # third sector groups engaged	24 during 2015-16 40 during 2015-16		
<b>Case Study</b>						

4.6 OUTCOME 5: THE THIRD SECTOR INTERFACE IS WELL MANAGED AND EFFECTIVE						
	Outcome / Common Service	SOA Outcome	Performance Indicators	Target / Timescale	6/12 mth output	Status
Argyll & Bute has a new TSI recognised by stakeholders	Common Services	Equality Co-production	Structure agreed and implemented	May / June 2015		
The TSI has clear management and staffing structure with all staff understanding their role and remit	Common Services	Partnership working	# Staff briefings held # staff development / training days held	12 during 2015-16 6 during 2015-16		
Refreshed Communication Plan engages with all stakeholders to embed new TSI	Common Services	Co-production Equality	communication plan established and rolled out	July 2015		
TSI maintains intelligence on local activity and database of volunteering, 3 <sup>rd</sup> sector organisations and volunteering opportunities including Core Minimum	Common Services	National outcome 11	Mapping activity is collated and communicated appropriately MILO database is updated regularly # community volunteering / timebank hours logged	3 <sup>rd</sup> Sector Report published January 2016 15,000 hours by end 2015-16		24

Fields on MILO						
Engagement with local Councillors, MSP's, MP's and others	<b>Common Services</b>		# meetings attended	8 during 2015-16		
Resources are focussed where need is greatest	<b>Common Services</b>	<b>Equality</b>	We work with smallest and least well resourced sections of sector We work with volunteers and potential volunteers to overcome barriers to volunteering			
Maintain fully accessible premises and aid to communication (eg hearing loop system)	<b>Common Services</b>	<b>Equality</b>	All premises fully accessible			
TSI staff have a good working environment, conditions of employment and contributions are recognised	<b>Common Services</b>	<b>Equality</b>	Living Wage accreditation achieved Healthy Working lives programme commences	During 2015-16		

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**Management Committee**

**Date: 27<sup>th</sup> March 2015**



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## **Outcome 2: We have infrastructure that supports sustainable growth progress report**

### **1. Discussion Points**

- Is there anything that the Management Committee can do collectively to address the number of “not spots” (areas where there is no mobile coverage) given the issues detailed below?
- The Strategic Infrastructure Plan is being formulated, what is the best way to engage with partners regarding this to take into account the strategic priorities of the partnership
- Are long term plans in place with partners to ensure their own infrastructure has the capacity to manage the results of improved infrastructure throughout Argyll and Bute?

### **2. Successes and key achievements to date for Outcome 2**

The council played a central role in delivering the Argyll and Bute Sustainable Economic Summit which attracted over 200 delegates and brought together local and national politicians, businesses and partner agencies. Consensus and commitment was given to growing the population and local economy with partners committing resources to deliver this. The Argyll and Bute Economic Forum met for the first time on the 17<sup>th</sup> March 2015 and is chaired by Nicholas Ferguson CBE, Chairman of Sky plc.

Good progress has been made with Cardross becoming the first settlement with the “Rest of Scotland” project to receive superfast broadband. Superfast broadband was also made available in Oban as part of their commercial rollout in partnership with Highlands and Islands Enterprise. Community Broadband Scotland supported GigaPlus Argyll through the initial stage of procurement as part of their Argyll Isles project, Helensburgh town centre Wi-Fi project went to procurement, and the Vodafone Rural scheme promoted to community groups provided equipment to 3 successful communities which currently experience poor mobile reception. Leaflets

promoting high speed broadband are scheduled to be distributed to all households imminently as part of the Council Tax mailing.

Economic opportunities continue to be explored between Glasgow and Oban airport with discussions ongoing over a new route between Glasgow, Oban and possibly beyond to the Isles. Complimenting Oban's Business Development Plan, this exciting opportunity builds upon the continued service improvements and performance of Oban airport, where passenger numbers grew 12.8% with 3516 passengers carried during 2014, compared to 3334 during 2013.

Dangerous roads defects continue to decline and emergency road repairs have more than halved on the previous year. This year's roads capital reconstruction programme stands at 96% complete and remains on track to deliver £6.9m of roads improvements as part of a combined 3 year programme worth £22.4m.

The Local Development Plan now moves forward for adoption following approval by the Council. The Scottish Government reporter found it is a strategy for sustainable economic growth that is backed by effective allocations and an action programme for delivery. To deliver this vision the Local Development Plan:

- Identifies a very generous housing land supply which was considered recently by Scottish Government DPEA reporters to be both appropriate and sufficient to ensure that the assessed housing needs and demands within Argyll and Bute can be met.
- Identifies developable allocations for 4,500 housing units contributing to an overall established housing land supply of 8440 housing units
- Delivered in partnership with the SHIP 231 affordable houses during 2014/15 and should deliver upwards of 270 during 2015/18.
- Identifies 90 hectares of new industrial and business land, including significant new releases providing a flexible approach to sustainable economic growth in our fragile areas.
- Identifies and is actively pursuing development and promotion of a range of Strategic Business Sites distributed around Argyll and Bute's coast line which will tie in with a forthcoming Coastal Development Strategy to support Marine and Aquaculture industries.
- Makes land releases within Helensburgh Green Belt for the first time in over 15 years.
- Is actively preserving the Built Heritage and promoting regeneration activity which has a direct effect on the local building and construction industry and a wider stimulating trickle-down effect throughout the economy.
- Takes a proactive and innovative approach to Climate Change and Renewables, particularly through the agreement of the Renewable Energy Action Plan and ALIENERGY (Argyll, Lomond and the Islands Energy

Agency) which are facilitating wider community benefits from renewables developments.

- Identifies 183 Potential Development Areas which are adding significant additional development flexibility, and 38 Areas for Action and 12 Strategic Masterplans

277 houses have been completed this financial year which is on course to exceed the annual target of 300.

The quality of drinking water from private water supplies serving commercial premises (category A supplies) continues to improve. Progress is depending on the cooperation of users, which in some cases is difficult, and is further complicated as quality can be affected by a range of other factors, including weather conditions, or failure in maintaining systems. In the period from 1<sup>st</sup> April 2015 - 31<sup>st</sup> October 2015, we awarded £48764 towards improvements to supplies and there is a further £156,665.18 of committed expenditure for private supplies, pending completion of improvement works.

### **3. Risks**

Indicator 2.2.2b – provide coverage to 7 not spots by 2016, this is currently showing as red. An update was provided in October 2014 by Arqiva, who are delivering the Mobile Infrastructure Project (MIP) on behalf of the Department for Culture, Media and Sport which included revised sites due to new data being made available from the mobile operators. The number of candidate sites within Argyll and Bute has been reduced from 14 to 10 and technical constraints mean that it will be extremely difficult for any of these sites to be delivered. More information will be available once the initial site searches have been completed and the technical issues have been resolved. There is no defined timescale for this work although the project is due to be completed by the end of March 2016. To date no sites have been delivered across Scotland through the MIP, we are advised that the landscape is making it very challenging to connect proposed sites into the current mobile operators' networks. The Vodafone Rural Scheme may provide coverage to some of these not spot areas and 7 communities in Argyll and Bute have been identified as successful in this competition (surveys to be undertaken March 2015).

Indicator 2.5.1- There is a potential that the target will not be achieved due to lack of cooperation or agreement from users. We are embarking on formal enforcement action in supplies where no progress has been made, in order to secure treatment systems and protect public health of all users.

**4. Opportunities**

Are there opportunities for further partnership working, sharing of assets or the joining of resources?

**Background**

Consultations	Performance information for the council's Development and Infrastructure Service is scrutinised at the Environment, Development and Infrastructure Committee.
Resources	None arising directly from this report
Prevention	None arising directly from this report
Equalities	None arising directly from this report

**Pippa Milne – Outcome Lead**

Executive Director for Development and Infrastructure Services  
Argyll and Bute Council

Appendix 1 – Outcome 2 Performance

## Appendix 1 – Outcome 2 Performance – up to December 2014

Argyll and Bute SOA Outcome 2: We have infrastructure that supports sustainable growth				
"Red" Performance				
Element	Target	Actual	Data Provider	Comment from system
2.2.2b Provide coverage to 7 not spots by 2016	FQ3 14/15 On track	FQ3 14/15 Not on track	Anna Watkiss	An update on the MIP was provided in October 2014, this included revised sites due to new data being made available from the mobile operators. The number of candidate sites within Argyll and Bute has been reduced from 14 to 10 and technical constraints mean that it will be extremely difficult for any of these sites to be delivered. More information will be available once the initial site searches have been completed. The Vodafone Rural Scheme may provide coverage to some of these not spot areas.

Argyll and Bute SOA Outcome 2: We have infrastructure that supports sustainable growth					
Information not yet required					
Element	Target	Actual	Responsible Post	Comment from Community Planning team	
2.4.1b Number of housing units upgraded to a tolerable standard	50 per annum	FQ3 14/15	Moira MacVicar	Information is annual and will be available in the Summer of 2015	
2.8.2 % of opportunities for co-location considered at business case stage	100% compliance	FQ3 14/15	Malcolm MacFadyen	Information will be annual, provided in Q4	

**Argyll and Bute SOA Outcome 2: We have infrastructure that supports sustainable growth**

**"Green" Performance**

Element	Target	Actual	Data Provider
2.1.1b Year on year increase in investment on A82, A83 and A85	Year on year increase in investment	FQ3 14/15 £900K	Jim Smith
2.1.2 Completion of Local Development Plan Action Programme	FQ3 14/15 On track	FQ3 14/15 On track	Sybil Johnson
2.1.3 To achieve a new service of a regular commercial air link between Oban and Glasgow/ Oban to Barra.	Achievement of link	FQ3 14/15 On track	Moya Ingram
2.1.4 Establish Green Networks in each of our main towns	FQ3 14/15 On track	FQ3 14/15 On track	Matt Muldrerrig
2.2.2a % of premises in Argyll and Bute with access to 3G phone signal	FQ3 14/15 24 %	FQ3 14/15 28 %	Anna Watkiss
2.3.1 Capacity in our grid network to allow additional renewable energy connections	Physical investment in the Grid network to increase capacity and allow new projects to connect	FQ3 14/15 On track	Audrey Martin
2.4.1a Affordable social sector new builds	FQ3 14/15 0	FQ3 14/15 67	Moira MacVicar
2.4.3 No of new housing sites identified within the Local Development Plan	FQ3 14/15 20	FQ3 14/15 75	Matt Muldrerrig
2.4.4 % of Planning Applications Approved	FQ3 14/15 95.0 %	FQ3 14/15 95.1 %	Ross McLaughlin
2.5.1 % of all category A water supplies to be improved to EC standards	FQ3 14/15 94.8 %	FQ3 14/15 94.9 %	Alan Morrison
2.6.1 Number of town centres with an agreed Action Plan	6 completed by April 2017	FQ3 14/15 1	Audrey Martin

2.7.2 Develop a policy framework for the holistic management of land and buildings	FQ3 14/15 On track	FQ3 14/15 On track	Lynda Robertson
2.7.3 Agree a Built Heritage Strategy for Argyll and Bute	FQ3 14/15 On track	FQ3 14/15 On track	Matt Muldrerrig
2.7.4 Produce a short term development plan for key ports	Plan produced	FQ3 14/15 On track	Martin Gorringe
2.7.5 Agree strategy for co-location	FQ3 14/15 On track	FQ3 14/15 On track	Malcolm MacFadyen
2.8.1 Develop marketing strategy to dispose of public sector surplus property/land	FQ3 14/15 On track	FQ3 14/15 On track	Malcolm MacFadyen
2.8.3 Availability of business land	FQ3 14/15 Ha 64	FQ3 14/15 Ha 90	Matt Muldrerrig

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<p><b>Management Committee</b></p>
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<p><b>Date: 27<sup>th</sup> March 2015</b></p>
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## **Outcome 6: People live in safer and stronger communities Progress Report**

### **1. Questions for discussion / Recommendations**

- Scottish Fire and Rescue Service colleagues have requested that the performance indicators to 4.1.8 and 6.2.2a be swapped to better reflect the actions of each – are the Management Committee and Outcome Lead for Outcome 4 happy with this? Further detail provided below
- When trying to collate the data and report progress on 6.4.4a, 6.4.4b and 6.4.5 it has become clear that the indicators as they currently stand are not viable. Would the Management Committee support the removal of these indicators with the proposal being that a more meaningful set of indicators be worked up?

### **2. Successes and key achievements to date**

#### 6.1.1 – Provide support and assistance to all victims of domestic abuse and robustly manage offenders

Multi-agency tasking and coordinating (MATAC) and multi-agency risk assessment conferences (MARAC) processes continue to develop to protect those affected by domestic violence.

#### 6.2.1 – Develop effective partnership working and referral processes to protect vulnerable individuals and groups

The Concern Management Hub is now fully established for both children and adults. Referrals are made promptly to appropriate partners and actions progressed to ensure robust arrangements are in place to share information and protect and support vulnerable individuals.

#### 6.2.2 – Number of joint operations to target Bogus Crime / doorstep crime

There have been 11 operations in support of Operation Monarda year to date and this is on course to come in on target.

6.3.1 – Ensure effective multi agency tasking processes are in place to tackle disorder, antisocial behaviour and assaults through the identification of hot spot locations and the management of repeat offenders

Well established Multi Agency Anti-Social Behaviour (ASB) groups now exist in each of the 4 main areas in Argyll and Bute. These groups identify the local action required to ensure that a coordinated approach is maintained when tackling Violence, ASB and Disorder.

6.3.4 – Reduce the number of deliberate fires by improved partnership working, information sharing and targeting of offenders

Fire groups have been established which ensure effective joint working in providing preventative advice in relation to fire hazards and identifying opportunities to detect individuals involved in fire-raising.

6.4.1b – Reduce secondary fires by engaging with the farming community

The number of reports of secondary fires with 71 occurring between April and December 2014 compared to 122 over the same period in 2013, a reduction of 42%.

6.6.3 – Reduce the risk from terrorism through effective multi agency processes

The joint Multi-Agency Counter Terrorism and Serious and Organised Crime (SAOC) Group is now well established. Multi Agency Sub Groups have also been created with the leads identified and in place. These groups have the responsibility to drive forward multi agency activity.

23 counter terrorism inputs were planned for this financial year and 35 have been delivered so far, 50% more than planned.

6.6.4 – The third sector works to achieve sustainability and improve resilience

The number of third sector groups which have received advice, support and training is currently at 213 against a target of 80 groups showing the quantity of third sector groups active in Argyll and Bute.

6.6.5 – Communities are empowered through peer, social and third sector connections to work and play together and to have a voice which is heard

519 older people have also been involved in service design, mainly Reshaping Care for Older People, against a target of 120 which shows how engaged and involved our communities are in subjects that matter to them.

6.7.3 – Regular meetings with partners to develop unpaid work placements

All offenders subject to unpaid work (formally community service) are asked whether the work they have done has improved their skills.

## **Risks and Issues**

### 4.1.8 and 6.2.2

Following a thorough look at the wording of the delivery plans, Scottish Fire and Rescue colleagues believe that the performance indicators for 4.1.8 and 6.2.2 do not match the actions associated with each indicator and that this is easily resolved by swapping the performance indicators. This would result in the total number of Home Fire Safety Visits being recorded in Outcome 6 and the monitoring of the number of visits coming through the referral process from Health and Social Care staff being recorded in Outcome 4.

### 6.5.3 – Regular reports to the Licensing Forum and Board on the public health impacts of alcohol consumption

This is currently showing as not on track as the target date was October 2014. Officers from the Alcohol and Drugs Partnership are currently working with Council Officers on the establishment of an overprovision statement.

### 6.5.4 – Reduction in drug related morbidity and mortality

This indicator looks at the number of Naloxone kits issued and is currently showing a 6 for this period against a target of 16. Naloxone is only for use after opiate overdose, and this group only represents a percentage of the whole drug use population in Argyll & Bute. The kits are also usually reissued, not because they have been used but because they are out of date. Work is ongoing to use a more meaningful indicator against this action.

### 6.6.2 – Develop training programme to test and review community emergency plans

Whilst this is not formally due to report in this reporting period, it was recognised there was a risk that the target may not be met. However, there is now concerted action in place to catch up and come in on target before the end of quarter 4.

### 6.7.1a – Review service user feedback process and incorporate feedback into planning

All offenders subject to community supervision are invited to complete a questionnaire at the end of their supervision. Service users are generally positive but not all return a form and subsequently quarterly returns are not large. The Criminal Justice partnership is looking at other means of improving/increasing feedback return through the regular review and end of order processes.

### 6.7.2 – Use Level of Service Case Management Inventory tool (LSCMI) for outcome focused planning

This indicator is below performance for this reporting period, with 51% of review meetings using this tool against a target of 80%. A review of this performance identified a misunderstanding and action has now been taken to get this back on track.

### 3. Opportunities

#### 6.2.1 – Develop effective partnership working and referral processes to protect vulnerable individuals and groups

There continues to be further opportunities to integrate partners, including social work directly into the Concern Management Hub thus improving information sharing, making working practices more efficient and effective and thereby improving services' abilities to enhance the safety of vulnerable groups.

#### 6.3.2 – Ensure effective multi-agency processes are in place to tackle serious and organised crime by targeting offenders and groups who cause harm to our communities and ensure positive interventions where appropriate.

Plans are in place to enhance joint working to better target those involved in the exporting of "Razor fish" particularly with Marine Scotland and Environmental Health Officers in the Council.

#### 6.4.1b – Reduce secondary fires by engaging with the farming community

Under the local Anti-Social Behaviour and Fire groups, they will be looking towards the Spring and Summer providing prevention inputs to schools with regards to muirburn. They are also looking at a better sharing of information / intelligence in relation to individuals involved in fire-raising which is being progressed through these groups.

#### 6.5.2 – People in Argyll and Bute receive appropriate and timely support for drug and/or alcohol problems

The Alcohol and Drugs Partnership continues to engage all agencies involved in tackling drug and alcohol misuse. There is clear potential for all agencies to promote the proactive and joint working being carried out, by exploiting all media opportunities both locally and throughout the Argyll and Bute area.

### Background

Consultations	Not applicable
Resources	Not applicable
Prevention	There are several indicators within Outcome 6 which focus on preventative activity.
Equalities	Stronger and safer communities mean that all people, including those classed with protected characteristics, benefit.

**Outcome lead: Helen Swann**

**Job title and organisation: Chief Superintendent, Police Scotland**

**Appendix 1 – Quarter 3 Performance**

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Appendix 1 – Quarter 3 Performance

<b>Argyll and Bute SOA Outcome 6: People live in safer and stronger communities</b>				
<b>"Red" performance</b>				
<b>Element</b>	<b>Target</b>	<b>Actual</b>	<b>Data Provider</b>	<b>Comment</b>
6.5.3 Regular reports to the Licensing Forum and Board on public health impacts of alcohol consumptions in the geographical localities of Argyll and Bute	Frequency of reports and data to be agreed with the licensing board by October 2014	FQ3 14/15 Not on track	Alcohol and Drugs Partnership Coordinator, NHS Highland	The frequency of these reports has yet to be established but will be based on accessibility of data going forward. Officers are currently working on the gathering of the appropriate data in order that this can be presented to the license Board for use in the establishment of an overprovision statement.
6.5.4 Number of Naloxone kits issued	FQ3 14/15 16	FQ3 14/15 6	Alcohol and Drugs Partnership Coordinator, NHS Highland	
6.7.2 % of CJ service users with LSCMI case management plan by their first review	FQ3 14/15 80%	FQ3 14/15 57.1 %	Criminal Justice Manager, Argyll and Bute Council	Previous data highlighted some concerns about data parameters. This is under review to ensure the data parameters are realistic.

<b>Argyll and Bute SOA Outcome 6: People live in safer and stronger communities</b>				
<b>Information not yet required</b>				
<b>Element</b>	<b>Target</b>	<b>Actual</b>	<b>Data Provider</b>	<b>Comment</b>
6.6.2 Number of community emergency plans tested annually	6 by March 2015	FQ3 14/15	Police Scotland / Emergency Planning Officer Argyll and Bute Council	Plans are in place to ensure 6 are completed before the end of March 2015

6.3.2d Increased community awareness through presentations to reduce risk	Baseline target established and target set	FQ3 14/15	Police Scotland	Figures collated in an Annual Report not due until April 2014
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**Argyll and Bute SOA Outcome 6: People live in safer and stronger communities**

**"Green" performance**

<b>Element</b>	<b>Target</b>	<b>Actual</b>	<b>Data Provider</b>	<b>Comment</b>
6.1.1b % detection rate of domestic crimes in relation to domestic abuse	80%	FQ3 14/15 85 %	Police Scotland	Total Crimes and Offences in Domestic Abuse incidents detection rate, April'14 - Dec '14 = 84.9%, April '13 - Dec '13 = 88.9%, a reduction of 4%
6.1.1d Create MATAC and MARAC for high risk nominals	Creation of these processes	FQ3 14/15 Complete	Police Scotland	MATAC and MARAC for both victims and perpetrators are now in place and held monthly
6.1.3b Increase participation in presentations delivering education and prevention information	Baseline finalised and target agreed	FQ2 14/15 On track	Police Scotland	Returns are collated at the end of the School Year. Next available update is June 2015. School Year Aug12 - Jun13: 7139 individuals Aug13 - Jun14: 7340 individuals
6.2.1a Create Police Vulnerability/Concern Hub	Creation of Hub	FQ3 14/15 Complete	Police Scotland	One off delivered in Q2 report
6.2.1b Integrate Partners with Vulnerability/Concern Hub	Integration complete	FQ3 14/15 On track	Police Scotland	IT issues still ongoing however should be resolved by end of March 2015.
6.2.1c Average working days between Referral & Initial Adult Protection Case Conference	Minimum 95% compliance	Jan 15 15 Days	Adult Protection Manager Argyll and Bute Council	

6.2.2a Number of home safety checks completed by the fire service	Increase by 2%	FQ3 14/15 307	Scottish Fire and Rescue Service	674 Home Fire Safety Visits have been carried out between April and December 2014.
6.2.2b Number of joint operations to target Bogus Crime/doorstep crime	Undertake minimum of 15 operations	FQ3 14/15 11	Police Scotland	A total of 11 operations have been conducted between April - December 2014. On course to meet Target of 15.
6.2.2c Number of housebreaking incidents	Reduce domestic housebreaking by 3% of previous year	FQ3 14/15 128	Police Scotland	April '13 - Dec'13 Housebreakings = 132; April '14 - Dec '14 Housebreakings = 128 which is a reduction of 3%.
6.2.2d % persons detected and reported for housebreaking arrest/report rate	Increase by 3% of previous year persons detected and reported	FQ3 14/15 31 %	Police Scotland	April '13 - Dec'13 HB Detection rate = 29.6%; April '14 - Dec'14 HB Detection rate = 31.3%, an increase of 1.7%.
6.3.1a Integrated Community Safety Plan in place	Integrated Community Safety Plan in place	FQ3 14/15 On track to revised plan	Police Scotland	Work ongoing - Report back April '15
6.3.1b MATAC Group for ASB/Outcome 6 is fully established	MATAC for ASB / Outcome 6 is fully established	FQ3 14/15 On track	Police Scotland	Work ongoing - Report back April '15
6.3.1e Number of other crimes of violence - common assault	Reduce common assault by 2%	FQ3 14/15 517	Police Scotland	Common Assault April '13 - Dec'13 = 558; Common Assault April '14 - Dec '14 = 517, a reduction so far of 7.3%
6.3.2a Monetary sum of Proceeds of Crime Act (POCA) seizures	Maintain the achievements of the previous year.	FQ3 14/15 On track	Police Scotland	Achievements have been maintained.
6.3.2b Number of persons detected and reported for drugs supply within the Division	Increase by 3%	FQ3 14/15 174	Police Scotland	No. of detections for drugs supply/production/cultivation April '13 - Dec '13 = 150; April '14 - Dec '14 = 174, an increase of 16%.



6.3.2c Number of partnership interventions within the Division in relation to drugs supply	Create robust partnership intervention process in relation to those individuals involved in drug supply	FQ3 14/15 On track	Police Scotland	There has been a total of 166 interventions carried out in relation to Drug Supply between April 2014 and December 2014
6.3.3a Monetary sum of legitimate enterprise prevented from reaching organised crime within Division	Maintain the achievements of previous year	FQ3 14/15	Police Scotland	The total sum is a Divisional return. Monetary sum for Legitimate Enterprise April '14 - Dec '14 = £4.8 Million Pounds.
6.3.3b Compliance with procurement auditing processes	100%	FQ3 14/15 On track	Procurement and Commissioning Manager Argyll and Bute Council	Relevant information is being shared per the information sharing protocol with Police colleagues to allow due diligence to be carried out
6.3.4a Number of deliberate fire raisings	Reduce by 3%	FQ3 14/15 7	Scottish Fire and Rescue Service	Q3 has shown a reduction in deliberate fires from both Q1 (23) and Q2 (19)
6.4.1b Number of reports of secondary fires	Annual reduction of 5% against 2013-14	FQ3 14/15 14	Scottish Fire and Rescue Service	Between April and December 2014, there have been a total of 71 secondary fires
6.4.3b Number of Road Traffic Collisions	To reduce the number of incidents of the previous year	FQ3 14/15	Police Scotland	All Casualties Road Traffic Collisions- Jan - Dec 2013: 305 Jan - Dec 2014: 254 All Non Injury Road Traffic Collisions- Jan - Dec 2013: 374 Jan - Dec 2014: 356
6.5.1 Number of Alcohol Brief Interventions carried out	1066 Alcohol Brief Interventions carried out annually	FQ3 14/15 388	Alcohol and Drugs Partnership Coordinator, NHS Highland	This is on track to achieve 1066 over the financial year

6.5.2 % of referrals in drug and/or alcohol problems in treatment within 21 days	90% of clients starting treatment within 21 days of receipt of the referral	Dec 14 96.0 %	Addictions Team Argyll and Bute Council	High level of performance being maintained in achieving initial contact times. Performance verified by Scottish Government, ISD, quarterly.
6.6.3 Number of counter terrorism inputs/events	23 events annually	FQ3 14/15 35	Police Scotland	There have been a total of 35 CT events carried out April '14 - Dec '14
6.6.4b Funds leveraged into Argyll and Bute to support 3rd sector services	£1.3 million	FQ3 14/15 £K 531,740	Argyll Voluntary Action	
6.6.4c No of third sector groups given advice, support and training	80 groups	FQ3 14/15 213	Argyll Voluntary Action	213 groups have been given advice against a target of 80
6.6.4d No of governance and charity law sessions to strengthen board and leadership	20 workshops / training	FQ3 14/15 23	Argyll Voluntary Action	
6.6.5a No of young people engaged in topical debate and in community planning	300	FQ3 14/15 330	Argyll Voluntary Action	Plans to engage with HSCI during Q4
6.6.5b No of older people engaged and involved in services design	120	FQ3 14/15 519	Argyll Voluntary Action	
6.6.5c No of intergenerational opportunities/events facilitated	50	FQ3 14/15 71	Argyll Voluntary Action	Less activity over winter/new year
6.6.5d No of initiatives/projects developed to support communities	30	FQ3 14/15 18	Argyll Voluntary Action	
6.7.1 % of CJ service users who considered that all their needs were taken into account	95%	FQ3 14/15 100.0 %	Criminal Justice Manager, Argyll and Bute Council	

6.7.3 % of CJ service users who considered that unpaid work helped them improve their skills	50%	FQ3 14/15 100.0 %	Criminal Justice Manager, Argyll and Bute Council	
6.7.4 Introduce annual consultation with MAPPA partners regarding multi agency risk assessments and other risk management activities	Annual Consultation	FQ3 14/15 On track to revised plan	Criminal Justice Manager, Argyll and Bute Council	Action is pending creation of a questionnaire by partnership manager that will be handed out at Mappa and high risk violent offender meetings. Original timeframe was December 2014, this is now changed to March 2015.

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**Management Committee****Date: 27<sup>th</sup> March 2015****Public/Private: Public**


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## **Community Safety Partnership – Restructure Proposal**

**1.0 Purpose**

The existing community safety partnership structure has been in place since c2000. This report details the current arrangement for community safety partnership working and sets out two alternative models better suited to delivering the priorities within SOA Outcome 6.

**2.0 Recommendations**

2.1 The Community Planning Management Committee endorses the proposal to restructure the community safety partnership in line with model 3 set out in this report.

**3.0 Background**

3.1 Outcome 6 of the Single Outcome Agreement 2013 -2023 sets out clear action and lines of responsibility to ensure communities are safe, strong and resilient.

3.2 The six short term outcomes within Outcome 6 will be delivered through work undertaken by a number of strategic partnerships, one of which is the Community Safety Partnership. All have responsibility for working to a range of thematic priorities, some of which are cross cutting priorities. This will require close collaboration to deliver effectively as well as for monitoring and evaluation purposes.

3.3 This report focuses on the Community Safety Partnership, which is currently structured in the form of five local Community Safety Forums. These are:

- Bute Community Safety Forum
- Cowal Community Safety Forum
- Helensburgh and Lomond Community Safety Forum
- Oban, Lorn and the Isles Community Safety Forum
- Mid Argyll, Kintyre and the Islands Community Safety Forum

3.4 Each forum is chaired by an elected member of the council and meets four times in the year.

3.5 Thematic areas of responsibility for the Community Safety Partnership are Disorder, Anti Social Behaviour and Violence; Personal Safety of the young, elderly and other vulnerable groups; Safeguarding the natural and built environment from fire, vandalism, graffiti, littering and dog fouling; Road and Water Safety; Community

Engagement in building safer communities. The Community Safety Strategy is the partnership framework for these priorities and coordinating partner's activities around them.

3.6 Anti Social Behaviour complaints are dealt with on an area basis by multi agency groups that are standing sub groups of the Community Safety Forums.

#### **4.0 DETAILS**

4.1 The five local Community Safety Forums, together with the Argyll and Bute Strategic Community Safety Partnership, have successfully delivered on community safety priorities and outcomes, but there are weaknesses in the current structure within the context of strengthened community planning and better partnership integration. These are:

- a) The area based structure of five forums ensures a strong focus on local issues but there is a degree of fragmentation which makes accountability for performance unclear.
- b) A lack of data hampers oversight, comparison and challenge.
- c) The meeting schedule of four meetings per year is insufficient to provide drive for community safety work streams.
- d) Partner attendance at some forums has declined which impacts on collaboration.

4.2 Two alternative structures have been identified as option proposals to address current weaknesses.

Model 2 - Policing Command Area Partnership Model which aligns with policing command areas (Appendix 2)

Model 3 - Argyll and Bute Partnership Model (Appendix 3)

4.3 Model 2 - Policing Command Area Model aligns community safety partnership working with policing command areas with the creation of two community safety partnerships

Oban, Lorn and the Isles; Mid Argyll, Kintyre and the Islands Partnership

Bute, Cowal and Helensburgh and Lomond Partnership

4.4 The role proposed for the two partnerships within the Policing Command Area Model, is to establish integrated and action focused work streams relating to Outcome 6 on a multi-agency tasking and coordinating basis. Partnerships will meet on a six week basis to work plan, problem solve and evaluate performance. Data and evidence will be gathered and shared to inform delivery and assess performance.

4.5 Each partnership will comprise representatives from community safety services and

stakeholder agencies in line with SOA 6 short term outcomes 1 to 6, and outcomes within the Argyll and Bute Community Safety Strategy. A lead person will represent the community safety partnership at Area Community Planning meetings in all council areas to fully engage and integrate with area community planning processes.

4.6 Restructuring community safety partnership working was discussed at area Community Safety Forum meetings. Concern was expressed by forum members that local context and focus on local priorities could be lost if the area forums are replaced. Model 2 retains an element of geographical alignment. The Anti Social Behaviour multi agency groups would also remain as area based groups to address complaints and, thereby, retain local context. They would also report to the Community Safety partnership tasking and coordinating partnership identified in Model 2.

4.7 Model 3 is the Argyll and Bute Partnership Model. This model differs from the Policing Command model only in that a single partnership, with the tasking and coordination function, is established. The main reason for including a single partnership model is in response to uncertainty around resourcing of two partnerships, as described in model 2, to meet on a six weekly basis.

4.8 Proposed within Models 2 and 3 is an SOA Outcome 6 Lead Officers group. The aim of this group is to provide strategic leadership for the community safety partnership and integrate community safety partnership working with other strategic partnerships and groups who share SOA Outcome 6 responsibilities.

4.9 Membership of the SOA Outcome 6 Lead Officers Group would comprise a lead officer representing the community safety partnership and a representative from the following partnerships and groups:

Counter Terrorism CONTEST Group

Serious and Organised Crime Interventions Group

Argyll and Bute Local Resilience Partnership

Violence Against Women Partnership

Child Protection Committee

Argyll and Bute Road Safety Group

Argyll and Bute Alcohol and Drugs Partnership

Argyll and Bute Third Sector Partnership

4.10 The valuable contribution to community safety by interested groups, including Crime Prevention Panels and Neighbourhood Watch schemes, is recognised. Interested groups would continue to influence and shape community safety through membership of Area Community Planning Groups and delivery of the Single Outcome Agreement Local. It is not expected these groups will also attend each and every community safety tasking and coordination group meetings (as proposed in models 2

and 3) but their attendance would be on a periodic planned basis within the yearly schedule of meetings.

**5.0 CONCLUSION**

5.1 This report acknowledges the role the community partnership has played in making communities safer.

5.2 With work taking place to strengthen community planning it is an appropriate time to review the way in which community safety partnership working is structured and the effectiveness of this. When assessed within this context the current community safety partnership structure has identifiable weaknesses.

5.3 The alternative models and design proposals set out in this report would embed the community safety partnership within community planning and ensure greater coherence, collaboration and integration.

**6.0 Implications**

Strategic Implications	SOA Outcome 6
Consultations, Previous considerations	Argyll and Bute Council DMT and SMT.
Resources	Existing resources partners have committed to deliver outcomes agreed within SOA Outcome 6.
Prevention	There is a risk that SOA Outcome 6 will not be fully achieved if community safety partnership working is not strengthened and better integrated.
Equalities	Contributes to equality outcomes identified in SOA outcome 6 to improve the safety of all groups and reduce outcome inequalities.

Outcome Lead - Chief Superintendent Helen Swann, Police Scotland

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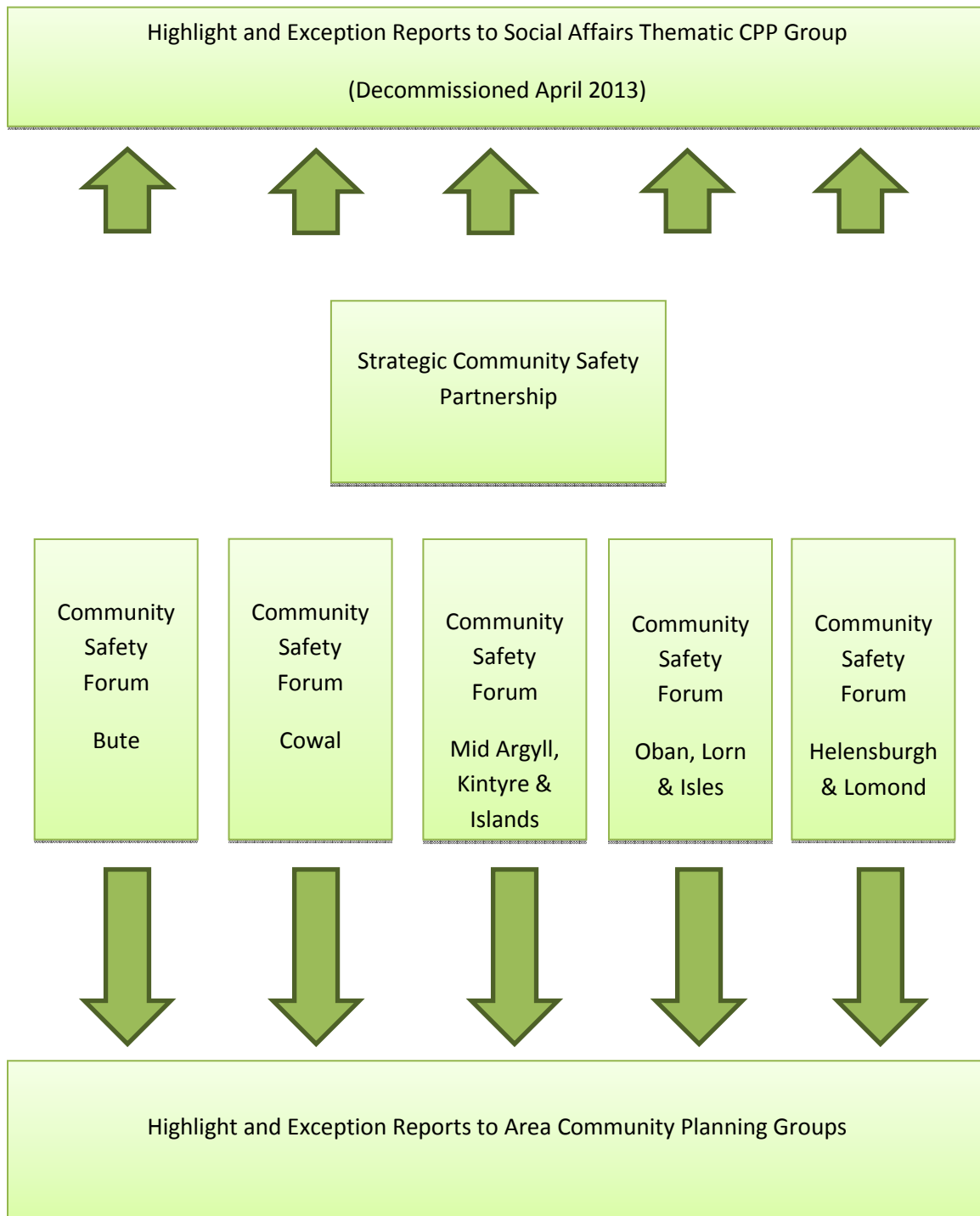
**References**

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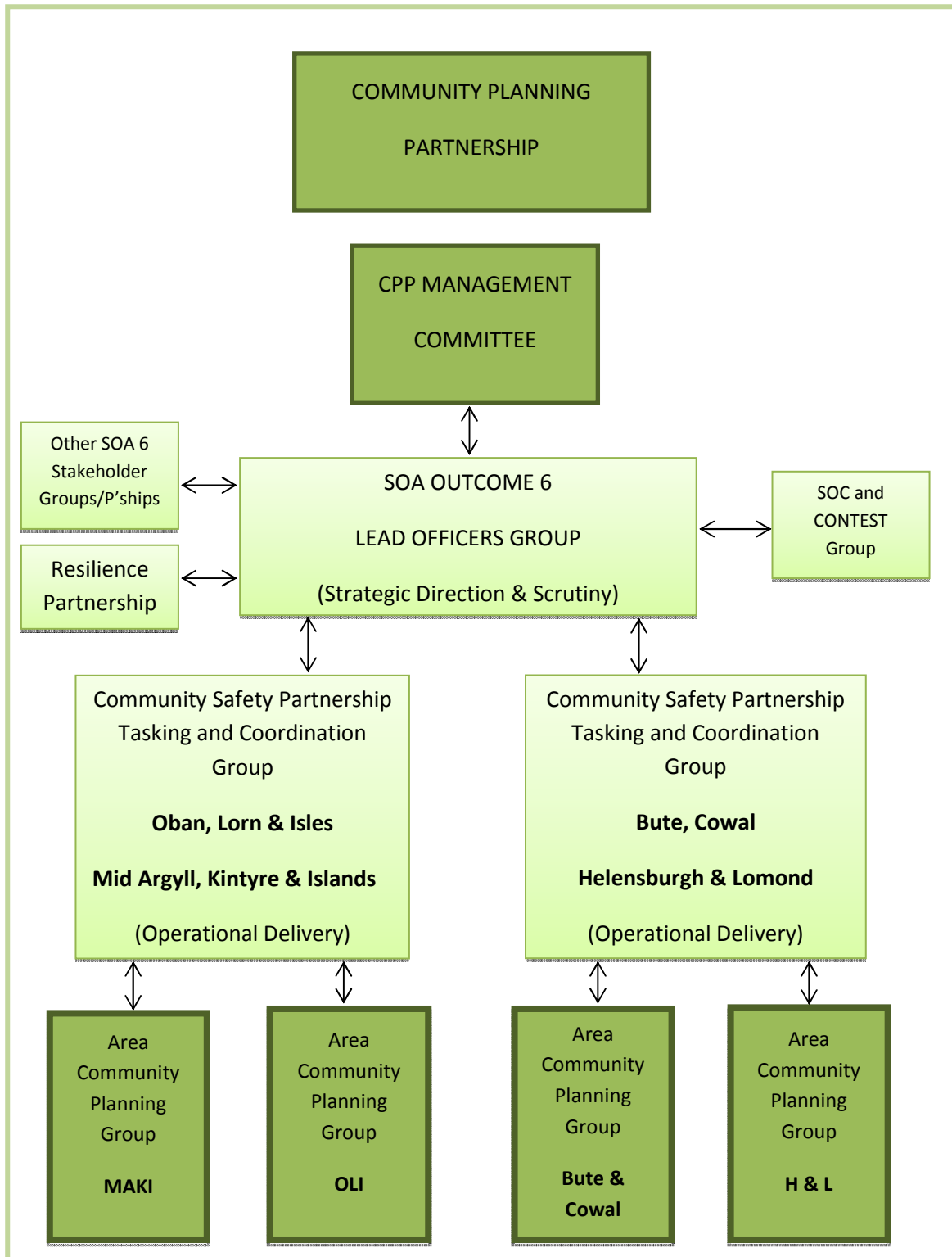
Appendices

**Appendix 1**  
Model 1 – Existing Community Safety Forum Model  
SOA 6 “People Live in Safer and Stronger Communities”



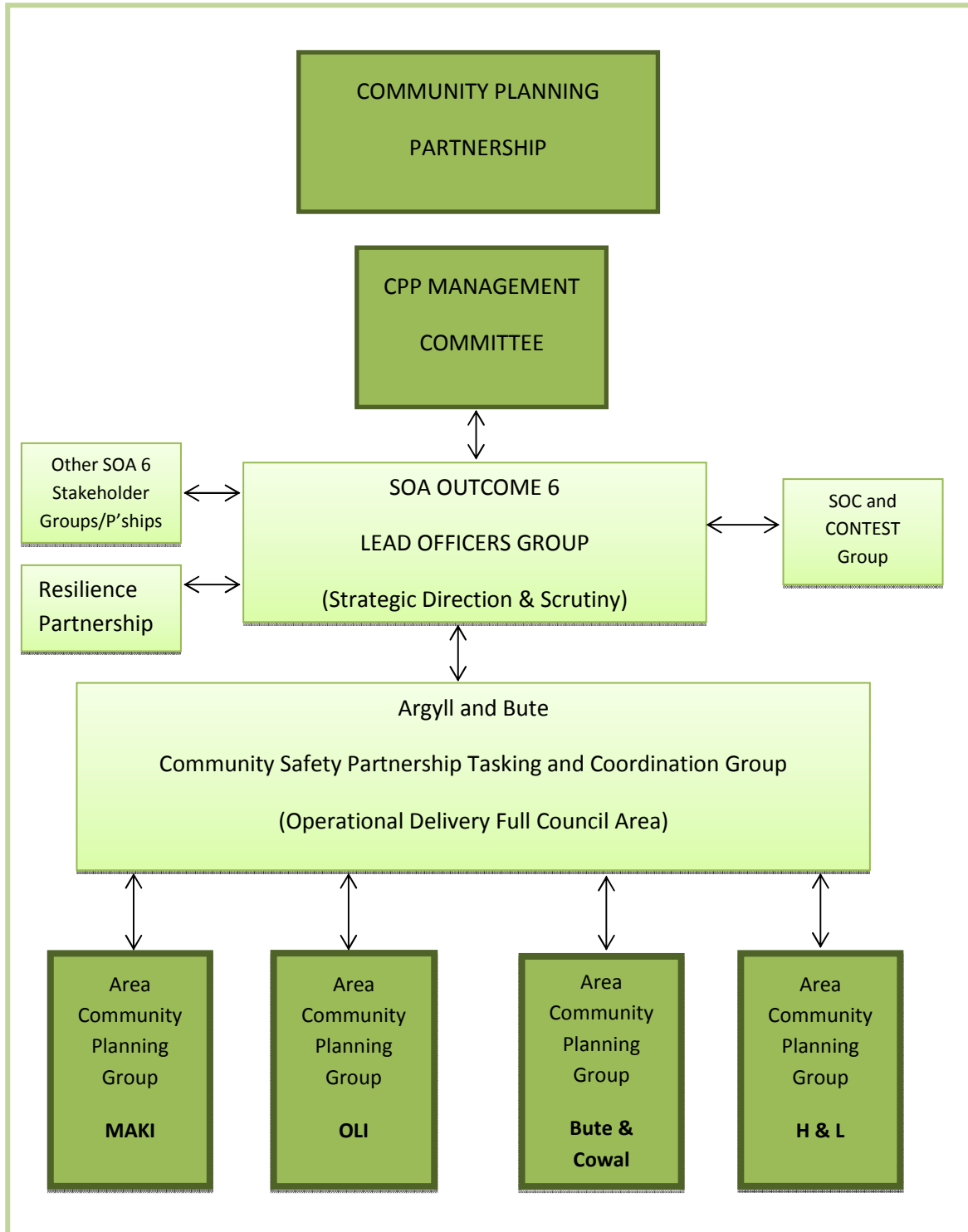
**Appendix 2**

**Model 2 - Policing Command Area Partnership Model  
SOA 6 “People Live in Safer and Stronger Communities”**



Lead Officers Group Comprises leads from – Argyll and Bute Community Safety Partnership, Argyll and Bute Resilience Partnership, Counter Terrorism CONTEST Group, Serious and Organised Crime Interventions Group, Violence Against Women Partnership, Alcohol and Drugs Partnership, Child Protection Committee, Argyll and Bute Third Sector Partnership, Argyll and Bute Road Safety Group

**Appendix 3**  
 Model 3 - Argyll and Bute Partnership Model  
 SOA 6 “People Live in Safer and Stronger Communities”



Lead Officers Group Comprises leads from – Argyll and Bute Community Safety Partnership, Argyll and Bute Resilience Partnership, Counter Terrorism CONTEST Group, Serious and Organised Crime Interventions Group, Violence Against Women Partnership, Alcohol and Drugs Partnership, Child Protection Committee, Argyll and Bute Third Sector Partnership, Argyll and Bute Road Safety Group.

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**Management Committee****Date: 27 March 2015**


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## **Physical Activity Position Statement**

**1.0 Purpose**

A new position statement for physical activity has been prepared for Argyll and Bute by the Health and Wellbeing Partnership (1). This was launched in January 2015.

**2.0 Recommendations**

The Management Committee is asked to:

- Note the contents of this paper and accompanying summary Position Statement
- Provide leadership and support in increasing physical activity levels
- Promote the 7 Key Target Areas for Action

**3.0 Background**

Physical activity is free and can help people to:

- Live longer independent lives
- Have fewer long term health conditions like diabetes and high blood pressure
- Maintain a healthy body weight
- Feel better emotionally, mentally and physically

Not everyone is as physically active as they could be and some people find it more difficult than others to be active, examples include older or disabled people and people who live in remote areas. The new strategy aims to help people to be more active including initiatives in schools, workplaces, healthcare settings and in the community.

Physical inactivity contributes to nearly 2,500 deaths in Scotland and costs the NHS around £91 million per year (2).

**4.0 Detail****RECOMMENDED PHYSICAL ACTIVITY LEVELS (2):**

The early years (under 5s)

- Physical activity should be encouraged from birth through both water-based activities and floor-based play.
- Once walking unaided, young children should be active for at least three hours per day spread throughout the day.

Children and young people (5 – 18 years)

- This age-group should accumulate at least 60 minutes of moderate to vigorous intensity physical activity per day.

- Muscle strengthening exercises to be undertaken at least three times per week.

Adults (19 – 64 years)

- Adults should accumulate at least 150 minutes of moderate intensity (or 75 minutes of vigorous intensity) exercise over the course of a week and should aim to be active daily.
- Muscle strengthening exercises should be included at least twice a week.

Older adults (65+ years)

- Older adults should aim to accumulate at least 150 minutes of moderate intensity activity over the course of a week and should try to be active on a daily basis.
- Muscle strengthening exercises, combined with those which improve balance and coordination, should also be undertaken.

According to the 2013 Scottish Health Survey (3):

- 62% of adults met the recommended physical activity levels (men - 67%, women - 58%). Levels decreased with age.
- 70% of children (aged 2-15) met the recommended physical activity levels (boys - 73%, girls - 68%). Levels decreased with age.
- The amount of sedentary leisure time reported by adults aged 16 and over was 5.5 hours on weekdays and 6.0 hours on weekend days.
- Physical inactivity is a contributory factor to overweight and obesity. In 2012, almost two-thirds of adults (64.3%) were either overweight or obese.

## **KEY TARGET AREAS FOR ACTION**

There are 7 target areas in the position statement:

1. Maintain provision of physical activity within and beyond the school gate.
2. Facilitate greater levels of physical activity within the workplace.
3. Maintain provision of physical activity within recreational or leisure settings that are inclusive and accessible to all.
4. Support physical activity for older adults and those with long-term conditions.
5. Enhance the promotion of physical activity within healthcare settings.
6. Promote and maintain environments which support rather than hinder physical activity.
7. Facilitate greater partnership working and effective communication.

Examples where we are already promoting physical activity can be found in the position statement, but include: Play at Home, Active Schools, Stramash, Healthy Working Lives, corporate gym membership, Cycle to Work scheme and Argyll Active.

## **GOVERNANCE**

The actions set out in the position statement will be achieved by partnership working across a wide range of agencies including: NHS; local authority, for example, leisure services and schools; and the third sector, such as Argyll and the Isles Coastal and Communities Trust (ACT). A working group with a remit for physical activity is convened and is developing an action plan. The group is chaired by Yennie van Oostende from the NHS Health Improvement Team. The working group reports to the Health and Wellbeing Partnership.

## 5.0 Conclusions

Increasing physical activity can significantly improve health and wellbeing outcomes across the population. There are many opportunities for physical activity, both indoors and outdoors, throughout Argyll and Bute. These opportunities could be promoted more effectively and the new position statement provides a joint approach to support people in becoming more physically active.

## 6.0 Implications

Strategic Implications	Outcome 5: People live active, healthier and independent lives
Consultations, Previous considerations	The Physical Activity Position Statement was prepared following a consultation exercise in early 2014. This was conducted by Jenny Wares, Public Health Registrar, NHS Highland and the Health & Wellbeing Partnership.
Resources	There are no significant resource implications resulting from this report. It formalises and consolidates good practice that should already be taking place.
Prevention	There is a significant preventative aspect of this report in that successful implementation of the position statement should increase physical activity levels that will lead to a reduction in non-communicable diseases.
Equalities	The position statement recognises that some people may find it difficult to be physically active and that inequalities may exacerbate this, for example those living in remote and rural areas, older people or those with existing health conditions.

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## References

1. Physical Activity Position Statement, Summary Document 2014. Argyll and Bute Community Planning Partnership. Available from: <http://healthyargyllandbute.co.uk/physical-activity-strategy/>
2. Department of Health. *Start Active, Stay Active: A report on physical activity for health from the four home countries' Chief Medical Officers*. Available from: <https://www.gov.uk/government/publications/start-active-stay-active-a-report-on-physical-activity-from-the-four-home-countries-chief-medical-officers>
3. Scottish Government. *Scottish Health Survey, 2012 ed. Vol 1: main report. A National Statistics Publication for Scotland*. Scottish Government, 2013.

## Appendices

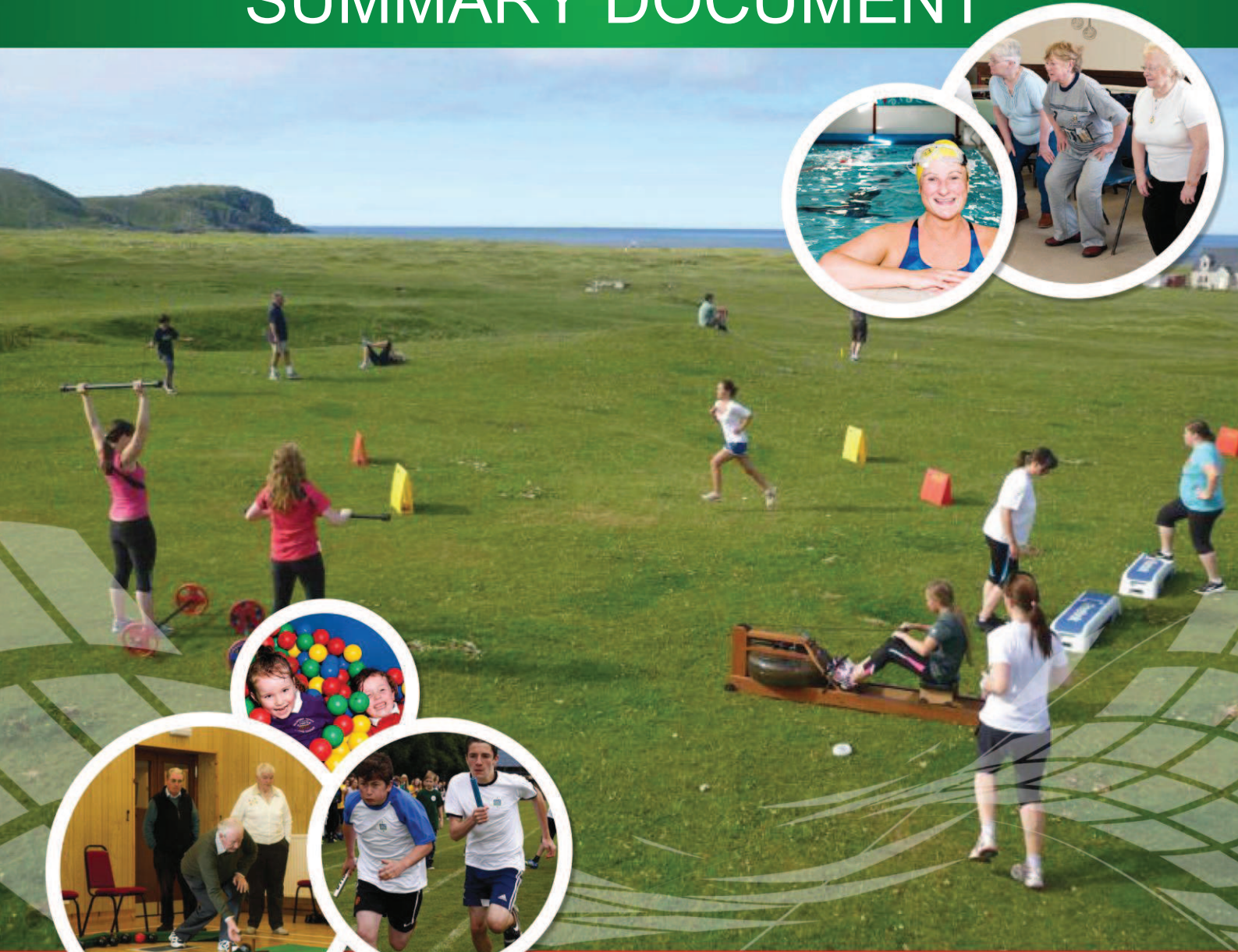
Argyll and Bute's Position Statement on Physical Activity, 2014. Summary document.

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# Argyll & Bute Physical Activity Position Statement

## SUMMARY DOCUMENT



**NHS Highland**

**October 2014**

Prepared by J. Wares (NHS Highland Public Health Specialty Registrar) on behalf of  
Argyll & Bute Health and Wellbeing Partnership



## Background

The need to improve physical activity levels in Argyll and Bute was identified by the Health and Wellbeing Partnership. This will contribute to Outcome 5 of the Single Outcome Agreement, namely: people live active, healthier and independent lives. A consultation exercise with key partners involved in physical activity took place in early 2014. This document summarises the current position in relation to physical activity and provides strategic direction for future work. The key aim is to enhance partnership working to support a greater proportion of the population to be physically active.

A detailed report is available at: [www.healthyargyllandbute.co.uk](http://www.healthyargyllandbute.co.uk)

Health & well-being	Community planning	Early years	Recreation & access	Volunteering	Tourism	Road safety	Education
<b>Physical activity connects a wide range of policy areas including:</b>							
Climate change	Environment (urban/rural)	Sustainable transport	Planning & land use	Economic development	Housing	Sport	Disability & equality

Figure 1: Policy areas which include physical activity <sup>(1)</sup>

## Where are we now?

Physical activity plays a significant role in maintaining health and well-being across the life course and has been shown to produce a range of additional benefits beyond specific health outcomes. However, it is well recognised that despite the benefits of regular exercise, much of the population do not meet the recommended levels of physical activity.

The consultation showed there is much enthusiasm for the physical activity agenda with many services and projects currently supporting uptake and maintenance of physical activity.

The key areas identified in the consultation were:

- Widen access to opportunities for physical activity. The most commonly cited barriers were those which centred around transport which, although unsurprising given the geography, highlights the challenges for equitable service provision in more remote and rural areas.
- Develop greater partnership working especially in light of current professional pressures. A need for improved co-ordination, integration and knowledge sharing was identified, particularly in relation to greater inclusion of the third sector.

### **According to findings from the 2012 Scottish Health Survey:<sup>(2)</sup>**

- 62% of adults met the recommended physical activity levels (men - 67%, women - 58%). Levels decreased with age.
- 70% of children (aged 2-15) met the recommended physical activity levels (boys - 73%, girls - 68%). Levels decreased with age.
- The amount of sedentary leisure time reported by adults aged 16 and over was 5.5 hours on weekdays and 6.0 hours on weekend days.
- Physical inactivity is a contributory factor to overweight and obesity. In 2012, almost two-thirds of adults (64.3%) were either overweight or obese.

### **Where do we want to be?**

Physical inactivity is a widespread challenge at both a local and national level. The overarching aim of this position statement is to increase, and crucially maintain, the proportion of the population of Argyll and Bute that are physically active.



Recommended physical activity levels: <sup>(3)</sup>

### **The early years (under 5s)**

- Physical activity should be encouraged from birth through both water-based activities and floor-based play.
- Once walking unaided, young children should be active for at least three hours per day spread throughout the day.

### **Children and young people (5 – 18 years)**

- This age-group should accumulate at least 60 minutes of moderate to vigorous intensity physical activity per day.
- Muscle strengthening exercises to be undertaken at least three times per week.

### **Adults (19 – 64 years)**

- Adults should accumulate at least 150 minutes of moderate intensity (or 75 minutes of vigorous intensity) exercise over the course of a week and should aim to be active daily.
- Muscle strengthening exercises should be included at least twice a week.

### **Older adults (65+ years)**

- Older adults should aim to accumulate at least 150 minutes of moderate intensity activity over the course of a week and should try to be active on a daily basis.
- Muscle strengthening exercises, combined with those which improve balance and coordination, should also be undertaken.

## **How do we get there?**

General consensus from the consultation combined with the strategic direction of current physical activity policy has informed the following key recommendations:

- 1. Maintain provision of physical activity opportunities within & beyond the school gate.**
- 2. Facilitate greater levels of physical activity within the workplace.**
- 3. Maintain provision of opportunities for physical activity within recreational or leisure settings that are inclusive and accessible to all.**
- 4. Support physical activity for older adults and those with long-term conditions.**
- 5. Enhance the promotion of physical activity within healthcare settings.**
- 6. Promote and maintain environments which support rather than hinder physical activity.**
- 7. Facilitate greater partnership working and effective communication.**



## KEY RECOMMENDATIONS

### 1. Maintain provision of physical activity opportunities for children and young people within and beyond the school gates:

- Ensure children are active from birth by supporting parents and carers to develop the skills and knowledge required for enabling active play and instilling active behaviours for life.
- Ensure that nurseries and childcare facilities minimise sedentary activities through their implementation of the National Care Standards – Early Education and Childcare.
- Provision of at least two hours of good quality physical education in primary schools, or two periods in secondary schools, for every child every week, across all schools in Argyll and Bute.
- Regular review of active travel action plans by all schools to increase the proportion of children travelling to school by active means.
- Ensure that a wide range of activities are provided which enable ample choice for all children and young people. Provision should attempt to address geographical inequity through, for example, the use of community hubs and local volunteers.
- Increase engagement with those children that are currently inactive. Consider use of taster sessions, consultation, 'buddying' or implementation of alternative activities.
- Ensure there is a balance between activities designed to be social and those which focus on competition.
- Ensure that children and young people have access to play spaces, whether they are park areas or informal spaces where they choose to play.
- Build on the progress to date of the Active Schools programme in developing the transition from school to community sport.
- Ensure that volunteers, coaches and teachers are adequately trained and supported to provide opportunities for physical activity and encourage greater partnership working between all involved.
- Encourage greater participation in volunteering and leadership projects associated with the physical activity agenda.
- Address gaps in provision of swimming lessons so that every child in Argyll and Bute has the opportunity to learn how to swim.

## 2. Facilitate greater levels of physical activity within the workplace:

- Development of organisation-wide physical activity plans or policies which maximise opportunities for participation and are based on employee consultation with full support from management.
- Greater management buy-in to the physical activity agenda.
- Development of organisation-wide active travel plans which support employees to incorporate active travel into their commute and within the working day.
- Provision of working environments and facilities which support physical activity.
- Ensure that workplace accessibility through active travel or public transport is maximised and the wider estate is developed to support walking and cycling.
- Use of participation in local and national events and challenges to raise interest and support longer-term provision of recreational opportunities such as the development of lunchtime walks.
- Ongoing development of the Healthy Working Lives programme.

## 3. Maintain provision of opportunities for physical activity within recreational or leisure settings that are inclusive and accessible to all:

- Widen access to opportunities for physical activity by ensuring that initiatives are inclusive and tailored to reflect a range of needs, abilities and interests.
- Increase provision of activities aimed at those who are currently inactive.
- Integrate opportunities for physical activity with initiatives aimed at reducing social isolation and enhancing resilience.
- Ongoing community engagement to identify prevailing local barriers.
- Build on existing partnerships to support greater access to, and use of, the natural environment for physical activity and outdoor recreation.
- Enhance the use of outdoor environments for supporting wider health and well-being objectives.

#### 4. Support physical activity for older adults and those with long-term conditions:

- Tailor communication appropriately to ensure maximum engagement.
- Widen access to opportunities for physical activity by addressing barriers and ensuring initiatives are tailored to reflect a range of needs, abilities and interests.
- Ensure activities build confidence by beginning with low intensity activities.
- Incorporate non-endurance physical activities and provide support and follow-up to ensure continued engagement.
- Integrate opportunities for physical activity with initiatives aimed at reducing social isolation and enhancing resilience.
- Address environmental barriers to engaging with physical activity.
- Continued emphasis on delivery of falls prevention agenda and of physical activity as a key component of self-management.

#### 5. Enhance the promotion of physical activity within healthcare settings:

- Physical activity should be incorporated into patient pathways and all staff should emphasise the importance of physical activity for patients as part of their rehabilitation and as part of ongoing prevention.
- Development and promotion of active travel plans to increase uptake and support long-term behaviour change.
- Enhance the healthcare environment and develop initiatives which provide greater opportunities for staff, patients and visitors to be more active.
- Incorporate the findings and recommendations of the physical activity pathway feasibility study into approaches for supporting delivery across primary care.
- Consider building on the learning from ArgyllActive, Lorn and Oban Healthy Options and the Bute Model, combined with current evidence, to determine optimal referral pathways from healthcare settings.
- Building design or redesign should facilitate physical activity where possible.



## 6. Promote and maintain environments which support rather than hinder physical activity:

- Promote individual and community developments which help to improve health, regenerate communities and enable all communities to access opportunities.
- Promote development which maximises the extent to which travel demands can be met by active travel and which reduce car dependency.
- Encourage uptake of active travel within communities through improvements to the walking, cycling and public transport infrastructure. Acknowledge local geography and adapt recommendations to support uptake in more remote and rural areas.
- Implementation of the relevant actions set out within the Cycling Action Plan for Scotland 2013.
- Ensure that environmental quality and community safety is maximised so that local neighbourhoods and facilities support physical activity.
- Continue to identify and address barriers to physical activity within local communities.
- Ensure access to greenspace is prioritised during local planning decisions.
- Consider how best to utilise school estates and local assets for improving uptake of physical activity.
- Ensure that opportunities for active play are accessible, well-maintained and appealing to local children.
- Provision of internal environments which prioritise physical activity during building design or re-design.

## 7. Facilitate greater partnership working and effective communication:

- Widen current partnership approaches through the use of a whole systems approach e.g. in the Community Planning Partnership (CPP).
- Enhance coordination, integration and knowledge sharing especially with the third sector.
- Clear and consistent messages at both individual and community levels.

## Next Steps:

The governance of this position statement will be via the Health and Wellbeing Partnership, which is a strategic partnership of Argyll and Bute CPP.

Actions arising from this document will be progressed via the working group for physical activity which is a sub-group of the above Partnership.

Annual reports will be provided to the CPP.

## Acknowledgements:

Thanks to the partners who took the time to participate in the consultation.

## References:

1. The Scottish Government. *Let's get Scotland Walking - The National walking Strategy*. Available from: <http://www.scotland.gov.uk/Resource/0045/00452622.pdf>
2. The Scottish Government. *The Scottish Health Survey, 2012 edition. Volume 1: main report. A National Statistics Publication for Scotland*. The Scottish Government, 2013.
3. Department of Health. *Start Active, Stay Active: A report on physical activity for health from the four home countries' Chief Medical Officers*. Available from: <https://www.gov.uk/government/publications/start-active-stay-active-a-report-on-physical-activity-from-the-four-home-countries-chief-medical-officers>



argyll and bute  
communityplanningpartnership



ARGYLL & BUTE  
HEALTH & WELLBEING NETWORK

NHS  
Highland



**Management Committee****Date: 27<sup>th</sup> March 2015****Public/ Private: Public**

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## **National Public Health Review**

### **1.0 Purpose**

To raise awareness of, and request any further input to, the National Public Health Review.

### **2.0 Recommendations**

The Management Committee:

- Note the main issues that have been fed in to the current stage of consultation by NHS Highland at 4.1.
- Add any further comment taking into consideration points at 4.2.
- Note that there will be further consultations through planned national workshops.

### **3.0 Background**

Scottish Ministers have established a group to take forward a review of public health in Scotland. The review group issued an initial engagement paper asking five key questions to help inform the work of the group by with responses by 12 March 2015. Part of the review process is to engage with stakeholders on the themes arising from responses and engagement sessions are being arranged by the Scottish Public Health Network for May 2015.

### **4.0 Public Health Review – initial 5 key questions**

1. How can public health in Scotland best contribute to the challenges discussed? Specifically, views and evidence of the Strengths, Weaknesses, Opportunities and Threats to the contribution of the public health function in improving Scotland's health and reducing inequalities?
2. How can public health leadership in Scotland be developed to deliver maximum impact?
3. How do we strengthen and support partnerships to tackle the challenges and add greater value? How do we support the wider public health workforce within those partnerships to continue to develop and sustain their public health roles?

4. What would help to maintain a core/specialist public health resource that works effectively is well co-ordinated and resilient?
5. How can we provide opportunities for professional development and workforce succession planning for the core public health workforce?

#### **4.1 Key points in NHS Highland response include:**

- NHS Highland has been clear that across the response to the questions there are specific demands of public health practice due to the remote and rural focus of much of the work.
- Co-located local diverse teams of health professionals working with others best deliver a holistic approach to health care.
- Short term funding of projects undermines sustainability.
- Need to be better at showcasing and demonstrating the impact of public health work.
- A focus on short, medium and long term outcomes is needed rather than a short term outcome focussed performance environment.
- There needs to be an opportunity within the review to frame public health actions in relation to addressing inequalities, e.g. people living in poverty.
- There should be clearly defined purposes of agencies and departments that lead on health agendas i.e. Joint Improvement Team.
- Need a vision for health and clear priorities.
- Current direction for supporting community empowerment and co-production is positive.
- Avoiding fragmentation of staff and maintenance of staff at local levels is essential.
- There is a need to ensure public health professionals continue to operate at a senior level within the health service and local authorities. This includes ensuring that Directors of Public Health continue to represent population and preventative perspectives within Executive Management

#### **4.2 Other contributing points that CPP may wish to consider adding to the response**

- To emphasise to the Scottish Government the need to consider differences to delivery in rural and remote areas.
- Focus on long term outcomes is key and this requires dedicated sustainable funding streams rather than short term funded campaigns.
- To enable full engagement through community planning there needs to be timescales of at least 3 months consultation time with most CPPs meeting quarterly. This would also allow for stronger community planning engagement at a local level, for example through Argyll and Bute's Area Community Planning Groups.

- Language of co-production is confusing and Scottish Government need to be clear when talking about engagement and involvement at local level that they are not creating different labels for the same thing: i.e. participatory budgeting, co-production, community engagement. Need one clear message or there is a risk of organisations thinking they are doing different things and not joining together.

### 5.0 Next steps

The Scottish Government is running national workshops to look in detail at the main issues from the responses to the consultation. A representative from Argyll and Bute CPP team will attend the event on 21 May 2015 to put forward any further points that the CPP wish to raise on this.

### 6.0 Implications

Strategic Implications	Health is a cross cutting theme of the SOA. There is a focus on Health and Wellbeing in Outcome 5.
Consultations, Previous considerations	NHS Highland response has been considered.
Resources	Community Planning team can feedback to Scottish Government any further input from Argyll and Bute CPP
Prevention	Health has a focus on prevention.
Equalities	Response highlights challenges in targeting services and activities for groups, individuals and people within the dispersed geography of Argyll and Bute.

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### References:

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**Management Committee****Date: 27<sup>th</sup> March 2015****Private/Public: Public**

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**Argyll and Bute Health and Social Care Partnership – Update****The Group is asked to:**

- **Note** completion of the consultation on the Argyll and Bute HSCP Integration Scheme.
- **Note** the disestablishment of Argyll and Bute CHP and the transition arrangements to be implemented in both the council and NHS
- **Note** the commencement of the process to establish the Strategic Planning Group
- **Note** the continuation of the staff communication and engagement and community events relating to Integration for February 2015

**1 Background and Summary**

The purpose of this paper is to provide Community Planning Group with a progress report on the action undertaken to establish the Argyll and Bute Health and Social Care partnership (HSCP) since its last meeting.

NHS highland and Argyll Bute Council in April 2014 meeting endorsed the integration model as “Body Corporate” for the Argyll and Bute Health and Social Care partnership and confirmed the scope of service inclusion in June 2014.

**2 Argyll and Bute HSCP Establishment Update****2.1 Integration Scheme**

Consultation on the Argyll and Bute HSCP Integration scheme is now complete in total there were 44 responses from members of the public and stakeholders. This low response rate is unfortunate but predicted, due to the fact this is a statutory instrument and thus not easy to understand, plus the relatively short timescale to respond in order to comply with the SGHD timeline for approval.

The integration scheme was submitted to the Scottish Government for consideration in January with the expectation if approved the new Integrated Joint Board would be legally constituted in April 2015.

**2.2 Disestablishment of Argyll and Bute CHP- Transition Arrangements**

Following the issuing of Scottish Government guidance on the disestablishment of CHPs as at 31<sup>st</sup> March 2015, there is a need to put in place interim arrangements until the resources can be legally delegated to the Argyll and Bute HSCP Integrated Joint Board (IJB). This is dependent upon the production and approval of the Argyll and Bute HSCP strategic plan (see section 2.3)

NHS Highland, having considered the risks, and to meet the clinical and care governance and financial accountability requirements, will put in place Argyll and Bute Health Governance Committee will be established as a new subcommittee of the Board.

The Argyll and Bute council has confirmed the transition arrangements will be through its existing Community Services Committee.

The end of these transition arrangements must be by the 31<sup>st</sup> March 2016 as dictated by statute or sooner once resources can be legally delegated to the Argyll and Bute HSCP Integrated Joint Board (IJB).

## **2.3 Argyll and Bute Integration Joint Board**

The Argyll and Bute HSCP Integration Joint Board (once legally constituted) will retain responsibility for the following:

- Production of the Argyll and Bute HSCP Strategic Plan
- Oversight of the integration transition arrangements regarding:
  - Health and Care Governance (Quality and Safety)
  - Health and Social Care Workforce and partnership arrangements
  - Financial Governance
  - Organisational Development
  - Patient and Carer engagement and involvement arrangements

The IJB therefore has no responsibility at this time for day to day operational services.

## **2.3 Strategic Planning Group**

The Scottish Government has now issued the final guidance in relation to 3 year strategic plans and shadow IJBs are now being asked to enact this and confirm their programme for producing their plans. The table below outlines the timetable for this:



**Production of Strategic Plan- Indicative timetable;**

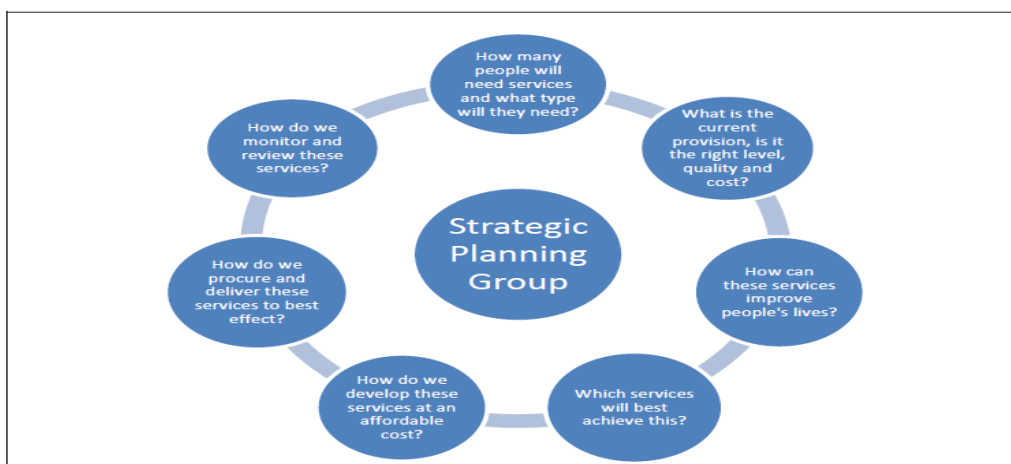
Item	Task	Time Scale
1	Establish Strategic Planning Group- Membership, ToR, Governance	Jan/Feb 15
2	Prepare proposals about matters the strategic plan should contain	End of Mar 15
3	Consult the Strategic planning group on proposals	End of April 15
4	Produce first draft of plan for SPG consideration	End of June 15
5	Consult the Strategic planning group first draft	End of July 15
4	Prepare second draft of Strategic Plan	End of August 15
	Consult the Strategic Planning Group and wider stakeholders on Strategic plan ( 3 months)	End of November 15
5	Prepare final strategic plan	End of December 15
6	A&B HSCP approved by IJB and SGHD go live date agreed, delegated responsibility passed to IJB	Feb 2016
7	A&B HSCP Go Live	April 2016

Work is now commencing to establish the strategic planning group (Appendix 1 outlines its membership from the guidance) and commence production of the plan.

The National Steering Group for Strategic Commissioning has suggested that a good plan should be based around the established strategic commissioning cycle:

- Identify the total resources available across health and social care for each care group and for carers and relate this information to the needs of local populations set out in the Joint Strategic Needs Assessment (JSNA)
- Agree desired outcomes and link investment to them
- Assure sound clinical and care governance is embedded
- Is future looking and uses a coherent approach to selecting and prioritising investment and disinvestment decisions
- Reflect closely the needs and plans articulated at locality level

**Figure 10 commissioning cycle**



## **2.4 Staff and Public Engagement**

The series of public and staff engagement events commenced in December and are continuing with 8 staff events planned for January and February. These events/sessions arranged in a conversation café style give staff and members of our communities the opportunity to have an informed “local conversation” about current services and issues and the benefits and outcomes to be achieved as a result of integration, to inform the local transformation in health and care service delivery required.

To date 52 members of the public have participated in these cafes and once complete a report on findings and issues will be considered by the programme board and project team to inform future communications events.

Supporting the Communications and Engagement process a dedicated Integration programme website has now been set up hosted by Argyll Voluntary Action and this can be found at <http://www.healthytogetherargyllandbute.org.uk/>

## **3 Contribution to Objectives**

This is a significant area of policy development for both the Council and NHS Highland as it is a legislative requirement which both partners will need to comply with fully.

## **4 Governance Implications**

### **4.1 Corporate Governance**

The new Partnership will be established by a statute agreement. In particular the governance and accountability arrangements will impact on the current arrangements and standing orders of both partners and is detailed in the Integration Scheme.

### **4.2 Financial**

The revenue and capital budgets of the specified council and NHS services will form part of an integrated budget for the new Health and Social Care Partnership to manage.

### **4.3 Staff Governance**

The body corporate model of integration being adopted will mean, the majority of staff contract arrangements will be unaffected however there will be substantial changes to the operational and strategic management arrangements for all staff.

Staff are integral to the success of the new Health and Social Care partnership and significant effort is being made to ensure staff are fully involved and engaged in the process

There are implications for a variety of staff roles and responsibilities, notably management and support services. Some of this is a continuum of the work already underway but others are also opportunities as identified by the Christie report regarding rationalisation, redesign

and review of service as a consequence of integration of health and social care. There are also opportunities for staff co-location and professional and team development.

Organisational Change Policy and jointly agreed staff protocol will underpin the approach to be taken supported by workforce planning and development strategies.

#### **4.4 Planning for Fairness:**

EQIA scoping exercise will be undertaken if required once the service model and its operational arrangements have been identified. Once again lessons learned from North Highland partnership process will be applied.

#### **4.5 Risk**

The process of integration introduces a large number of risks for the partners. The project is reviewing and updating its formal risk register:

- Governance
- Finance and Resources
- Performance Management and Quality
- Human Resources
- Integrated IT
- Engagement and Communications
- Organisational Development
- Equity
- Programme and timescale

#### **4.6 Clinical and Care Governance**

There are a number of implications including clarification over pathways, roles and accountabilities in the new organisation which will require to be detailed and implemented through the course of the integration programme.

Notwithstanding this the integration model will be required to be safe, effective and evidence-based. There will be a need to build significant clinical engagement and consensus across the localities in the partnership catchment area.

## **5 Engagement and Communication**

This major service change will require the Partnership to put in place a comprehensive public involvement and engagement process in establishing the new arrangements for PFPI in the partnership.

The intention of the communication and engagement approach is to focus on Person Centred Care and outcomes demonstrating how services will improve by integration. This will be the core of both public and staff engagement and consultation.

A comprehensive communication and engagement has been developed and will be a discrete project work stream with members drawn from staff, the public and management, supported by SGHD designated funding for communication and engagement.

Policy Leads Councillor Dougie Philand / Councillor Mary Jean Devon  
Chief Officer Argyll and Bute HSCP Christina West  
Executive Director Community Services Cleland Sneddon

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**Appendix 1 – Argyll and Bute HSCP Strategic Planning Group Prescribed Membership**

Integration Authorities are obliged to establish a Strategic Planning Group for the area covered by their Integration Scheme for the purposes of preparing the strategic plan for that area. The group must involve members nominated by the Local Authority or the Health Board, or both. In effect, this provides for the partners who prepared the Integration Scheme, and are party to the integrated arrangements, to be involved in the development of the strategic plan.

In addition, the Integration Authority is required to involve a range of relevant stakeholders. These groups must include representatives of groups prescribed by the Scottish Ministers in regulations as having an interest.

The table below identifies the initial membership for the Strategic Planning Group.

<b>Representative</b>	<b>Other</b>
Chief Officer HSCP	1
At least 1 member of NHS Highland Board	1
At least 1 Elected member of Argyll and Bute Council	1
Health Professionals (GP, Consultant RGH & MH, AHP, Nurse)	10
Social Care Professionals	10
Users of Health and Social Care	2
Carers of users of Health and Social Care	2
Commercial providers of health care	0
Non-commercial providers of health care	1
Commercial providers of Social care	1
Non-commercial providers of Social care	1
Non-commercial providers of Social housing	1
Third sector bodies within the Local Authority carrying out activities related to health or social care	1
Locality Representatives *	4
Representative of NHSGG&C *	1
<b>Total</b>	<b>39</b>

*\* Note*

*The policy statement issued in December 2014 made provision for representatives for localities and neighbouring Boards to be represented. The views of localities must be taken into account with the Integration Authority required to identify the most appropriate person to represent each locality on the Strategic Planning Group. Local flexibility is allowed, so that an individual can represent more than one locality.*

*As Argyll and Bute CHP main provider for secondary care services is NHSGG&C a representative is also identified for the group.*

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ARGYLL AND BUTE COUNCIL

CPP  
MANAGEMENT  
COMMITTEE



COMMUNITY SERVICES

27 MARCH 2015

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**Community Justice – update with Scottish Government response to consultation**

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**3.0 INTRODUCTION**

- 3.1 The redesign of community justice follows from critiques of current arrangements in the report of the commission on women offenders and also Audit Scotland and was the subject of consultation in 2012/13 in which the Scottish Government proffered three models for community justice.

As none of the three models were, of themselves, fit for purpose a more recent consultation was undertaken by the Scottish Government in 2014 seeking views on a hybrid model that had, at its core, local determination, control and accountability supported by a national body – the response to this being the subject of this committee report.

The Scottish Government defines Community Justice as: *“The collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm that it causes, to promote social inclusion, citizenship and desistance”*.

Criminal justice Social Work services in Argyll and Bute are currently delivered within a formal partnership arrangement with services in East and West Dunbartonshire. There is facility within the new design to retain or amend pre-existing partnership arrangements.

**4.0 RECOMMENDATIONS**

- 4.1 It is recommended that the Committee note the content of the report, specifically that a new model for Community Justice will be in place by April 2017, and note the timeline and deadlines for CPP input within this set out in Appendix 1.

**5.0 DETAIL**

- 5.1 The Scottish Government published their response to the consultation on the redesign of Community Justice on its website on 15 December 2014

The model proposed by the Scottish Government seeks to deliver a community solution to the achievement of improved outcomes for community justice and offender management, through the mechanism of Community Planning Partnerships (CPPs). In order to achieve this, there will be a national strategy developed jointly with local government and key partners, in consultation with stakeholders, to deliver against a set of long-term outcomes around reducing reoffending, increasing public safety, public reassurance, and reducing costs.

The proposed model is supported by the Convention of Scottish Local Authorities (CoSLA) and Social Work Scotland (formally ADSW). Argyll and Bute Council has contributed to consultations regarding this matter and supports the proposed model of redesign for community justice.

**5.2** There are key steps and a timescale to progress the move away from the Community Justice Authority to the Community Planning Partnership having responsibility for Criminal Justice (see Appendix 1). By the 1<sup>st</sup> April 2017 the new model of Community Justice will be in place in Scotland.

**5.3** The new model has different elements and defines the role of a newly-created national body (Community Justice Scotland: CJS) and that of a National Hub for Innovation, Learning and Development. It is intended that staff within the national body will have a mutually supportive relationship with their counterparts in CPPs.

#### **5.4 Local Strategic Planning and Delivery**

Whilst the Scottish Government model does not require CPP's to create separate 'community justice' partnerships, it underlines the need for local partnerships to ensure they can deliver, and indeed improve upon, the outcomes for community justice.

Each CPP will require to publish a plan and any aspects of commissioning will be guided by a national strategy document. A national performance management framework will also be developed for outcomes, performance and improvement.

Advice and support materials are being developed to support CPPs as they prepare for the transition and a series of local, regional and national events will be held to help raise awareness.

#### **5.5 Governance and Accountability under the Future Model**

The Scottish Government is clear that CPP's will not be accountable to CJS for performance and elected members will continue to have local scrutiny and accountability. CJS will, in the main, engage through the local partnerships, established through CPPs, which plan and deliver outcomes for community justice. Additionally, CJS may need to engage directly with CPP Chairs, Boards or with individual partners particularly around the sharing of best



practice and the resolution of any issues.

The issue of Multi Agency Public Protection Arrangements (MAPPA – the mechanism for the management of high risk offenders in the community) was raised throughout the process of consultation. MAPPA units are required to produce an annual report – in the new model this will be incorporated into the CPP annual report (which will be a statutory task for each CPP).

## **5.6 Funding**

When the legislation for the new model goes before the Scottish Parliament, there will be a Financial Memorandum to accompany this. However, the Scottish Government states that it is committed to ensuring the running costs of the new model will be met from within the existing resources to fund the current CJA model. In the future, Section 27 money will go directly to local authorities rather than via the CJA as it does presently. Work has already been started by the Scottish Government to look at the current funding model and a work-stream has been commissioned to look at incentivisation and the better linking of resources available to outcomes. However, it must be highlighted, that the model contains the requirement for all partners – not just Criminal Justice Social Work - to contribute or align resources and the expectation is that preventative approaches will be considered within local partnership arrangements as part of this.

In terms of funding CPP development and capacity, the Scottish Government will provide a transition fund of £1.6M per year (starting 2015/16) for a period of three years (although this will be subject to review at the end of 2015/16 due to the UK Comprehensive Spending Review). This will be split evenly between the Local Authorities at £50,000 each, but will only be released when the Scottish Government receives “credible” plans from CPP’s on how the money will be spent to support transition. The CPPs within the three Local Authorities covering the Criminal Justice Social Work Partnership in Argyll and Bute have the potential to “pool” resources and apply for a transitional fund of £150,000 per year.

## **6.0 CONCLUSION**

- 6.1 Argyll and Bute Council members and officers have been forward in supporting a local model of delivering community justice. Following consultation, the Scottish Government have agreed a model that places local determination at its core with the support of a national body.
- 6.2 Transition to the new arrangements is expected to be concluded by April 2017. During this time there is work to do, both centrally and locally, to ensure the detail is in place for a positive transition. This will include reviewing local arrangements and relationships with statutory and non-statutory services and, specifically, the new role and powers of the CPPs as governors of community justice.

## 7.0 IMPLICATIONS

### 7.1 Policy

There are no immediate policy implications. Argyll and Bute Council will continue to discharge its statutory duties in respect of services to offenders and the public through social work legislation and community safety planning.

### 7.2 Financial

Criminal justice social work services are provided via a ring-fenced grant under Section 27 of the Social Work (Scotland) Act 1968, administered through the CJAs. Administration of the grant will fall to the CPPs in 2017. There is an expectation by the Government that the redesigned community justice approach will be provided within the existing (or future equivalent) resources of partner agencies, which includes the Local Authority criminal justice service.

The cost of transition from CJA to CPP will be met through a 3 year fund from the Government and as such there should be no financial implication for the Council in this respect. The transition fund has been determined at £50,000 per year for each Local Authority with an opportunities to “pool” resources with neighbouring CPPs. It is important to note, the funding formula for determining the Section 27 grant for Local Authority Criminal Justice Social Work services is currently under review and therefore it is impossible to determine what the financial impact may be for the Council under the new arrangements. The current criminal justice partnership arrangement with the East and West Dunbartonshire’s affords financial economies of scale for Argyll and Bute.

### 7.3 Legal

The transition of governance and accountability to CPPs will require a review of the legal arrangements, currently in place between Argyll and Bute Council and North Strathclyde Community Justice Authority, which will transfer to the CPP. Consideration should be given to opportunities for CPPs to devolve aspect of day to day governance to the Local Authority Community Services Department.

### 7.4 HR

There are no Human Resource implications.

### 7.5 Equalities

There are no Equalities implications.

### 7.6 Risk

There is a risk to the Criminal Justice Partnership between Argyll and Bute, East and West Dunbartonshire’s. The new design allows for the continuance of existing partnership arrangements however this will be a matter for the CPPs to review and consider best value within the new governance arrangements.

7.7 Customer Service

The new arrangements for community justice, with local determination and delivery at its core with greater integration of all partners and third sector agencies, will provide an improved service to offenders and their families.

**Executive Director of Community Services**  
**Policy Lead: Cllr Mary Jean Devon**

16 March 2015

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**APPENDICES**

- Appendix 1: Timeline for implementation of Community Justice Redesign

## Appendix 1: Timeline for implementation of Community Justice Redesign

During 2014 – 2016/2017	Awareness raising, the delivery of information from Criminal Justice Authorities (CJAs) to their respective Community Planning Partnerships (CPPs) and support on the transition process
During 2015/16	<ul style="list-style-type: none"> <li>• The national strategy for community justice will be developed in consultation with key partners and stakeholders and will encompass the outcomes, performance and improvement framework for community justice</li> <li>• The national outcomes, performance and improvement framework will be finalised, having been discussed with key partners and stakeholders. This will include agreement of the approach to scrutiny and inspection</li> <li>• CPPs commence their planning activities</li> </ul>
January 2016	<ul style="list-style-type: none"> <li>• CPPs share with Scottish Ministers their intentions for how they plan to take forward arrangements for the strategic planning and delivery of community justice</li> <li>• CPPs make their plans for 2016/17 available to the Scottish Government for comment and to COSLA in support of the transition process</li> </ul>
1 April 2016	CPPs will be able to assume their responsibilities under the new model in transition with full responsibility being conferred from 1 April 2017 once the required legislation has been enacted
During second half of 2016/17	Community Justice Scotland will be established including <ul style="list-style-type: none"> <li>• Formal establishment of the body</li> <li>• Appointment of a Chair</li> <li>• Appointment of Board members</li> <li>• Recruitment of staff and commencement of sponsorship arrangements with the Scottish Government</li> </ul>
31/03/2017	CJAs are formally dis-established
1 April 2017	The new model for community justice in Scotland comes fully into effect