

Public Document Pack

Working with communities to improve the quality of life for all in Argyll and Bute

www.argyllandbutecpp.net



argyll and bute

communityplanningpartnership

Kilmory, Lochgilphead, PA31 8RT

Tel: 01546 602127 Fax: 01546 604435

DX 599700 LOCHGILPHEAD

3 November 2015

NOTICE OF MEETING

A meeting of the **BUTE AND COWAL COMMUNITY PLANNING GROUP** will be held in **CASTLE HOUSE, DUNOON** on **TUESDAY, 10 NOVEMBER 2015** at **9:30 AM**, which you are requested to attend.

Douglas Hendry
Executive Director of Customer Services

BUSINESS

1. WELCOME AND APOLOGIES

2. DECLARATIONS OF INTEREST

3. MINUTES

(a) Bute and Cowal Community Planning Group 11 August 2015 (Pages 1 - 10)

(b) Cowal Transport Forum 11 September 2015 (Pages 11 - 14)
(For noting)

(c) Forward Dunoon and Cowal 1 October 2015 (Pages 15 - 18)
(For Noting)

(d) Minute of the Third Sector and Communities CPP Strategic Group meeting held on 26th August 2015 (Pages 19 - 22)
(For Noting)

4. **STANDING ITEM: MANAGEMENT COMMITTEE UPDATE** (Pages 23 - 28)

Report by Community Planning Manager

5. **REVIEW OF SOA DELIVERY PLANS** (Pages 29 - 34)
Presentation by Community Planning Manager
6. **PLANNING OUR FUTURE - UPDATE BY ARGYLL AND BUTE COUNCIL** (Pages 35 - 58)
Copy of Report submitted to meeting of Argyll and Bute Council on 22 October 2015.
7. **OUTCOME 2: WE HAVE INFRASTRUCTURE THAT SUPPORTS SUSTAINABLE GROWTH**
 - (a) Progress Update on Local Development Plan (Pages 59 - 78)
Report by Planning Officer
 - (b) BT - Future Rollout Plans (Pages 79 - 90)
Report by BT Representative
 - (c) Cowal Fixed Link Working Group (Pages 91 - 92)
Report by Project Supervisor
 - (d) Scottish Water Activity Update
Report by North Regional Community Team Manager (to follow)
8. **OUTCOME 6: PEOPLE LIVE IN SAFER AND STRONGER COMMUNITIES**
 - (a) Report on Community Safety Partnership (Pages 93 – 96)
Report by Anti Social Behaviour Co-ordinator
 - (b) Update on Syrian Refugee Resettlement Programme
Verbal update by Business Improvement Manager
9. **OUTCOME 5: PEOPLE LIVE ACTIVE, HEALTHIER AND INDEPENDENT LIVES**
 - (a) Standing Item: Health and Social Care Integration (Pages 97 - 114)
Report by Integration Project Manager
 - (b) ADP Activities Update Report
Presentation by Business Improvement Manager
10. **PARTNERS UPDATES**
Opportunity for verbal updates by Community Planning Partners:
Police Scotland
Scottish Fire and Rescue
Third Sector
Loch Lomond and the Trossachs National Park
Bute and Cowal Community CAUCUS

NHS
Housing Associations
HIE

**11. DATE OF NEXT MEETING - TUESDAY 9 FEBRUARY 2016 AT 9.30AM IN
EAGLESHAM HOUSE, ROTHESAY**

Discussion facilitated by the Area Governance Manager on items for inclusion on the Agenda for the next meeting.

Outcomes to be discussed: Annual Review of Outcomes

Bute and Cowal Community Planning Group

Contact: Andrea Moir, Senior Area Committee Assistant, Tel: 01369 708662

This page is intentionally left blank

**MINUTES of MEETING of BUTE AND COWAL COMMUNITY PLANNING GROUP held in
EAGLESHAM HOUSE, ROTHESAY
on TUESDAY, 11 AUGUST 2015**

Present:

Willie Lynch (Chair)

Councillor Michael Breslin

Councillor Bruce Marshall

Councillor Len Scoullar

Councillor Isobel Strong

Alistair McLaren, Argyll Voluntary Action

Shirley MacLeod, Area Governance Manager

Iain McNaughton, Bute and Cowal Community CAUCUS

Chief Inspector Paul Robertson, Police Scotland

Jeannie Holles, Adult Learning Manager

David McKenzie, Loch Lomond and the Trossachs National Park

Brian MacDonald, SURF

Iona MacPhail, ACHA

Yennie Van Oostende, Health Improvement Team

Stephen Whiston, NHS Highland

Audrey Martin, Projects and renewable Manager

Alistair McIntyre, Mount Stuart

Adam Ellis-Jones, Mount Stuart

Robert Thornburn, BT

Stuart Robertson, HIE

Sue Gledhill, HIE

Max Barr, Third Sector Interface

Fiona Johnston, Area Education Officer

Viv Hamilton, NHS Highland

Carol Jones, Community Learning and Development Worker

Rhona Grant, Community Learning and Development Assistant

Anne Bruce, Adult Literacies Development Worker

Tracey Shields, Fyne Homes

Megan Morrison, Fyne Homes

1. WELCOME AND APOLOGIES

Apologies for absence were intimated from:

Councillor Gordon Blair

Councillor Alex McNaughton

Councillor James McQueen

David Adams McGilp, Visit Scotland

David Cowley, Scottish fire and Rescue

The Chair ruled and the Group agreed to take the following items out of sequence to facilitate officer attendance, these items were taken after item 5. Management Committee Update, of the agenda.

Item 11. (b) Adult Learning Provision in Bute and Cowal

Item 9 Partners Update (Police Scotland)

Item 7. (c) Health and Social Care Integration

2. DECLARATIONS OF INTEREST

There were no declarations of interest intimated.

3. MINUTES

(a) BUTE AND COWAL COMMUNITY PLANNING GROUP 12 MAY 2015

The minute of the Bute and Cowal Community Planning Group meeting of 12 May 2015 was approved as a correct record.

(b) BUTE COMMUNITY SAFETY FORUM 12 JUNE 2015

The minute of the Bute Community Safety Forum, 12th June 2015 was noted.

(c) COWAL TRANSPORT FORUM 19 JUNE 2015

The minute of the Cowal Transport Forum, 19th June 2015 was noted.

(d) FORWARD DUNOON AND COWAL 23 JUNE 2015

The minute of the Forward Dunoon and Cowal Group, 23rd June 2015 was noted.

(e) COWAL COMMUNITY SAFETY FORUM 23 JUNE 2015

The minute of the Cowal Community Safety Forum, 23rd June 2015 was noted.

4. MEMBERSHIP OF THE AREA COMMUNITY PLANNING GROUP

The Area Governance Manager took the Group through a report which provided an update on the membership of the Bute and Cowal Area Community Planning Group.

A discussion took place between the Group and the Area Governance Manager on the revision of the Membership, clarification of who is a current partner and potential ideas for broadening the membership.

Decision

1. The Group noted the report.

(Ref: Report by Area Governance Manager, dated 11 August 2015, submitted)

5. STANDING ITEM: MANAGEMENT COMMITTEE UPDATE

The Area Governance Manager took the Group through a report which provided feedback on the discussions that took place at the Community Planning Partnership Management Committee on 17th June 2015. It was noted that ensuring good communication and feedback between the Bute and Cowal Area Community Planning Group and the CCP management committee plays an integral role in ensuring that the process works.

Decision

1. The Group noted the report.

(Ref: Report by Area Governance Manager, dated 11 August 2015, submitted)

11. (b) ADULT LEARNING PROVISION IN BUTE AND COWAL

The Adult Learning Team provided a report, presentation and video which informed the Group about the Council's Adult Learning and Illiteracies service provision across Bute and Cowal.

Decision

1. The Group noted the report, presentation and video.

(Ref: Report by Community Learning Manager, dated 11 August 2015, submitted)

9. PARTNERS UPDATE -POLICE SCOTLAND

Police Scotland

The Chief Inspector provided the group with an area performance update, with the following noted:

- Serious crime has risen on last year with 5 incidents recorded this year. Chief Inspector Robertson clarified that last years figures were some of the lowest recorded with only 13 cases across Bute and Cowal for the whole year.
- Minor Assaults – Increase on last year in Cowal with 7 recorded and a decrease in Bute with 19 recorded.
- Weapons – 2 recovered in Cowal and 1 in Bute.
- Stop Searches – A full scale review is currently being carried out which will lead to changes in the current criteria and guidelines. From the 1st April 2015 74 searches have taken place in Cowal and 48 in Bute.
- Domestic Incidents – 20 reports each in Bute and Cowal respectively with a 94% detection rate.
- Anti Social Behaviour Orders – 26% less incidents than last year.
- Planned events – Chief Inspector Robertson informed the Group all plans are in place for upcoming events and he doesn't foresee any issuing arising, these events include a mod revival weekend, Bute Games and Cowal Games.
- The Group were also informed that a new Divisional Commander, Chief Superintendent Manders had been appointed.

(Ref: Verbal update by Chief Inspector, Police Scotland, dated 12 May 2015, submitted)

7. (c) STANDING ITEM - HEALTH AND SOCIAL CARE INTEGRATION

A report by the Head of Strategic Planning and Performance, which provided a progress update on the action undertaken to establish the Argyll and Bute Health and Social Care Partnership since it's last meeting was considered.

A discussion took place between the Group and the Head of Strategic Planning and Performance on the rationalisation of assets, future financial savings and implications, the role of the Joint Integration Board in relation to the two parent bodies that it sits with and the collation of performance indicative statistics and how this will be reported.

Decision

1. The Group noted the report.

(Ref: Report by Head of Strategic Planning and Performance, dated August 2015, submitted)

6. **OUTCOME 1: THE ECONOMY IS DIVERSE AND THRIVING**

(a) PROGRESS OF DELIVERY OF SOA OUTCOME 1

An HIE representative took the Group through a report which provided an update on progress at an overall strategic level for the period to end July 2015 on Outcome 1: The economy is diverse and thriving.

Decision:

The Group noted the report.

(Ref: Report by Highlands and Islands Enterprise dated 11 August 2015, submitted)

(b) STRATEGIC URBAN REGENERATION FORUM - ROTHESAY ALLIANCE FOR ACTION PLAN

A representative from the Scottish Urban Regeneration Forum took the Group through a presentation highlighting the key activities and focuses that need to be looked at for regeneration in Bute.

The Group and the SURF representative held a general conversation in relation to the pulling together of various initiatives and creating a streamlined process that could take regeneration in Bute forward.

Decision:

The Group noted the presentation.

(Ref: Report by SURF representative dated 11 August 2015, submitted)

(c) MOUNT STUART TRUST

Two representatives from the Mount Stuart Trust provided the Group with a verbal update on the Trusts activities for 2015 which included a large amount of redevelopment on various buildings within the estate, these properties will have an emphasis on being eco friendly, once completed they will either be rented out or used as holiday lets. There is also works ongoing to restore and reinstate an existing saw mill which will also produce bio mass.

The Group positively received this update and an invite was extended by the Mount Stuart Trust for members of the Group to visit current projects.

Decision:

The Group noted the verbal update.

(Ref: Verbal update by Mount Stuart Representative, dated 11 August 2015, submitted)

(d) VISIT SCOTLAND

The Group considered a report submitted by Visit Scotland which provided a breakdown of tourism and activities within Argyll and Bute for 2015/2016.

A representative from Visit Scotland had submitted apologies for the

meeting so therefore no further update was provided.

Decision:

The Group noted the report.

(Ref: Report by Visit Scotland dated 11 August 2015, submitted)

The Chair ruled and the Group agreed to take the following items out of sequence to facilitate officer attendance, these items were taken after item 6. (d) Visit Scotland Item 10. (a) Rural Broadband Connectivity
Item 10. (b) Free WiFi – Dunoon Town Centre

10. **OUTCOME 2: WE HAVE INFRASTRUCTURE THAT SUPPORTS GROWTH**

(a) **RURAL BROADBAND CONNECTIVITY**

A BT representative took the Group through a report which outlined the rollout of Superfast Fibre Broadband for Argyll and Bute, within a breakdown by area and a timeline for implementation.

A discussion took place between the BT representative, the HIE representative and the Group regarding the challenges and difficulties faced in providing high speed connections to the rural and remote areas of Bute and Cowal.

Decision:

The Group noted the report.

(Ref: Report by BT dated 11 August 2015, submitted)

(b) **FREE WIFI - DUNOON TOWN CENTRE**

The Projects and Renewables Manager informed the Group that currently a pilot project is being developed in Helensburgh to provide free WiFi to the town centre and there may be potential to roll this scheme out to other areas in the future. The Projects and Renewables manager will inform the Community Planning Group when any further progress relating to this item has been made.

Decision:

1. The Group noted the verbal update.

(Ref: Verbal update by the Projects and Renewables Manager dated 11 August 2015, submitted)

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

(a) **ACHA - ANNUAL UPDATE**

A representative from ACHA took the Group through an annual update report with provided a statistical breakdown of housing stock, along with a list of service provision, ongoing initiatives for 2015/2016, ACHA's key priorities and examples of community work that ACHA have undertaken.

The Group were also informed that Bute Advice centre are currently

providing ACHA with a Welfare Rights Officer and that funding was approved for a clerical post within Bute which has been filled.

Decision:

The Group noted the report

(Ref: Report by ACHA dated 11 August 2015, submitted)

Fyne Homes

A representative from FYNE Homes provided a verbal partner update at this point, with the following noted:

- Fyne Homes have employed a modern apprentice who was present at the meeting.
- Argyll Networks provide a Welfare Rights Officer to Fyne Homes.
- Partnership working between ACHA and Fyne Homes was highlighted.
- Projects will be run with a focus on the integration of health and social care to determine how housing fits into the new integration model.
- An NHS Nursery Nurse is currently working with Fyne homes one day a week.
- Building and development is continuing on various sites to provide shared equity and rented housing across Bute and Cowal.

Decision:

The Group noted the verbal update.

(Ref: Verbal update by Fyne Homes dated 11 August 2015, submitted)

(b) HEALTH IMPROVEMENT TEAM - ANNUAL REPORT

The Senior Health Improvement Specialist took the Group through an annual report providing a breakdown of activity during 2014-2015.

Decision:

The Group noted the report.

(Ref: Report by Senior Health Improvement Specialist dated 11 August 2015, submitted)

The Chair ruled and the Group agreed to take item 9 Partner Update – NHS Highland out of sequence to facilitate officer attendance. This item was therefore taken after item 7. (b) Health Improvement Team – Annual update.

9. PARTNER UPDATE - NHS HIGHLAND

The Localities Manager, NHS Highland provided the Group with a verbal update on the following:

- Integration – Ground level staff are enthusiastic, which will have a positive impact on creating a new joint working from the ground up.
- Technology enabled care funding – A pilot scheme on Bute for remote health

monitoring has now turned into a three year national project.

- Delayed Discharge – Additional funding is now in place which will help to enable the new national target of discharging a medically fit patient to the appropriate resource within two weeks.
- Integrated Care Fund – 13 bids currently in with an expectation of in excess of 20 bids by the closing date.
- Bute and Cowal Highland Games - Extra NHS resources are in place for both events.
- Winter planning process is already underway.
- A review on out of hours health service access is currently taking place, with a report on findings expected to go back to the Health Minister in September.

Decision:

The Group noted the verbal update.

(Ref: Verbal update by NHS Highland dated 11 August 2015, submitted)

8. BUTE SOA WORK

The Group considered a report of which it's purpose is to provide information on partnership working within Bute contributing to the single outcome agreement, an overview of progress on the SOA and a vision for bringing partners together on Bute.

The community development officer had submitted apologies for the meeting so therefore no further update was provided.

Decision:

1. The Group noted the report.

(Ref: Report by Community Development Officer dated 11 August 2015, submitted)

9. PARTNER UPDATES

The Group heard verbal updates from the following partners:

Scottish Fire and Rescue

The Area Commander had submitted apologies for the meeting so therefore no update was provided.

Loch Lomond and the Trossachs National Park

The representative from Loch Lomond and the Trossachs National Park having left the meeting early provided an email update post meeting to inform the Group of the following two points:

- Live Park – new NP Local Development Plan: final public consultation has closed and new Plan will come to the National Park Board for approval in the Autumn.
- Your Park – new camping management zones and bye-laws: this proposal is now with Scottish Ministers for decision.

(Ref: Email update by Loch Lomond and the Trossachs National Park representative dated 14 August 2015, submitted)

Scottish Health Council

A representative from the Scottish Health Council was not present at the meeting, so therefore no update was provided.

Argyll Voluntary Action

The AVA representative having left the meeting early provided an email update post meeting to inform the Group that Argyll and Bute now have a new third sector interface which became operational from the 1st August 2015.

(Ref: Email update by Argyll Voluntary Action representative, dated 11 August 2015, submitted)

Bute and Cowal Community CAUCUS

The Chair of the Bute and Cowal Community CAUCUS updated the Group on the following queries raised at the last Bute and Cowal Community CAUCUS meeting:

- Parking Policy – Concerns were raised regarding the new proposed parking policy and how this will affect residents and businesses in Bute and Cowal.
The Area Governance officer informed the Group that the parking policy was still in the consultation process and items for inclusion in that consultation should be raised through Elected Members
- Amenity Service – Concerns were raised regarding Argyll and Bute Council's financial constraints on grass cutting and general grounds maintenance.
- Community Benefits – Bute and Cowal Community CAUCUS would like to engage with the Procurement Team in order to gage further information on Community Benefits.
- Boundary Changes – Concerns were raised regarding proposals by the Boundary Commission that will affect the current geographical layout of the Bute and Cowal Wards.

(Ref: Verbal update by Bute and Cowal Community CAUCUS, dated 11 August 2015, submitted)

Housing Associations

This item was taken at 7. (a) ACHA – Annual update of the minute.

HIE

The representative from HIE was not present at this point of the meeting, so therefore no update was provided.

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

(a) EDUCATION QUALITY AND STANDARDS REPORT

The Area Education Officer took the Group through a report which provided an update on the progress being made within education in Argyll and Bute.

Decision

1. The Group noted the report and;
2. Noted the commitment of staff and the success and achievements of our children and young people.

(Ref: Report by Head of Education dated 11 August 2015, submitted)

10. OUTCOME 4: CHILDREN AND YOUNG PEOPLE HAVE THE BEST POSSIBLE START

(a) INTEGRATED CHILDREN'S SERVICES PLAN

The Area Education Officer in the absence of the Head of Education informed the Group that this report was for noting and they would feedback any questions or queries raised by the Group back to the Head of Education.

Decision

The Group noted the report.

(Ref: Report by Head of Education dated 11 August 2015, submitted)

11. DATE OF NEXT MEETING - TUESDAY, 10 NOVEMBER 2015 AT 9.30AM IN CASTLE HOUSE, DUNOON

A discussion was facilitated by the Area Governance Manager on items for inclusion on the Agenda for the Next Meeting under outcome 2(We have infrastructure that supports sustainable growth) and Outcome 6 (People Live in safer and stronger communities).

It was noted that attendees of the meeting should be encouraged to remain for the entirety of the meeting and members of the group should contact the Area Governance Manager if they have any agenda items they would like added.

Decision

1. The Group noted the proposed outcomes.

(Ref: Verbal update by the Area Governance Manager, dated 11 August 2015, submitted)

This page is intentionally left blank

**MINUTES of MEETING of COWAL TRANSPORT FORUM held in
CASTLE HOUSE, DUNOON
on FRIDAY, 11 SEPTEMBER 2015**

Present: Councillor Alex McNaughton (Chair)

Melissa Stewart, Area Governance Officer
Archie Reid, Strachur Community Council
Martin Hill, Scottish Fire and Rescue
John Forrest, Police Scotland
Keith Murray, Transport Scotland
Callum Robertson, Performance Manager
Fulton McInnes, Hunters Quay Community Council
Iain MacInnes, Lochgoil Community Council
Graham Revill, Kilmun Community Council
Martin Arnold, Public Transport Officer
Gordon Ross, Western Ferries
Simon Richmond, Caledonian MacBrayne
Scott Goodwill, Caledonian MacBrayne
Willie Lynch, Bute and Cowal Community CAUCAS

1. APOLOGIES

Apologies for absence were intimated from:

Elizabeth MacBride, Kilfinan Community Council

2. MINUTES

The minute of the meeting of the Transport Forum 19 June 2015 was approved as a correct record.

The following was raised from the previous minute:

- The Area Governance Officer reported back to Fulton McInnes on the progress made into investigating the parking at Western Ferries. The Performance Manager held a discussion with the Forum on the roads department's stance on the subject, stating that the roads department are aware there is an issue but there are no formal proposals as yet and suggested that a multi-agency review of the situation should be carried out in conjunction with transport Scotland and Police Scotland, with the findings reported back to a future transport meeting. Gordon Ross assured the Group that Western Ferries had been co-operative in working, specifically with the Police, to resolve issues.

3. TRANSPORT SCOTLAND

Keith Murray from Transport Scotland provided the Forum with a verbal update, the following points were noted:

- There will be a review of the response plan in connection with the one way system that is currently put in place to deal with road closures.
- The Group were informed that all issues raised at the last meeting had been raised at the last Taskforce meeting.
- Keith Murray told the Forum that the new VMS sign for Lochgolihead would be installed within ten days from the meeting and the VMS sign for Strachur should be in place in a months time.
- Information informing road users of Western Ferries as an alternative route is now included on the sign approaching the A83/A815 junction at Cairndow.
- A permanent solution for issues surrounding the Rest and Be Thankful is still ongoing with several options being looked at.

4. FERRIES UPDATE

Argyll Ferries

A representative from Argyll Ferries was not present at the meeting, however Simon Richmond from Caledonian MacBrayne dealt with a query raised by Willie Lynch on the lack of public consultation sessions being held in Dunoon and agreed to look at holding sessions in the area.

Western Ferries

Gordon Ross from Western Ferries provided the Forum with the following verbal update:

- Cowal Games weekend went very smoothly from a ferry point of view.
- Gordon Ross took the Group through the background to an incident that took place in August resulting in several road closures which had a significant impact on ferry traffic causing large queues at Hunters Quay, Gordon felt the handling of the situation by Western Ferries and the Police was very good.
- Gordon Ross inquired as to whether a timescale had been put in place for the closure and proposed works to the Queens Hall and whether this would result in any parts of Argyll Street being closes. The Area Governance Officer agreed to feedback this query to the Chord Project Manager and come back to the Forum with any information.

(a) Wemyss Bay Closure

Simon Richmond from Caledonian MacBrayne provided the Forum with a verbal update on the Wemyss Bay closure. The following points were noted:

- It was noted that work is currently ongoing, with the next phase being the closure of the pier, which will result in sailings from Rothesay temporarily coming into Gourock.
- There will be no change to the Argyll Ferries timetable.
- A joint ticketing agreement in principal with Western Ferries
- Signage will be adjusted accordingly.
- Disruption likely until March 2016.

(b) **Colintraive to Rhubodach Ferry Timetable**

Simon Richmond from Caledonian MacBrayne provided the Forum with a verbal update on the Colintraive to Rhubodach Ferry Timetable. The following was noted:

- It was noted that sailings will now move to half hourly which will simplify the timetable.
- Replacement slips should be installed next year.
- Current bus timetables to be tweaked to meet the ferries per the new ferry timetable.

5. PUBLIC TRANSPORT UPDATE

(a) **Bus Turning Circle Update**

The Community Transport Officer informed the Group that the Bus turning circle will be available for use from October onwards and told the Forum that it was thanks to funding from SPT and Transport Scotland that the Bus turning circle has been made possible.

(b) **Strachur Bus Route**

The Community Transport Officer along with representatives from Strachur Community Council held a discussion surrounding the Strachur Bus Route with the following noted:

- Proposals are in place to divert the Strachur buses via ardenslate but the Community Transport Officer stressed that this not happening yet and is a proposal which is currently subject of a consultation.
- A concern was raised from Strachur Community Council regarding an incident of children having to get of the school bus and onto the Carrick bus due to the bus being occupied by fare paying passengers. The Community Transport Officer commented that it is a school route so pupils should have priority over other users. He agreed to take this item away and look into it.

6. POLICE SCOTLAND

Sergeant John Forrest provided the Forum with a statistical breakdown from Police Scotland, with the following points noted:

- Cowal Games – no road policy issues were identified and the traffic plan didn't require implementation.
- A further explanation was given to the Forum from a policing perspective regarding the issues surrounding the overflow of traffic at Western Ferries in August. Sergeant Forrest explained that the required resources were not available to implement the one way traffic system at Western Ferries due to resources being deployed elsewhere to deal with other road related incidents.
- Police Scotland are currently addressing speeding concerns raised by Community Councils.
- The Group were informed that BEAR Scotland would be doing a briefing day regarding the incident at Ardbeg.

7. SCOTTISH FIRE AND RESCUE

Martin Hill from Scottish Fire and Rescue provided the Forum with a brief verbal update informing the Group that Scottish Fire and Rescue were continuing to carry out road safety initiatives which included a cut it out initiative aimed at younger drivers. Martin also informed the Group that he would be bringing Scottish Fire and Rescues revised strategy to the next meeting.

8. AOCB

A conversation was held between the Forum and the Road's Performance Manager regarding various damaged or old street and road signs of which the Road's Performance Manager undertook to look into.

9. DATE OF NEXT MEETING

The next Cowal Transport Forum will be held on Friday 4th December 2015 at 10am in Castle House, Dunoon.

**MINUTES of MEETING of FORWARD DUNOON AND COWAL GROUP held in
22 HILL STREET, DUNOON
on THURSDAY, 1 OCTOBER 2015**

Present: Councillor Bruce Marshall (Chair)

Councillor Michael Breslin
Shirley MacLeod, Area Governance Manager
Phil Keetley, Sea Kayaking Argyll
Derek Matthews, Amenity Technical Officer

1. APOLOGIES

Apologies for absence were intimated from:

Councillor Dick Walsh
Councillor Alex McNaughton
Councillor James McQueen
Sue Minns, Cowalfest
Janet MacKellar, Help
Iain McNaughton, Bute and Cowal Community CAUCUS

2. MINUTES

The minute of the Forward Dunoon and Cowal Group 23 June was approved as a correct record.

The Area Governance Manager went through the list of actions identified in the minute clarifying what had been actioned and what was still to be completed.

The Group agreed that items identified in the minute for inclusion in the November Community Planning Group agenda would now be taken at the February CPG meeting.

Actions

1. Councillor Marshall to consult with the Community Councils on potential of proposing pedestrianisation of Argyll Street, Dunoon.
2. Senior Area Committee Assistant to continue to try and contact No Fuss Events to invite them to the February Community Planning Group.

3. MATTERS ARISING

(a) Local Boundaries Commission Proposals for Cowal

Councillors Bruce Marshall and Michael Breslin provided the Group with a verbal update on the Local Boundaries Commission proposals for Cowal and expressed their concerns over the proposed changes.

A conversation took place between the Area Governance Manager and Councillors Marshall and Breslin relating to the clarity of proposed changes, along with the timeframes for consultation imposed by the Boundary Commission. Councillor Marshall informed the Group that a public petition is now in place.

Actions

1. Councillor Breslin requested that the Senior Area Committee Assistant obtain the Boundary Commission proposed maps from their website.
2. The Area Governance Manager will clarify through the Boundary Commission website what proposals currently stand.

4. OUTDOOR ACTIVITIES

(a) Sea Kayaking

Phil Keetley from Sea Kayaking Argyll provided the group with a verbal report on the origins, business breakdown, clientele and general activities that Sea Kayaking Argyll offers with the following points noted:

- Sea Kayaking Argyll caters for all ages from beginners to experienced sea kayakers but as a business generally focuses on older experienced clientele.
- Phil explained that he is keen to focus on the Sea Kayaking Argyll trail which on average takes four to five days and he is able to take up to four paying clients with him.
- The Business model for Sea Kayaking Argyll is focused on being expedition orientated.
- An agreement is in place between Sea Kayaking Argyll, Benmore Outdoor centre and Dunoon Grammar School for the maintenance of the kayaks that are used in Dunoon swimming pool.
- Phil expressed that he felt there was huge potential in the Cowal area for expansion of Sea Kayaking as well as other water sports.
- Councillor Marshall highlighted that Phil should liaise with the Cowal Marketing Group and tap into their resources, Councillor Marshall agreed to raise this with the Cowal Marketing Group and took contact details from Phil in order to report back any progress made to him.

A conversation was held by the members of the Group regarding suitable areas and properties that could be identified to provide accommodation for Sea Kayakers, the lack of suitable camping facilities and available public toilets was also discussed.

Actions

1. Councillor Breslin requested a breakdown of the whole running costs to Argyll and Bute Council for Public toilet facilities from Derek Matthews.
2. The Area Governance manager agreed to find the report on public conveniences that went to Bute and Cowal Area Committee and circulate it to Councillors Marshall and Breslin as well as Derek Matthews.

5. PARTNERS UPDATE

(a) Cowal Marketing Group

A representative from Cowal Marketing Group was not present at the meeting, so therefore no update was provided.

(b) **PA23 BID**

A representative from the PA23BID was not present at the meeting, so therefore no update was provided.

Derek Matthews informed the Group that he has been approached by Colin Moulson to look at relocating the stage for this years Christmas event, Derek confirmed that a meeting had been arranged to discuss this proposal, it was also noted that Colin should be reminded that applications for road closures should be submitted twelve weeks prior to the proposed event.

(c) **Cowalfest**

Sue Minns and Iain McNaughton had both submitted apologies for the meeting so therefore no update was provided.

6. AGENDA FOR CPG MEETING 10 NOVEMBER 2015

The Area Governance Manager took the Group through the two outcomes that will be covered at the November Community Planning Group meeting, and invited Members to discuss outcomes, any questions for the ACPG and suggest items for the agenda that are relevant to the outcomes.

No items for inclusion onto the agenda were raised at this time but the Area Governance manager informed the Group that any additional items could be submitted via email after the meeting.

Action

Senior Area Committee Assistant to invite representatives from the Dunoon Regeneration Party to the February meeting of Forward Dunoon and Cowal.

7. AOCB

Councillor Marshall expressed concern over dwindling tourism numbers in the local area and invited any suggestions from the Group on generating tourism.

Councillor Marshall also expressed concern over the proposed fees by Argyll and Bute Council to Evans amusements for the September weekend which resulted in no amusements being in Dunoon that weekend.

Action

Councillor Marshall requested a breakdown of income from car parking charges over the September weekend. Derek Matthews explained that this could only be done on a weekly basis.

8. DATE OF NEXT MEETING

The 2016 Partnership meeting schedules have not yet been created.

It was agreed that scheduling for 2016 meetings would begin with a meeting on Thursday the 14th of January and thereafter meetings would be held in April, June and October 2016.

Action

The Senior Area Committee Assistant will circulate dates to the partnership once they have been arranged.

THIRD SECTOR AND COMMUNITIES CPP STRATEGIC GROUP

Minutes of meeting held at Kilmory, Lochgilphead
(with VC links to Service Point, Islay and Hill Street, Dunoon)
At 10.00am on Wednesday 26th August 2015

Present:

Argyll and Bute Council: Cllr Robin Currie (Chair), Arlene Cullum, Colin Fulcher, Rona Gold, Mary Louise Howat, Laura Macdonald, Judy Orr

NHS Highland: Alison Hardman, Alison McGrory

Argyll and Bute TSI: Alistair McLaren, Petra Pearce

Scottish Fire and Rescue: David Cowley

Living It Up: Elaine Booth

HIE: Kirsten Logue

ABCAB: Gillian McInnes

In attendance: Rebecca Stokes (minutes)

<p>1. Welcome and Apologies Cllr Currie welcomed everyone to the meeting. <i>Apologies:</i> Eileen Bellshaw, Anna Watkiss (Argyll and Bute Council); Glenn Heritage (Argyll and Bute TSI); Lana Stewart (Police Scotland); Ailsa Clark (ABSEN); Alison McCrossan (Scottish Health Council).</p>	
<p>2. Minutes of Meeting 26 May 2015 Minutes were agreed as accurate.</p>	
<p>3. Matters Arising <u>Item 13 – Integration of Health and Social Care and implications/opportunities for the Third Sector</u> Following the update at the last meeting, Stephen Whiston agreed to answer any subsequent questions to allow the production of a FAQ sheet to be circulated to those who attended. This is still to be received from Stephen but will be circulated once available.</p>	
<p>4. Partner Updates Partner updates were circulated prior to the meeting. Additional comments:</p> <p><u>Community Learning and Development</u> <i>Community Development:</i></p> <ul style="list-style-type: none"> • Scottish Older People’s Assembly - Applications have been submitted to the Health and Wellbeing Fund with the hope of taking the Assembly out to the islands. • Alliance for Action - Feedback from the first public meeting on 2nd September will be given at the next meeting. <p><i>Youth Services</i></p> <ul style="list-style-type: none"> • Argyll and Bute Awards – Partners were asked to contact Martin Turnbull, Youth Services Manager, if they think they should have received an invite to the Awards ceremony on 24th September. <p><i>Adult Learning and Literacies</i></p> <ul style="list-style-type: none"> • The autumn programme are now available – Partners were asked to contact Jeannie Holles, Adult Learning and Literacies Manager, if they would like a copy of the programme. <p>Rona to invite Martin and Jeannie to become members of the Third Sector and Communities group.</p> <p><u>Digital Infrastructure</u></p> <ul style="list-style-type: none"> • Broadband and mobile infrastructure are separate programmes. 	<p>RG</p> <p>RG</p>

<p>have been achieved; consider socio-economic inequalities in determining the National Outcomes. Additional comments:</p> <ul style="list-style-type: none"> • As the Council currently have an asset transfer process, it will have to prove to be best value if it is to continue. • There are working groups within the Council and the CPP who are looking at the effect of the CEB in Argyll and Bute. • It is likely to be a year before the CEB comes in effect. 	
<p>10. Argyll and Bute Community Television – Alison McGrory www.argyllandbutecommunity.tv is a website that has been developed to host films of what is happening in Argyll and Bute. It has been funded by the Change Fund and provides an opportunity to raise awareness of partners’ work to help to promote Argyll and Bute as a good place to live and work. Films can be submitted directly to the website or links can be provided to films on YouTube. It was suggested that the community ‘topic’ updates from this meeting could be filmed and posted on the website.</p>	
<p>11. Integrated Care Fund update – Alison Hardman Alison talked to written update. Additional comments:</p> <ul style="list-style-type: none"> • There is one round of funding every financial year. • Alison to provide update to be provided on successful applicants. 	<p>AH</p>
<p>12. AOCB <u>LEADER</u> Colin gave an update on the 2014-2020 LEADER programme. Applications are not being accepted at the moment as awaiting confirmation from the Scottish Government to commence the programme. Hoping this will be towards the end of the year. Update to be provided at next meeting.</p> <p><u>ABAN</u> Gillian requested that ABAN to be an agenda item at the next meeting.</p> <p><u>ACPGs</u> Following a request from Shirley MacLeod, it was agreed that the draft minutes from this group can be circulated to ACPGs.</p>	<p>CF</p>
<p>13. Date of next meeting 24 November 2015 – HIE, Lochgilphead at 10am</p>	

Argyll and Bute Community Planning Partnership**Bute and Cowal Area Community Planning Group****3 November 2015****Agenda Item 4**



CPP Management Committee – update from meeting 30 September 2015

1. Purpose

- 1.1 The purpose of this paper is to inform members of the Area Community Planning Group of highlights from the CPP's Management Committee meeting on 30th September with particular emphasis on matters raised by Area Community Planning Groups.

2. Recommendations

- 2.1 Area Community Planning Group members are recommended to:

- Note the response set out in section 4.2 to issues raised by Area Community Planning Groups.
- Request that the Area Governance Manager, Shirley MacLeod, take any further comment to the CPP's Management Committee meeting on 18th December 2015.
- Distribute the attached highlights of the CPP Full Partnership meeting to interested and relevant persons and community groups.

3. Background

- 3.1 There are four Area Community Planning Groups (ACPGs), one in each of the council's four administrative areas. Following a recent review of governance arrangements there was agreement at their March 2015 meetings that the meeting dates for 2015/16 would correspond with the meetings of the CPP Management Committee to allow a better flow of communication.

- 3.2 At its meeting on 30 September 2015 the CPP Management Committee considered a report by the Area Governance Manager which presented highlights of discussions from each of the four Area Community Planning Groups and raised issues for consideration by the CPP Management Committee.

4. Detail

4.1 Area Community Planning Groups raised issues on the following points:

- Attendance at meetings.
- Presentation of information in reports to Community Planning Groups.
- Scheduling of two Area Community Planning Groups on the same day.
- Communicating and advertising meetings.
- How CPGs and local communities can become involved in influencing the Strategic Housing Investment Plan

4.2 The CPP Management Committee made the following commitments and actions:

- Grant Manders (Police Scotland, chair of CPP) asked CPP members to ensure that their organisations send their members to area community planning groups and that attendees stay for the duration of area community planning group meetings.
- Shirley MacLeod to introduce an executive summary part to the reports of Area Community Planning Groups to be piloted for a 12 month period.
- Shirley MacLeod to review the scheduling of the Bute and Cowal and Helensburgh and Lomond area community planning groups in March 2016.
- Rona Gold, Shirley MacLeod and Jane Jarvie to have a discussion on available resources to promote communication of meeting dates. Police Scotland offered to contribute to communications on meetings through their access to twitter.
- Shirley MacLeod to speak with Donald MacVicar on how CPGs and local communities can become involved in influencing the Strategic Housing Investment Plan.

4.3 The CPP also has a forum called the Full Partnership which meets annually. It met on 25th August 2015 in Machrihanish Airbase to reflect on progress and issues relevant to Community Planning in Argyll and Bute. Area Community Planning Group chairs and vice chairs were invited. Highlights of this meeting are attached for information.

5. Conclusions

5.1 This paper provides a response by the CPP Management Committee to key matters highlighted by Area Community Planning Groups. Members of the ACPG are asked to note the main issues

raised and that these have been responded to. Further issues and comments are welcome for the CPP Management Committee to consider at its meeting in December 2016. The highlights of the CPP Full Partnership meeting are attached for information and wider distribution.

6. SOA Outcomes

- 6.1 This paper is related to the working of Area Community Planning Groups which has an impact on all outcomes, as these are considered throughout the year at meetings.

Name of Lead Officer

Rona Gold, Community Planning Manager, Argyll and Bute Council
Tel: 01436 658 862

For further information please contact:

Shirley MacLeod, Area Governance Manager, Argyll and Bute Council
Tel: 01369 707 134

Attachment:

CPP Full Partnership meeting, 25th August, highlights.

This page is intentionally left blank

These are the highlights from the Argyll and Bute Community Planning Partnership (CPP) Full Partnership meeting on the 25th August 2015 at Machrihanish Airbase. These are for information purposes for Area Community Planning Groups and partner organisations to distribute freely.



- The Full Partnership complements the quarterly meetings of the Management Committee and Area Community Planning Groups to share best practice from the past year and set direction for the year ahead.
- The Full Partnership has not met for a couple of years. This is due to a review of CPP governance arrangements to refresh and improve our Community Planning Partnership and the recruitment of posts to implement this.
- The CPP Terms of Reference specifies that members of the Full Partnership are representatives of organisations and partnerships involved in the delivery of the Argyll and Bute's Single Outcome Agreement. These predominately come from those organisations named within the membership of the CPP's Management Committee, Chief Officers Group, Area Community Planning Groups and Single Outcome Agreement Delivery Plans.
- The meeting was held in a conference format rather than a board style to increase number of attendees, allow opportunity for networking and allow people to find out about matters relevant to their area of interest/ work.
- 92 delegates attended from a wide range of partner organisations.
- Councillor Dick Walsh, Council Leader and Chair of the Full Partnership opened the meeting and informed delegates that community planning is all about having ambition, and sharing and developing this in our communities. It was emphasised that for Argyll and Bute, our main ambition is to grow our population and our economy and that everyone has a part to play in this.
- Marco Biagi MSP for Local Government and Community Empowerment gave the key note address which focused on working together to make services work and how the four P's (prevention, partnership, people and performance) plus place and participation were the bedrock of all we should do. He also emphasised the importance of working with communities, involving them from the start of any change project.
- Nicholas Ferguson, CBE, Chair of the Economic Forum gave a brief overview of the Economic Forum and highlighted areas for opportunity in tourism and leisure, food production and employment and skills. He felt that affordable housing, mobile infrastructure and transport links were key barriers to growth.

- John Kelly from EKOS presented the findings of the Compelling Argyll and Bute study. The study engaged with community groups, organisations and over 400 businesses across Argyll and Bute. Findings revealed key constraints prohibiting growth across the area. A working group is taking these findings forward.
- Stuart Robertson, Director of Digital Highlands and Islands at Highlands and Islands Enterprise spoke on the roll-out of superfast fibre broadband to the area and how 85% of premises within Argyll and Bute should have access to it by the end of 2017. The current timetable for rollout within the area was also highlighted.
- Kathleen Johnston, Patricia Renfrew, Catriona Dreghorn, Ruth Reid and Dorothy Clark from NHS Highland and Argyll and Bute Council informed delegates of the work of the Early Years Collaborative and how Social Work, Education and Health departments all work together to ensure that children and young people in the Kintyre area have the best possible start.
- The breakout session on Co-production learnt the meaning of co-production (working in equal partnership with others to deliver services), how to co-produce services and looked at existing examples. Participants were asked to consider how co-production can enhance what they already did.
- Alan Budge from PB Partners gave an introduction to Participatory Budgeting, its context to the Community Empowerment Act and the different ways it could work – through mainstream budgets or grants. Participatory Budgeting enables communities to influence how part of a public budget is spent. The Community Planning team are working with PB Partners to look at how Participatory Budgeting could work in Argyll and Bute.
- ACT on the Single Outcome Agreement was led by Julie Young and Douglas Grierson from Argyll and the Isles Coast and Countryside Trust (AICCT). Participants learnt about various projects that AICCT were working on including ACT Argyll, tackling Rhododendrons, Secret Coast trails and Long Distance routes.
- The Dementia Friends break out session looked at the facts and myths surrounding dementia and encouraged participants to be more patient when speaking to people with dementia.
- Alasdair McKinlay from the Scottish Government presented a breakout session on the Community Empowerment Act. Participants received an overview over what was in the Community Empowerment Act and the expectations placed on Community Planning Partners. The Act will become law in 2016.
- Participants in the Health and Social Care Integration breakout session learnt about the plans in place to form a fully integrated board by the 1st April 2016. Lorraine Paterson outlined the management structure and participants learnt about the proposed strategic plan and locality plans.

If you have any queries on these highlights please contact: cppadmin@argyll-bute.gov.uk



SOA Delivery Plans

Review 2015/16

Delivery Plans

6 outcomes – 6 delivery plans

- 1. Economy**
- 2. Infrastructure – roads, digital, housing**
- 3. Education, skills, training**
- 4. Children and young people**
- 5. Active, healthy**
- 6. Safe, Strong**

Monitoring

- **Outcome Leads – cross partners**
- **Quarterly reports**
- **Identified key contacts and data suppliers**
- **Extracted local actions to form SOA:LOCALS.**
- **350 + actions**

Reviewing Delivery Plans

- **Consider information from the SOA:Local discussions**
- **Make sure the SOA is focussed on partnership actions**

Three steps

- **Consider all the information and meet with outcome leads (Nov – Jan)**
- **Update Area Community Planning Groups (Jan-Feb)**
- **Produce new delivery plans and review SOA:Locals (from April)**

Important

- **Required to:**
 - Report annually
 - Show detail on progress – figures, good data.
 - Prioritise to reduce inequalities and increase prevention.

**ARGYLL AND BUTE COUNCIL
CUSTOMER SERVICES**

**COUNCIL
22 OCTOBER 2015**

PLANNING OUR FUTURE - PUBLIC CONSULTATION

1.0 EXECUTIVE SUMMARY

- 1.1 In order to support the Council in progressing ideas for making savings to the right decisions for Argyll and Bute, the Council will carry out a public consultation exercise as part of planning our future.
- 1.2 The consultation will seek the views of our communities on savings options and suggestions for innovation, efficiencies and income growth.
- 1.3 This report sets out for comment the proposed public consultation.

2. RECOMMENDATIONS

- 2.1 That Council approves the public consultation.

ARGYLL AND BUTE COUNCIL

Council

CUSTOMER SERVICES

22 October 2015

PLANNING OUR FUTURE – PUBLIC CONSULTATION

1.0 SUMMARY

- 1.1 Argyll and Bute Council aims to work with as well as for the people of Argyll and Bute.
- 1.2 The Council will therefore carry out a public consultation exercise as part of our planning our future process.
- 1.3 The consultation will seek the views of our communities on options for making savings, so that their views contribute to taking ideas to the right choices for Argyll and Bute.
- 1.4 It will also ask for community suggestions on innovation, efficiencies and income growth.
- 1.5 This report sets out the proposed public consultation.

2.0 RECOMMENDATIONS

- 2.1 That Council approves the public consultation approach set out in Appendix 1.

3.0 DETAIL

- 3.1 With its funding set to fall considerably in future years, the Council has no choice but to make choices about its future service delivery.
- 3.2 The Council will continue to be a major provider of services, and a key employer in Argyll and Bute. However change will happen to what it does and how it works.
- 3.3 The views of our communities are sought on the wide range of options identified for making savings primarily over the next two years, in addition to inviting suggestions for transforming how it works and for growing income to support service delivery in future years.
- 3.4 The consultation explains the context for change having to happen and invites respondents to assess all options on the basis of 'strongly agree', 'agree', 'neutral', 'disagree' or 'strongly disagree'.
- 3.5 The consultation provides:

- the list of savings options identified, value of savings to be achieved and information on the ideas.
- the opportunity for people to assess only the options of importance to them; assess all options, and/or indicate which of these overall approaches they prefer to making savings - transformation, growing income, reducing, stopping services.
- Savings are highlighted by colour as general categories of work, and listed alphabetically within the four overall approaches.

3.6 It is proposed to carry out the consultation exercise using methods that have proven most useful to citizens in previous budget consultation exercises, including:

- website/social media questionnaire
- Citizens' Panel survey
- Reaching younger people through our Youth Services
- Working with our Third Sector Interface partners to reach people who would not normally proactively respond to a survey
- Printed questionnaires in libraries and customer service points

3.7 An additional step is also planned to help ensure a balanced and representative response: focus groups will be carried out across the area seeking qualitative feedback on options.

3.8 The consultation will be promoted in different ways including:

- On-line (via the website and social media channels)
- Advertising in local media
- Email distribution to our community planning partners and community councils
- The Council's weekly news round up

3.9 Findings will be collated and presented to a Special Policy and Resources Committee in January 2016.

4.0 CONCLUSION

4.1 The overall aim of the consultation approach is to maximise the likelihood of public involvement by providing opportunities for different levels of involvement.

5.0 IMPLICATIONS

- 5.1 Policy: Consultation findings will support service choice decisions.
- 5.2 Financial: costs are allowed for in the Communications/Strategic Finance budgets.
- 5.3 Legal : none
- 5.4 HR :Change will be managed within all relevant HR policies and procedures.
- 5.5 Equalities: The consultation will be available in different formats

- 5.6 Risk: The approach proposed is designed to encourage feedback at whatever level people are comfortable with, while also ensuring full and balanced responses.
- 5.7 Customer Service: Providing feedback on actions taken following consultation will support future citizens' involvement.

Douglas Hendry
Executive Director, Customer Services

Further information:

Jane Jarvie, Communications Manager, tel: 01546 604323

Appendix 1: Proposed content of consultation

Appendix 1: Proposed consultation content

Planning our Future – Public consultation
From ideas to the right decisions for Argyll and Bute
Please tell us what matters to you

The consultation is set out so that you can give whatever level of response suits you.

- Section 1: Key aims in transforming the work of the Council – do you agree with them?
- Section 2: Savings categories and options: as change must happen, with which options would you least and most agree?
- Section 3: Innovation: we'd like to hear your views on transforming our work to make savings and grow income.
- Section 4: Next steps – the service choice process.

Welcome from Councillor Dick Walsh, Leader of Argyll and Bute Council:

“We would like to do all that our communities want their Council to do for them, but drastically reduced funding means that this just is not possible.

We need to make choices about the work we do. We need to identify what is most important now, and for our future prosperity. We need to decide how we can make best use of the resources we have.

We would like to make these choices with you, which is what this consultation is about.

The consultation sets out a wide range of ideas for how we might make the savings we must, primarily over the next two years.

The Council has worked hard to find ways in which to transform how we do things and to preserve as many services and jobs as possible. We will continue to be a major employer and we will continue to support all aspects of our communities' lives.

However reduced funding will mean change for us all. We would ask you therefore to take time please to answer this consultation.

Work with us in progressing from ideas to the right decisions for Argyll and Bute. Thank you.”

Facts and Figures

- The Council provides a huge range of services.
- 80% of a council's funding comes from the Scottish Government.
- Over the next five years our funding is expected to be reduced significantly. Budget estimates show that we will have to bridge a funding gap of between £21.7 and £26 million.
- This means a savings target of around £9 million in both 2016/17 and 2017/18 with further savings in future years.
- The Council has already delivered savings of £32 million over the past six years; and recently agreed a further £1 million that can be made without impact on policy, number of jobs or communities.
- While making savings, we must also continue investing in building a prosperous future for Argyll and Bute.

Section 1: Key aims in transforming the work of the Council		
Invest in the future	Funding for services is connected to the size of the population. We need to attract people and businesses to the area to create prosperity, and to secure funding for future council services.	<p>Do you agree with these as key aims:</p> <p>Yes</p> <p>No</p> <p>If no, please comment</p>
Support our communities now by: <ul style="list-style-type: none"> - Protecting jobs - Provide help most important now 	Employment supports individuals, their families and their local economy. All our services are desirable, we must preserve those most important now.	

Section 2 (a): Categories of savings

We would like to know your views on which services are most important to you now and to building prosperity for our future.

Categories of options			Please indicate below which of these overall categories you most support.
Transform	Grow council income	Reduce and retain	Stop to save
Innovation, doing things differently, achieving efficiencies – these can lessen impact of reduced funding.	Increasing charges reduces savings to be made and protects services	Reducing services could avoid losing services and achieve savings	We deliver a huge range of services; reduced funding does not allow all to continue

Section 2(b) – savings options

- To ensure choice, there are more options identified here than we need to take
- Options are wide ranging and include potentially reducing our workforce of 5,000+ by 306 posts (FTE *) through redundancy and 125 by transfer to a new organisation.
- To support our employees the Council has invited interest in voluntary redundancy to create opportunities for posts at risk.

(*) FTE (full time equivalent) - one FTE refers to hours that make up one full time job; full time hours may be split into part time jobs.

How options are listed

Options are listed alphabetically by area of work, in the four categories above. The colours below help you find particular categories of work.

- Pink: Community and Culture – sports, leisure, libraries, museums, community planning
- Purple: Customer/council support services – customer service points, registrars, internal council support services
- Orange: Development and Planning – economic development, planning and regulatory services
- Yellow: Education services
- Blue: Housing services
- Black: Roads and Amenity – refuse collection, recycling, street cleaning, roads and environmental services
- Grey: Social work/care services

Please assess options based on: 1 = strongly agree, 2 = agree, 3= neutral, 4= disagree, 5 = strongly disagree.

		Transformation			
		Innovation, doing things differently, achieving efficiencies			
1	2	3	4	5	
Area of work	Option	Comment	Saving £000		
Community Development and Community Planning	Reduce cost of combined community development and community planning teams.	1.7 fewer FTEs Less staff attendance at meetings.	71		
	Introduce consistent management arrangements for our four main community centres.	By changing the current arrangements with Centre Councils, the Council could deliver a consistent approach to pricing across the area.	45		
Creditors	Reduce postage, stationery, and printing costs	Increase email correspondence and electronic transfer (BACS) transactions.	13		
Customer Service Centres	Tiree Service Point service – deliver through contract with voluntary sector	This is in place in Jura and Colonsay. 0.5 fewer posts.	19		
	20% savings on postage, printing and stationery in all service points	Communicate by email rather than post.	10		
Facility services	Develop a Council catering service for events, functions etc	Build on the ad hoc special catering service already provided.	40		
	Spend to save: water utility savings	No significant impact on current service	100		
	Spend to save: energy use savings	No significant impact on current service	25		
	Increase heating efficiency through use of biomass boilers	Minor disruption at point when boilers are installed.	12		
	Reduce costs of Estates Section, through use of external service providers	1.4 fewer FTEs required Increased opportunities for external providers.	50		
	Improve use of fleet (transport) resources between council teams	1 fewer FTE required Consider external partnership working.	16		
Housing	Transfer of strategy staff costs to Strategic Housing Fund.	Subsidy for 5 fewer new houses available.	137		

Improvement and HR	Redesign delivery of personal safety training for employees.	1 fewer FTE required Develop on-line/face to face training	38					
	Redesign the Health and Safety Advisory Team, and develop on-line support	1.5 fewer FTE required. Increase on line support. Prioritise higher risk service areas.	81					
	Combine Improvement and Organisational Development, and Human Resources teams to create a single service	12.2 fewer FTEs required This would provide council services with a 'one stop shop' for support on people management and improvement.	511					
Information Technology	Replace broadband circuits to offices and schools with cheaper, lower bandwidth alternatives	Bandwith requirements will be matched to level of use.	139					
Leisure and libraries	Create Charitable Leisure Trust, bringing together Council owned community halls, libraries, swimming pools and fitness facilities.	This would reduce council jobs; posts would transfer to the new organisation. Experience of other councils would be drawn on in establishing an effective Trust.	700					
Planning and Regulatory Services	Reduce business support costs by efficiency savings provided by staff reductions.	1 fewer FTE to provide business support.	20					
	Reduce central administration costs by improved processes and systems.	1 fewer FTE to provide support.	16					
Revenues and benefits	Reduction in postage, printing and stationery costs	Stop providing pre-paid envelopes; increase correspondence by email	23					
	Council tax e-billing /landlords portals – replace external contract.	In-house solution to be developed; if unavailable withdraw the service	50					
	Retrieve cost of administering the double charge Council Tax from the income raised.	Double charge council tax applies to empty homes.	80					
	Benefit advisor posts –reduce to match expected reduction in caseload.	2 fewer FTEs. Introduction of Universal Credit is expected to reduce caseload.	48					
Roads and Amenity Services	Move to a 3 weekly collection for general waste (green bin), continue fortnightly	7 fewer FTEs New shift pattern to make better use of	548					

	recycling collections using double shift patterns.	fewer vehicles.						
	Energy Reduction Lighting programme	Use new lighting units that would reduce maintenance and energy costs.	150					
Social Work/Care Services	Social Work is the Council's second highest area of spend after Education. In 2014/15 we spent £55.4 million on these services. Proposed savings are for 4%-6%.	Social work/care services will join with health services as the Health and Social Care Partnership from April 2016. Identifying and delivering savings will be progressed by the Partnership.	£2.25m - £3.37m					
Strategic Finance	Review staffing of the team	7 fewer FTEs Training on-going to develop team skills, self-service routes for managers.	259					

Grow council income								
Increasing charges reduces savings to be made and protects services								
Area of work	Option	Comment	Saving £000	1	2	3	4	5
Economic Development	Reduce subsidies to freight operators at Campbeltown	Phased withdrawal of subsidy. From 55% to 33% to 18% to standard rates from 2018/19.	58					
	Increase piers and harbours berthing charges	Charges (for commercial shipping) depend on gross registered tonnage.	37					
Education	Increase fees for non statutory music tuition by 50%. Fees cover lessons throughout the August to June school session.	£150.80 per August–June session to rise to £226.20 for one pupil/one instrument. Cost for a sibling/another instrument to rise from £135.80 to £203.70.	50					
Planning and Regulatory Services	Introduce charging, of developer or property owner, for statutory street numbering	In place in other council areas. £75 to name/number or rename first property and sliding scale for additional properties e.g. £210 for 10 properties and £710 for 50, plus £150 for each new street name	10					
	Introduce charging for pre-application advice for major and locally significant planning applications.	In place in other council areas. Flat fee approx.£1,000 for major applications; maximum of approx. £800 for locally significant.	10					
	Introduce charges for Phase 1 Habitat Surveys	£600 per survey.	3					
	Increase charges to businesses for inspection and certification of food export certificates	Already in place in other council areas. £17 per certificate.	12					
	Increase income from private landlord registration scheme	Targeted enforcement work on unregistered private landlords	8					
Revenues and Benefits	Apply landlord penalties	This would apply to landlords providing tenant information late making it difficult	64					

		to collect council tax.					
Roads and Amenity Services	Increase burial charges by 20% plus inflation	From £488.65 to £604 (burial) From £507.95 to £627.83 (cremation)	79				
	Increase cremation charges by 20% plus inflation	These costs below average in 9 comparative local authority areas	59				
	Charge for, or remove services, for Cowal Games	This covers temporary toilets, event support, litter collection, staffing etc	30				
	Increase parking charges	80p to £1; Introduce to Mull car parks; Year round charging	150				
	Recover full cost for event banners and other activities associated with events.	Recover costs from this non-core council activity, or do not provide the support.	15				

Reduce and retain								
Reducing services could avoid losing services and achieve savings								
Area of work	Option	Comment	Saving £000	1	2	3	4	5
Adult learning and literacies	Reduce Adult Learning and Literacies service	3.4 fewer FTEs Reduction in classes, courses and other learning support and materials.	104					
	Reduce spend by 50% on adult learning and literacies resources and tutors.		29					
Arts and festivals	Reduce grants to major events and festivals by 20%	Funding/grants to continue to be available but to lesser amount.	37					
	Reduce arts development budget		10					
Community Development and Community Planning	Reduce third sector grant funding by 10%		14					
Customer Service Centres and Registration	Reduce service point opening hours to 30 hours a week. Stop taking council tax payments in servicepoints, promoting alternative options (direct debit, online, Paypoint)	3.5 fewer servicepoint staff, 2 fewer telephony staff, one fewer systems support staff, and (2018/19) one fewer in management structure	207					
	Rothesay service point – reduce opening hours further to 17.5 hours per week	0.5 FTEs removed This service point has the lowest volume of customer face to face contact.	20					
	Reduce property maintenance costs - remove small repairs budget at Jura and Colonsay service points	Small repairs would not be done in these properties. Requirements to date have been minimal.	4					
Governance and Law	Reduce area committee/governance functions with reduced support for Elected Members.	9.8 fewer FTEs required Options include fewer area and central committee meetings, no support for partnership/community planning meetings, increased 'self service' support for elected members.	301					
Housing	Reduce funding to energy and mediation	For example – 50 cases were referred for	41					

	advise services where there are other funding opportunities or reduced service demand.	mediation in 2014/15 compared to 75 the previous year.					
	Reduce funding by 25% for domestic abuse outreach support	Funding to continue to be available but reduced amount	40				
	Reduce funding for tenancy support contracts		191				
	Reduce funding for Rent Deposit Scheme, and service user involvement.	Service user consultation to be carried out by in-house staff; funding reduced in line with demand over past 2 years.	14				
	Reduce budget for Housing IT, strategy development and staff training.	Majority of Strategy work done in 2014/15.	51				
	Reduce staffing costs	1 less FTE; impact on capacity for partnership work, and promotion of housing information.	45				
Education	Reduce the disability access budget (for adaptations in education centres)	The level of demand has meant that this budget has been underspent previously.	20				
	Reduce home and hospital tuition (25%)	Reduced in line with past demand	3				
	Reduce Quality Improvement Team materials (60%)	Reduced opportunities for equipment loans and staff training.	15				
	Reduce specialist equipment budget (20%)	The level of demand has meant that this budget has been underspent previously	7				
	Reduce Repairs Outside Contractor costs for Special Education HQ by 39%	Use risk based approach to property maintenance.	7				
	Reduce Additional Support Needs (ASN) assistants by 45%	72 fewer FTEs Deliver efficiencies and match resources to greatest assessed need.	1,370				
	Reduce Creative Arts in Schools Team by 20%	0.2 FTE reduction Reduction in range of programmes for pupils.	5				
	Reduce instrumental instructors by 20%	2.6 fewer FTEs Impact on choice of instruments available	99				

	Reduce level of support available to the Council and providers of Early Learning and Childcare	6 fewer FTEs 40% reduction in council pre-5 resource budgets.	553					
	Withdraw 3% annual increase in payments to Early Learning and Childcare commissioned providers	Continue to commission providers to meet requirement for 600 hours of early learning for 3 and 4 year olds but remove annual increase.	82					
	Reduce Central Support Staff	4 fewer FTEs Reduced administrative support.	78					
	Reduce central PE facilities budget by 50%	Reduce options for example to hire venues for PE.	60					
	Reduce janitorial cover budget by 20%	Cover continues to be available but reduced.	16					
	Reduce central repairs budget by 20%	Prioritise repair work required. .	159					
	Reduce clothing grant budget by 30%	Demand has been less than the budget previously allocated	39					
	Reduce Classroom Assistants by 20% - primary schools	8 fewer FTEs across all 79 primary schools. Resources matched to greatest assessed need.	137					
	Reduce Classroom Assistants by 20% - secondary	6.6 fewer FTEs across all 10 secondary schools. Resources matched to greatest assessed need.	110					
	Reduce clerical assistants(20%) - primary	13 fewer FTEs Prioritise support provided.	217					
	Reduce clerical assistants (20%)-secondary	6.2 fewer FTEs Prioritise support provided.	108					
	Reduce pupil support assistants (20%) primary	3 fewer FTEs 111 fewer hours per year across 30 primary schools. Resources matched to greatest assessed need.	62					
	Reduce janitor costs by 20% - primary	8.6 fewer FTEs Prioritise service provided.	153					
	Reduce janitor costs by 20% - secondary	2 fewer FTES Prioritise service provided.	39					

	Reduce supply teacher costs (20%)– primary	Cover to continue to be available but to a reduced level.	98					
	Reduce supply teacher costs (20%) – secondary		75					
	Reduce grounds maintenance by 20% - primary	Work to be prioritised.	12					
	Reduce grounds maintenance by 20% - secondary		8					
	Reduce (devolved) budgets for individual schools by 20% - primary	These budgets are supplementary to the central education budget.	85					
	Reduce (devolved) budgets for individual schools by 20% - secondary	Expenditure to be prioritised.	105					
	Reduce school technician costs	6 fewer FTEs: reduced support for delivery of technical, ICT and science.	170					
	Reduce Educational Psychology Services budget by 7%	0.6 fewer FTEs. Reduced visits to schools.	37					
	Reduce budget for residential schools (outside the area) by 7%	Young people cared for outside the area reduced by 53% over last 5 years.	74					
Facility Services	Reduce by 14.5% central repairs budget by removing planned maintenance for schools, libraries and social work premises	3 fewer FTEs Maintenance to be prioritised.	164					
	Reduce by 8% central repairs budget by removing planned maintenance for shared offices from 2016/17	1 fewer FTE Maintenance to be prioritised.	46					
	Reduce by 22% shared office central repairs budget from 2017/18	Maintenance to be prioritised.	118					
	One off 25% reduction in bus stop/shelter budget in 2016/17 only	Prioritise/reduce bus shelters and stops built or replaced in 2016/2017.	16					
Housing	Reduce Housing budget for Rent Deposit Scheme, and cost of Housing service user involvement	Service user consultation to be carried out by in-house staff	14					
	Reduce Housing budget for IT and Strategy	Limit survey and research work possible.	51					

	development, and training.							
	Reduce Staffing costs	1 fewer FTE. Reduced capacity to participate in partnership and promotion work.	45					
Libraries	Reduce Library management costs	1 less FTE Reduced capacity to deliver library service	40					
Planning and Regulatory	Reduce Development Management team – validation and registration of planning applications	1 fewer FTE Longer time to register planning applications.	30					
	Remodel Planning enforcement team	1 fewer FTE (vacant post) Increase in response time to complaints about planning breaches	42					
	Remodel Access Team	2 fewer FTE (one post currently vacant, one potentially from 2018) Focus on statutory duties only	50					
	Remove vacant Regulatory Services alternative enforcement post	0.6 post removed. This post has been vacant for 18 months.	17					
	Reduce the debt counselling service	1 fewer FTE Focus on complex cases affecting most vulnerable people	36					
	Review Development Policy Team	Staff reduction equivalent to £50,000. Ability to deliver Local Development Plan and so support jobs, housing and the environment reduced.	50					
Roads and Amenity Services (R&A)	Close 43 public conveniences that cannot be run without cost to the Council	7.6 fewer FTEs These are located across Argyll and Bute	140					
	Reduce hedge maintenance from 2/3 to 1 cut per year	0.9 fewer FTEs Hedges to be maintained in winter only	18					
	Reduce to one grass cut per year / stop grass cuts	1 fewer FTE One cut in October/November; allow some areas to grow wild.	21					
	Reduce Environmental Warden Team	4.5 fewer FTEs Reduced enforcement /monitoring of litter, pest control, dog	113					

		fouling, commercial waste etc					
	Reduce Street Sweeping frequency (50%)	4.5 fewer FTEs Streets maintained to reduced standards	79				
	Reduce maintenance- R&A property (25%)	Prioritise dangerous/urgent work	64				
	Reduce maintenance of depots (25%)		26				
	Additional reduction in staffing across the Roads and Amenities service	Approx. 8 fewer FTEs Impact on areas' visual appearance	167				
	Reduce coastal and flooding work budgets	1.8 fewer FTEs Priorities for coastal protection and flooding work to be set	81				
	Reduce bridge assessment budget	0.2 fewer FTEs Prioritise most vulnerable structures	13				
	Reduce central administration costs through improvements to process and systems, and a reduction in training budget	1 fewer FTEs Source alternative training options (eg e-learning).	64				
	Reduce budget for road works / bridge maintenance	3 fewer FTEs Work to be prioritised.	164				
	Street lighting – increase planned repairs on an area basis, reduce reactive repairs	0.5 fewer FTEs Longer response time for lighting repairs.	49				
	3 weekly general waste, bi-weekly co-mingled uplift by internal resource for Islay.	This is in line with other local areas	17				
	Remove vacant posts in Waste Management service	2 fewer (vacant) FTEs Roads and Amenity service to be restructured	54				
	Further reduce road operations costs (from 2017)	Up to 5 fewer FTEs Savings to be sought across range of service activities.	140				
	Further reduce central support team (from 2017)	2 fewer FTEs Reduced level of administrative support	60				

Stop to save								
We deliver a huge range of services; reduced funding does not allow all to continue.								
Area of work	Option	Comment	Saving £000	1	2	3	4	5
Culture and libraries	Withdraw mobile library service	3.5 FTEs removed The service travels to remote mainland communities, Islay and Mull.	137					
	Offer Campbeltown Museum for community ownership.	If no interest from the community, close the Museum	37					
Education	Withdraw services that the Council is not required to provide for children under 5	8 FTEs removed Withdraw community childminding service	382					
	Remove Attendance Officer posts	4 FTEs removed Loss of support for schools in following up on pupil absences.	68					
	Remove management development and training budget – primary schools	Reduced opportunity for professional development of teaching staff	49					
	Remove management development and training budget – secondary schools		37					
	Remove school librarians in secondary schools	10 FTEs removed Reduction in library resource for pupils	319					
	Stop paying for lunches for lunchtime supervision staff – primary	Staff volunteer for supervision	12					
	Stop paying for lunches for lunchtime supervision staff – secondary		12					
	Withdraw Early Years third sector grants and services	Impact on families who receive services through this funding across the area.	183					
	Remove Early Years Change Fund		90					
	Remove budget for external support in modern language education	Foreign language training to be provided through the Scottish Government	36					

		Languages 1+2 budget						
	Remove subsidy payments to community swimming pools	Subsidy currently paid to swimming pools in Mid Argyll and Islay.	15					
	Remove central budget for additional ASN assistant cover (eg in-service days)	Use existing resources	80					
Facility Services	Remove out-of-hours property emergency line cover	Repairs to be reported Monday to Friday between 9am and 5pm.	9					
	Remove discretionary community transport grant funding	Support no longer available to community transport groups.	93					
Planning and Regulatory	Remove aerial photography provided by Ordnance Survey	Council still able to provide a similar service.	5					
	Remove general budget for local development plan consultation events	Increase on-line consultation	5					
	Remove software/licences used for local development plan consultation	Internal software solutions to be developed	24					
	Remove budget for footpath maintenance and signage works	Reduce activity to core duties –statutory access rights/of way, and up-to-date Core Path Plan.	5					
	Remove footpath survey software and Local Access Forum support budget	Use alternative ways of surveying, and supporting the Forum.	4					
	Remove specialist legal expenses budget for resolving access disputes	Draw on internal legal advice if it is required.	8					
	Remove direct funding to advice agencies	This funding supports general advice organisations.	55					
	Revenues and benefits	End (discretionary) non-domestic rates relief for charitable bodies.	This will vary between 20% and 100% depending on charitable status.	90				
Roads and Amenities	Removal of hanging baskets	1.5 FTEs removed. Reduce visual appeal.	30					
	Replace annual bedding displays with grass areas	1.6 FTEs removed. Reduce visual appeal.	33					
	Remove rose and shrub beds, return to grass	3.4 FTEs removed. Reduce visual appeal.	70					

	Removal of Christmas lights	Free up staff for lighting maintenance	100					
	Remove all school crossing patrollers	13.5 FTEs removed. This is not a core function of a council.	200					
	Remove food waste collections in Helensburgh area	4 FTEs removed Helensburgh is the only area in Argyll and Bute designated (Scottish Govt/Zero Waste Scotland) for food waste collections.	76					
	Remove subsidies to Tobermory Harbour Association	Subsidy to be removed on a phased basis.	8					
Strategic Finance	Review size of team further.	3 FTEs removed Service provided to Council would reduce	120					

Section 3: Transforming for the future: we'd like to hear your ideas on how we could transform what we do, make savings or grow our income.

As indicated in many of the options listed, the Council has taken steps to find ways in which we can transform how we work and reduce the impact of savings on employees or communities, by making efficiencies or growing our income.

This focus on innovation will continue in order to support the Council and our work in the short and longer term. As part of this we invite your views on the questions below.

Transformation for the future – innovation, savings and growth		
Question	Comment	Yes / No
Would you support the Council sharing the delivery of services with other organisations as a way to make savings?		
Would you support an increase in council tax?		
What would you recommend for making savings or generating income for the Council?		
Other comments		

Thank you for letting us know your views and sharing your ideas. Information will be available on how answers to the consultation have contributed to decisions made, after the budget setting meeting scheduled for February 2016.

Section 4 - From ideas to decisions – the service choice process.

We have:

- Considered what we as a council are required to do and what is additional
- Set targets for savings options that ensure the council can balance its budget
- Identified more options than needed so that we can reach final decisions with the views of our employees and communities.

We are:

- Asking you to tell us what matters most now and for future prosperity
- Speaking with our employees and trade unions about their views
- Developing ideas for innovation that could reduce the need for savings over time.
- Raising with the Scottish Government the need for additional local government funding for Argyll and Bute. Argyll and Bute benefits from having both rural and island communities. In fact we have the highest number of inhabited islands of any Scottish local authority. This brings with it financial challenges in delivering services and support.

We will:

- Gather the views of our communities and employees
- Develop decisions bearing in mind those views and assessments of impact of options.
- Make decisions, after the Council's government funding allocation is confirmed, at a budget meeting scheduled for February 2016.

If you would like this document in another language or format, or if you require the services of an interpreter, please contact us.

Ma tha sibh ag iarraidh an sgrìobhainn seo ann an cànan no riochd eile, no ma tha sibh a' feumachdainn seirbheis eadar, feuch gun leig sibh fios thugainn.

Argyll and Bute Council, Kilmory, Lochgilphead PA31 8RT
Telephone: 01546 604437 Fax: 01546 604349

Argyll and Bute Community Planning Partnership**Bute and Cowal Area Community Planning Group****10 November 2015****Agenda Item 7 (a)**

Argyll and Bute Local Development Plan Update

1. Purpose

1.1 The aim of this report is to update the Community Planning Group on the recently adopted Argyll and Bute Local Development Plan and highlight areas for future involvement of community planning in assisting with the delivery of the plan.

1.2 A Planning and Strategies Officer will give a brief presentation on the plan process to adoption, aims of the plan - in particular as they relate to Bute and Cowal and where involvement of the community planning partnership could add value to the delivery of the plan. □

2. Recommendations

2.1 It is recommended that members of the Community Planning Group note the contents of the report, in particular the potential for future engagement related to the delivery aspects of the plan.

3. Background

3.1 This report provides the Community Planning Group with an update on the Argyll and Bute Local Development Plan (LDP) and the potential for the Community Planning Group to become involved in the delivery of the plan. The LDP is the statutory land use plan that promotes and guides future development across Argyll and Bute. Work will begin shortly on the preparation of the next LDP where there will be opportunities for the Community Planning Group to engage with and shape the next plan

4. Detail

4.1 The preparation of the LDP has involved engagement with key stakeholders over a 5 year period, including communities, private business, key agencies and other Council departments. An Examination was held by Scottish Government Reporters into unresolved objections to the plan during 2014. [Argyll and Bute](#)

[Council : Proposed Argyll and Bute Local Development Plan Examination](#). The Reporters recommendations were accepted by Council in January 2015 and agreement obtained to proceed to adoption. The adoption process involved publication of the plan and an intention to adopt (20th February 2015) followed by formal adoption, which took place on the 20th March 2015. An Action Programme requires to be published within 3 months of adoption of the plan. Following adoption, Supplementary Guidance has recently been passed to the Scottish Government, providing more detail on the LDP policies and proposals.

4.2 The LDP is the statutory land use plan that promotes and guides future development across Argyll and Bute. It contains sites that have the capacity to deliver over £1 billion of investment in our area. It contains a spatial strategy for Bute and Cowal to direct development over the next 5 years and with a longer term vision for the next 20 years.

4.3 Some of the key points about the LDP are:

- It is a strategy for sustainable economic growth that is backed by effective allocations and an Action Programme for delivery.
- The plan identifies effective allocations for over 4,500 housing units and 90 hectares of new industrial and business land, including significant new releases
- It is the key document for development in Argyll and Bute over the next five years, being the main consideration in determining planning applications
- It will support the council in unlocking the development potential of the area
- It aligns with and supports the objectives of the Argyll and Bute Community Planning Partnership Single Outcome Agreement to develop our economy and increase the population, and specifically outcome 2 – “We have infrastructure that supports sustainable growth”.

4.4 Key points from the examination report are:

- The reporters are content that the scale of housing allocations in the plan is appropriate.
- The Department for Planning and Appeals (DPEA) was satisfied with the council’s community engagement exercises when developing the plan.
- LDP Policy on Renewables and particularly wind farms to be amended in accordance with the July 2014 Scottish Planning Policy.

4.5 The plan will move into a delivery phase in the coming months and years, which will be directed by the Action Programme. This is a new requirement of the LDP process to ensure that there is a stronger focus on delivery. It is directed at the proposals in the LDP and linked to the single outcome agreement. The Key Agencies were consulted on the Action Programme and are identified as partners to help deliver the LDP. One of the actions is to deliver community based plans, and the Community Planning Group may wish to become engaged in the delivery process as it develops.

5. Conclusions

5.1 The Argyll and Bute Local Development Plan was adopted in March 2015. It will guide the delivery of development across Argyll and Bute.

5.2 The LDP contains a spatial strategy for Bute and Cowal, the delivery of which is set out in the Action Programme. The Community Planning Group may wish to become involved in delivery of actions in Bute and Cowal as appropriate and the development of the next LDP.

6.0 SOA Outcomes

Outcome 1 and Outcome 2

Name of Lead Officer

Matt Mulderrig, Planning Manager, Development and Infrastructure Services
Tel: 01436 658925

For further information please contact:

Paul Convery, Planning Policy Officer, Development and Infrastructure Services
Tel : 01546 604278

This page is intentionally left blank

Development Plan

Paul Convery
Development Policy Officer



Development Plan

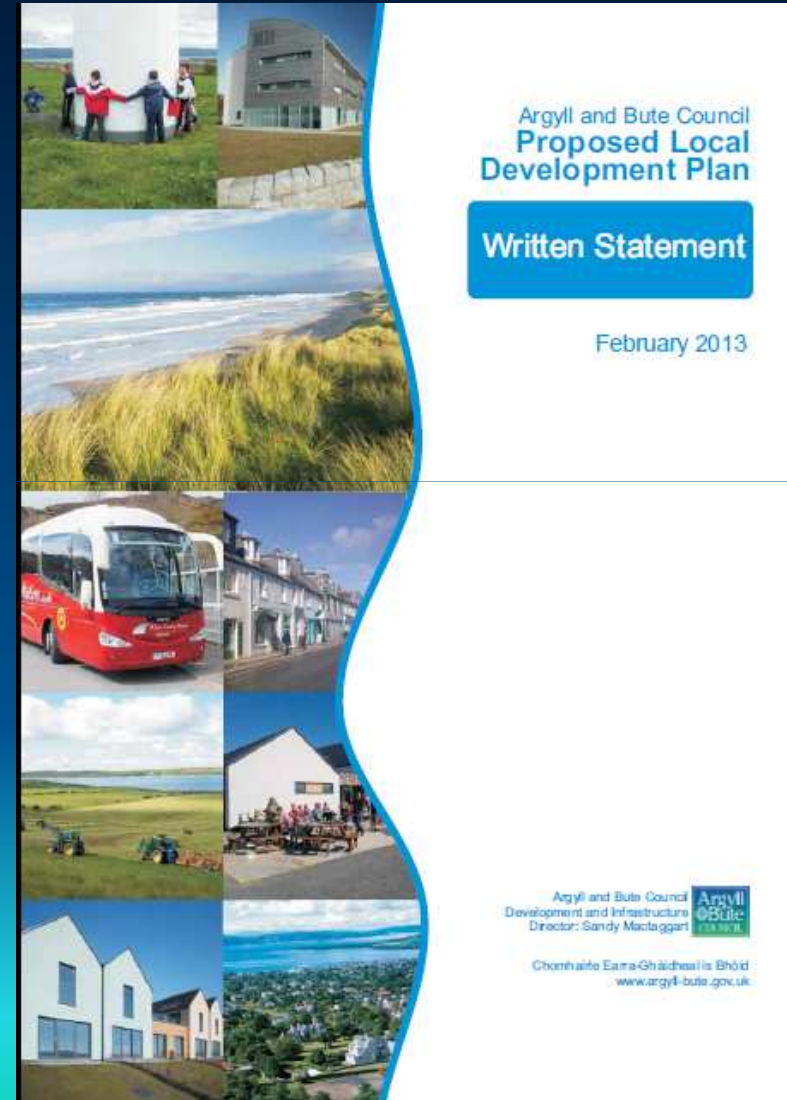
- Local Development Plan Adoption Process
- Role of the Development Plan
- The LDP : Bute and Cowal context
- Delivery : Working with the CPP

Local Development Plan Adoption Process

- Proposed LDP Examination concluded
- Council accepted all Reporters recommendations January 2015
- Formal adoption – 20th March 2015
- Action Programme now published

Development Plan

- Development Plan
 - Local Development Plan
 - Written Statement
 - Proposals Maps
 - Supplementary Guidance
 - Action Programme
- Replaces
 - Structure Plan 2002
 - Local Plan 2009



Role of Development Plan

Confidence

- Councillors
- Communities
- Developers
- Key Agencies

Promotional

- Economic opportunities
 - CHORD
 - Allocations
 - PDAs
 - AFAs

What the LDP aims to deliver

Vision

- *an economically successful, outward looking and highly adaptable area, which enjoys an outstanding natural and historic environment, where all people, working together, are able to meet their full potential and essential needs, locally as far as practicable, without prejudicing the quality of life of future generations.*

Challenges and Key Objectives



Strategy/Policies

- Economy
 - Alignment to SOA , EDAP and REAP
 - Generous supply of industrial and business land
 - Key growth industries
 - aquaculture, renewables, agriculture, forestry, whisky, tourism
 - Fragile Areas
 - Tourism Development Areas
 - Safeguards - natural and built resources as sustainable economic assets



Strategy/Policies

- Hierarchical Settlement Strategy
 - Key Settlements
 - Facilities/Services/Opportunities
 - Regeneration of our Main Towns and Key Settlements (Inc CHORD)
 - Supporting smaller rural settlement
 - Crofting townships
- Development Management Zones
- Housing allocations ,affordable

Strategy/Policies

- Environment – Safeguard/Enhance
 - Natural Environment
 - European, National, Local designations
 - Wider partnership policy RBMP, LBAP,
 - Built Environment
 - SAMs
 - Listed Buildings
 - Conservation Areas

Bute and Cowal Spatial Strategy

Reproduced by permission of Ordnance Survey on behalf of HMSO.
© Crown copyright and database right 2012.
All rights reserved. Ordnance Survey Licence number 100023368.

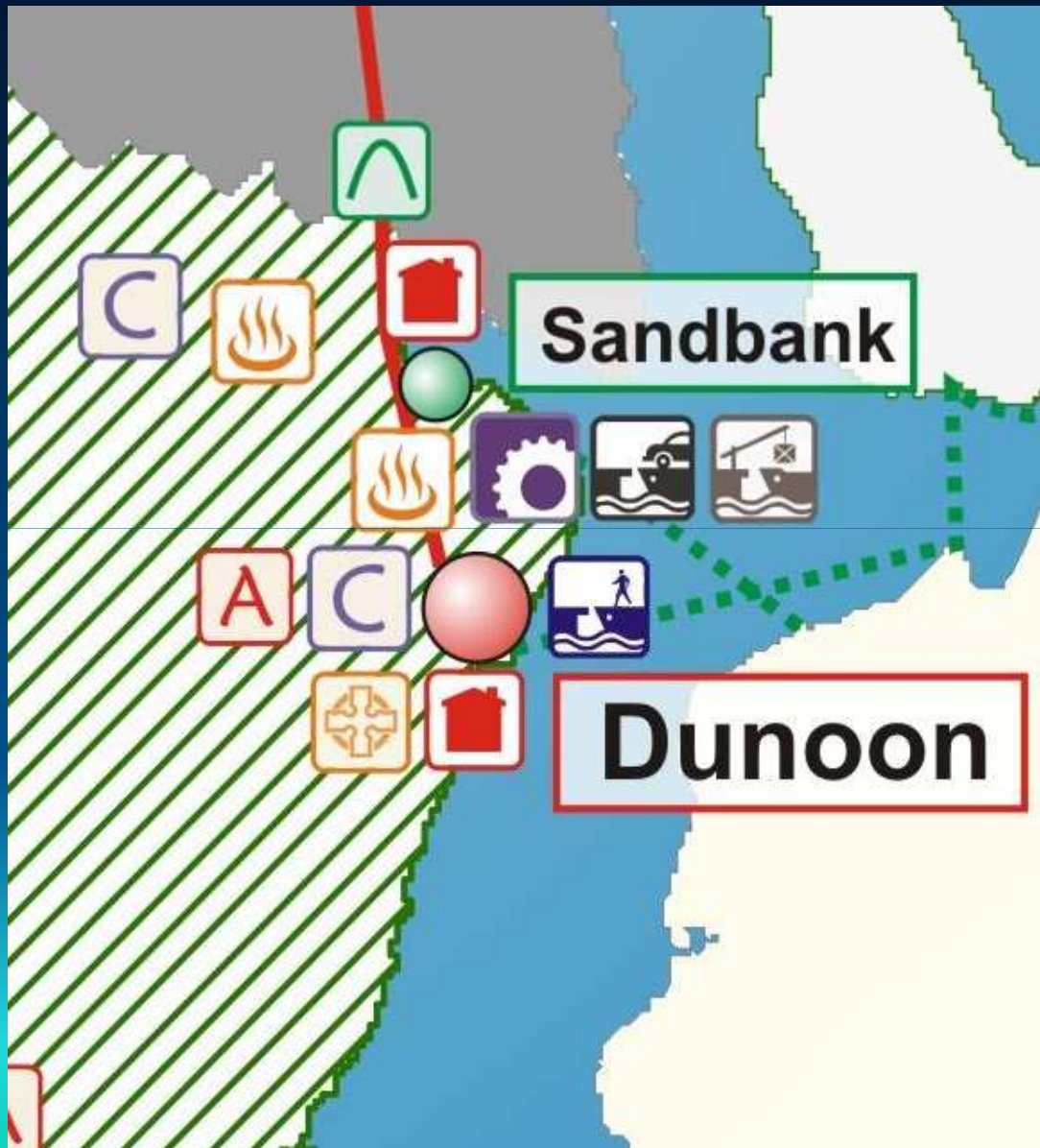
Key

- Main Town
- Key Settlement
- Key Rural Settlement
- CHORD Regeneration
- Areas for Action
- Masterplan Locations
- Community Ownership Initiatives
- Crofting Townships
- Large Scale Housing Investment
- Medium Scale Housing Investment
- Conservation Area
- Garden and Designed Landscape
- Enhanced Passenger Ferry Terminals
- Enhanced Vehicle Ferry Terminals
- Strategic Industrial Business Location
- Wood Fuel Supply
- Tourism Development Areas
- National Park Gateway
- Improving Strategic Roads
- Improving Ferry Routes
- Biomass Energy Developments Greater than 0.3MW output
- Wind Energy Developments Greater than 0.3MW output
- Hydro Energy Developments Greater than 0.3MW output



- Spatial Strategy for each Administrative Area
- Improving connectivity – road, ferries, broadband
- Benefiting from and safeguarding – outstanding natural and built environment
- Wide range of housing choice – focussing the larger scale into Main and Key settlements.
- Competitive location – thriving local communities, business hubs, tourism.
- Identifies the major opportunities

Bute and Cowal :- Sandbank/Dunoon



- Main Town status
- Large Scale Housing – Sandbank, Dunoon
- Strategic Industrial and Business Location – Sandbank IE
- Areas for Action – Town centre and waterfront
- CHORD – Queens Hall, Pier, Public realm
- Biomass Energy Development
- Conservation Area

Ardyne



- Area for Action – Ardyne
- Former oil rig construction site (brownfield)
- Strategic Masterplan Area
- Planning consent issued for aquaculture development within PDA designation

Action Programme

- Actions required to deliver the plan
 - Allocations, PDAs, AFAs,
 - Timeframe
 - Key partners
- Refresh every 2 years
- ABC – holistic integrated approach

Community Planning Delivery of the LDP

- The LDP is a major piece of work
 - Unlocking up to £1 Billion development
 - Allocations
 - Potential Development Areas
 - Settlement Strategy – Main towns, Key settlements
- Community Planning Partners - Delivery
 - Action Programme
 - Community Plans
 - Community Empowerment (Scotland) Bill

Superfast Fibre Broadband rollout for Argyll and Bute

Nov 2015

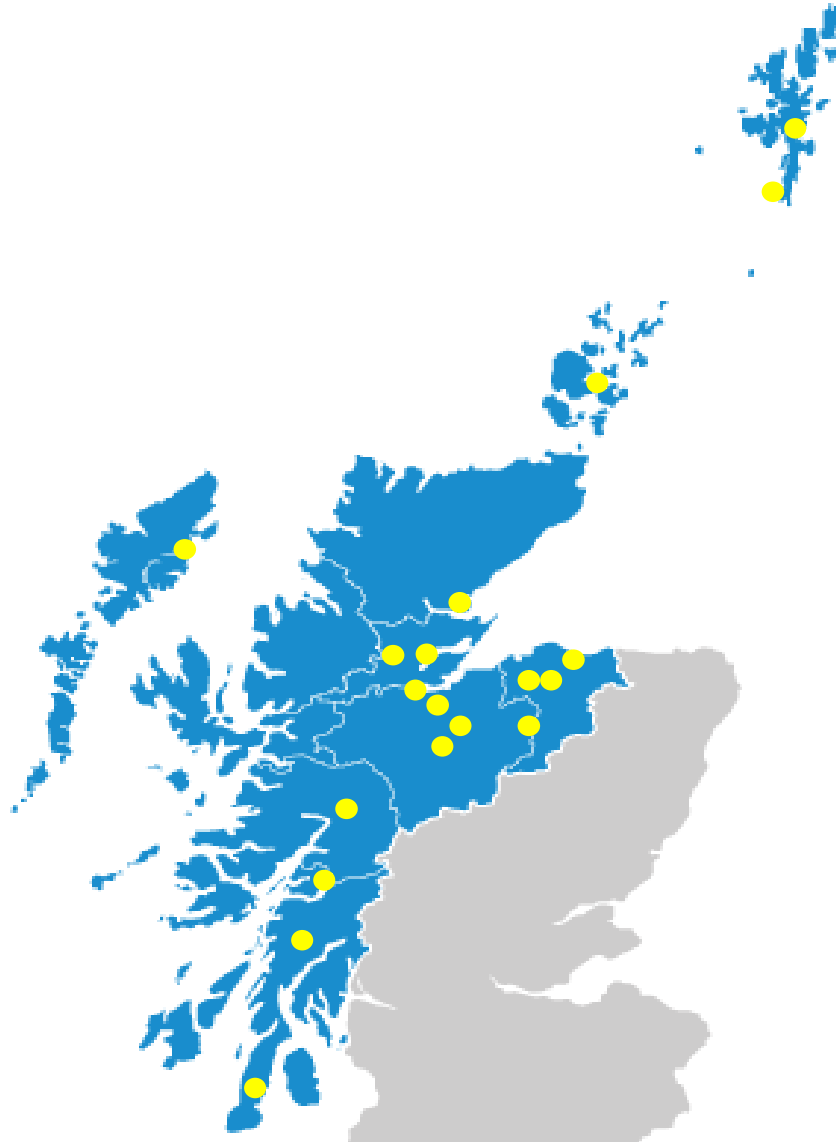


Next Generation Broadband Rollout Objectives

- Scottish Government's target is for Scotland to be a world class digital nation by 2020
- National aim to deliver fibre broadband to 85% of premises by end of 2015 and 95% of premises by end of 2017.
 - Argyll and Bute coverage reaches 85% by end of 2017 (combination of H&I Project and SG)
- Across Scotland £410m of public and private investment by Scottish Government, BDUK, HIE & BT
- Communities not set to benefit from fibre deployment can seek support and help from Community Broadband Scotland (CBS)and/or BT Community Fibre Partnerships.
- Range of assistance to ensure we maximise the opportunities that superfast broadband brings
- Current project is focussed on maximising coverage based on the available funding

Lighting up the H&I

- **20,000** homes and businesses are now able to access fibre broadband through the Digital Scotland Programme and commercial rollout from BT
- Deployment commenced in 10 exchange areas with a further 22 scoped for deployment over the next 6 months.
- More than 200 km of backhaul and subsea cabling completed.
- Deployment in 2016 will be extensive and address coverage to smaller population centres.



Argyll and Bute – what’s the current plan.

There are 77 Exchanges across the region serving circa 50K homes that form part of the Digital Scotland programmes – current plans including BT’s commercial deployment would deliver circa 85% coverage across the region by the end of 2017.

Exchanges Accepting Orders, with additional coverage on a % expected during 2015 and 2016

Campbeltown
Cardross
Dalmally
Dunoon
Helensburgh
Innellan
Lochgilphead
Oban
Rothesay
Taynuilt

NB – Dunoon, Oban, & Helensburgh are predominantly delivered by the BT commercial rollout, although not exclusive.

The Following Exchange areas are now “Coming Soon” and anticipated to see a level of coverage commence over the next 6 months.

Ardentinny	Kilmelford
Balvicar	Kilmun
Carradale	Ledaig
Clachan	Machrihanish
Clynder	Port Charlotte
Connel	Rhu
Craignure	Scarinish
Ford	Tarbert
Furnace	Tighnabruaich
Inveraray	Tobermory
Kilchattan Bay	Toward

The Following Exchange areas are planned and in scope for a level of coverage phased through 2016 and into 2017 subject to survey

Appin	Kilfinan
Aros	Kilmartin
Barbreck	Kilmore
Bowmore	Lochgoilhead
Cairndow	Luss
Colintraive	Minard
Coll	Port Askaig
Crinan	Port Ellen
Dervaig	Portnahaven
Garelochhead	Southend
Glenbarr	Strachur
Jura	Tayvallich
Kilchenzie	

The Following Exchanges areas remain under evaluation but we are positively reviewing detailed plans to determine what coverage is possible, within existing budgets or with new funds..

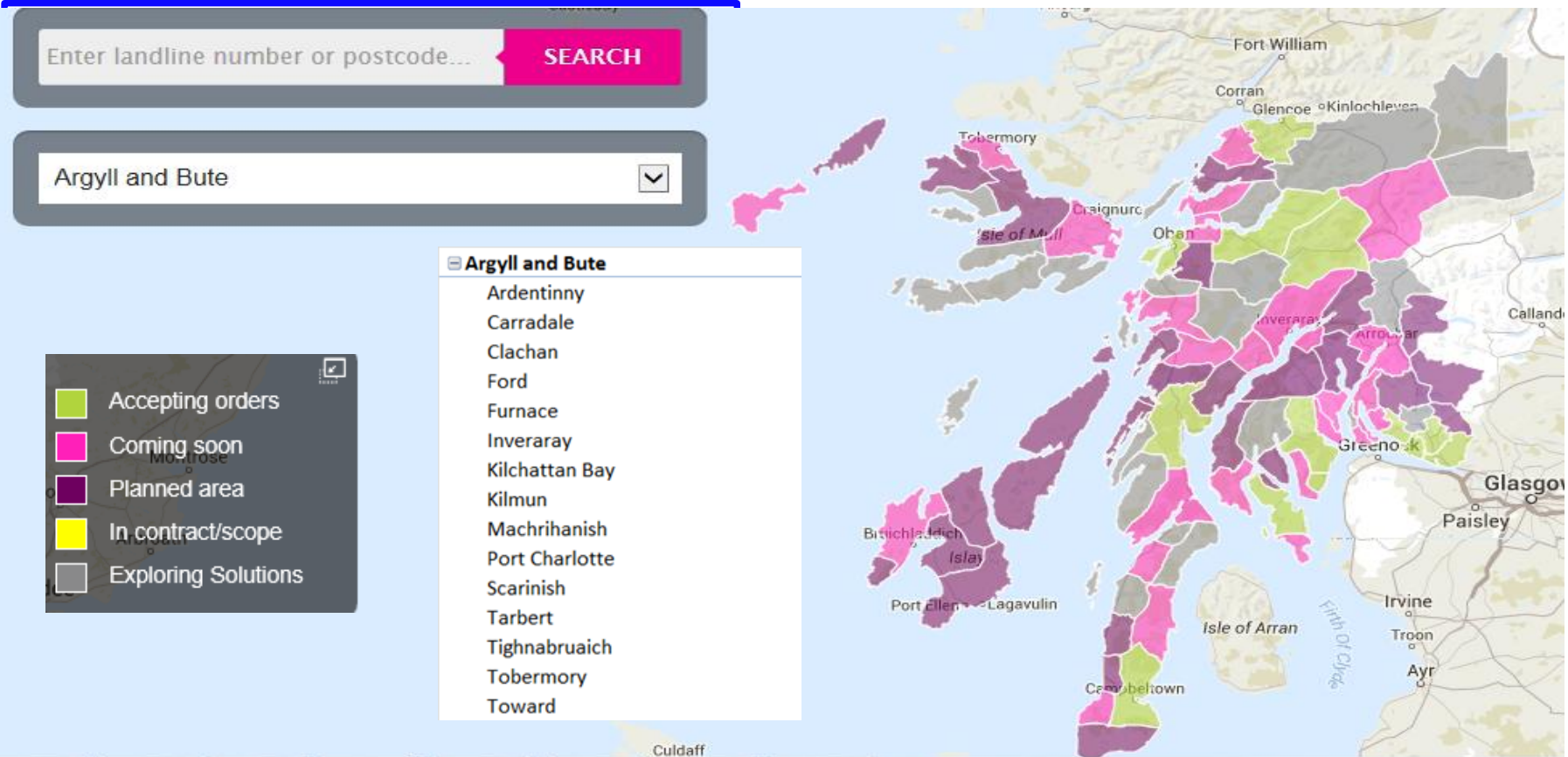
Achnamara	Kilniver
Bonawe	Lochavich
Gigha	Ormsary
Glendaurel	Skipness
Inveruglas	Tayinloan
Kilchrenan	Whitehouse

A % of Premises within the following island communities form part of a the GigaPlus Argyll wireless project.

Colonsay
Iona
Islay
Jura
Lismore
Luìng
Mull
Penninsula of Craignish

Digital Scotland Website

The interactive postcode/telephone line checker allows more detailed clarity of exchange area rollout plans – latest announcement shown below.



The screenshot shows a web interface for checking rollout plans. At the top, there is a search bar with the text "Enter landline number or postcode..." and a pink "SEARCH" button. Below this is a dropdown menu currently showing "Argyll and Bute". To the left of the map is a legend with six categories: "Accepting orders" (light green), "Coming soon" (pink), "Planned area" (purple), "In contract/scope" (yellow), and "Exploring Solutions" (grey). A central list titled "Argyll and Bute" contains the following exchange areas: Ardentinny, Carradale, Clachan, Ford, Furnace, Inveraray, Kilchattan Bay, Kilmun, Machrihanish, Port Charlotte, Scarinish, Tarbert, Tighnabruaich, Tobermory, and Toward. The map on the right shows the geographical layout of these areas, color-coded according to the legend, with labels for various locations like Fort William, Corran, Glenroe, Kinlochleven, Tobermory, Craignurc, Oban, Inveraray, Arrochar, Glasgow, Paisley, Irvine, Troon, Ayr, Isle of Arran, and Culladuff.

Communications Objectives

awareness

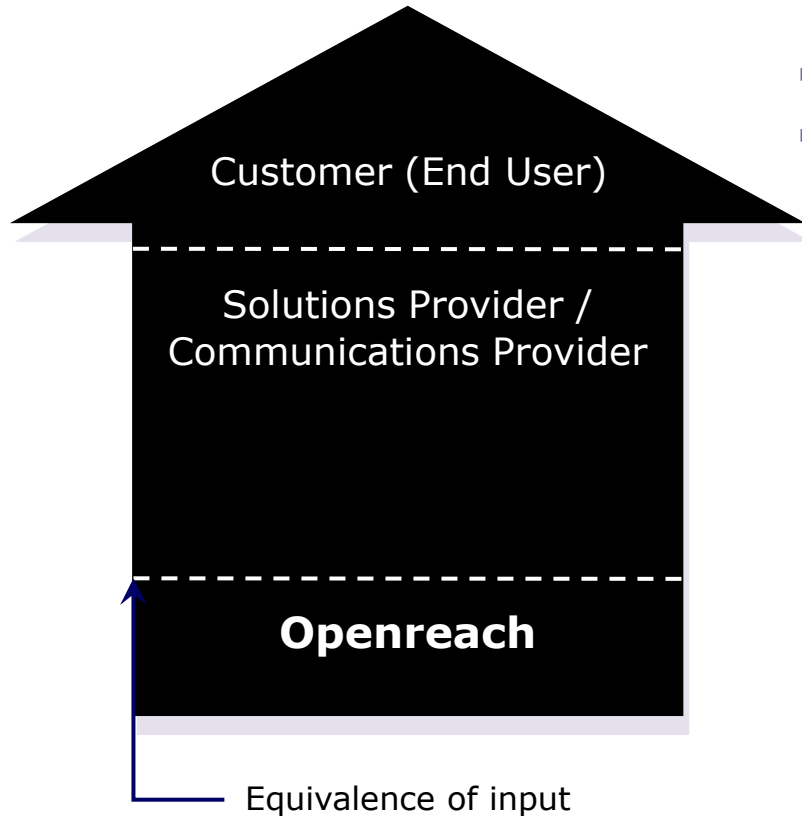
Provide clear and consistent information on how broadband is changing in the Highlands and Islands.

demand stimulation

Encourage those with access to next generation broadband to adopt it. Highlight the benefits.

business development

Inspire businesses and communities to make the best use of the broadband and technologies available to them.



The UK supply chain

- Growth in demands for speed.
- We deliver Superfast Fibre Access capability to Communications Providers (CPs) at lowest practical economical point
 - Enable CP innovation & differentiation



Going further and faster

BT will “never say no” to providing faster broadband to communities

- In September 2015 Gavin Patterson announced BT’s desire to go **further and faster** on fibre broadband
- **Innovative funding and technical solutions** will be explored
- **90 communities** are already benefitting from this approach
- A **greater proportion of premises** will have access to fibre broadband than can access mains gas

September 22, 2015

BT CEO delivers vision for Britain’s digital future

BT Chief Executive Gavin Patterson today unveiled the company’s ambition to deliver Britain’s digital future, cementing the nation’s future prosperity as the G20’s leading digital economy.

Universal Minimum Speed

He committed BT to supporting government in delivering a new universal minimum broadband speed of 5-10Mbps, enough for everyone in the UK to enjoy popular internet services like high definition video. Patterson also cited new technologies developed at BT’s Adastral Park research laboratories, which should help boost slow speeds for many hard-to-reach premises. Industry-leading research there includes tests on promising new technologies such as “wireless to the cabinet” and “long reach VDSL”, to help bring higher speed broadband to hard-to-reach communities.

Patterson also pledged the company would introduce a satellite broadband service for some of the UK’s more remote premises by the end of the year.

From Superfast to Ultrafast speeds, reaching 10m premises by end of 2020

Patterson stressed the potential benefit to homes and smaller businesses from Ultrafast broadband technology. He went beyond his January statement on ultrafast broadband, to say BT’s new services of 300-500Mbps would reach 10m homes and smaller businesses by the end of 2020, and the majority of premises within a decade. A 1Gbps service will be provided for those that want even faster speeds. The connections on offer would be a combination of FTTP technology, as well as new G.fast technology, which uses existing FTTC technology.

Summary : How does rollout impact Argyll and Bute?

- ✓ Anticipated to reach circa 85% coverage by Mar 2017*
 - ✓ *driven by Digital Scotland programmes managed by HIE, SG and BT commercial deployment.*
- ✓ Rollout has already commenced with more than 20,000 homes and businesses now able to access fibre based broadband.
- ✓ Thousands more anticipated by the end of 2015.
- ✓ Take up encouraging at >15% but support and focus required to deliver the 30%+ opportunity.
- ✓ The majority of Exchange areas across the region will have access to fibre coverage during 2016 – due to the backhaul and subsea programmes.
- ✓ Points of Presence (PoP) are live in Oban, Campbeltown and Dunoon with additional extended reach coverage available in Rothesay and Lochgilphead. This will bring access to Ethernet type products driving opportunities for economic development & inward investment opportunities to a wide range of business customers.
- ✓ Additional funds through the gainshare & Superfast Extension Programme are currently under review with the aim of supporting improvement to fibre coverage right across the Highlands and Islands where possible.
- ✓ New technologies will be considered to address remaining gaps and deployed where additional funding is available.

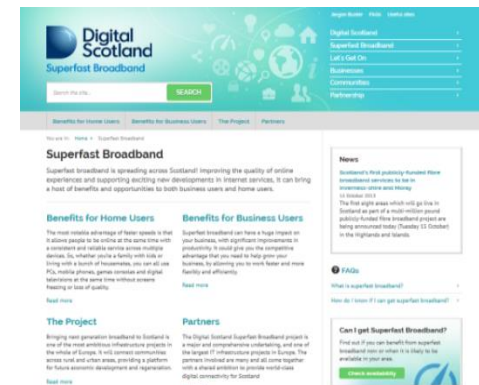
How do I stay up to date

- ✓ If you already have Broadband – visit your ISP website using their line checker to determine availability –
 - ✓ To get Fibre Broadband you will need to order it from your ISP.
- ✓ If you do not have Broadband, but don't know where to start – visit www.scotlandsuperfast.com or www.hie.co.uk/digital and find out more by registering to be kept in the loop.
- ✓ Information will be released via both the Scot Government and HIE social media accounts and additionally in the local press as further areas go live.

Twitter: @HIEScotland / @digitalscots

Facebook: www.facebook.com/highlandsandislandsenterprise

Websites: www.hie.co.uk/digital
www.digitalscotland.org



Where are the backhaul routes.



Moleplough of 4 way direct in ground sub duct on Jura



- **10 Subsea** Cables in the Argyll & Bute area are as follows, 91km subsea

A end exchange name	B end exchange name	Total Sheath KM
Campbeltown	Shiskine	12.1
Jura	Port Askaig	28.1
Rothesay	Toward	6.8
Kilfinan	Lochgilphead	12
Kilchattan Bay	Millport	2.6
Glenbarr	Port Ellen	3.7
Jura	Ormsary	1.6
Craignure	Oban	9.3
Kilchoan	Tobermory	5.5
Dervaig	Scarinish	9.1

- **8 Land Based** cables in the Argyll & Bute area are as follows, 112km

A end exchange name	B end exchange name	Total Sheath KM
Lochgilphead	Tarbert	22.3
Kilfinan	Tighnabruaich	16.9
Glendaruel	Tighnabruaich	15.99
Innellan	Toward	4.09
Clachan	Tayinloan	12.26
Bowmore	Port Askaig	13.72
Glenbarr	Tayinloan	9.52
Aros	Tobermory	17

This page is intentionally left blank

**Argyll and Bute Community Planning
Partnership**

**Bute and Cowal
Area Community Planning Group**

10 November 2015

Agenda Item 7 (c)



COWAL FIXED LINK WORKING GROUP

1. Purpose

Strategic Outcome Agreement (SOA)

This project is a new project being introduced within the scope of SOA code 2.1.2:

To produce a Local Development Plan Action Plan with a focus on economic growth for Argyll and Bute covering essential services, connectivity including road, integrated transport, rail, ferries, ports, air, active travel, digital technology and grid, CHORD, TIF and Maritime Change Programme.

In particular, this project focusses on road and rail connectivity.

2. Recommendations

To note the contents of the report.

3. Background

Introduction

The Cowal Fixed Link Working Group (CFLWG) is an ad-hoc group of county councillors, community councillors and business people who live in Cowal and Rosneath and who have been considering, since late 2013, options for a fixed link to connect Cowal to the Central Belt, with some of those options also involving Rosneath.

4. Detail

Fixed Link Project

A number of fixed link options have been agreed by the Working Group and will be presented to the CPG. Also, an action plan involving a press conference and public consultation which is expected to be held in the first part of 2016 will also be discussed.

A meeting of key Stakeholders, chaired by Michael Russell MSP, will be held on November 6th. The Working Group asks for the indulgence of the CPG in not disclosing any further detail until the Stakeholder Group has agreed to the plans.

The Working Group believes it is crucial that the Fixed Link project is presented to the CPG as part of SOA 2.1.2, which will be discussed on November 10th. However, the unfortunate conflict of dates has resulted in the need to keep the specific detail limited until the actual date of the CPG meeting.

5. SOA Outcomes

Outcome 2

Name of Lead Officer

David McKenzie, Chair of Fixed Link Working Group

Tel : 07850 676574

Argyll and Bute Community Planning Partnership

Bute and Cowal Area Community Planning Group



Report on the Community Safety Partnership

1. Purpose

The purpose of this report is to inform members of the Bute and Cowal Area Community Planning Group on progress towards establishing a new community safety partnership structure and the rationale for this undertaking.

2. Recommendations

The Area Community Planning Group notes the content of this report

3. Background

Community Safety partners, individually and jointly, have a strong record in making Argyll and Bute a safe place to live.

The Community Safety Partnership is responsible for delivering the priorities of the Community Safety strategy which, in turn, makes a key contribution to SOA 6 outcomes to ensure communities are safe, strong and resilient.

The prevailing partnership structure for community safety was established in c2000 and consisted of five local area Community Safety Forums each meeting four times in the financial year.

4. Detail

Certain short term outcomes within Outcome 6 rest with the Argyll and Bute Community Safety Partnership. Community Safety Partnership priorities are:

- Tackling Disorder and Anti Social Behaviour
- Safeguarding Personal Safety of the Young, Elderly and other Vulnerable groups
- Protecting the Natural and Built Environment from Fire, Vandalism, Graffiti, Littering and Dog Fouling
- Road and Water Safety
- Engaging with residents to build safer communities

Also within Outcome 6 there are outcomes where other partnerships have lead responsibility but the cross cutting nature of these require close collaboration between partnerships including the Community Safety Partnership.

In the early part of 2014 lead partners within the Community Safety Forum evaluated the existing community safety partnership structure. This was carried out to assess proficiency of the Forums to deliver on all of the responsibilities within SOA 6. Weaknesses identified were:

- Having 5 local forums provides a strong focus on local issues but resulted in a degree of fragmentation making accountability for performance unclear
- Data was limited which hampered oversight, comparison and challenge
- The meeting schedule of four meetings per year is insufficient to provide drive for community safety work streams
- Declining attendance at forum meetings impacted on opportunities for collaboration and joint planning

Under the direction of the SOA Outcome 6 lead from Police Scotland a new community safety partnership model was proposed. Reports were made to Argyll and Bute Council Senior Management Team (March 2015), Community Planning Partnership Management Committee (March 2015) and all five Area Community Safety Forums (May to September 2015).

A diagram of the new structure is attached as Appendix 1 'Community Safety Tasking and Coordinating Partnership'.

The partnership met for the first time in July 2015 and a second meeting was held in September 2015. Roles and responsibilities have been agreed and the partnership chairperson (Police Scotland Area Commander) and vice chairperson elected.

Police Scotland will fulfil the role of lead Community Safety Partnership representative at Local Area Community Planning Community Planning Group meetings.

The Community Safety Tasking and Coordinating Partnership will work plan, problem solve and evaluate performance. Data and evidence will be gathered to inform delivery and assess performance against SOA 6 outcomes.

5. Conclusions

Community Safety partnership working has a strong record of success in Argyll and Bute.

The prevailing partnership structure remained largely unchanged from around 2000 until the middle of this year.

The new Community Safety Partnership aligns community safety within

the community planning framework which will sharpen scrutiny and accountability and, in turn, drive forward community safety work streams and action for SOA 6 outcomes.

6. SOA Outcomes

SOA Outcome 6 People Live in Safer and Stronger Communities

Contributes to Short Term Outcomes 6.2, 6.3, 6.4, 6.5, 6.6

Name of Lead Officer:

Chief Inspector Marlene Baillie, Police Scotland, Area Commander Mid Argyll, Kintyre and the Islands,

For further information please contact:

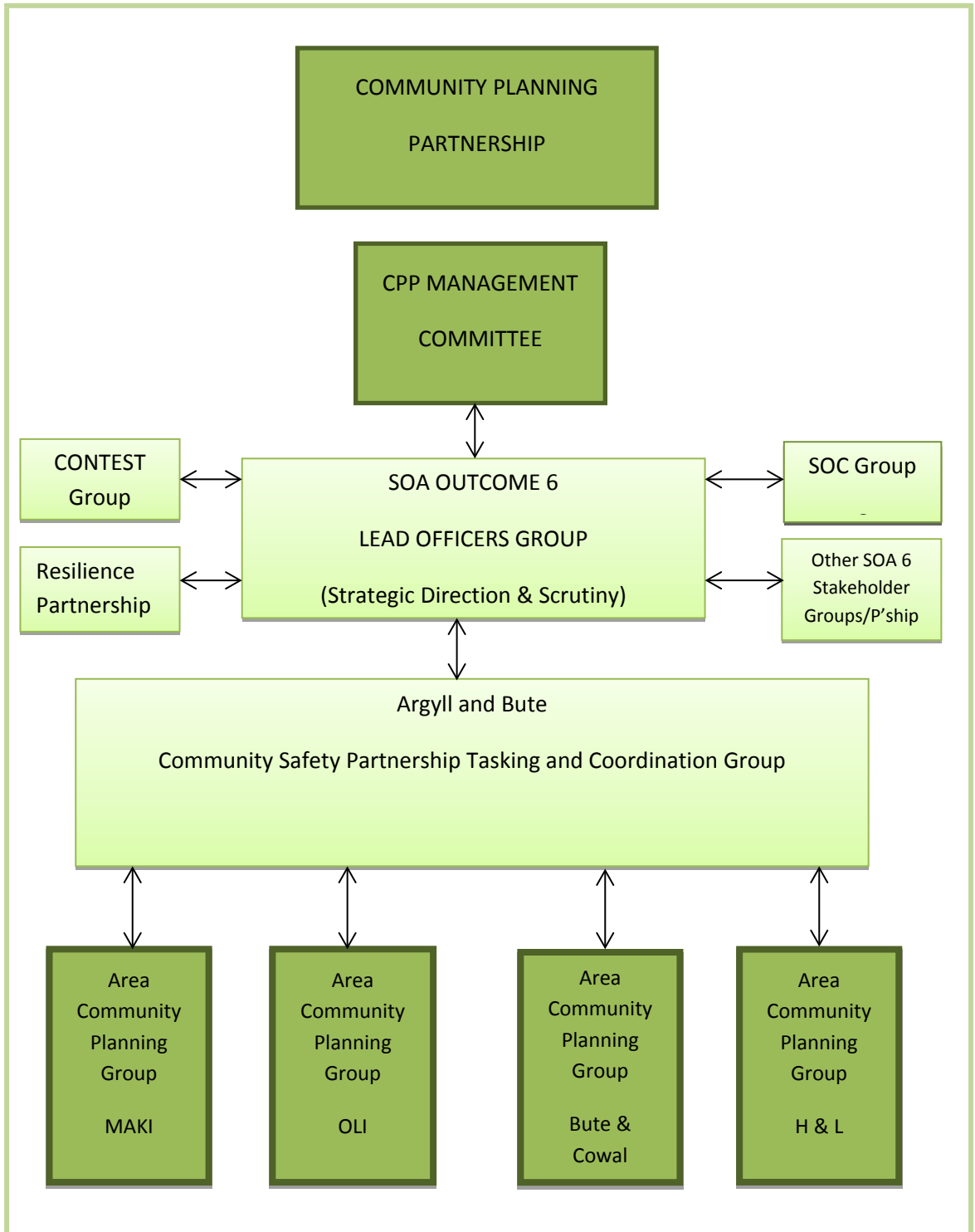
Robert Cowper, Argyll and Bute Council Community Safety Coordinator

Telephone 01436 658831

Email Robert.Cowper@argyll-bute.gov.uk

Appendix 1 Community Safety Tasking and Coordinating

Partnership for 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.

Argyll and Bute Community Planning Partnership

Bute and Cowal Area Community Planning Group

10 November 2015

Agenda Item 9 (a)



ARGYLL AND BUTE HEALTH AND SOCIAL CARE PARTNERSHIP – UPDATE OCTOBER 2015

The Area Community Planning Group is asked to:

- **Note** the interim arrangements remain in place in both the council and NHS until April 2016
- **Note** the new Integrated Joint Board and HSCP management appointments,
- **Note** the consultation draft of the Strategic Plan 2016 – 2019 and the communications plan for consultation
- **Note** that the consultation on the draft Strategic Plan will continue until November 2015

1 Background and Summary

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

2 Argyll and Bute HSCP Establishment Update

2.1 Health and Social care Interim Operating Arrangements until April 2016

Interim arrangements remain as described in the last update paper, with the planned date for the HSCP to assume management responsibility for health and social care remaining as 1st April 2016.

The revenue 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, with effect from April 1st 2016.

2.2 Argyll and Bute Integration Joint Board

The Argyll and Bute HSCP Integration Joint Board was legally constituted in August 2015. The role of the IJB until 1st April 2016 is:

- 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. The Integration Joint Board is undertaking a period of development and planning, whilst service delivery remains under the interim management arrangements.

Argyll and Bute Integration Joint Board required membership has been established as prescribed in the legislation as set out in the Public Bodies (Joint Working) (Scotland) Act 2014 which is as follows:

1a	Members Nominated by the Parties (voting)		Deputies
	Argyll & Bute Council	Councillor Douglas Philand Councillor Anne Horn Councillor Mary Jean Devon Councillor Elaine Robertson	
	NHS Highland Board	Robin Creelman Elaine Wilkinson Garry Coutts Anne Gent	Heidi May
1b	Professional Advisors (non-voting)		
	The Chief Social Work Constituent Local Authority	Louise Long	N/A
	The Chief Officer of the IJB	Christina West	N/A
	The Chief Financial (Section 95 Officer) of the IJB	TBC	N/A
	General Medical Practitioner (Stakeholder GP)	TBC	N/A
	Lead Nurse	Elizabeth Higgins	N/A
	IJB Clinical Director	Dr Michael Hall	
	Medical Practitioner who is not a GP	TBC	N/A

1c	Stakeholder Members (non-voting)		
1c	A staff representative (Council) A staff representative (NHS)	Kevin McIntosh Dawn Gillies	N/A
	Independent sector		
	A third sector representative	Glenn Heritage	Katrina Sayer
	Service User Representative - Public x 2	Elizabeth Rhoddick Maggie McCowan	N/A

	Service User Representative - Carer x 2	Heather Grier	N/A
1	Additional Members (non-voting) - locally		
	Lead Allied Health Professional Advisor	TBC	
	Mental Health Advisor	TBC	

A rigorous process for the selection of IJB members has been applied and it is expected that the further appointments to the vacant roles will be completed through the autumn.

2.3 Management appointments

The following management appointments have been made to support the Chief Officer:

Head of Adult Services – East: Allen Stevenson
 Head of Adult Services – West: Lorraine Paterson
 Head of Strategic Planning & Performance: Stephen Whiston
 Head of Children & Families: Louise Long

Tier 2 managers appointed are:

Locality Manager Adult Services MAKI: John Dreghorn
 Locality Manager Adult Services Helensburgh and Lomond: Jim Littlejohn
 Locality Manager Adult Services Cowal and Bute: Viv Hamilton
 Locality Manager Adult Services OLI: Not yet appointed

Locality Manager Children's Services MAKI: Brian Reid
 Locality Manager Children's Services Helensburgh and Lomond: Paul Kyle
 Locality Manager Children's Services Cowan and Bute: Mark Lines
 Locality Manager Children's Services OLI: Alex Taylor

Recruitment to the Tier 3 joint management posts is now underway, with a target to appoint to the full integrated management structure by the end of October 2015.

2.4 Strategic Plan 2016- 2019

The Strategic Plan describes how Argyll and Bute Health and Social Care Partnership will make changes and improvements in the way it delivers health and social care over the next three years. It explains what services we are responsible for, what our priorities are, why and how we decided them. It shows how we intend to make a difference by working closely with partners in and beyond Argyll and Bute.

It explains what is happening, including the legal requirement and the reasons why change is needed. As with all change some things will be kept and some things will be altered or stopped as we move forward. The Strategic Plan details the ambitions for Health and Social Care services making positive changes that improve quality of services, do away with waste, duplication and inefficient, top down systems. Co-production, collaboration which builds on existing commitment, experience and skills, best practices and services are also

fundamental to this. The Strategic Plan will focus on what the public and users of services have said they value, and on the services that keep them safe and well.

However, the financial context is a difficult one, funding is tight and the HSCP will have to make tough choices on service investment and disinvestment. Argyll and Bute Council's overall savings targets will be around £9 million in both 2016/17 and 2017/18. NHS Highlands saving targets for Argyll and Bute are likely to be between 2-3% (£3.6- £5.4 million). Decisions on the level of funding allocated and savings the HSCP will have to make will be made by February 2016.

The HSCP aims to make these tough choices in consultation with localities, communities and stakeholders; they will be open and honest, as communities and stakeholder experiences and expertise will help to reshape public services

The Strategic Plan will therefore provide a "road map" for how health and social care services will be organised and provided in this area to meet our vision – "Helping the people in Argyll and Bute live longer, healthier, independent lives".

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 Outline strategic plan for SPG consideration	End of June 15
5	Consult the Strategic planning group first draft	End of July 15
6	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
7	Prepare final strategic plan	End of December 15
8	A&B HSCP approved by IJB and SGHD go live date agreed, delegated responsibility passed to IJB	Feb 2016
9	A&B HSCP Go Live	April 2016

The outline strategic plan purpose was to provide clarity over the change required, to test the breadth and knowledge of our existing plans, current and future issues, the reason for change and future shape of services with communities and our staff. In addition it was intended to support the ground work process in outlining the expectation of the role and accountability localities will have to develop, enable them over the 3 years of the plan, so that they will as operational partnership entities "Locality Plan, Locality Own and Locality Deliver".

The important element to note in this is that the consultation on the strategic plan is not targeted at getting feedback on existing service plans which have already been consulted on such as the Integrated Children's Services Plan, Reshaping Care for Older people programme etc. these remain extant. It is primarily focused on the transformation in health and care services that is required as a result of integration and in response to the challenges and drivers re demography, multi-morbidity, depopulation, sustainability, efficiency and best value.

The strategic plan is about creating a sense of urgency to respond to these issues and challenges.

The critical factor in this is locality planning and the ability of the HSCP to “tool up” the localities to effectively undertake this work. As referenced earlier this process will incorporate a range of “locality planning” catalyst events to support the development of locality planning. As such the consultation is targeted at obtaining responses and views on locality planning processes and questions have been designed to support this see:

<https://www.surveymonkey.com/r/YSDM7PJ>

The NHS Highland Board and Argyll and Bute Council as detailed in statute will be expected to provide a formal response to the full Strategic Plan as part of the consultation process.

The formal consultation draft of the Strategic Plan was published in mid-September. Printed copies are now available in the 7 localities, together with memory sticks, pre-loaded with the consultation draft of the Strategic Plan. The draft is also available on line (see 2.5).

Consultation will run through to mid-November. All feedback will be collated and will inform the final draft of the Strategic Plan, to be approved by Argyll & Bute Council, NHS Highland Board and the IJB in February 2016.

2.5 Staff and Public Involvement and Engagement

The Strategic Planning Group decided to precede the consultation on the full strategic plan with an information signposting leaflet (included in local papers, alongside virtual copies) and an Outline Strategic Plan – “A conversation with you”, detailing the major themes in our strategic plan from the 2nd July 2015.

The outline strategic plan purpose was to provide clarity over the change required, to test the breadth and knowledge of our existing plans, current and future issues, the reason for change and future shape of services with communities and our staff. In addition it was intended to support the ground work process in outlining of the expectation of the role and accountability localities will have to enable them over the 3 years of the plan to develop so that they will as operational partnership entities “Locality Plan, Locality Own and Locality Deliver”

The Outline Strategic Plan prompted 509 responses, the full report can be found at www.healthytogetherargyllandbute.org.uk These responses, alongside responses to the consultation on the full Strategic Plan, will inform the final draft to be adopted by the HSCP.

The consultation process on the full strategic plan is informed by the regulations which prescribe who has to be formally consulted. This states the second draft of the strategic plan and must be sent for comment to all interested stakeholders. This must include the local authority and the Health Board as well as representatives of any groups prescribed by the Scottish Ministers.

It is also directed that a communication and engagement plan to undertake the consultation must be in place, which is in line with Scottish Government policy; such consultation can take place in a variety of ways – written information, public meetings, staff meetings and events, focus groups, questionnaires and on-line and interactive discussion forums. The HSCP must therefore make best efforts to allow groups of people with an interest to participate in a consultation process in order to express an opinion on the draft strategic plan.

The important element to note in this is that the strategic plan is not targeted at getting feedback on existing service plans which have already been consulted on such as the Integrated Children's Services Plan, Reshaping Care for Older People programme etc. these remain extant. It is primarily focused on the transformation in health and care services that is required as a result of integration and in response to the challenges and drivers re demography, multi-morbidity, depopulation, sustainability, efficiency and best value.

The strategic plan is about creating a sense of urgency to respond to these issues and challenges.

The critical factor in this is locality planning and the ability of the HSCP to "tool up" the localities to effectively undertake this work. As referenced earlier this process will incorporate a range of "locality planning" catalyst events to support the development of locality planning.

Consultation Process

The communication and engagement work stream has produced a formal consultation plan and has commissioned consultant support to co-ordinate the feedback and support the engagement events and report on the findings of the consultation exercise for the period September to November.

The NHS Highland Board and Argyll and Bute Council as detailed in statute will be expected to provide a formal response to the full Strategic Plan as part of the consultation process.

The consultation draft of the Strategic Plan is now in the public domain and can be found on our website www.healthytogetherargyllandbute.org.uk printed copies will be available in local surgeries, pharmacies and libraries and on request. Because of the size of the document, there are also copies available on memory sticks, for staff or members of the public to have for personal use.

Each of the 7 localities will host and respond to requests for consultation events, with 2 additional large events to be held in November 2015.

Initial dates for these public (morning) and staff events (afternoon) are:

Lochgilphead - Thursday 8th Oct, 10am - 5pm, Mid Argyll Community Hospital

Oban - Friday 9th Oct, 10am - 5pm, Lorn & Islands Hospital

Kintyre - Tues 20th Oct, 10am-5pm, Campbeltown Hospital

Islay – Thursday 22nd October (time to be confirmed)

Isle of Jura – Friday 23rd October (time to be confirmed) Jura Progressive Care Centre

Helensburgh & Lomond – Tuesday 27th October (time to be confirmed) Braeholm

Helensburgh

Bute Thursday 5th November 1pm -5pm, Boardroom at Victoria Hospital

Cowal Wednesday 4th November 10am-4pm, Cowal Community Hospital

In addition our health and social care partners via the Third Sector Interface, Health Care forums, community and stakeholders are also hosting and facilitating a variety of events using "conversation café", facilitated workshops etc. engaging with hard to reach groups across Argyll and Bute to obtain their feedback on the plan

Whilst staff are welcome to attend the public events, there will also be separate staff events in each locality, where specific issues and questions can be addressed; these will be supported by NHS Staff side/Trades Unions and the Organisational Development Lead.

Full details of the consultation process can be found in the Communications and Engagement Strategy and Action Plan 2015/16 at Appendix 2

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 a 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 taking account of:

- 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, through the Clinical and Care Governance Committee.

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, Locality Planning 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 strategy and action plan has been developed. It is a discrete project work stream with members drawn from staff, the public and management, supported by SGHD. Designated funding for communication and engagement has been identified. A full communication and engagement strategy will be in place by 1st April 2016.

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

For further information contact:

Stephen Whiston
Programme Lead Integration

stephen.whiston@nhs.net 01546-605639

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.

Representative	Other
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
Total	39

*** 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 NHS Highland main provider for secondary care services is NHSGG&C a representative is also identified for the group.

Appendix 2 – Communication and Engagement Strategy and Action Plan 2015/16

Contents	Page
1. Introduction	2
2. Aim	2
3. Objectives	3
4. Communication and engagement principles	3
5. Audiences	3
6. Key messages	4
7. Methods	4
8. Budget	5
9. Milestones	5
10. Risks	6
11. Review and evaluation	6
12. Action Plan	7
Appendix 1: national engagement standards	11

1. Introduction

Change is happening to health and social care services in Argyll and Bute and across Scotland.

Integration means that health and social care services are coming together to be available as a single service, from April 2016.

This will impact on employees of health and social care service providers who will be affected by the change and who will also have a key role in making integration a success.

Those who use the services now and may in future – which is essentially every one of us – have a contribution to make as to how integration will work in Argyll and Bute.

Achieving integrated services that work for those who need them providing “person centred care” will therefore requires the support of communication and engagement in reaching ‘everyone’.

This strategy outlines the approach to be taken in delivering this communication and engagement support from August 2015 onwards.

2. Aim

We all at some point use health and social care services. We all therefore potentially have a contribution to make to ensuring that integration delivers services that work for us all and our families.

People who deliver these services, people who use them, those with expertise or experience relevant to health and social care, and others all have a role to play in making a success of what has been described as the ‘biggest change in health services since?’

The overall aim of the strategy is to:

- Provide opportunities, for all those with a role to play in making integration a success, to be informed about and contribute to the development, planning and delivery of integrated health and social care services.

3. Objectives

The objectives of the communications strategy are:

- To inform our target audiences about integration
- To inspire interest in contributing to the change process
- To provide opportunities for contributions to be made
- To keep relevant stakeholders up to date with progress being made in Argyll and Bute
- To support the achievement of health and wellbeing outcomes for people in our area by raising awareness of integration outcomes and the role of the individual in achieving long, healthy and happy lives.
- To draw on best practice in methods of communication and engagement adopted.
- To continually develop innovative and successful ways of communicating with our target audiences
- To provide the public, stakeholders and staff with feedback on how their views have contributed to plans and decisions made
- To anticipate and plan to meet integration communication needs beyond April 2016

4. Communication and Engagement Principles

In order to put to the most effective use possible the resources available in time, people and funding, the following principles are agreed by the Communications and Engagement Work stream:

- A solutions focused approach will be taken to identifying and progressing communication and engagement requirements.
- Partners on the workstream (statutory and voluntary sector) will work together to make best use of all communication activity undertaken:
 - Communication and engagement actions will be shared across the workstream
 - Partners will participate in distributing information and involving and engaging the public and staff through their own communication and engagement channels.
- Communication activities will support others, for example front line staff, to participate in raising awareness of and interest in health and social care integration.
 - Engagement activities will be undertaken in line with the national standards for community engagement (at Appendix 1) and statutory (CEL 4 2010 guidance) requirements: http://www.sehd.scot.nhs.uk/mels/CEL2010_04.pdf

5. Audiences

Our two key target audiences are those who deliver and those who use/may use services:

- Employees of service providers, in the public, private and independent sectors
- Residents of Argyll and Bute (*)
 - Current service users
 - Older people
 - Young people
 - Families

- Carers
- Businesses
- Those with support needs
- Hard to Reach Groups

Note () 'Residents' are listed in identifiable groups with particular communication channels, for example Grey Matters or Health and Care Forum.*

In addition, we will target groups who have a role in developing integration, supporting communication of it and involvement in it.

- Employees of service providers
- Community representative groups e.g. community councils, Health and Care Forums, advocacy groups
- Elected members
- Trade Unions
- Special interest groups

6. Key messages- Argyll and Bute HSCP

Vision

People in Argyll and Bute will live longer, healthier independent lives

Mission for Plan Period

Argyll and Bute Health and Social Care Partnership will work with you to improve health, support social care, tackle health inequality, and improve community wellbeing. We will work in partnership with local communities to offer services that are:

- Easily understood.
- Accessible, timely and of a high quality
- Well-coordinated.
- Safe, compassionate and person-centred.
- Effective and efficient, providing best value.

Values

The following are the key values to which those employed or contracted by the Partnership, or who are stakeholders in it, will be expected to adhere:

- Person centred
- Integrity
- Engaged
- Caring
- Compassionate
- Respectful

7. Methods

A range of communication channels will be used, for example and not limited to:

- Social media channels
- Integration website
- Integration newsletter
- Employee channels internal to organisations represented on the workstream

- Email – to distribution groups of the organisations represented on the workstream, for example to community councils, community planning partners
- Screens in public and employee offices
- Local media via press releases, or advertising
- Printed information in libraries, NHS buildings etc
- Staff Bulletins
- Staff blog
- You Tube videos

Methods for enabling engagement will draw on best practice and experience from across the workstream of what works well locally, for example and not limited to:

- Conversation cafes
- Voice facilitation workers
- Person centred coaches
- Question and answer sessions
- Public drop in events
- Staff drop in events

8. Budget

A £43,000 budget is available in 2015/16 to support communication and engagement activities. Key actions identified for use of this budget are:

- Printing of materials
- Advertising
- Appointing consultants to provide additional capacity and co-ordination role to progress consultation of the Strategic Plan.
- Website – www.healthytogetherargyllandbute.org
- Admin support
- Venues for consultation events

9. Milestones/ opportunities

The action plan identifies key milestones for the project as well as recording events conducted and planned. Additional actions and opportunities will be identified by members of the programme work stream, feedback from our audience, direction from the IJB etc

10. Risks

Resources

In effect 'everyone' is a relevant audience for communication and engagement on health and social care integration.

There is a risk that the scale of need for communication and engagement cannot be met within the available resource

This risk will be mitigated against by the communication principles set out in (4) and by breaking down 'everyone' into groups that have channels through which to reach them, as set out in (5).

Forward Planning

Forward planning can help create time to consider and deliver effective communication and engagement activities.

Demand on people/time resources can greatly limit opportunities for forward planning in the longer term.

This risk will be mitigated against by inclusion in the action plan of a 'Next Steps' section that will be added to and progressed as the integration process continues.

11. Review and evaluation

Progress on actions will be reviewed at workstream meetings.

Evaluation of engagement approaches and activities will be drawn from different sources

Evaluation of communication activities will be drawn from different sources such as website visits or social media reach.

Consideration will be given by the workstream for any requirement for specific evaluation exercises that may inform 'Next Steps' or any other part of the action plan.

12. Communication and Engagement Action Plan

This action plan starts from August 2015. It is not a definitive list of actions; it will be added to with contributions from the workstream and the localities as opportunities arise and following confirmation with agency of consultation actions.

[WS = workstream; JJ = Jane Jarvie; DR = David Ritchie; AMcG = Alison McGrory; BB = Becs Barker; SW = Stephen Whiston]

Date	Action	Responsibility	Employees	Service Users	General public Residents	Community reps	Other stakeholders	Status
11/08	Workstream meeting – agree updated strategy and action plan	JJ/WS						
11/08	Workstream meeting – agree management of ‘now’ and ‘next steps’ actions	JJ/WS						
11/08	Lead locality workstream contacts agreed	WS						
17/08	Managers and Team Leads Workshop Argyll & Bute West, Integrated Management Structure and Outline Strategic Plan	Locality	x					
17/08	Tender exercise panel progress	BB/JJ/DR/DM						
24/08	Special workstream meeting on consultation focus and actions	WS						
25/08	A&B Community Planning Partnership Day, presentation on Integration	Locality	x				x	
31/08	Draft action plan for consultation issued for comment by 3 Sept.	JJ/WS						
03/09	Meeting with tenderer							
03/09	Health and wellbeing event in Tiree	Locality						
07/09	Update on Integration to Oban Lorn & Isles Health Care Forum	SW			x	x		
07/09	Standard descriptions strategic plan etc for issue on website, for staff etc	JJ/WS			x			

Sept	Newsletter – for public and staff	DR/WS	x	x	x	x	x	
<i>Consultation 'shape' – September = get involved promotion; October/November = get involved events; December = report</i>								
Sept	Press release/social media/staff info on consultation	DR/JJ/WS			x			
08/09	Update on Integration to Strategic Housing Forum	SW					x	
08/09	A&B Senior Managers Meeting re Integrated Management Structure	Locality	x					
10/09	Feedback report on outline draft plan published	SW						
10/09	Workstream meeting – confirm 'now' and 'forward planning' groups and tasks	JJ/WS						
15/09	Press release issued on consultation	DR	x	x	x	x	x	
15/09	Staff Bulletin issued to all NHS and Council staff	DR	x					
17/09	Comms Workstream co-chairs meeting with external consultants	WS						
21/09	Latest edition of Integration newsletter published	DR	x	x	x	x	x	
24/09	Outcomes 1 and 2 – website and social media	JJ/AMcG			x			
25/09	Joint training day for Person Centred Coaches and Voice Facilitators	WS	x			x		
26/09	Bute and Cowal Improving Care Group	Locality		x	x	x		
26/09	Rothesay Pavilion Community Fair	Locality		x	x			
w/c 28/09	Mid Argyll Locality engagement events (dates tbc)	Locality	x	x	x	x	x	
29/09	Lunchtime Webex Seminar "Consulting with Communities – How to Run a Conversation cafe	WS	x			x		
30/09	Joint training day for Person Centred Coaches and Voice Facilitators	WS	x			x		
08/10	Strategic Plan locality consultation event - MACHICC	Locality	x	x	x	x	x	
09/10	Strategic Plan locality consultation event - Lorn & Islands Hospital	Locality	x	x	x	x	x	
15/10	Strategic Plan presentation – Dunoon Rotary Club	PT					x	
20/10	Strategic Plan locality consultation event - Campbeltown Hospital	Locality	x	x	x	x	x	
21/10	Strategic Plan locality consultation event – Islay/Jura	Locality	x	x	x	x	x	
21/10	Strategic Plan consultation event – Islay/Jura	Locality	x	x	x	x	x	
24/10	Outcome 3 and 4 – website and social media	JJ/AmcG			x			
28/10	Strategic Plan consultation event – Helensburgh, United reform	Locality	x	x	x	x	x	

	Church								
4/11	Strategic Plan consultation event – Cowal, Cowal Community Hospital	Locality	x	x	x	x	x		
5/11	Strategic Plan consultation event – Bute, Victoria Hospital	Locality	x	x	x	x	x		
Oct	Social media/internal comms channels reminder to get involved	DR/JJ	x	x	x	x	x		
Nov	Press release/social media/internal channels reminders to get involved and how	WS	x	x	x	x	x		
24 Nov	Remaining outcomes – website and social media	WS			x				
April 2016 – Health and Social Care Partnership launched									
Next Steps									
01/04	Branding of Partnership required to be in place	WS							
01/04	Information to be available for service users on how integrated services work	WS							
01/04	Route for employees to raise questions as they arise to be promoted	WS							
01/04	Plans to be in place for communicating/engaging with employees on developing partnership culture and making the identified new service work successfully	WS							

National Standards for Communication

<p>THE INVOLVEMENT STANDARD</p> <p>We will identify and involve the people and organisations who have an interest in the focus of the engagement</p>	<p>THE SHARING INFORMATION STANDARD</p> <p>We will ensure that necessary information is communicated between the participants</p>
<p>THE SUPPORT STANDARD</p> <p>We will identify and overcome any barriers to involvement</p>	<p>THE WORKING WITH OTHERS STANDARD</p> <p>We will ensure that necessary information is communicated between the participants</p>
<p>THE PLANNING STANDARD</p> <p>We will gather evidence of the needs and available resources and use this evidence to agree the purpose, scope and timescale of the actions to be taken</p>	<p>THE IMPROVEMENT STANDARD</p> <p>We will develop actively the skills, knowledge and confidence of all the participants</p>
<p>THE METHODS STANDARD</p> <p>We will agree and use methods of engagement that are fit for purpose</p>	<p>THE FEEDBACK STANDARD</p> <p>We will feedback the results of the engagement to the wider community and agencies affected</p>
<p>THE WORKING TOGETHER STANDARD</p> <p>We will agree and use clear procedures that enable the participants to work with one another effectively and efficiently</p>	<p>THE MONITORING AND EVALUATION STANDARD</p> <p>We will monitor and evaluate whether the engagement achieves its purposes and meets the national standards for community engagement</p>