



16 December 2016

## NOTICE OF MEETING

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP - MANAGEMENT COMMITTEE** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD** on **TUESDAY, 20 DECEMBER 2016** at **9:30 AM**, which you are requested to attend.

## AGENDA

1. **WELCOME AND APOLOGIES**
2. **MINUTE AND HIGHLIGHTS OF THE MEETING ON 30TH SEPTEMBER 2016**  
(Pages 1 - 10)
3. **ACTION TRACKER** (Pages 11 - 12)
4. **COMMUNITY PLANNING**
  - (a) Area Community Planning update, Shirley MacLeod (Pages 13 - 18)
  - (b) National Community Planning update, Gordon Wales
  - (c) Economic Forum update, Stuart Green (Pages 19 - 24)
  - (d) CPP Full Partnership, Rona Gold (Pages 25 - 26)
  - (e) Local Outcome Improvement Plan and current Single Outcome Agreement, Rona Gold (Pages 27 - 36)
5. **2016/17 DELIVERY PLAN UPDATE**
  - (a) Outcome 3: Education, skills and training maximises opportunities for all, Fraser Durie (Pages 37 - 40)
  - (b) Modern Apprentice Expansion Plan, Anthony Standing
  - (c) Phase 1 update on the Education and Skills Review, Jenny Nicoll
  - (d) Outcome 4: Children and young people have the best possible start, Louise Long (Pages 41 - 42)

- (e) Too Cool To Talk proposal, Louise Long
- (f) Exception Reporting from all Delivery Plans (Pages 43 - 46)
- 6. **SCOTTISH GOVERNMENT CONSULTATION: EMPOWERING TEACHERS, PARENTS AND COMMUNITIES TO ACHIEVE EXCELLENCE AND EQUITY IN EDUCATION, A GOVERNANCE REVIEW, ANNE PATERSON**
- 7. **OBAN, LORN AND THE ISLES AREA DISCUSSION - OPENED BY CHAIR OF OLI AREA COMMUNITY PLANNING GROUP; MARGARET ADAMS (Pages 47 - 48)**
- 8. **LOCAL DEVELOPMENT PLAN 2 - KEY ISSUES DISCUSSION, SYBIL JOHNSON**
- 9. **COMMUNITY JUSTICE - DEVELOPMENT OF OUTCOME IMPROVEMENT PLAN, LOUISE LONG (Pages 49 - 50)**
- 10. **HISTORICAL ABUSE ENQUIRY, LOUISE LONG**
- 11. **EVALUATION OF THE ARGYLL AND BUTE REFUGEE RESETTLEMENT PROGRAMME, MORAG BROWN (Pages 51 - 80)**
- 12. **AOCB**
- 13. **DATES OF FUTURE MEETINGS FOR NOTING**

Area Community Planning Groups:

- Mid Argyll, Kintyre and the Islands: Wednesday 8<sup>th</sup> February, 10.00, Lochgilphead
- Bute and Cowal: Tuesday 14<sup>th</sup> February, 10.00, Rothesay
- Oban, Lorn and the Isles: Thursday 16<sup>th</sup> February, 14.00, Oban
- Helensburgh and Lomond: Tuesday 21<sup>st</sup> February, 09.30, Helensburgh

Management Committee Development Day – 1<sup>st</sup> March 2017

Management Committee in 2017

- 30<sup>th</sup> March
- 28<sup>th</sup> June
- 20<sup>th</sup> September
- 5<sup>th</sup> December

Full Partnership – 15<sup>th</sup> November

**MINUTES of MEETING of ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP -  
MANAGEMENT COMMITTEE held in the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD  
on FRIDAY, 30<sup>TH</sup> SEPTEMBER 2016**

**Present:**

Grant Manders, Police Scotland (Chair)

Lorna Elliott, Argyll and Bute Council	Jennifer Nicoll, Highlands and Islands Enterprise
Neil Francis, Scottish Enterprise	Brian Reid, Argyll & Bute Council
Rona Gold, Argyll & Bute Council	Katrina Sayer, Argyll and Bute TSI
Shirley MacLeod, Argyll & Bute Council	Samantha Somers, Argyll and Bute Council
Gail McClymont, Police Scotland	Anthony Standing, Skills Development Scotland
Alison McGrory, NHS Highland	Becky Stokes, Argyll and Bute Council
Pippa Milne, Argyll and Bute Council	Gordon Wales, Scottish Government

**In attendance:**

Antonia Baird, Argyll & Bute Council  
John Owens, Alcohol and Drugs Partnership  
Craig McNally, Alcohol and Drugs Partnership  
Katie Barnwell, Community Planning Summer Student

**1. WELCOME AND APOLOGIES – GRANT MANDERS**

Apologies were received from:

David Boag, Gaelic Board  
Andrew Campbell, Scottish Natural Heritage  
Fraser Durie, Argyll College  
Brian Fleming, Department for Work and Pensions  
Elaine Garman, NHS Highland  
Stuart Green, Argyll and Bute Council  
Glenn Heritage, Third Sector Interface  
Jim Hymas, Scottish Fire and Rescue Service  
Louise Long, Argyll and Bute Council  
Donald MacVicar, Argyll and Bute Council  
Councillor Ellen Morton, Argyll and Bute Council  
Cleland Sneddon, Argyll and Bute Council  
Councillor Dick Walsh, Argyll and Bute Council  
Christina West, Health and Social Care Partnership

Grant welcomed everyone to the meeting in Gaelic and advised that Becky would be filming parts of the Management Committee meeting and that the film clip would be in the public domain once finalised.

**2. MINUTE AND HIGHLIGHTS OF THE CPP MANAGEMENT COMMITTEE MEETING ON THE 9<sup>TH</sup> JUNE 2016**

The minutes and highlights of the meeting of the CPP Management Committee of the 9<sup>th</sup> June 2016 were approved as a correct record.

It was clarified that the film clip would go alongside the Highlight Report for now but that the intention would be to stop producing Highlights if the film clips is successful.

### 3. ACTION TRACKER

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

In relation to action 76 regarding locality groups, it was noted that a recent informal discussion with members of the Helensburgh and Lomond Area Community Planning Group had concluded that the Locality Manager for the Health and Social Care Partnership should be invited to attend ACPGs with the Locality Planning Group being treated as any other partner.

Action 78 – it was agreed to mark this as complete and have as a standing item on the agenda.

### 4. COMMUNITY PLANNING

#### (a) AREA COMMUNITY PLANNING GROUPS, SHIRLEY MACLEOD

Shirley MacLeod presented the information from the August meetings of the Area Community Planning Groups.

As per the recommendations, the Management Committee agreed to:

- Note the change in the Helensburgh and Lomond Chair and write a letter from Grant Manders to Cllr Gary Mulvaney thanking him for his time as Chair and write a letter to Stuart McLean, congratulating him on his new position
- Note the community development work underway in Kirkmichael, Tiree, Lismore, Luing, Easdale, Kerrera
- Note the predicted increase in population on Jura and inform Lorna Elliott if their organisation wished to attend the next meeting regarding this
- Agreed that the Chairs of the Area Community Planning Groups should be invited to sit on the Management Committee and that a meeting will be arranged to develop a process around this
- Agreed to feedback to the Economic Forum asking them to promote Area Community Planning Groups to private businesses
- Agreed to discuss Locality Plans further at a meeting of the Chief Officers Group

**Action: Rona to write a letter from Grant Manders to Cllr Mulvaney thanking him for his time as Chair of Helensburgh and Lomond ACPG and to Stuart McLean congratulating him on his appointment.**

**Action: All to inform Lorna Elliott if a representative from your organisation should attend the next meeting looking at the predicted population increase on Jura**

**Action: Rona to organise meeting between Grant, Shirley, Lorna and Rona to develop a process on ACPG Chairs sitting on the Management Committee**

**(b) NATIONAL COMMUNITY PLANNING UPDATE, GORDON WALES**

Gordon advised that there was no new information arising from the National Community Planning Group however advised on other areas of interest to the Management Committee.

A series of recommendations following responses to the consultation on the Community Planning aspect of the Community Empowerment (Scotland) Act were in the process of being presented to ministers and it was likely that this would be implemented around December 2016/January 2017.

Gordon also advised of a new CPP support portal – [www.cppsupport.scot](http://www.cppsupport.scot) for information and guidance and that there were plans to extend it further to look at best practice and shared learning.

Gordon also updated the Management Committee on topics including an education governance review currently underway, with consideration thereafter of the funding arrangements for schools, the new Islands Strategic Group and EU funding implications.

**5. ALCOHOL AND DRUGS PARTNERSHIP ANNUAL REPORT 2015-16, JOHN OWENS, CHAIR OF THE ADP**

John Owens and Craig McNally presented the Alcohol and Drugs Partnerships' Annual Report for 2015-16 to the Management Committee.

John informed the Management Committee that there was an ongoing review of Alcohol and Drugs Partnerships across the country and that they were wanting to make the best use of existing partnerships across Argyll and Bute. Highlights of the past year included reviewing the structures of the partnership, strengthening the core team and shared agendas and great buy-in from service users and communities on the Recovery Orientated System of Care (ROSC) model. John also advised that plans were in place to form a drug-related death group to tackle this issue.

Grant said that he was delighted with the direction of travel for the Alcohol and Drugs Partnership and that substantial progress had been made over the last year.

It was agreed to sign off the Annual Report.

**6. 2016/17 DELIVERY PLAN UPDATE**

**(a) Action tracker and performance measures for Outcome 2: We have infrastructure to support sustainable growth, Pippa Milne**

Pippa went through the action tracker for the actions within the Outcome 2 delivery plan providing an update on each one.

It was agreed that Malcolm McFadyen be replaced with Stuart Green on the action regarding Rural Regeneration because of Stuart's role with the Smarterplaces initiative.

Grant Manders asked for partners to receive an update on delivering high speed

broadband. Pippa confirmed there had been a recent meeting between Council and BT to address issues. It was confirmed by HIE and the Council that there had been progress and that an update position would be made available for circulation prior to the Full Partnership meeting on 2 November.

Pippa emphasised importance for all partners to consider how they can assist with making positive messaging for Argyll and Bute, for example highlighting its close proximity to central belt and the beauty of the area.

The Call for Sites for the Local Development Plan (LDP) is out. Partners encouraged to input where relevant to this.

It was noted that the cost of developing houses still remains a challenge.

**Action: Samantha to replace Malcolm McFadyen with Stuart Green on the action regarding rural regeneration**

**Action: Pippa and Jennifer to provide update on Broadband for distribution to partners via CPP news bulletin ahead of Full Partnership on 2 November.**

**Action: All to consider how their organisation can positively promote Argyll and Bute through messaging.**

**Action: Information on the Local Development Plan to be brought to a future meeting.**

**(b) Action tracker and performance measures for Outcome 6: People live in safer and stronger communities, Gail McClymont**

Gail went through the action tracker for the actions within the Outcome 2 delivery plan providing an update on each one.

It was noted that the Youth Engagement Officers for Oban and Helensburgh were starting their role on the 3<sup>rd</sup> October 2016. Gail provided an explanation for the actions that were not on track with the main reason for this being that an appropriate lead required to be identified for these activities. It was noted that work was still happening in relation to these activities despite not having an identified lead.

Further to the activity update on patient transport a group of partners met on 16 September 2016 to discuss this. It is acknowledged that this is a difficult issue.

Gail also advised that there was more up-to-date data available and requested that Samantha contact her to ensure the latest figures are showing in the report.

**Action: Samantha contact Gail to receive latest Police Scotland figures for reporting.**

**(c) EXCEPTION REPORTING FROM ALL DELIVERY PLANS**

Samantha went through the exceptions for each of the outcomes. It was noted that almost all of them were requiring authorisation of a lead officer/other key people from senior staff and that the Community Planning team were just waiting to hear back from these staff members.

Grant requested that it be flagged to him where identification of leads taking too

long.

**Action: Outcome Leads to flag to Grant instances where identifying an activity lead is taking too long.**

**7. JOINT HEALTH IMPROVEMENT PLAN REVIEW, FOCUS GROUP – ANTONIA BAIRD**

Alison McGrory gave Management Committee members background information into the Joint Health Improvement Plan. Management Committee members were initially asked to prioritise existing strategic priorities and then emerging themes. Antonia confirmed that the feedback from the Management Committee would be fed into the review.

The Management Committee flagged up the following areas as priorities under existing strategic priorities:

- Mental Health
- Early Years
- Alcohol and Drugs
- Older people

And the following areas of new themes:

- Prevention
- Self-Management
- Person Centred Care
- Social Prescribing

Alison and Antonia confirmed that the new strategy was due to be launched in January 2017.

**8. CPP ANNUAL REPORT 2015-16, AGREEMENT PRIOR TO PUBLISHING**

Rona took the Management Committee through the draft Annual Report and thanked everyone for their contributions towards it. Partners will be encouraged to circulate it once published and that hard copies plus the weblink will be provided to Management Committee members.

The content of the Annual Report was agreed with the proviso that any further comments must be provided to Rona/Samantha by the 7<sup>th</sup> October and that a reminder would go out to those not present at the meeting today.

**Action: Any further amendments/comments on the Annual Report to be with Rona/Samantha by the 7<sup>th</sup> October 2016.**

**9. CARE LEAVERS COVENANT – SEEKING SIGNATORY FOR THIS**

Rona explained what the Care Leavers Covenant was to the Management Committee and advised that the CPP could sign up as a collective in addition to individual partners signing up themselves. It was agreed that signing up would be supportive of our Corporate Parenting duties.

It was agreed that Rona would sign up the CPP to the Care Leavers Covenant.

**Action: Rona to sign the CPP up to the Care Leavers Covenant.**

**10. PREGNANCY AND PARENTHOOD IN YOUNG PEOPLE STRATEGY – ROLE FOR CPP, RONA GOLD**

Rona advised that the Scottish Government's new Pregnancy and Parenthood in Young People strategy tasked the CPP to have an accountable person for this strategy. It was agreed that Rona would speak to Louise Long to identify a suitable person for this role.

**Action: Rona to speak to Louise Long regarding identifying an accountable person for this strategy**

**11. AOCB**

**(a) ATTENDING AREA COMMUNITY PLANNING GROUP MEETINGS**

Grant encouraged all Management Committee members to attend at least one of the Area Community Planning Group meetings if possible to build strong links between the two levels.

**(b) FULL PARTNERSHIP MEETING**

Rona advised that this was taking place on the 2<sup>nd</sup> November in Oban at the same time as the Enterprise Week to allow delegates the opportunity to attend the Trade Fair after the Full Partnership meeting. Rona confirmed that this year was a board-style meeting in café style, with presentations, Q&A sessions and networking opportunities. Invitations would be sent out next week.

**(c) THIRD SECTOR INTERFACE**

Katrina advised that the TSI had taken on the responsibility for the running of the Third Sector and Communities Group and that they were hoping to encourage additional community groups to attend the meeting on the 11<sup>th</sup> October.

Katrina also advised that the report from the Transport Conference was now available and requested that this go on the agenda for the next Management Committee meeting. It was agreed to circulate this to Management Committee members in advance.

**12. DATES OF FUTURE MEETINGS**

Full Partnership – Wednesday 2<sup>nd</sup> November  
Management Committee – Tuesday 20<sup>th</sup> December

Area Community Planning Groups:

Tuesday 8<sup>th</sup> November – Bute and Cowal (evening meeting)

Wednesday 9<sup>th</sup> November – Mid Argyll, Kintyre and the Islands

Tuesday 15<sup>th</sup> November – Helensburgh and Lomond

Thursday 17<sup>th</sup> November – Oban, Lorn and the Isles (evening meeting)





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These highlights from the Argyll and Bute Community Planning Partnership (CPP) Management Committee meeting held on the 30<sup>th</sup> September 2016 are for information purposes for Area Community Planning Groups and partner organisations to distribute freely.

- Following the successful Gaelic Gathering event in August, the meeting opened with a welcome in Gaelic.
- The Community Planning Partnership supports the Scottish Care Leavers Covenant! The Management Committee signed up and endorsed the Covenant making a promise to act to remove barriers, and to improve opportunities and outcomes for care leavers.  
[www.scottishcareleaverscovenant.org](http://www.scottishcareleaverscovenant.org)
- Issues raised at recent Area Community Planning Groups were discussed and actioned. A site visit to Jura on 7 November to further explore important matters there was agreed to be beneficial.
- The Management Committee welcomed the suggestion of Area Community Planning Chairs attending future meetings.
- Argyll and Bute is to be part of the Islands Strategic Group announced by Scottish Government on 25th August.
- The Annual Report 2015-16 for the Alcohol and Drugs Partnership was given final sign off. Highlights of the past year included reviewing the structures of the partnership, strengthening the core team and shared agendas and great buy-in from service users and communities on the Recovery Orientated System of Care (ROSC) model.
- All partners are encouraged to promote the beauty and accessibility of Argyll and Bute to live, visit and work.
- Those present at the meeting took part in a focus group session, part of a wider consultation, on priorities and themes for the review of the Joint Health Improvement Plan.

Full details of the meeting of the CPP management committee can be found on Argyll and Bute Council Website.

If you have any queries on these highlights please contact: [cppadmin@argyll-bute.gov.uk](mailto:cppadmin@argyll-bute.gov.uk)

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<b>CPP Management Committee Action Tracker</b>					
<b>Ref No.</b>	<b>Date Raised</b>	<b>Action</b>	<b>By Who</b>	<b>Completion Date</b>	<b>Notes</b>
48	30.09.15	Rona Gold, Shirley MacLeod and Jane Jarvie to have a discussion on available resources to promote communication of meeting dates.	Rona / Shirley / Jane	18.12.15	Ongoing
62	30.09.15	Anthony Standing to form working group to look at increasing the number of modern apprenticeships across the area	Anthony Standing	18.12.15	Ongoing
65	18.12.15	Send letter to Scottish Water from Grant Manders regarding attendance and input to Area Community Planning Groups. Rona to draft.	Rona Gold	24.03.16	Ongoing
73	24.03.16	Samantha Quarton to publicise any funding opportunities for Third Sector Organisations through the CPP Fortnightly Bulletin.	Samantha Quarton	ASAP	Ongoing
77	24.03.16	Chair to invite Scottish Ambulance Service to be a partner within Outcome 6 and the Full Partnership and Visit Scotland to be a partner within Outcome 1 and the Full Partnership.	Rona Gold	09.06.16	Ongoing
83	24.03.16	Rona to look at the totality of preventative activity across all partner organisations post June 2016.	Rona Gold	Sep-16	Ongoing
84	03.05.16 (Outcome 6 workshop)	Create clear links between the ADP and the CPP	Rona Gold and Chair of the ADP	Sep-16	Ongoing
92	09.06.16	Correspond with Grant Manders and Jim Hymas regarding CS Wind staff.	Jennifer Nicoll	Asap	
100	30.9.16	All to consider how their organisation can positively promote Argyll and Bute through messaging.	All	20.12.2016	

<b>CPP Management Committee Action Tracker</b>					
<b>Ref No.</b>	<b>Date Raised</b>	<b>Action</b>	<b>By Who</b>	<b>Completion Date</b>	<b>Notes</b>
103	30.09.16	Outcome Leads to flag to Grant instances where identifying an activity lead is taking too long.	Outcome Leads	20.12.2016	

**Management Committee****Date: 20<sup>th</sup> December 2016**


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## Area Community Planning Groups

**1.0 Purpose**

This paper presents key matters arising during the Area Community Planning Group round of meetings in November 2016 for consideration by the CPP Management Committee.

**2.0 Recommendations**

The Management Committee is asked to:

- Note the Highlights and Key Issues under 4.0 and 4.1.
  - The current OLI Chair is coming to the end of her two year tenure in the chair and members have requested that clarification on whether the existing chair could stand for re-election be sought from the Management Committee
  - With regards to locality planning, members would like to raise the potential for duplication with existing plans, have concerns regarding resourcing activity and considered whether it was necessary to have a locality plan if existing plans adequately covered the area
  - The impact of the increase in the number of camper vans/mobile homes visiting the area and issues relating to the level of facilities provided for the vehicles such as the lack of grey water/chemical waste facilities; litter bins; car parking areas and the need to increase the information provided to camper van/mobile homes
  - Funding challenges faced by third sector organisations, changes in the 'Big Lottery' funding strategy and the need to highlight specific challenges faced by communities across Argyll and Bute area as this is not always recognised by urban based organisations
  
- Action an appropriate response to the points raised in 4.2 which are to:
  - Advise whether a current Chair can stand for re-election at the end of their two year tenure in the position of chair
  - Provide further advice and guidance on what is required under the Community Empowerment (Scotland) Act with regards to locality planning before the February round of meetings
  - Consider the impact of the increase in the number of camper vans/mobile homes visiting the area and issues relating to the level of

facilities provided for the vehicles on both island and remote mainland communities.

- Consider how best to ensure that funders are aware of the particular challenges faced by third sector organisations and community groups running services, projects and initiatives within the Argyll & Bute CPP area.

### 3.0 Background

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

Area Community Planning Groups meet quarterly to discuss issues of importance relevant to the delivery of the Single Outcome Agreement (SOA) at a local level.

The November meetings focused on Outcome 3 and Outcome 4.

### 4.0 Highlights

The following points were consistent to more than one meeting:

- It was noted that an invite had been extended to the Chairs of the Area Community Planning Group to attend Community Planning Management Committee meetings on a regular basis
- Agreement that the February 2017 Area Community Planning Group meetings will focus solely on Locality Planning
- Considered a progress update report on the work carried out by the Argyll and Bute Strategic CLD Partnership and agreed to include consideration of learning and development opportunities when discussing Locality Planning at the February meeting
- Considered updates on community safety matters including the Strategic Community Safety Coordinating and Tasking Partnership, Police Scotland's - Your View Counts Survey, the UK Government CONTEST Strategy how this has been implemented in Scotland to safeguard vulnerable people and communities from the threat of radicalisation and the introduction of newly appointed Youth Engagements officers in Oban and Helensburgh.
- Received input from Health & Social Care Locality Planning Groups regarding the development of locality plans in the respective areas.

Highlights from specific meetings were as follows:



## **Bute & Cowal**

- Issues raised at the August CPG meeting relating to the Superfast Broadband Rollout were considered in more depth at a workshop facilitated by the CPG held on the 27th October 2016. A briefing note of the findings was presented to the November meeting and it was agreed that it had been very useful way to discuss issues in more depth. The potential lack of provision of Smart Metering in the Argyll and Bute Area was also raised at the November meeting.
- The group benefitted from a presentation of highlighting the youth art projects, exhibitions and events currently being undertaken by the Dunoon Burgh Hall Trust and also received an update on the progress of the programme of building works that the Burgh Hall is currently undergoing. Members were interested to receive an overview of work carried out by the HELP project in Bute and Cowal and also highlighted their main goals and achievements to date, with particular emphasis on the work currently being undertaken by the Community Task Force.
- The group also benefitted from presentations which highlighted the key aims and achievements of Dunoon Grammar School to date and future plans and the Cowal Family Pathway, an Early Years Collaborative project designed to assess a child's needs from prebirth to age five by focusing on joint working between the agencies involved, due to be implemented in December 2016.

## **Helensburgh & Lomond**

- The group benefitted from a presentation on the GIVE Summer youth volunteering programme and agreed, where possible, to help promote the GIVE Programme and offer youth volunteering opportunities.
- The group welcomed an update and presentation from Stephanie Thomas, President, Youth Parliament and representatives from the Helensburgh and Lomond Youth Forum agreed to invite Stephanie Thomas, President Youth Parliament to join the CPG and to also consider how best to facilitate input the Helensburgh and Lomond Youth Forum form into future meetings.
- An update from the Third Sector advised on a forthcoming meeting with 'Big Lottery' in regards their changing funding strategy and the need to highlight challenges faced by communities across Argyll and Bute area as this is not always recognised by urban based organisations while the issue of marine litter, particularly at the head of long lochs within the area was highlighted by the Community Development Officer.

## **Mid Argyll, Kintyre and Islay**

- The group considered the findings of two workshops instigated by the MAKI CPG following discussion on the anticipated population increase on the island

of Jura, at its meeting on 10 August 2016 and held in September and November respectively. It was noted that the workshops had successfully achieved their objective of raising potential impact on the island's public infrastructure of the anticipated increase in Jura's population and that this activity was now concluded.

- The group gave consideration to a briefing note outlining a number of issues raised by Islay Community Council in relation to the increase in the number of camper vans/mobile homes visiting the island and issues relating to the level of facilities provided for the vehicles such as the lack of grey water/chemical waste facilities; litter bins; car parking areas and the need to increase the information provided to camper van/mobile homes.. Partners noted that similar issues affect other islands also mainland communities, particularly those served by single track roads.
- Argyll Third Sector Interface highlighted the plight of the Kintyre Youth Café which had recently been served a notice to quit their premises by the end of December and that although they had sourced new premises these would not be ready until April 2017. Group Manager McClure advised the meeting that the community fire station may be able to assist with temporary accommodation for the group and it was agreed that this option would be explored after the meeting.

### **Oban, Lorn and the Isles**

- The current Chair is coming to the end of her two year tenure in the chair and members have requested that clarification on whether the existing chair could stand for re-election be sought from the Management Committee
- With regards to locality planning, members would like to raise the potential for duplication with existing plans, have concerns regarding resourcing activity and considered whether it was necessary to have a locality plan if existing plans adequately covered the area
- North Argyll Youth Forum gave a presentation to the group on their German Exchange trip. They spoke about the places they visited each day and explained a statistics test they done on lifestyle which highlighted cultural differences between in Scotland and in Germany
- The Group considered a presentation from North Argyll Carers Centre which covered the definition of a young carer, what they do and the support service focussing on the benefit of the services provided and the challenges faced by young carers. The funding challenges relating to delivering the service and the implications of recent legislation were also noted.
- Members were interested to receive information about Growing the Gaelic Language in Oban, Lorn and the Isles ,the benefits and the career paths which can be taken by Gaelic speakers and the benefits of having separate Gaelic speaking schools rather than using Gaelic Medium units attached to an English speaking school

#### 4.1 Key Issues

The following key points were highlighted:

- The current OLI Chair is coming to the end of her two year tenure in the chair and members have requested that clarification on whether the existing chair could stand for re-election be sought from the Management Committee
- With regards to locality planning, members would like to raise the potential for duplication with existing plans, have concerns regarding resourcing activity and considered whether it was necessary to have a locality plan if existing plans adequately covered the area
- The impact of the increase in the number of camper vans/mobile homes visiting the area and issues relating to the level of facilities provided for the vehicles such as the lack of grey water/chemical waste facilities; litter bins; car parking areas and the need to increase the information provided to camper van/mobile homes
- Funding challenges faced by third sector organisations, changes in the 'Big Lottery' funding strategy and the need to highlight specific challenges faced by communities across Argyll and Bute area as this is not always recognised by urban based organisations

#### 4.2 Further Actions

It is requested that members

- Advise whether a current Chair can stand for re-election at the end of their two year tenure in the position of chair
- Provide further advice and guidance on what is required under the Community Empowerment (Scotland) Act with regards to locality planning before the February round of meetings
- Consider the impact of the increase in the number of camper vans/mobile homes visiting the area and issues relating to the level of facilities provided for the vehicles on both island and remote mainland communities.
- Consider how best to ensure that funders are aware of the particular challenges faced by third sector organisations and community groups running services, projects and initiatives within the Argyll & Bute CPP area.

#### 5.0 Implications

Strategic Implications	The November 2016 Area Community Planning Group meetings focussed on Outcome 3 and Outcome 6 with
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	cross linkages to all other outcomes
Consultations	No prior circulation of this report.
Resources	No direct resource implications however consideration of the issues raised and following courses of action may have a knock on effect on finance and/or staff resource
Prevention	Several of the initiatives and projects highlighted at the Area CPGS contribute to the prevention agenda
Equalities	The work of groups such as the North Argyll Carers Centre and HELP contribute toward reducing inequalities in the various communities served by the projects being taken forward.

For More Information:

Shirley MacLeod, Area Governance Manager, Shirley.macleod@argyllbute.gov.uk

**References:** n/a

**Appendices:** n/a

**Management Committee**

**Date: 20 December 2016**



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## **Argyll and Bute Economic Forum**

### **1.0 Purpose**

To provide an update and commentary on the Argyll and Bute Economic Forum.

### **2.0 Recommendations**

To note the content of this report including updates on sector specific workgroups of the forum.

### **3.0 Background**

A mandate was established at the CPP Economic Summit in October 2014 to create the Argyll and Bute Economic Forum which was established early 2015. A private sector led organisation facilitated and supported by the public sector, their report issued in February 2016 provides a compelling overview and key recommendations to growing the economy by building on economic sectors where it is determined that sustainable job creation opportunities exist; namely tourism and food and drink. The report also sets out considerations to barriers to growth and an overview of our main towns.

### **4.0 Detail**

- 4.1 Nicholas Ferguson CBE, Chair of the Forum presented the findings of the report to the CPP Management Committee at their meeting on the 24 March 2016. The Council's Corporate Support Manager and Head of Economic Development equally presented the report to the Community Planning Groups over the spring.
- 4.2 The forum now meets twice a year to monitor the recommendations with the first in 2016 on the 14 April. It was agreed to prioritise the recommendations within each sector of the report as follows;

#### 4.3 Tourism

- Marketing
- Upping the game (Facilities, Activities)
- Kilmartin World Heritage

4.4 **Food Production and Aquaculture;** as there are a shorter number of recommendations within this sector, it was agreed all the following are priorities.

##### **Aquaculture**

- Stay close to the decision makers
- Consent process speeded up
- Expand shellfish
- Raise Argyll's share
- Collaboration with academic sector

##### **Food**

- Umbrella food brand
- Target food services
- Meat processing plant

#### 4.5 Youth and Education

- Regular visits to schools by employers.
- Young Enterprise Scotland in all schools.
- Expand UHI / Argyll College / SAMS.
- Oban as a University Town.
- University Student Accommodation.

4.6 Under **Barriers**, the following key issues were prioritised:

- A shared vision.
- Mobile connectivity.
- A83.

4.7 The second meeting of the forum was held on the 03 October with the morning dedicated to a joint session with the Council's Members Seminar focussed on Youth and Education followed by their board meeting. Key highlights of updates on sub groups as follows;

4.8 **Tourism** – further to an understanding from google analytics that 'Argyll and (the) Isles' has a low 'digital' presence, particularly when assessed against comparable destinations e.g. Loch Lomond, Lake District, Western Isles etc.,

a strategic marketing group was formed to secure a fund for a digital marketing initiative. In collaboration with industry and the Council, the Argyll and the Isles Tourism Cooperative (AITC) submitted a funding bid to the VisitScotland Growth Fund with a decision due soon.

- 4.9 Anecdotal evidence strongly suggests that 2016 was a strong growth year for tourism further supported by 'Wild about Argyll' marketing campaign which was fronted by the famous Scots adventurer Mark Beaumont.
- 4.10 Argyll and Bute continues to benefit from ongoing investment into accommodation by the private sector (Portavadie, Eriskay Hotel, Columba Hotel, Machrie Hotel) and public realm by the Council (Oban), nonetheless, continued investment is required to improve standard of accommodation and activities.
- 4.11 Nicholas Ferguson also facilitated an initial meeting with Kilmartin Museum, Historic Environment Scotland and others to scope the opportunity for Kilmartin Glen as a World Heritage Site.
- 4.12 **Food and Aquaculture;** in the spirit of the recommendations with regarding staying close to decision makers, the Council's Chief Executive wrote to the CEOs of all the major players in Argyll and Bute and whilst the response has been slow, we have seen increased engagement with two of these organisations. HIE already account manage many of these firms and proposed increased joint working with the Council's Chief Executive in this matter. This also supports a desire to expand Argyll's share as the public sector better understands investment proposals and advise accordingly with regards to regulation.
- 4.13 With regards to speeding up the consents process, at the direction of the Scottish Government, there has been a significant review of what some view as a potentially duplicitous and unnecessarily sequential process and a technical report was issued with recommendations to streamline the process. Whilst this does not recommend a 'one size fits all' consenting process as operated in Norway, it also recognises that the high level of regulation in Scotland supports the consensus that Scottish farmed salmon is world leading in quality. The view of the sub group of the economic forum is that the Council as a regulator is playing its part to support industry.
- 4.14 With regards to collaboration with the academic sector, Professor Nick Owens, Director of the Scottish Association for Marine Science (SAMs) has agreed to join the forum and we hope to discover future opportunities to be explored.

- 4.15 In collaboration with Calmac, Food from Argyll have opened a 'Food from Argyll' restaurant on the north pier in Oban promoting regional food and drink products and if successful may lead to further outlets being opened.
- 4.16 For **Youth and Education**, the Argyll and Bute 'Developing Young Workforce' group presented their funding bid to the national board early December to secure significant funding to deliver improved vocational education and youth employment. Private sector led, the group is supported by the Council and HIE and have been active in identifying potential private sector companies to join as an active member of the group. The Chair of the group is Jane MacLeod who leads the Youth and Education sub group of the Economic Forum. Nicholas Ferguson and the Chief Executive of the Council formally advised the national board of their support for the bid which was successful.
- 4.17 Oban as a University Town continues to remain a key priority for the Council and HIE and signs promoting this endeavour have been installed on the vehicular approaches to Oban and there has been progress towards securing student accommodation for students of SAMs. Whilst this activity is promising, there is considerable activity required to develop Oban as a genuine University Town which is being pursued by a steering group which is not directly associated with the economic forum.
- 4.18 Regarding barriers, at the request of the Deputy First Minister, HIE have been proactive in seeking to improve mobile phone connectivity in the Highlands and Islands area and a number of applications have been submitted to the Council's Planning Services for mobile communication masts. It should be noted that this is not a devolved matter to the Scottish Parliament and joint lobbying continues to seek improvements to what is a critical barrier to economic growth alongside a national target for 100% broadband connectivity in Scotland.
- 4.19 Nicholas Ferguson also opened the successful Argyll Enterprise Week on the 30 October in Oban where a week of activity to support business growth and networking was delivered by the Council's Business Gateway Team and HIE. The week also witnessed the launch of two funds from the Council; the first is the £500,000 Rural Resettlement Fund to encourage individuals, families and small businesses to relocate to Argyll and Bute and second is the the £1m Business Growth Accelerator Fund being delivered by Business Gateway aimed at providing grants for SMEs not account managed by HIE. The latter is 50% funded by the European Commission. For more significant transformational opportunities, bidders can apply to the Council's £1m Inward Investment Fund which opened for bids earlier the year.



4.20 Nicholas Ferguson’s final words at the opening of Enterprise Week is that on the back of clear growth in key sectors and funded activity to support this, there is a feeling of momentum which needs to be harnessed to meet our overall objectives.

## 5.0 Conclusions

Nicholas Ferguson CBE continues to chair the Economic Forum in a monitoring role of the priority recommendations within this report on which some progress is being made and whilst anecdotal evidence is that key reports are successful, full efforts must continue to achieve our potential with regards to job creation and economic growth to stimulate population growth.

## 6.0 Implications

Strategic Implications	Outcome 1 – economy is diverse and thriving Outcome 2 – Infrastructure that supports sustainable growth Outcome 3 – Education, skills and training maximises opportunities for all.
Consultations, Previous considerations	N/a
Resources	N/a
Prevention	N/a
Equalities	N/a

**Cleland Sneddon, Chief Executive, Argyll and Bute Council**

**Contact; Stuart Green, Corporate Support Manager, Chief Executives Unit.**

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**Management Committee****Date: 20<sup>th</sup> December 2016**

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**Information regarding CPP Full Partnership 2016****1.0 Purpose**

The purpose of this report is to inform the CPP Management Committee of the meeting of the CPP Full Partnership held on the 2<sup>nd</sup> November 2016.

**2.0 Recommendations**

The CPP Management Committee is recommended to note the report.

**3.0 Background**

The meeting of the Full Partnership is an annual meeting to review the progress of the previous year and set direction for the coming year.

**4.0 Detail**

The 2016 meeting of the Full Partnership was held at the Argyllshire Gathering Halls, Oban on Wednesday 2<sup>nd</sup> November 2016.

The chair of the CPP Full Partnership, Cllr Dick Walsh, highlighted the importance of partnership working and examples of good work that have taken place over the past year. The CPP annual report for 2015/16 was available for each of the 42 attendees, and can be found alongside a Gaelic version, on the council's website.

The format of the day consisted of a reflection on current partnership work including the recent community-led charrette processes in Bute and the Crinan Canal, and a look at 'tools for the future' presented by the Improvement Service.

Comprehensive notes were taken of all the presentations which can be circulated to Management Committee members upon request. Presentations are also available on the council website. See 'references' section of this report for detail.

Evaluation from the meeting was positive with respondents commenting on the professionalism and level of engagement with the presentations, suggestions on how

to use the Place Standard Tool moving forward and the positive networking opportunities that were available.

### 5.0 Conclusions

The meeting of the CPP Full Partnership took place on the 2<sup>nd</sup> November 2016. Notes from all presentations are available for circulation upon request. The information from the day will help shape the future work of the Partnership and will inform the format of the next Full Partnership meeting in November 2017.

### 6.0 Implications

Strategic Implications	The Full Partnership looks at all aspects of the SOA
Consultations, Previous considerations	N/A
Resources	None
Prevention	N/A
Equalities	N/A

### Rona Gold, Community Planning Manager

For more information contact Samantha Somers, Community Planning Officer, 01546 604464

### References

The agenda and presentations of the Full Partnership can be found at <https://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?CIId=293&MIId=7303&Ver=4>

### Appendices

N/A

**Management Committee**

**Date: 20<sup>th</sup> December 2016**



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## **Local Outcome Improvement Plan (LOIP) and current Single Outcome Agreement (SOA)**

### **1.0 Purpose**

The purpose of this report is to generate discussion and agreement from the Management Committee on the appropriate terminology to use for the overarching strategic outcomes document of the Community Planning Partnership, and to highlight what is required to ensure compliance with the guidance for Community Planning under the Community Empowerment (Scotland) Act 2015.

### **2.0 Recommendations**

The CPP Management Committee is recommended to:

- a) Consider and agree on the appropriate terminology to call the document taking into consideration concerns voiced by the Area Community Planning Groups
- b) Note the work required to ensure the document is compliant with the requirements of the Community Empowerment (Scotland) Act
- c) Action the Community Planning team to ensure the current Single Outcome Agreement transitions into the Local Outcome Improvement Plan.

### **3.0 Background**

The Community Empowerment (Scotland) Act 2015 requires each Community Planning Partnership (CPP) to have a Local Outcome Improvement Plan. Previously such a plan would be referred to as the Single Outcome Agreement. There is no requirement to refer to the document as a LOIP, the requirement is for a plan to be in place that meets the criteria under LOIP.

### **4.0 Detail**

#### Terminology

In May 2016 the four Area Community Planning Groups were consulted on the draft guidance and regulations of the Community Planning element of the Community Empowerment (Scotland) Act. The feedback from all groups was very clear that they

disliked the phrase “Local Outcome Improvement Plan” or LOIP as it did not mean anything to them.

Differences between current SOA and requirements of the LOIP

Appendix 1 sets out the requirements under a LOIP, and how this compares with the current SOA.

For the current SOA to meet LOIP requirements, additions would be:

- Detail how outcomes relate to the National Outcomes
- Explicitly state that the short and medium targets for the outcomes are found within delivery plans
- Explicitly state which community bodies the CPP considers can contribute to community planning
- Consider how best to include public bodies listed in the regulations as part of the sign off process for an Argyll and Bute SOA/ LOIP.
- Agree to sign off the SOA/ LOIP at the September 2017 meeting of the Management Committee.

**5.0 Conclusions**

Minor amendments are required to the current SOA to ensure it is compliant with the regulations and requirements of the LOIP.

A decision needs to be made by the Management Committee as to the most appropriate terminology to be used, whether to continue with existing terminology – SOA, or move to use LOIP.

**6.0 Implications**

Strategic Implications	The LOIP will replace the current SOA as of the 1 <sup>st</sup> October 2017
Consultations, Previous considerations	Area Community Planning Groups were consulted on the draft regulations in May 2016 and the Management Committee considered their feedback and provided its own feedback to the consultation in June 2016.
Resources	N/A
Prevention	N/A
Equalities	N/A

**Rona Gold, Community Planning Manager**

For more information contact Samantha Somers, Community Planning Officer,  
01546 604464

**References**

The near final guidance of the Community Planning aspect of the Community Empowerment (Scotland) Act can be found at  
<http://www.gov.scot/Publications/2016/10/5731>

**Appendices**

Appendix 1 – LOIP requirements and the current SOA

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**Appendix 1 – LOIP Requirements and the current SOA**

Requirement from near final guidance	Current position
<p>Each new LOIP must demonstrate a clear, evidence-based and robust strong understanding of local needs, circumstances and aspirations of its local communities (section 6(2) of the 2015 Act refers).</p> <p>This should demonstrate understanding of how these needs, circumstances and aspirations vary for different places and population groups in its area.</p> <p>As part of this demonstration of understanding, the CPP should set out in the LOIP which communities in its area (geographical communities and/or communities of interest) experience significantly poorer outcomes, relative to other communities either in the CPP area or in Scotland overall.</p> <p>It should also outline how participation with local communities and the business and third sectors has helped to develop and influence this understanding.</p>	<p>Information on local needs and aspirations of local communities for the current SOA was obtained from the “A good place to work, live and play” consultation.</p> <p>We currently focus on depopulation on the area as a whole rather than breaking down this further to local communities.</p> <p>This comes from the “A good place to work, live and play” consultation</p>
<p>The LOIP should then translate that understanding of local needs, circumstances and aspirations into a genuine plan which reflects the CPP’s priorities for improving outcomes and tackling inequalities in their area.</p> <p>The LOIP should set out clear and agreed priorities for improving local outcomes and on tackling inequalities, and demonstrate a robust link between these and the CPP’s understanding of local needs, circumstances and aspirations.</p> <p>It should show how each local outcome relates to one or more of the National Outcomes, in line with section 4(4) of the 2015 Act.</p>	<p>This is shown through our overarching aim and six outcomes.</p> <p>Our current outcomes do not currently state how they relate to the National Outcomes.</p>

<b>Requirement from near final guidance</b>	<b>Current position</b>
<p>The LOIP should state clearly and specifically what will be different for communities as long-term outcomes in 10 years; and the contributory outcomes, indicators and targets by which progress towards these will be demonstrated over the short (1 year) and medium (3 years) terms.</p> <p>These short-, medium- and longterm outcomes and targets should be both ambitious and realistic.</p>	<p>The SOA does set what the ambition is for the medium term but does not provide targets or indicators for the short or medium term. However these are covered within the delivery plans.</p>
<p>In order to provide assurance that these outcomes and targets are both ambitious and realistic, the CPP should set out what steps will be undertaken over the medium term, either in the LOIP or in publicly accessible supporting documentation.</p> <p>This information should show how CPP partners are deploying resources in support of the agreed outcomes, especially in ways which promote prevention, the reduction of inequalities, and the building of community capacity.</p>	<p>This information is found within the delivery plans.</p>
<p>The LOIP should be clearly based on active participation by communities and community bodies.</p> <p>Section 6(3) of the 2015 Act requires the CPP to consult both such community bodies, and such other persons, as it considers appropriate in preparing its LOIP. Consultation on the draft LOIP is a specific duty for the CPP.</p> <p>It does not replace the broader duty on the CPP regarding securing the participation of community bodies beforehand (section 4(6)(b) refers) (such as in informing and influencing the CPP's understanding of local, needs and aspirations; which outcomes the CPP should prioritise; and how partners should direct resources in support of proposed ambitions in the draft locality plan).</p>	<p>Feedback from the consultation was incorporated into the Single Outcome Agreement.</p>

<b>Requirement from near final guidance</b>	<b>Current position</b>
<p>The CPP should define as appropriate for consultation any community body which it considers can contribute to community planning.</p> <p>Communities in this context can include residents or businesses located in the area.</p> <p>It should include in particular those community bodies which can represent the interests of persons in the CPP area who experience inequalities of outcome which result from socio-economic disadvantage.</p> <p>These persons may reflect communities of place and/or of interest.</p>	<p>The Single Outcome Agreement does not explicitly state the community bodies it considers can contribute to community planning.</p> <p>It could be argued that any community body, resident or business located within Argyll and Bute can contribute to community planning.</p> <p>We may need to add a sentence to the document outlining our position on what community bodies can contribute.</p>
<p>The CPP may choose to consult local communities directly. In this case, it should consider what steps might be valuable in helping to secure participation in the consultation from those sections of the local population who experience inequalities of outcome which result from socio-economic disadvantage.</p>	<p>We could do this through the Area Community Planning Groups.</p>
<p>The CPP can choose, if it so wishes, to include other bodies in its consultation. These might for instance include other public sector bodies which are not statutory community planning partners. Which bodies the CPP includes, if any, are for it to decide.</p>	<p>No action required at this time</p>
<p>Having undertaken the consultation, the CPP should analyse the feedback and take account of it, to the extent that the CPP considers appropriate, in finalising its LOIP.</p>	<p>No action required at this time</p>
<p>Each CPP should have its LOIP in place and signed off for 1 October 2017.</p> <p>This deadline reflects the significant preparatory work involved in</p>	<p>The LOIP will need to be signed off at the September 2017 meeting of the Management Committee.</p>

Requirement from near final guidance	Current position
<p>developing and testing the plan, including to secure the effective participation of communities.</p>	
<p>The LOIP is a shared expression of ambitions and related commitments for communities in the CPP area.</p> <p>So every community planning partner listed in Schedule 1 and the relevant local authority whose responsibilities include the CPP area should agree its content.</p> <p>The CPP may choose to include other bodies as signatories, for instance the local TSI, community or representative groups or public sector bodies which are not already statutory partners.</p> <p>Since the LOIP is an expression of commitments on local priorities, the separate signature of Scottish Ministers is not required.</p>	<p>We have some partners listed in Schedule 1 as only attending Full Partnership rather than Management Committee (Historic Scotland, Sport Scotland). Does this decision need to be revisited?</p> <p>The TSI are part of the Management Committee so will be able to include them as a signatory.</p>
<p>By agreeing the LOIP, statutory partners are jointly responsible for ensuring the CPP delivers on commitments in the plan.</p> <p>They are also individually responsible for how they act as partners to help ensure that these commitments are fulfilled.</p> <p>The CPP can agree that other signatories can also be jointly and individually responsible for its delivery, if the plan makes this clear.</p>	<p>No action required at this time</p>
<p>The CPP must ensure that its LOIP remains up-to-date and appropriate for delivering improvement on themes which reflect local needs, circumstances and aspirations.</p> <p>Section 7(2) of the 2015 Act requires the CPP to review the LOIP from time to time. The CPP may then revise the LOIP, where it considers this appropriate.</p>	<p>The themes/outcomes currently in the SOA are reflective of local needs, circumstances and aspirations.</p> <p>No further action required at this time</p>

Requirement from near final guidance	Current position
<p>Each CPP should interpret this section as if it also applies to their Single Outcome Agreement (SOA) ahead of the commencement of Part 2 of the 2015 Act.</p> <p>As a result, the CPP should consider whether their existing SOA meets the statutory requirements and expectations in guidance for LOIPs.</p> <p>If the CPP is satisfied that the content of the SOA and the way in which it has been developed fully meet these requirements and expectations, then it may adopt the current SOA as its new LOIP.</p> <p>In this case, the CPP's statutory partners should sign off the current SOA as the new LOIP.</p>	<p>The existing SOA meets the statutory requirements and guidelines subject to minor amendments.</p>
<p>In other cases, however, the CPP should replace or revise the SOA.</p> <p>In doing so, the CPP should take such steps as it considers appropriate to ensure it has an up-to-date LOIP which fulfils the requirements of the 2015 Act and expectations for LOIPs in this guidance.</p>	

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<b>Outcome 3: Education, skills and training maximises opportunities for all</b>				
<b>Activity</b>	<b>Lead</b>	<b>Contributors</b>	<b>Progress</b>	<b>Comments</b>
Develop a range of programmes, courses and qualifications for the Senior Phase to support schools and pupils with course options that reflect local labour market employment opportunities.	Anne Paterson	Fraser Durie	On track	Anne is lead on the activities, Anne not in attendance. Udate picked up on points from the previous meeting. "E-sgoil" - virtual school which apparently is linking in with Argyll and Bute, Western Isles and Highland Councils - curriculum opened up to rural areas. Action: find out from Anne what Argyll and Bute is doing with this. Action: get good information together then do second Action: make teachers, pupils and partners in the employability partnership more aware of local opportunities and pathways. Anthony suggested other examples of where this promotion is taking place. Action: Ishabel to send the Skills Pipeline work when complete out to partners. Action: This paper to go to CPP MC on 20 Dec. It is recognised that this is linked into Outcome 1 focused on Economy. Action for Anne to select someone from Education to contribute to this discussion, and be lead for this activity for the group, and inform what activities being looked at for Senior Phase as this is being looked at by Education. DYW group is run by Education and it would be good to have a meeting with key people from activity group. Action: Rona to speak to Aileen Goodall to get advice on how partners can best link in.

<p>Develop a coordinated and open employer engagement approach between partners on what skills are needed and skills gaps.</p>	<p>Ishabel Bremner</p>		<p>On track</p>	<p>A sub-group of the Argyll and Bute Employability Partnership met on the 28th October to revise the Argyll and Bute Employment Activity Plan with a focus on skills demand issues and appropriate target audiences. The Employment Activity Plan also incorporates the Strategic Skills Pipeline supply side provision of employability services across the Argyll and Bute area. The Argyll and Bute DYW Regional Group bid (hopefully approved by the Scottish Government on 6th December) driven by the private sector, will also be key mechanism to achieve this outcome with support in partnership from Argyll and Bute Council, Highlands and Islands Enterprise (HIE) and Argyll College UHI. Principal action is to explore the connectivity and complementarity between the proposed activities, in particular skills gaps, outlined in the Argyll and Bute Employment Activity Plan and the Argyll and Bute DYW Regional Bid. Ensure alignment with the food and drink and tourism sectoral profiling work currently being undertaken by the Economic Growth Team. Action: Employability Partnership to explore the connectivity between DYW document and Argyll and Bute Employability Plan. Action: CPP team to set up a sectoral meeting in December on food, drink and tourism. Action: Partners to engage with the Helensburgh workshop, Ishabel to speak to Fergus about this.</p>
<p>Roll out the Argyll and Bute Family Pathway across all areas of Argyll and Bute, with wider engagement from partners.</p>	<p>To be identified</p>		<p>Not on track</p>	<p>Action: Rona to get update from Anne Paterson and Louise.</p>



Enhance provision, promotion and participation of Modern Apprenticeships through a partnership approach to ensure implementation of the Highlands and Islands Modern Apprenticeships Expansion Plan in Argyll and Bute.	Anthony Standing	Seonag Campbell Aileen Goodall Julie Hallett	On track	Modern Apprentice expansion plan has local aspects, the draft will be with partners end of Nov/ beg of Dec for comment and consultation. The funding model and the issue of rurality was highlighted. SDS are looking at MA data at the level of the 4 administrative areas and at secondary school level. Once the data is in localised level, hotspots can be identified. SDS looking at a bit of bespoke work on engagement with parents too. Action: partners to comment on the MA expansion plan when issued. Action: CPP MC to look at this at 20 Dec meeting
Expand the offer of Further Education	Fraser Durie	Jeannie Holles	On track	Fraser defined Further Education as after school. Need to look at what we are doing in various locations. There is the opportunity to start this in Helensburgh with the upcoming MOD meeting. Action: CPP team to arrange and attend a meeting for Jeannie and Fraser to meet and discuss Further Education.
Enhance strong partnership working between educational establishments and local communities through a mentor programme.	Martin Turnbull	Anthony Standing Louise Connor	On track	No update. This action is now under the DYW proposal going to Scottish Government. Action: CPP team to change Fraser to lead on this
Named person activity	Louise Long Ann-Marie Knowles	Patricia Renfrew Gerry Geoghegan	On track	Action: Rona to get update from Louise. Action: This group to make decision at next meeting on where this sits - under outcome 4?

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<b>Outcome 4: Children and young people have the best possible start</b>				
<b>Activity</b>	<b>Lead</b>	<b>Contributors</b>	<b>Status</b>	<b>Comments</b>
Educate young people about the dangers of cyber bullying and child sexual exploitation to keep themselves safe	Liz Strang		On track	Think You Know training is now with Child Protection Committee (CPC) training for the year. It provides a range of internet safety courses for young people. 24 have been delivered and another is scheduled for December. Gail took action to task Youth Engagement Officer in Oban to look at evaluation of Think You Know training and peer mentoring. Louise will speak to Headteacher about it too to see if there is an opportunity to do this. Child Exploitation - a working group has been established and a survey has been undertaken within Education. Analysis and development of a training programme is still to be developed by CPC.
Determine the number of children living in poverty in Argyll and Bute at area and overall level to enable a strategy to be developed	<b>Lead to be identified</b>		Complete	Now we need an action to review the Scottish Government's Child Poverty Strategy and assess its impact within Argyll and Bute. This would sit well with the welfare reform group. Rona to ask Judy Orr to consider this. Louise will put someone on the welfare group to bring the social part of this. Rona to ask Grant to identify a lead with the CPP group.
Roll out of principles of Young Firefighters Programme across Argyll and Bute to increase capacity building programmes for young people	Martin Turnbull	Louise Long, Jim Hymas	On track	There was thinking that Scottish Fire and Rescue has taken this forward. Rona to contact Jim about who from Fire can provide an update on this to each meeting and whether this is now complete. Gail mentioned Police Scotland Youth Volunteer Programme roll out which could contribute to a following action from this when this is complete. Gail to speak to Trish Collins and can contribute to further actions on this.

Create prevention and intervention activities improving mental health and young people	Brian Reid	Rosslyn Redpath Kathleen Johnston	Not on track	Rona to send this update to Brian. There is a gap in tier 1 service provision, there has been improved systems set for up for tier 2-4. In process of referring everyone to one place for distress. This is expected to shorten the waiting times by improving systems and processes. Louise is in process of developing a specialist service to provide advice and support for young people in distress: Too Cool to Talk. This is based on good practice from Tayside where there have been similar experiences to Argyll and Bute. This is a great community planning project under prevention. This requires funds, approximately £30,000 reoccurring, that will in the long term save money long term. This requires CPP to endorse. Action for December CPP meeting to discuss this and consider its funded.
Increase involvement of children & young people in service planning and delivery across all partners using Best Practice models within Argyll and Bute Council	Ronnie Mahoney		Not on track	In recruitment process for lead coordinator and once they are in place there will be recruitment of care experienced young people. Waiting for HR input. Ronnie to inform HR that the lead coordinator post needs to be out before 20 Dec. The champions board that will monitor this has been set up.
Introduce Youth Engagement Officers in designated Secondary Schools	Gail McClymont		On track	Youth Engagement Officers are now in place at both Hermitage Academy, Helensburgh and Oban High School. There were no applications for the Dunoon post. The preference of Police Scotland is to test the concept with the two existing schools. Rona to ask Education to attend these meetings to contribute to these discussions. Gail to speak to Anne Paterson about where the need is.

Exceptions from all outcomes				
Outcome	Activity	Lead	Exception for more than 1 quarter	Comments
1	Create opportunities for young people to enter the public sector	Jane Fowler	Yes	No update provided
2	Deliver the roll out of high speed next generation broadband and lobby the Scottish/UK Government to ensure that Argyll and Bute has a favourable / equitable position to other areas.	Jenny Nicoll	No	68.7% of premises have fibre access with 59.8% actually have SFB (≥24Mbps). 8.9% of premises have access fibre but are unable to get superfast speeds. Discussions are currently being had at Westminster over premises being charged for a standard service but not able to get the speeds. HIE/BT believes they will reach 75% coverage by end of 2016 and 84% by the end of Phase 1 of the DSSB programme (mid 2017) additionally a Scottish Government commitment to have 100% SFB across Scotland by 2021, this will include utilising alternative technologies such as wireless and satellite. Comms team working on press release to inform that the council are not leading but we are engaging. A considerable number of communities are unaware that fibre is available at their premise. Digital Scotland are being urged to expand their Demand Stimulation activities which targets communities that have access to SFB to ultimately increase fibre take-up.

Exceptions from all outcomes				
Outcome	Activity	Lead	Exception for more than 1 quarter	Comments
2	Create a singular partnership voice to Rural Regeneration through the creation of improved ways of working and service delivery; transformational change that benefits the community.	Stuart Green	No	PID for Smarter Places approved 30.09.16 with ambitious timescales. Stage 2 including dedicated workshops on all main towns will be complete by 25 November. Outputs and recommendations on way forward will be submitted to Project Board 20 December for consideration plus a request to proceed to stage 3. A key deliverable is to agree on resources required to take programme forward from January 2017.
5	Research where income is barrier to improving health and develop action plans to remove the barriers.	Muriel Kupris	Yes	Confusion around what is expected on this activity. Muriel has looked at research on barriers and income is not seen as a major barrier. Requires clarity on activity. Discussion ensued on whether the activity was on targeting of those of socio-economic disadvantage or a mapping of free activities. There is a concern of the use of the word research and capacity to undertake this task. There is a Coordinator in Helensburgh through the Health and Wellbeing Fund looking at aspects of this that could provide some data in relation to hard to reach people accessing physical activity. Issue would be that Helensburgh is not indicative of whole population of A&B. Leisure service has developed free exercise scheme for looked after and accomodate children. An ADP referral programme was developed a few years ago but unfortunately this didn't progress, Craig interested to talk further regarding this and see if this could be revived. Craig to meet with Paul Ashworth

Exceptions from all outcomes				
Outcome	Activity	Lead	Exception for more than 1 quarter	Comments
				regarding this. Reduced/concessionary costs for those in receipt of housing support (referred by housing services) - limited uptake. Own concession schemes linked to income related benefits. Sport Scotland's take on it is focused on reducing inequality and having different strategies to tackle that. Could look at business case enhancing the level of concession if that was required universally across all leisure centres (public and private). Action to obtain information on how many people are currently accessing concession schemes in Argyll and Bute and compare to data on number of people who are socially disadvantaged in terms of income then will know % of people who are accessing major leisure centres. Wording changed to identify where we have examples of good practice in reducing the barriers caused by income as an inequality and establish a baseline.
5	Review collective actions of CPP member organisations to improve equality via sharing their Equality Outcome Frameworks.	Alison McGrory	No	Meeting between Helen Sikora and CP team rescheduled.

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**Argyll and Bute Community Planning Partnership**

**Management Committee**

**20<sup>th</sup> December 2016**




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**Area CPG Focus – Oban Lorn and the Isles**

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The Oban, Lorn and the Isles CPG would like to raise two locally important matters:

1. Support for Young Carers which falls under Outcome 4 and 5
2. Parking Review which falls under Outcome 2

**Support for Young Carers**

A young carer is a child or young person aged under 18 who has a significant role in looking after someone else who is an experiencing illness or disability.

The North Argyll Carers Centre (NACC) Young Carers Service has been operational for 15 years. It currently has 108 registered young carers from aged 8 upwards and provides regular active support for around 80 at any one time. It is estimated that there are around 300+ in the area

- 50% caring for a parent/ grandparent with a physical or mental illness (including addictions)
- 50% are sibling carers, not the primary carer, but much affected by having sibling disability.
- 20% of carers caring for someone on autistic spectrum

The service offers a place for young carers to meet, peers support groups, access one to one emotional support and practical support as required and, importantly, take part in regular respite and fun activities.

Key outcome for Young Carers: Young Carers will be enabled to thrive and protected from inappropriate caring roles

**Key Points for Consideration**

- The bulk of referrals come through education and social work. There is an increase in numbers, particularly from rural areas, which can give logistical problems as well as additional costs due to location of carers
- There is no statutory funding from the Local Authority or NHS to support its activities. There used to be an application process through Children & Families however this is no longer available and NACC has to try and source outside funding to run the service.
- NACC is part of a Carers Centres network. Similar issues are faced throughout the area and another centre has shared that a funding application to a major funder had been unsuccessful because it considered the work to be statutory.
- The Carers Act 2018 will include statutory duties however there is currently no sense of what associated funding will be available once it comes into force.

## **Key Points for Discussion**

- The need for secure funding streams to enable the Young Carers Service to be delivered

## **Parking Review**

There is an ongoing Argyll & Bute wide Parking Review taking place which is at different stages throughout the area.

CPP Management Committee members are requested to provide strategic input relating to parking into the review at an appropriate stage in the process.

**For further information please contact: Lorna Elliott, Community Governance Manager 01631 567995**

**Management Committee**

**Date: 20 December 2017**



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## **Community Justice Outcomes Improvement Plan**

### **1.0 Purpose**

The reform of Community Justice is part of the Scottish Government's Public Sector Reform programme and legislates that Community Planning Partnerships be responsible for Community Justice, and develop a Community Justice Outcomes Improvement Plan for submission to Scottish Government by 1 April 2017.

### **2.0 Recommendations**

- 2.1** CPP sets up a Community Justice Group to sit within the Health and Social Care Partnership, to be chaired by Chief Social Work Officer; Louise Long. This group will develop the Community Justice Outcomes Improvement Plan, aligning this with the outcome based framework from Scottish Government and establishing appropriate monitoring arrangements.
- 2.2** CPP are requested to put forward reps for this Group, in particular representation is needed from Third Sector, Skills Development Scotland, Housing and Health (mental health).
- 2.3** Agree nominated persons attend three meetings in 2017: 31st January at 14.00, Tuesday 21<sup>st</sup> February at 14.00 and Tuesday 21<sup>st</sup> March at 10.00

### **3.0 Background**

The CPP has previously considered Community Justice Reform at its meetings on the 31<sup>st</sup> October 2014, 27<sup>th</sup> March 2015, 18<sup>th</sup> December 2015, 9<sup>th</sup> June 2016 and held a Development Day for CPP partners on the 22<sup>nd</sup> August 2016.

### **4.0 Establishing a Community Justice Group**

A partnership group with a focus on Community Justice is required to ensure that the Community Justice Outcomes Improvement Plan is developed in accordance with the requirements set out by Scottish Government.

### **5.0 Conclusions**

The draft Community Justice Outcome Improvement Plan requires development by a multi- partnership group to create a Plan that will set out how Argyll and Bute will approach reducing reoffending. The creation of a Community Justice Group, chaired by Louise Long and sitting under Health and Social Care Partnership is required to develop the Plan and monitor its implementation. This Group requires CPP members input.

**6.0 Implications**

Strategic Implications	This Plan specifically relates to Outcome 6 – Safer and Stronger Communities.
Consultations, Previous considerations	The CPP Management Committee has previously been made aware of its responsibility in developing the plan.
Resources	Representatives from appropriate organisations are requested to attend 3 meetings over a period of 3 months.
Prevention	The purpose of the plan is to prevent reoffending.
Equalities	The focus on reducing reoffending often correlates with poverty and as such work in this area may impact on reducing inequalities.

**Louise Long, Head of Children and Families and Outcome Lead for Children and Young People Get the Best Start in Life (Outcome 4).**

**For more information contact: Rona Gold. Community Planning Manager, [rona.gold@argyll-bute.gov.uk](mailto:rona.gold@argyll-bute.gov.uk).**

**References**

Papers to CPP Management Committee:

- Community Justice Reform, 31<sup>st</sup> October 2014
- Community Justice – update with Scottish Government response to consultation, 27<sup>th</sup> March 2015
- Community Justice Redesign: Transition Plan, 18<sup>th</sup> December 2015
- Community Justice and self-evaluation, 9<sup>th</sup> June 2016

**Appendices**

None

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**MANAGEMENT COMMITTEE****20 DECEMBER 2016**

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**Evaluation Of The Argyll and Bute Refugee Resettlement Programme**

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**1.0 PURPOSE**

- 1.1 The Evaluation of the Argyll and Bute Refugee Resettlement Programme report was presented to the elected members of Argyll and Bute Council at the Council meeting on 24 November 2016.
- 1.2 At the Council meeting the elected members noted the content of the report and welcomed the excellent support provided by the people of Bute and the Refugee Resettlement Group. The elected members also agreed the resettlement of further families on Bute beyond the initial 20 family commitment reflecting the success of the support programme and the clear desire of the families to be joined by their extended family living as refugees in the countries surrounding Syria.
- 1.3 Bringing the report to the Community Planning Partnership Management Committee allows partner agencies to note the success of the programme to date and the intention to bring more families to Bute.

**2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Community Planning Partnership Management Committee note:
  - a) The contents of this report and acknowledge and welcome the excellent support provided by the people of Bute and the Refugee Resettlement Group in welcoming refugees from Syria to live on the island of Bute
  - b) The decision by Argyll and Bute Council, as the lead agency in the Syrian Vulnerable Persons Relocation Scheme, to resettle further families on Bute beyond the initial 20 family commitment. This reflects the success of the support programme and the clear desire of the families to be joined by their extended family living as refugees in the countries surrounding Syria. The Refugee Resettlement Group would ensure that suitable housing is available, the health service can support medical needs and there is capacity in the schools.

### **3.0 INTRODUCTION**

- 3.1 In September 2015 Argyll and Bute Council became one of the first local authorities in Scotland to respond to the humanitarian crisis developing in Syria by agreeing to resettle Syrian refugee families through the Home Office's Syrian Vulnerable Persons Relocation Scheme. This scheme had been relaunched by the Home Office to meet the commitment of the then prime minister to resettle 20,000 Syrian refugees during the lifetime of this parliament.
- 3.2 At the September 2015 Council meeting elected members agreed that we would resettle 20 families in the first instance with the possibility of more in the future. The Refugee Resettlement Group was formed under the banner of the Community Planning Partnership with membership from both Council services and partner agencies. Members included housing, education, adult learning, health and social work, benefits, Business Gateway, communications, ACHA, Fyne Homes, Police Scotland, Scottish Fire and Rescue, DWP and from the third sector Bute Advice Centre, Carr Gomm and Argyll and Bute Third Sector Interface (TSI).
- 3.3 The Refugee Resettlement Group agreed that Bute best met the criteria drawn up to support refugee families having available property, capacity in schools and ability to access health care. Other considerations were also taken into account but these three were the primary factors.
- 3.4 The first 10 families were resettled on Bute on 3 December 2015 followed by a further 5 families on 15 February 2016. Moving forward it was agreed that we would look to resettle relatives of those we had already brought to the island, having submitted a number of family reunification requests to the Home Office. We have now brought in three families through this route and reuniting families has had a hugely positive effect on our families and makes the delivery of support significantly easier.
- 3.5 As the project has been running for just over a year and many of our families are reaching the end of their first year of the 5 year programme, the council is required to evaluate the programme and look to see what has worked well and what we can do better in the future.

### **4.0 DETAIL**

- 4.1 Refugees arriving in the UK under the Syrian Vulnerable Persons Relocation (VPR) Scheme are entitled to a 5 year humanitarian visa which allows them access to benefits and the ability to work in the UK. Families are matched to their local authorities by the Home Office and prior to our families arriving council staff put considerable time in advising the Home Office about Argyll and Bute and our geography, our communities and our labour market.

- 4.2 The Council was assured that the arriving families would be from rural Syria. This information turned out not to be accurate and we have families from Damascus, Aleppo, Homs and Daraa and some families from rural areas. However the skills and experience that our families bring are transferable and it is hoped that improving English language skills will enable many to be able to find work opportunities.
- 4.3 Each family is supported by a range of agencies who work with them. Bute Advice Centre are commissioned to provide a support worker for each family and the Council has appointed two Arabic speaking community interpreters and a refugee support worker to coordinate all of the arrangements. These services are funded by the grant provided by the Home Office.
- 4.4 At 31 October 2016 there are 18 refugee families resettled on Bute under the VPR scheme. This equates to 70 individuals in total; 17 men, 18 women, 19 boys and 15 girls and one baby born on the island in April. There are more babies due to be born in the next few months. Babies born in Scotland are granted the refugee status of their parents and we do not receive funding for them under the scheme.
- 4.5 Families are free to leave the local authority they have been matched to and should they move to another location their funding would cease to our authority, it does not however follow them. Since our first families arrived the Home Office have changed their funding policy and procedures and whilst there has been no overall change in the monies received we currently have the challenge in claiming in accordance with the terms of three different payment schemes.
- 4.6 The Syrian VPR scheme provides funding over a five year period for each individual. Local authorities receive the following unit costs from the Home Office in year 1:
- |  |                     |
|--|---------------------|
| Children under the age of 3              | Unit cost = £8,520  |
| Children aged 3-4                        | Unit cost = £10,770 |
| Children aged 5-18                       | Unit cost = £13,020 |
| Adults in receipt of mainstream benefits | Unit cost = £8,520  |
| Other adults                             | Unit cost = £8,520  |
- Age is taken at date of arrival in the UK and year 1 costs commence at that date. Additional monies are paid direct to the local Health Boards to cover both primary and secondary care. Year 2 to 5 funding is allocated on a tariff basis over four years, tapering from £5,000 per person in year 2 to £1,000 per person in year 5. The overall total budget for year 1 for 69 refugees is circa £680k.
- 4.7 When looking to evaluate our Refugee Resettlement Programme the Scottish Government's New Scot's - Integrating Refugees in Scotland's Communities Strategy provides a framework and an indicator set which not only reflects the support we have provided but also the needs of our families from day 1 of their arrival. The strategy promotes a model similar to that of our own with partnership approaches, joined up working and early intervention to support

refugees to rebuild their lives in Scotland. The three areas within the strategy are to support refugees to

- Build a new life in Scotland and realise their potential;
- Access mainstream services, employment and training; and
- Develop social relations to support their integration

This has allowed us to evaluate our refugee resettlement programme in relation to the support and advice provided under the following headings; housing, education, welfare and employability, health and integration into the community.

- 4.8 Each of our families were invited to be interviewed and asked to score the support that they have received from all agencies and volunteers on a scale of 0 to 7, with 1 being the lowest score and 7 the highest and a score of 0 not relevant. The refugee resettlement group also self-scored as a comparator. The scores given by each family is illustrated in appendix 1. The support that has been provided for each heading is detailed below along with the key learning points.

### **5.0 Housing**

- 5.1 Availability of suitable housing was the first priority for the group, working with the Registered Social Landlords on Bute, ACHA and Fyne Homes, we have been able to provide appropriate housing for all of our families. Void costs are covered by the Home Office as part of the funding package and the RSLs were able to decorate and modernise their properties, whilst the council's housing team oversaw the carpeting and furnishing. Each family's property is finished to a high standard and in addition to new furniture, "starter packs" with bedding, towels, crockery, cutlery, pots and pans are provided by the Pass It On project and each child was welcomed to their new bedroom by a toy box full of donated toys to help them to settle in.
- 5.2 Each family has signed a Scottish Secure Tenancy agreement with the RSL's which offers greater degree of security for the families than a private tenancy.
- 5.3 Televisions and TV licences were purchased for each family, TV is a very useful way of helping to learn a new language and a year's broadband was also provided again to help with the learning of language but also as a means to stay in touch with family back home through Skype etc.
- 5.4 The resettlement of refugees on Bute attracted a significant amount of media attention and donations for the families were received from across Argyll and Bute and wider afield. The initial arrivals were greeted with a massive amount of donations comprising clothing, food, and household goods including mobile phones, tablet computers and bikes for the children.
- 5.5 When our first families arrived, volunteers on Bute helped to sort out all of the donations and helped the families to choose appropriate clothing for both themselves and their children. A better cultural awareness would have helped



and certainly initially everyone felt a bit overwhelmed. However very quickly the refugees were able to help out one another and for all subsequent arrivals we have asked the refugees to take on a lead role in sorting out donations and purchasing appropriate food ready to welcome new families.

- 5.6 For families arriving now our focus is on ensuring the house is adequately furnished, there is food in the fridge and that the children have suitable clothing and toys to play with. For those with young babies, prams, buggies, cots and nappies are provided.
- 5.7 The key issues we have had to respond to in relation to housing have been due to a lack of understanding of construction in Scotland versus the middle east, our floors are not concrete and nor do bathrooms have central drains and we have had a few issues with flooding in bathrooms. Families prefer to wash in running water and not all of our properties have showers. All families have been provided with accommodation which meets the needs of their family however some of those in tenement flats do say that they find the stairs difficult. Three of the families were housed on the edge of town in a community a mile and a half from the centre, these families complain about travel costs and the lack of public transport at night. Bus passes have been provided and transport costs are refunded by the DWP for those attending English class. School transport is also provided for those families and for all of our nursery school age children.
- 5.8 For those families who have indicated a preference to leave the island or to move to alternative accommodation in Rothesay we support the family with their housing application form, ensuring that we can maximise the number of points available to them. Managing expectations is sometimes a challenge here and an appreciation of timescales can sometimes lead to frustration. That said at time of writing two families are considering leaving the island and several others are looking for new accommodation on the island. The birth of new babies will in time mean that families may need to move to larger accommodation.
- 5.9 The average score for housing needs being met is 5.08, scores ranged from 1 given by those living on the outskirts of town to 7. However once these outlier scores are removed families scored their housing between 5 and 7. Support to fully understand the housing options available to the families reflected their satisfaction with their current housing, with those that are satisfied showing very little inclination to want to move and therefore giving a low score to any information if any they had been given. However conversely some families also felt they had been unable to access alternative housing options and in this instance have also given a low score. The average housing options score is 3.36 with a full range of scores being given.

## **6.0 Education**

- 6.1 All of the families are supported to learn English and for the adults attendance at class forms part of their claimant commitment by the Department of Work and

Pensions (DWP). The VPR scheme requires a minimum of 60 hours English for Speakers of Other Languages (ESOL) provision for each adult refugee. ESOL has been delivered by the Council's Adult Learning Service, with CELTA qualified tutors teaching each class. It became apparent early on that in Syria men and women were taught separately and we have been able to provide separate classes for men and women. The refugees were assessed and we have a beginners, intermediate and advanced class. One to one support is given to those who have difficulties with literacy in their own language and are struggling to learn.

- 6.2 In addition to ESOL lessons our interpreter runs a class on English grammar, being an Arabic speaker means it is easier to explain the technicalities of the English language in Arabic, pronouns were a challenge. We also have a group of volunteers who support families with their language either tailoring this to a specific need, addressing isolation or helping with ESOL homework. One of our volunteers recently created and delivered "English for Driving" lessons to those who are looking to sit their UK driving test, which were very well received.
- 6.3 Managing expectations and keeping up motivation are the key challenges for those learning English. The ESOL programme is created to ensure that men and women are both given the opportunity to attend class, taking it in turn to look after children who aren't yet in school. However with numerous health appointments and other commitments attendance isn't always as high as it could be. This is often coupled with the frustrations of learning a new language and the Adult Learning team regularly assess the learning needs and level of attainment and provision and class material is tailored accordingly. We have recently purchased licences for an online self-directed training course which once completed will take learner to SCQF level 4, those currently in the intermediate class have been offered this opportunity.
- 6.4 In the evaluation, support to achieve English language skills scored an average of 5.67, with scores ranging from 4 to 7. Low scores were attributed to a desire for more provision and a change in teaching method to a more formal style and high scores to the quality and breadth of the support on offer. All of the families interviewed stated their appreciation of the support that they have been given to learn English and are aware of the challenges that this has given everyone.
- 6.5 All school and preschool age children attend Rothesay Joint Campus. At time of writing there are 26 Syrian pupils at the school with 7 in the nursery, 19 in the primary and 6 in the secondary. The involvement of the school has very much been at the heart of the response and the support to the refugee families, reflecting the school's role in the community and acknowledging that the decisions our families made to come to the UK were to afford their children a better life.
- 6.6 Before arrival school pupils were very active in their preparations increasing their awareness and understanding of the situation in Syria, what it means to be a refugee and forced to leave your home and an understanding of Muslim and

Arabic culture. School pupils also produced a short film reaching out and welcoming their new friends and this film has been shown to all of our families on arrival. In addition the head teacher, teaching staff and senior pupils have been an integral part of the support team meeting families at the airport and travelling with them over to Bute.

- 6.7 Additional resources have been put in place to support learning. These include additional staffing and I pads. All children have a Universal Child's Plan which identifies their support requirements, outlines targets and necessary actions. Educational Psychology have and will continue to provide additional support as and when required.
- 6.8 The scale of work undertaken to support pupils arriving with English as an Additional Language (EAL) has strengthened the overall provision at Rothesay Joint Campus. It has enabled the school to develop a focused strategy and to implement effective systematic processes to engage and support children and young people with EAL. Progress of all new pupils is continually monitored to ensure that each child is working to their full potential.
- 6.9 The education opportunities and support at Rothesay Joint Campus scored very highly in the evaluation with an average score of 6.33 and the lowest score of 4 given by those who felt that the Scottish teaching style in the primary was less formal than the Syrian style they were used to. 9 families scored the school support the highest possible score of 7.
- 6.10 The support given to families to consider and access further education opportunities was also evaluated. There is a direct correlation to the level of English so this measure was not relevant to all families. For several of the women who have arrived, their studies were abruptly brought to an end when they had to flee Syria. Several of these woman have spoken about picking up their education again now that they are in the UK. In addition one of our young people is trying to access college courses and or an advanced ESOL course on the mainland and is being supported to do so by Skills Development Scotland.
- 6.11 Argyll College have been working in partnership with the programme and provided a very successful Skills for Work programme on hairdressing and are looking at further courses that could be provided.
- 6.12 We are also working with colleagues in Education Scotland and Scottish Government to determine the Scottish equivalencies for Syrian qualifications so that we can offer the best support and advice.
- 6.13 Acknowledging that access to further education is not something that is relevant to all of our families scores ranged from 0 to 7, with the average being 4.5. Those that had been offered information were very appreciative of it. Those hoping to start college frustrated at the availability of places especially to study advanced ESOL.

## 7.0 Welfare and employability

- 7.1 On arrival all of the families are supported to make benefits claims. Support is provided by the Job Centre and staff from Bute Advice Centre. The majority of families are on Job Seekers Allowance, with a small number receiving Employment and Support Allowance (ESA). Families also receive housing benefit, council tax benefit and family tax credits. For those that have been able to move from benefits into employment support is given to ensure the family receive the appropriate benefits. In addition to ensuring benefits are in place Bute Advice also provide support with budgeting and energy efficiency.
- 7.2 The families scored their support and understanding of benefits system and welfare support highly. The average score is 6.17 with scores ranging from 4 for a family with an ongoing issue with HMRC to 8 families giving a maximum score of 7.
- 7.3 Families were asked about their understanding and knowledge of the labour market and potential job opportunities for them on Bute. There is an obvious tie in to language skills here and this was highlighted by everyone. Interestingly there was a range of scores, with the average score being 3.7 and optimism from some that there would be job opportunities available but some also concerned that they would have to leave the island to find work.
- 7.4 Volunteering opportunities have been actively sought by everyone involved in the project. Three of the men took part in the project which created a community garden on a gap site in the town. Many of the men volunteered at this summer's Butefest and several have volunteered at a local charity. The benefits of volunteering are huge and the opportunities to do so relished by the families. Not only does this improve their English and support integration but it allows them to pay back the community that have welcomed and supported them. Volunteering scored an average of 5.67 with an acknowledgment that the opportunities that have been identified so far have not suited everyone and have been exclusively offered to the men.
- 7.5 One adult and two young people have been able to find employment on the island and their success has offered encouragement to others. One other individual has been supported to apply for jobs but to date hasn't been successful. Support is being provided by the Job Centre, Bute Advice and the support team. Moving forward, support to prepare CVs and to fill out job applications will be a priority. Employability support received a mixed score reflecting readiness to enter the job market, the average score was 5.0.
- 7.6 The skills for work programme delivered by Argyll College was very useful in raising the awareness of careers in hairdressing and beauty. One individual has just completed an extended period of work experience at a local business and work shadowing opportunities are being considered by others.

- 7.7 The effectiveness of the Argyll and Bute model received national recognition when the Home Office selected us to pilot their project to provide support for those who want to set up their own business. Demonstrating Argyll and Bute's strength in family business entrepreneurship, 6 of our families are taking part in this. Support is being provided to the families by Rebuilding Through Excellence, the Home Office's partner organisation and the Council's Business Gateway service and the families are developing business cases. Some ideas are better developed than others but all who have participated appreciated the benefits of the entrepreneurial training course delivered over three days and the follow up calls and meetings with their business advisors and Business Gateway. Business Gateway have also been able to bring in the support of other council services such as regulatory services and there is now a team working with the families.
- 7.8 Not all families have received this support and, all who have, are realising that the bureaucracy in the UK is greater than in Syria. Business cases are nearing completion and at time of writing are still to be assessed to see if they will support the business loans that have been requested. Issues such as availability of commercial premises and Sharia compliant finance are proving problematic. The average score for entrepreneurial support is 4.3 and for those participating in the programme the scores given were between 4 and 6.

### **8.0 Health**

- 8.1 The model of health care in the UK is very different to that experienced by our families in Syria, where private health care was prevalent. Whilst families were living in the countries surrounding Syria as refugees it was very difficult to access any health treatment. Developing an understanding and managing the expectations of the health service in the UK has been a key issue for health colleagues working with the Syrian families. This coupled with a need for an interpreter at all appointments has meant that responding to health needs has been both challenging, a steep learning curve and resource intensive.
- 8.2 To help inform families of the model of health care and the care pathways health colleagues held awareness sessions on Friday afternoons over a number of weeks on a huge range of topics. Sessions were led by the relevant health professional supported by an interpreter and plenty of time was allowed to ask questions. It is fair to say that some sessions were better attended than others but the families appreciated these sessions and this was fed back at the evaluation, with 6 families scoring this a 7. The average score was 5.58 and the range of scores given reflects the attendance at these sessions.
- 8.3 Many of the families were in poor health when they arrived with us. All members of the family were given a full medical assessment by the International Organisation of Migration prior to leaving for the UK and this information was shared with us and passed on in turn to the relevant health professionals. This allowed a degree of preparation to be made in advance. Many of the adult males smoke and nearly everyone arriving requires dental treatment and this

coupled with injuries when incarcerated has meant that the families have received a significant amount of health care, both primary care delivered on island and secondary care the majority of which has been provided off island in the Greater Glasgow and Clyde area.

- 8.4 The families gave a mixed score to their health needs being met, the average score being 4.83, with waiting times and distance to travel being cited as reasons for lower scores. Support with medical appointments has become a large part of what the support workers do, though this is now lessening off as families receive treatment and early issues with the provision of interpreters at appointments have reduced with only the occasional problem now.

### **9.0 Integration into the community**

- 9.1 The community on Bute has been very welcoming and friendships have developed with the local indigenous community and the new Syrian families. Prior to the families' arrival local volunteers were able to register their support on the Council's website on the Argyll and Bute Welcomes Refugees webpage. The volunteers ran the "pop up" community centre which was used by the first two groups of families to come together and get to know one another and for the support team to meet with them. The community centre was also the venue for many of the activities and social events held in the first few months of arrival including a Scottish Syrian disco, the Thank You lunch and other events.
- 9.2 Volunteers also helped escort families to hospital appointments off island until they were familiar with the public transport arrangements and a small group of volunteers have also supported the families to learn English. All of the volunteers help is very much appreciated by the families and is integral to the wider support provided. At its height the volunteer programme had around 60 volunteers supporting the families with three coordinators supporting them. Over the summer months there has been less volunteer activity reflecting the events and activities taking place on the island and acknowledging that the volunteers were giving their time for free and should get a break. Moving into the winter months once again the volunteer programme is being relaunched with both new and returning volunteers.
- 9.3 The families were asked to score how involved and active they felt they were in the community and this scored highly with 10 families scoring a 6 or a 7. There were a couple of low scores given highlighting problems with public transport at night for the families living on the edge of town. The average score given was 5.50
- 9.4 The families were asked to score how safe and welcoming the community was and this was scored 7 by every family interviewed with families saying how the island was their home and one lady saying she felt like she had been born on the island the welcome was so warm.

9.5 Families were finally asked to assess whether they have been able to engage in cultural and social activities which have helped them to integrate into the community and reflect the diversity of life in Scotland. The families have been able to participate in many activities since arriving from pantomimes, concerts and nativity plays at Christmas, to visits to local attractions, attending football matches, music festivals, parties, trips off island and meeting royalty. The families have also participated in craft classes, holiday activities for the children, access the facilities in the leisure centre and are regular users of the library. The families all agreed that they have been offered many opportunities and scored this highly, with the average score being 6.25 and scores ranging between 4 and 7.

### **10. Key issues**

10.1 For our families and for all those supporting them there have been a number of key issues and learning points that we have picked up across the programme. A summary of “What went well?”, “What could have been improved?” and “What we will do differently?” is provided in appendix 2 with information having been provided by partner agencies and volunteers. In addition the key issues are summarised below

10.2 Having to leave behind relatives in the Middle East has been a huge challenge for our families. Foreign travel is very difficult once families arrive in the UK and the cost of travel documents is high, in addition for all Schengen countries and the middle east an additional visa is required with no guarantee that it will be granted. Syrians tend to have large, close knit extended families living close to one another and often the extended group has fled from Syria together. We have been supporting families by submitting the details of relatives that are already registered with UNHCR to the Home Office with the hope that this will strengthen their case to be resettled in the UK. We have been successful in reuniting some extended families by bringing a further 3 families to Bute and have more applications pending a decision by UNHCR.

10.3 The Refugee Resettlement Group had agreed previously that preference should be given to resettle relatives as this makes it much easier to both support the families and to help them to integrate.

10.4 The attention of the media has been a significant intrusion into the programme and the lives of the families on Bute. The families became the “go to” refugees for every story affecting refugee resettlement in the UK and the photographs that were taken by the press when the families first arrived have been used across the world, often to the frustration and upset of the families who feared reprisal for friends and family at home as images could so easily be taken out of context. On balance the media attention has actually been more positive than negative but that does not mean that the headlines from some of the tabloid press have not been deeply hurtful causing upset within both the Syrian and local communities.

- 10.5 For the first group of families that arrived with us there was little to no cultural orientation provided on life in the UK, they weren't told where they were being resettled to and it appears that any questions that were asked of officials in the Lebanon to the availability of services and support in the UK was answered in the affirmative, almost an expectation that the streets were paved with gold. This is clearly not the case and much of the support work delivered initially was to manage the expectations that the refugees had been led to believe, often through no fault of their own. This is now largely being addressed by mandatory cultural orientation classes being delivered before families travel and preparation of a simple and factual "Welcome to Rothesay" leaflet which families receive before they arrive. On arrival families are provided with a welcome pack with material translated into Arabic covering everything from the Scottish education system, to the law in Scotland, how to prevent fire in the home and much more.
- 10.6 The law in Scotland especially around families, child protection and domestic assault is different and even though this is not widely acceptable in Syria unfortunately a culture does still exist where children are sometimes physically disciplined and wives assaulted. When dealing with these issues we have to be mindful of the cultural background and the emotional trauma that the families have been subjected to. The support team have however ensured that they have explained the zero tolerance approach that we have in the UK and local police and social work managers gave a very informative presentation to the families. Information has also been provided in the welcome packs and families participated in an event run by police, fire and ambulance demonstrating when and how to call the emergency services.
- 10.7 Some families have said that they have sometimes find it difficult to appreciate Scottish culture and likewise for the local community and support team an awareness of Arabic and Muslim culture. This takes time, should be handled sensitively and attendance at events organised through CoSLA and delivered by the International Organisation of Migration have helped. Short informative booklets were circulated on the islands before the first families arrived.
- 10.8 There are no mosques in Argyll and Bute and prior to the families arriving some members of the refugee resettlement group were able to visit Edinburgh Central Mosque and speak with the Imam there. The families are able to use the "pop up" community centre for Friday prayers and have organised themselves, with one of the group taking on the role of Imam. Families are also able to visit the Glasgow mosque combining this with shopping trips to the city. All of the families are Sunni Muslims though some are more secular than others and not all choose to pray in the community centre. Families have also been able to participate in the Muslim festivals of Ramadan and Eid al-adha and are encouraged to support and organise their own religious needs.
- 10.9 To date it has not been possible to source halal meat on the island. However local shops are now beginning to stock other Arabic food products including flat bread, a staple of the families' diet. Families travel to Glasgow to stock up in food especially meat but do find it difficult to bring back the quantities they need



to the island. There have been several solutions suggested to address this issue and several companies have offered to deliver meat over to the island, these opportunities have not yet been taken up by the families.

- 10.10 Although the adults struggle to learn English the children are becoming fluent very quickly. For parents this has created a new concern and that is how to maintain their children's Arabic and ensure that they not only can speak it but can read and write. This is important to maintain their own cultural identity and to keep in touch with friends and family. This issue has only recently emerged and thoughts will be given over the next weeks and months on how best to support the families with this.
- 10.11 As the refugee resettlement programme has been going for a year it is important that we keep up the momentum but acknowledge that there is a commitment to support the families over the five years of the programme. We are continually reviewing and tweaking the model of care provided. Each family has their own personal integration plan which identifies their short term issues and the support needed to resolve these, their medium term aims and the skills that the families need to resolve these and their longer term ambitions which we hope they will be able to achieve without our help. We encourage the families to be as ambitious as possible, but also to problem solve for themselves. We must be careful with such a strong support model in place not to create dependency and we encourage independence wherever possible.
- 10.12 In August we recruited a support worker to work on the island coordinating all of the support and sharing the information and learning between all of the partner agencies. The two community interpreters report to the support worker and this ensures that there is an overview on all of the support provided and flexibility so that resource can be targeted and early intervention ensures that simple problems do not become a crisis.

### **11.0 CONCLUSION**

- 11.1 In conclusion the evaluation of the support provided to the families is detailed in Appendix 1 and the lessons learnt from the partner agencies in Appendix 2. When families first arrived it was important that each family received the same support as they constantly compared and contrasted themselves to one another. Moving forward we have adopted a person centred model of care and each families support requirements are different.
- 11.2 The success of the refugee programme on Bute should be built on and as needs change more partners and services brought in to work with families. The Bute model has caught the attention of other authorities and agencies working with refugees. We were one of only three Scottish authorities to be evaluated by UNHCR, have been visited by Education Scotland and are looking forward to a visit from the Finnish Education Evaluation Centre who have been told about the successes at Rothesay Joint Campus.

- 11.3 The next challenge is to take the learning from this model of care and consider how we support all of our vulnerable people in Argyll and Bute and services working on the island have already started to do this.
- 11.4 Over the next few months we hope to resettle more families bringing in relatives and creating a strong and resilient Syrian community embedded in the local community. We hope that in time businesses will open and refugees will move into employment benefiting the whole economy. Whilst not everyone in the community has been involved in welcoming the new families, the strength of the islands response when two families were recently exploited by one of the tabloid papers was very heartening and the refugees themselves feel very welcomed by the community.
- 11.5 The strength of partnership working in Argyll and Bute has been integral to the success of this programme which would never have achieved what it has without the community on Bute and the commitment of the Syrian families to rebuild their lives on the island.

**12.0 IMPLICATIONS**

Strategic Implications	The report contributes to the overall objective of the Single Outcome Agreement that Argyll and Bute’s economic success is built on a growing population.
Consultations, Previous considerations	The report was considered by Argyll and Bute Council at its meeting on 24 November 2016
Resources	The Refugee Resettlement group with membership from the appropriate partner agencies will continue to manage the resettlement of refugees in Argyll and Bute.
Prevention	N/A
Equalities	N/A

- Appendix 1 Evaluation interview scores  
 Appendix 2 Lessons Learnt report

**Cleland Sneddon**  
**Chief Executive**

**Cllr Dick Walsh**  
**Council Leader**

For further information contact:

Morag Brown  
Business Improvement Manager  
Community Services  
Argyll and Bute Council  
Tel 01546 604199  
Email [morag.brown@argyll-bute.gov.uk](mailto:morag.brown@argyll-bute.gov.uk)

2 December 2016

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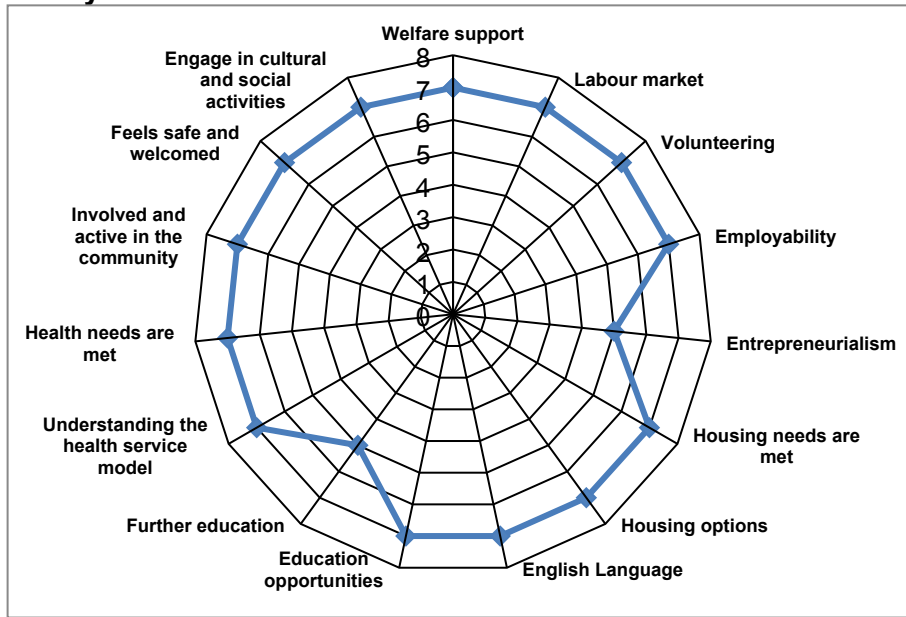
## Appendix 1 – Summary of refugee evaluation scores

The Syrian families who arrived in phase 1 (December arrival) and 2 (February arrival) were invited to participate in the evaluation process. 13 families in total agreed to be interviewed, with 2 declining the opportunity. Families either participated as a family group with their children, as the head of house alone or in one case 2 families were interviewed together. Summary scores are shown below for each family who were asked to score the support that they had received from day 1 from all agencies and volunteers. The lowest score awardable was 1 and the highest score was 7, though some families did opt to score 0 for something they felt was not relevant to them or their family. The questions asked are based on the indicator set in the Scottish Government's New Scots: Integrating Refugees in Scotland's Communities 2014-2017 Strategy. Interviews were held over two days on the 7<sup>th</sup> and 12<sup>th</sup> October 2016 and the support team carried out the interviews with translation provided by the community interpreters.

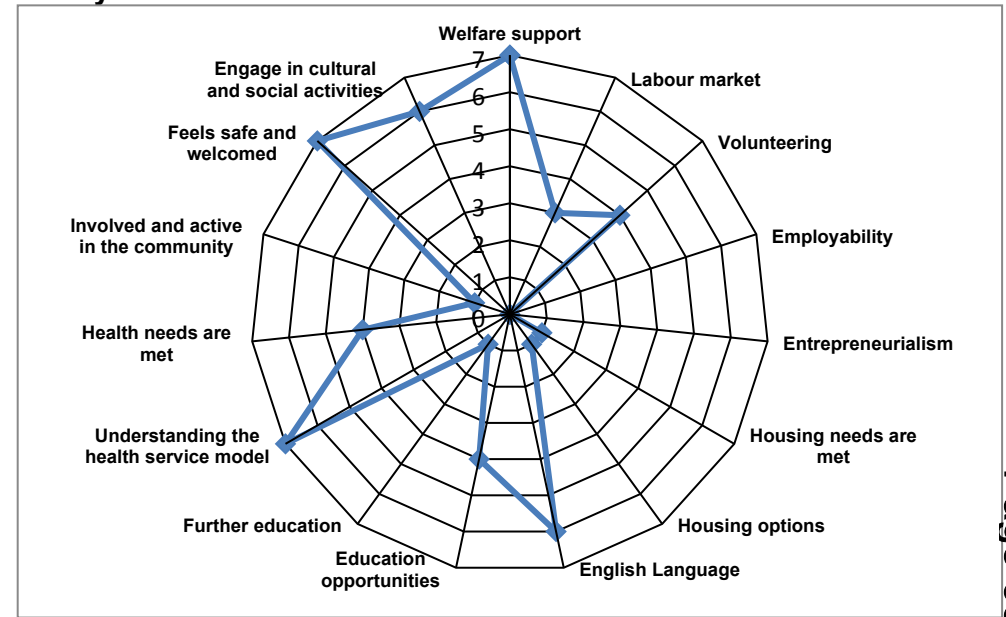
The questions asked were:

1. Do you feel that you have been fully supported to understand your rights to welfare support and the benefits that you receive?
2. Do you feel that you have been supported to gain an awareness of the labour market and local job opportunities?
3. Do you feel that you have been made aware of and supported to participate in volunteering opportunities should you wish to?
4. Do you feel you have been supported to access the labour market or have an awareness of the support that is available for this locally?
5. Do you feel that you have had the opportunity to develop entrepreneurial skills and set up business in Scotland?
6. Do you feel that your family's housing needs have been met?
7. Do you feel that you have been supported to develop an understanding of the housing options that are available to your family in the UK?
8. Do the adults in your family feel that you have been given the opportunity to learn English?
9. Do you feel that the children in your family have been given the opportunity to and are supported to learn at school and to reach their potential?
10. Do you feel that you have been supported to or have an understanding of how your pre-existing qualifications and or knowledge and experience can help you to access further education in the UK?
11. Have you been supported to develop an understanding of the model of health care in Scotland?
12. Do you feel that your health needs have been met?
13. Do you feel that you are involved and active in the community?
14. Do you feel that the community is safe and welcoming?
15. Do you feel that you are able to engage in social and cultural activities which reflects the diversity of Scotland?

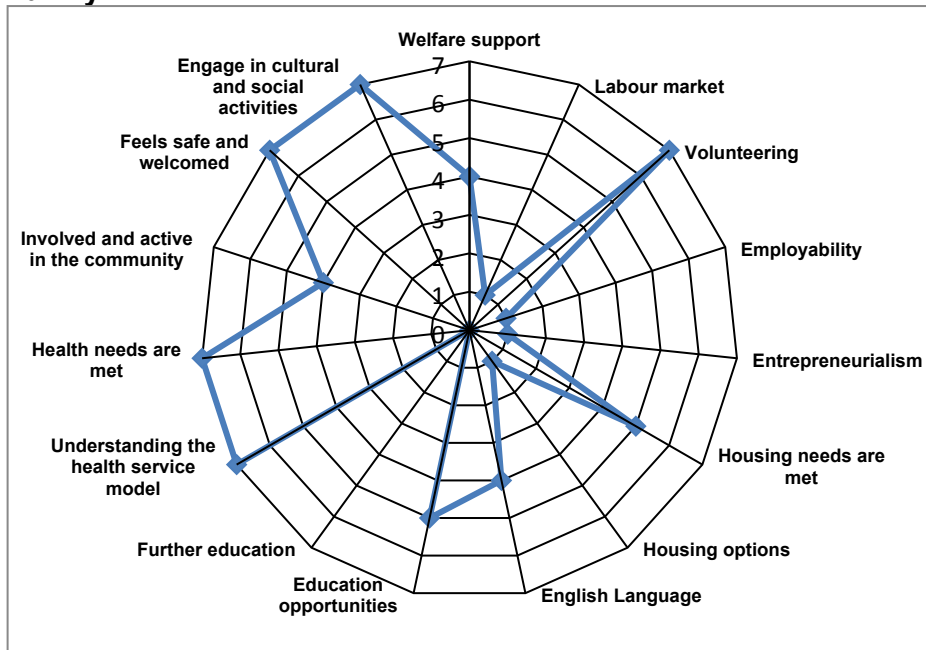
### Family A



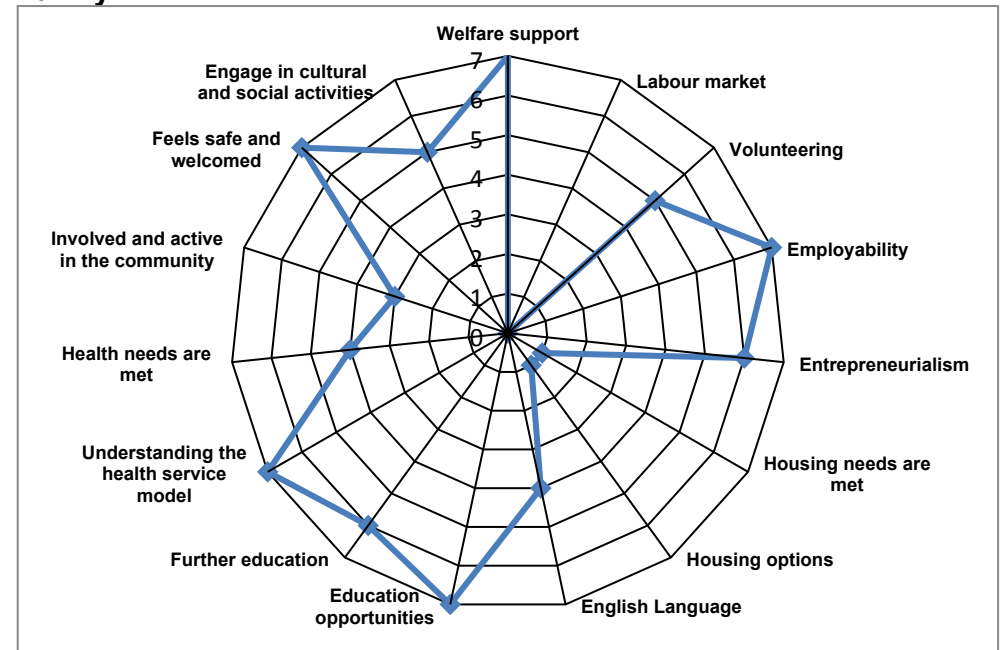
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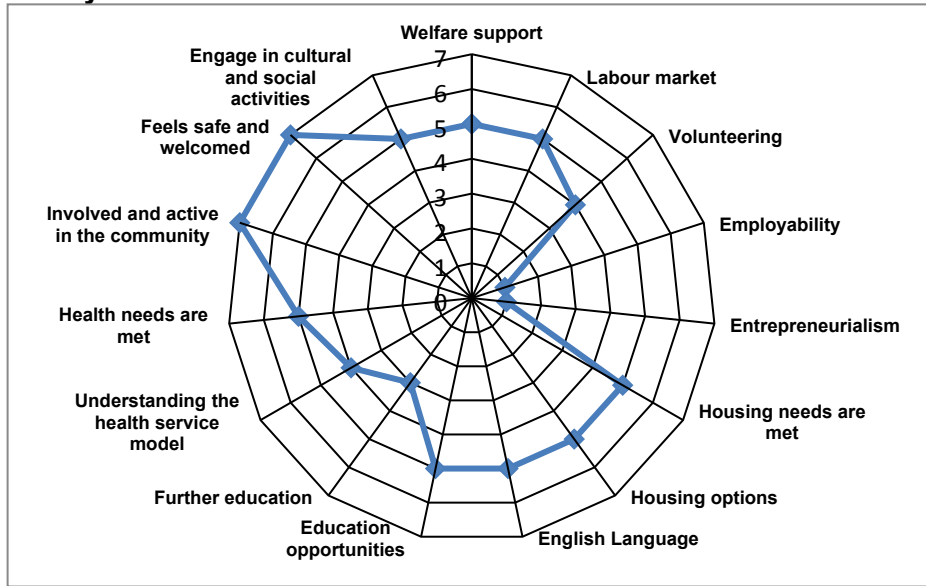
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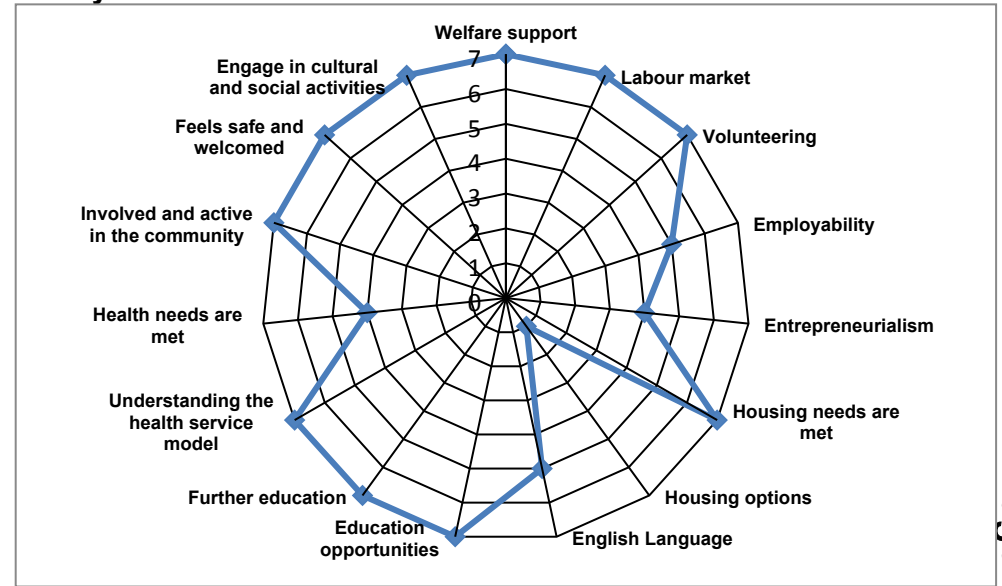
### Family D



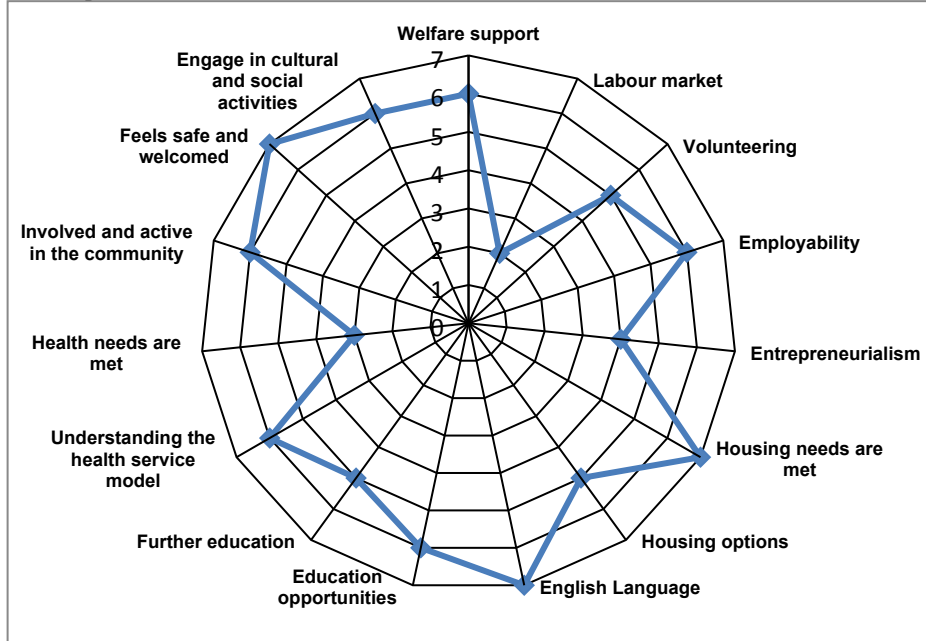
### Family E



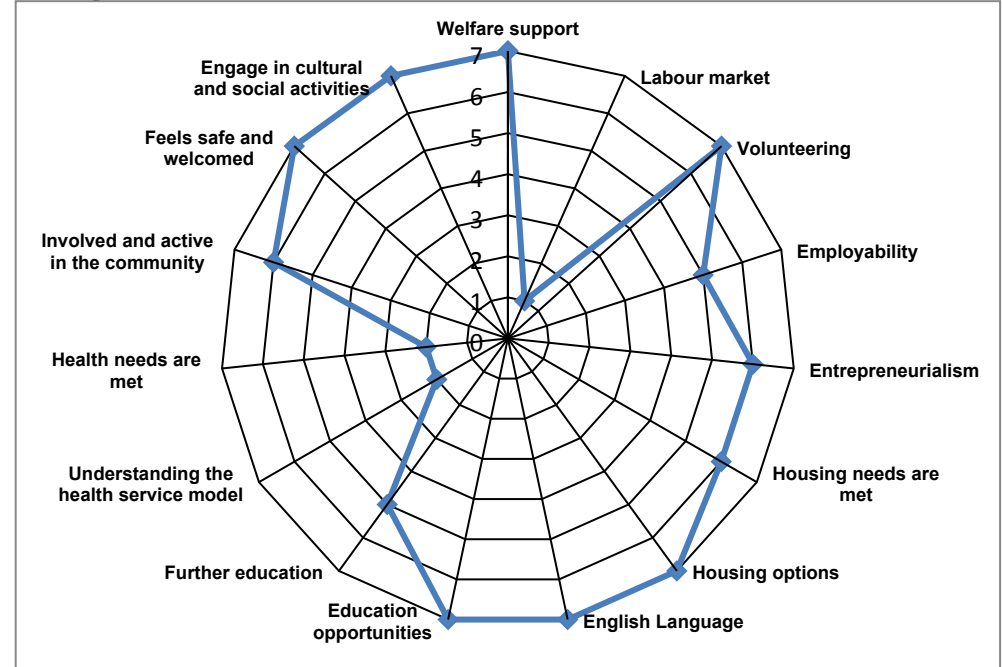
### Family F



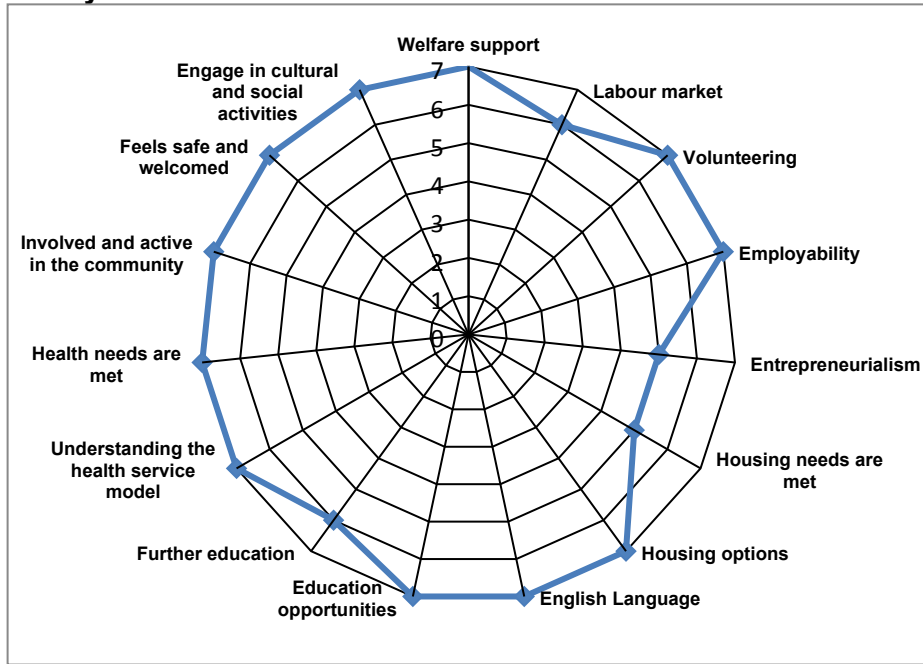
### Family G



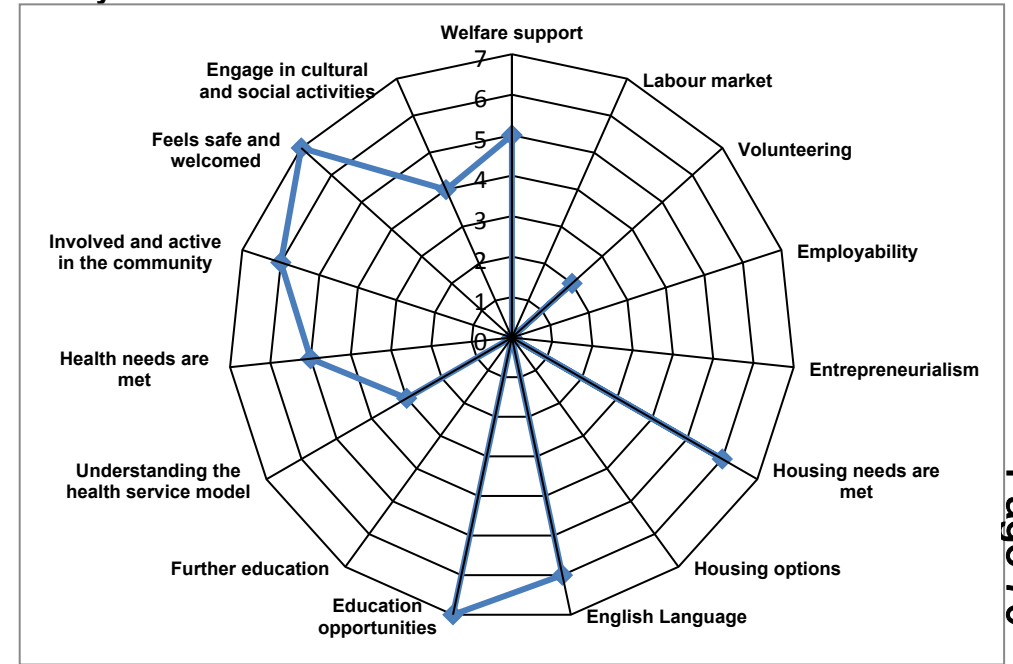
### Family H



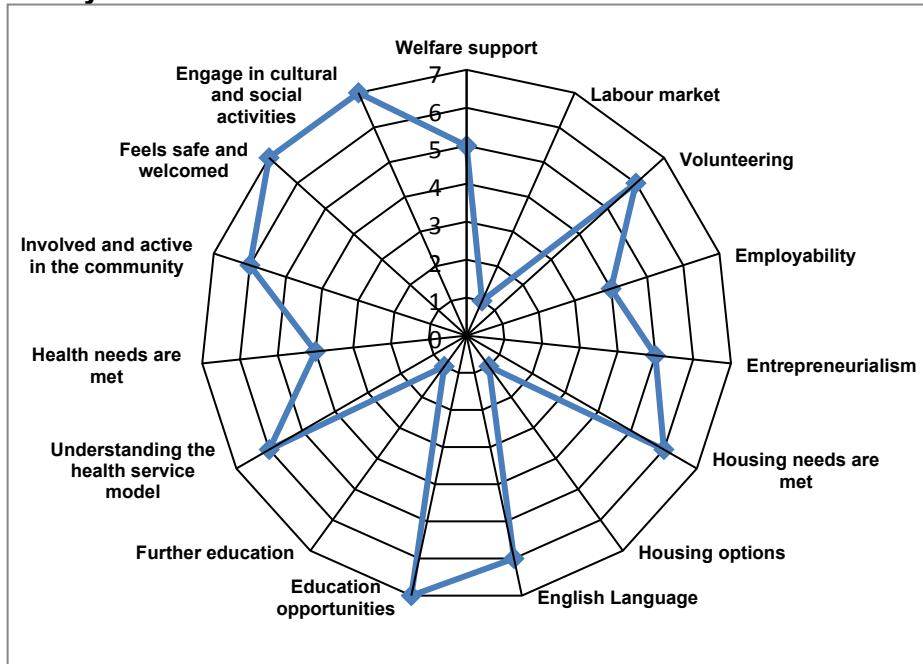
### Family I&J



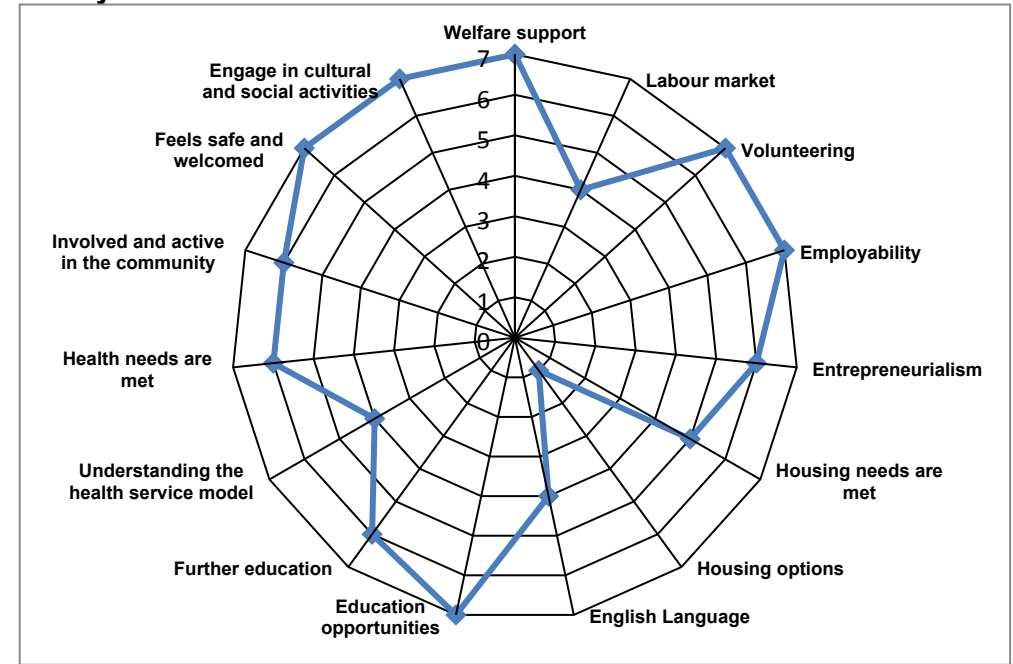
### Family K



### Family L



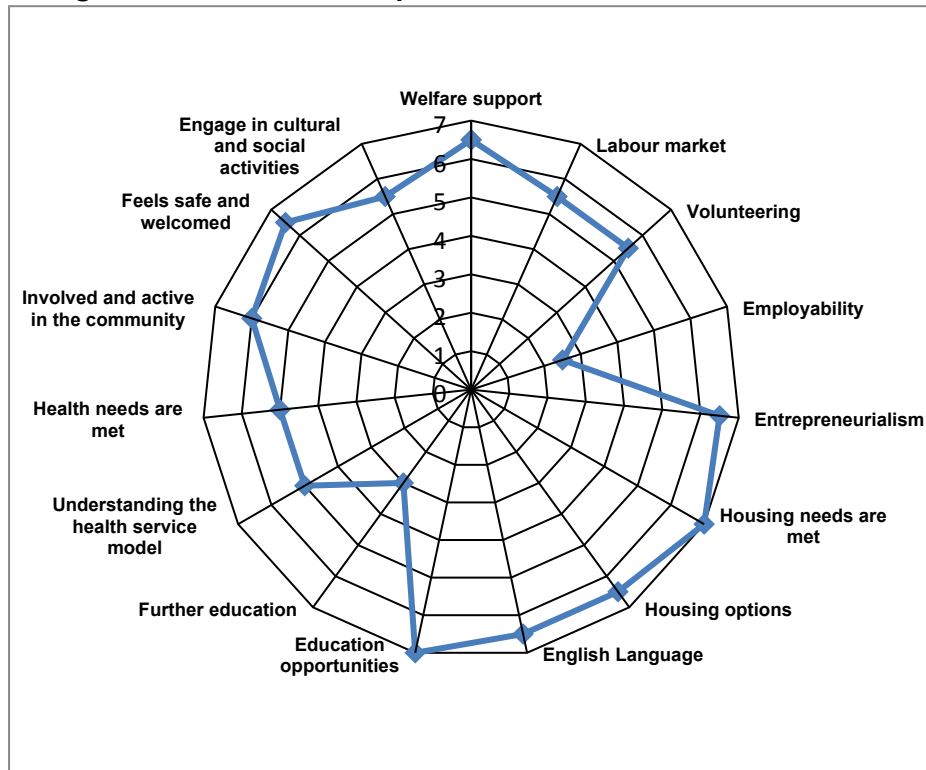
### Family M





The Refugee Resettlement Group also carried out a self-evaluation of the support that had been provided to date, not all partners were able to participate however this provides a helpful comparator to the families' own scores.

### Refugee Resettlement Group



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Appendix 2 – Lessons Learnt

Members of the Refugee Resettlement Group and the volunteers were asked to reflect on the planning, preparation and support that they have provided to the refugees and in particular to consider What went well?, What could have been improved? and What will we do differently in the future?

What went well?	What could have been improved?	What will we do differently?
<b>Refugee Resettlement Group</b>		
<ul style="list-style-type: none"> <li>• The work that has been done has showed partnership at its best. The commitment given to help so many vulnerable people is a testimony to the humanitarian work of all partners.</li> <li>• Forward planning and resettlement meetings that occurred both before and after the arrival of the families were invaluable and that these meetings helped to identify, address and escalate issues that arose and helped to prevent potential issues from arising as all agencies were aware and worked together.</li> <li>• Strong and committed leadership, supported by Chief Executive and Elected Members</li> <li>• Strong relationship between the families and those that support them.</li> <li>• Ongoing learning for all involved and continually reviewing support provided.</li> <li>• The weekly schedule of appointments keeps everyone informed of ESOL classes and appointment at BAC, alongside medical appointments etc.</li> <li>• Shared community strategy in place that everyone understood and put into action.</li> <li>• Preparing social media guides and</li> </ul>	<ul style="list-style-type: none"> <li>• Progress should not be measured against our own cultural expectations. It is important to remember that these are all individual people and that we should look at what progress has been made and not become frustrated at how much is still required. This is key to promote positivity between each agency as negativity can be very contagious and can easily spread having a negative impact on the project.</li> <li>• Accommodating last minute changes to the weekly schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency of and representation at meetings could decline as programme progresses.</li> <li>• Identify no more than two key stakeholders per organisation and instructions are routed through them.</li> <li>• Listen to how the Syrian families feel about key subjects and do not assume that we know what is best. We need to be flexible in our way of working.</li> <li>• The Syrian families wish to integrate into the community while retaining their own culture and the support provided has to be sympathetic to their culture.</li> <li>• To remember the massive journey that each individual has had to undergo to arrive here and to be mindful that each individual is still dealing with stresses and issues related to leaving behind their home country, family and friends and that this could make it hard for them to feel settled and to attend services offered.</li> <li>• It's a natural urge to want to fix a problem when it is presented to you however it is essential to support families to solve issues themselves where possible to encourage ownership to promote independence.</li> </ul>

<p>communications advice for the refugees.</p> <ul style="list-style-type: none"> <li>• Joined up communication was key in dealing with media constructively and confidently – reducing media interaction and therefore intrusion into our refugees’ lives depended on everyone from the council and partner agencies, to the volunteers and wider community.</li> <li>• Remain focused on what benefits the refugees – we could have accepted interview opportunities that would have benefited the council/community groups/Bute by showcasing our work positively, but this would have contradicted the ‘low profile’ communications strategy agreed to support the refugees who wanted no profile.</li> <li>• The Welcome Pack translated into Arabic in each house on arrival.</li> <li>• The ‘999 Day’ with Scottish Fire and Rescue Service, Police Scotland and Scottish Ambulance Service was an excellent event which allowed information to be shared with the families on the process of calling each service in an emergency.</li> <li>• Employing Arabic interpreters rather than relying on agency workers. Having a choice of interpreters to match personality and skills means that support can be tailored to need.</li> <li>• Preparation plans for meeting families at the airport and bringing them safely to their new homes were meticulously planned and able to accommodate last minute changes due to</li> </ul>		<ul style="list-style-type: none"> <li>• It is important that professional officers and agencies understand the frustrations faced by the families and that we do not take anything personally. The agencies involved are on a learning curve and by sharing information from other local authorities and through meetings such as COSLA this helps to give workers a broader awareness of issues.</li> <li>• Many lessons have been learnt by staff working with the existing families, this has meant that the new families are benefitting from advisers who have been through the process.</li> <li>• Relationships do build up over time, however to ensure relationships remain professional, it is healthy to change the advisers around, giving families and advisers a fresh face to work with.</li> </ul>
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poor weather and potential ferry disruptions.		
<b>Volunteers</b>		
<ul style="list-style-type: none"> <li>• Management of inaugural meetings with volunteers, including dissemination of information; briefing and guidance re press; making use of a wide range of local people: their ideas, skills and experience.</li> <li>• System of ID cards for volunteers</li> <li>• Sorting and distribution of donated clothing, toys and household items.</li> <li>• Staffing and organisation of St Andrew’s hall during the first phase.</li> <li>• Regular liaison with interpreters to act as a link between volunteers and families. This has evolved over time - understandably, interpreters were less accessible to volunteers in the early phases.</li> <li>• The recent appointment of refugee support worker is already making a difference in terms of organisation and liaison.</li> <li>• The Bute Welcomes Refugees Facebook page</li> </ul>	<ul style="list-style-type: none"> <li>• So many individuals from the public had watched the atrocities on television that these families had experienced and had a tremendous desire to offer their time to help but possibly did not have the correct knowledge/ training to carry this out</li> <li>• Better information sharing between the Refugee Resettlement Group and the volunteers.</li> <li>• The significant interest from press and film makers.</li> <li>• Advance training of and protocol for volunteers (already in hand)</li> <li>• It was helpful when the ministers of religion were involved at the early stage, providing a male presence to relate to the men. It’s a pity that once their input was over, there have been so few men involved as volunteers.</li> <li>• Improve sharing of information about other commitments, local events and trips.</li> <li>• Accommodation for meetings or events is sometimes difficult.</li> </ul>	<ul style="list-style-type: none"> <li>• Relaunch the volunteer programme to help with integration with a more diverse group of volunteers to include a range of age groups and male as well as female.</li> <li>• Provide ongoing training that reflects the needs of volunteers and families.</li> <li>• Regular volunteer meetings to discuss progress, issues arising and future plans.</li> <li>• Make contact with volunteer groups in other parts of Scotland to share ideas.</li> </ul>
<b>Housing</b>		
<ul style="list-style-type: none"> <li>• A huge enthusiasm from the stakeholders involved to deliver the project and meet the Syrian families’ needs.</li> <li>• Identifying appropriate housing and making it ready for the families.</li> <li>• The hands-on work of council staff, housing</li> </ul>	<ul style="list-style-type: none"> <li>• The cultural needs of the families regarding a preference for showers were not taken into consideration.</li> <li>• Resettling families on the edge of town when public transport stops early in the evening has led some families feeling more isolated</li> </ul>	

<p>agencies and support workers to meet and settle the families.</p> <ul style="list-style-type: none"> <li>• Prior to the arrival of the families, Scottish Fire and Rescue Service were able to liaise with the housing providers and provide home fire safety advice during a site visit to each of the homes.</li> <li>• Support workers have liaised successfully with landlords to deal with housing issues.</li> <li>• Families have benefited from energy advice, changing tariffs, setting up direct debits and getting the best deal.</li> </ul>	<p>than those in the town centre.</p>	
<b>Education</b>		
<ul style="list-style-type: none"> <li>• Ability and flexibility of ESOL provision by qualified and experienced ESOL teachers have allowed us to run beginners, intermediate and advanced classes for men and women and one to one provision for those with literacy difficulties.</li> <li>• The Rothesay Library staff have been very helpful, both in welcoming Syrian families, ordering in bilingual children's books and acting as a 'post box' for materials for volunteers to collect.</li> <li>• Volunteers English teachers have been able to focus on what the families identify as being important to them e.g. their desire to gain employment, start businesses, or be more involved in the community and are able to tailor the language support provided to attempt to meet those needs (the recent sessions on driving vocabulary are an example of this).</li> </ul>	<ul style="list-style-type: none"> <li>• Improve sharing between adult learning and volunteers on the refugee's progress in their ESOL classes.</li> <li>• Sharing information on planned activities with volunteer English teachers to ensure there time is not wasted.</li> <li>• Very early assessment, both formal and informal, would have led to better understanding of levels of English for the adults on arrival. Initial personality and other clashes within the group made for a slightly surprising challenge, and we quickly found it necessary to be flexible around attendance; this has now largely settled.</li> <li>• Availability of college courses for those whose English is not yet fluent.</li> </ul>	<ul style="list-style-type: none"> <li>• Attempt to provide routine and structure as continuity is a key factor in language development, particularly for those who are struggling to learn English.</li> <li>• Find a meeting venue (perhaps smaller and cosier than St Andrew's) to be used as a drop in centre, maybe only on one or 2 occasions in the week – to enhance language practice for those receiving 1 to 1 support while also ensuring that others do not feel 'left out' or isolated.</li> <li>• Assumptions around learning styles should be checked with the adults themselves. British experience of how adults best learn a second language can be challenged by those coming from a very different learning culture. Formal teaching with text books has now been provided at the request of the (more advanced) participants.</li> </ul>

<ul style="list-style-type: none"> <li>• Bute Tiddlers have warmly welcomed Syrian mums.</li> <li>• Rothesay playgroup able to provide support for a family requiring childcare.</li> <li>• School enrolment out of hours has worked very well allowing the families time to tour the school and meet the staff team</li> <li>• Preparations and ongoing support in the school, regular review meetings for Universal Children’s Plan with pupils and their parents</li> <li>• Good communication with school, support team, interpreters, parents and pupils</li> </ul>		
<b>Welfare</b>		
<ul style="list-style-type: none"> <li>• Maximising the income of the families has gone very well. Ensuring that all benefits are in place, responding to changes in circumstances.</li> <li>• Alongside the basic benefits, advisers have fast tracked ESA claims, Scottish Welfare Fund applications, Warm Home Discounts and Healthy Start Vouchers.</li> </ul>	<ul style="list-style-type: none"> <li>• For each group of arrivals when benefits are first claimed there have been delays by the job centre in processing claims. The fast track does not seem to work.</li> </ul>	
<b>Employability</b>		
<ul style="list-style-type: none"> <li>• Families have been supported to access volunteering/integration opportunities including: Rock the Prom, Healthy Eating on a Budget, Bute Produce, Bute Fest, Gardens on Montague St, Oasis.</li> <li>• Three individuals were successful in securing employment at Mount Stuart.</li> <li>• Helping families’ access provisional driving licences and information on UK driving test.</li> <li>• Supporting families with employment rights</li> </ul>		<ul style="list-style-type: none"> <li>• Letting the families know about the employment opportunities on the island through a career / job fair or similar</li> </ul>

<p>and responsibilities.</p> <ul style="list-style-type: none"> <li>• Employment opportunities and work experience have also been explored.</li> </ul>		
<b>Entrepreneurialism</b>		
<ul style="list-style-type: none"> <li>• The prior knowledge of the refugees in running a business in Syria and their commitment to start businesses in the UK</li> <li>• The initial training delivered by RTE (Rebuilding Through Excellence – Home Office partner provider) covered relevant topics quite well.</li> <li>• Availability of Business Gateway staff to hold one-to-one meetings with individuals and offer ongoing support.</li> <li>• Business Gateway staff able to arrange meetings locally with council officers/local business people and able to broker introductions.</li> <li>• The support of Business Gateway staff in supporting the creation of the business plans.</li> </ul>	<ul style="list-style-type: none"> <li>• The support designed by RTE of a three-day programme delivered over three consecutive days did not allow time for reflection, absorption or learning of the topics.</li> <li>• RTE’s lack of knowledge of the Scottish business landscape and regulations and lack of knowledge of rural Scotland.</li> <li>• RTE’s telephone coaching sessions.</li> <li>• Lack of available/affordable commercial premises on Bute to enable those who want to start businesses to do so. It is crucial for those who want to start businesses and create employment that commercial premises are available.</li> <li>• Unwillingness of SULCO to agree loans in principle which lengthens the process meaning refugees are losing potential premises.</li> <li>• The frustration the refugees are understandably feeling at the lack of available premises and the slow progress being made.</li> <li>• Lack of access to Sharia finance in Scotland, i.e. having to negotiate through RTE &amp; SULCO in England.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver tailored start up workshop over a longer period, e.g. four sessions at weekly intervals allowing for reflection and research.</li> <li>• Schedule in one to one sessions as and when relevant.</li> <li>• Schedule in sessions with relevant council officers e.g. environmental health, trading standards, planning etc.</li> <li>• Ensure availability of Sharia finance from a Scottish provider who can meet with, and talk to, the refugees face to face</li> </ul>
<b>Health</b>		
<ul style="list-style-type: none"> <li>• Volunteers helping escort families to hospitals and other appointments.</li> </ul>	<ul style="list-style-type: none"> <li>• The lack of dental care on the Island coupled with families requiring significant dental</li> </ul>	



<ul style="list-style-type: none"> <li>• Support workers have liaised successfully with NHS regarding medical appointments.</li> <li>• Sessions by health professionals in St Andrews Hall.</li> <li>• The midwives care and support.</li> </ul>	<p>treatment whether due to the effects of torture or prolonged periods without being able to access treatment.</p> <ul style="list-style-type: none"> <li>• The process for arranging volunteers to accompany families to initial medical appointments off island could have been simpler.</li> <li>• Initial difficulties with NHS ensuring that translators are available for appointments as some of the families have been left very frustrated after attending appointments on the mainland with no translator available.</li> </ul>	
<b>Integration</b>		
<ul style="list-style-type: none"> <li>• Contributions from local organisations such as the dance school doing a display and the Syrian men memorably reconnecting to their traditional dance.</li> <li>• The ‘thank you’ lunch cooked by the Syrians</li> <li>• Reception at the mosque</li> <li>• The welcome in St Andrews Hall when the families arrived</li> <li>• Bringing senior pupils from Rothesay Academy to the airport to meet families ensured that the school at its pupils were at the heart of the community welcome.</li> <li>• The joint welcome message from the churches in the hall and in the Buteman.</li> </ul>	<ul style="list-style-type: none"> <li>• Negative headlines in the press caused upset in the community.</li> </ul>	<ul style="list-style-type: none"> <li>• More cultural awareness sessions for the volunteers and the Syrians alike.</li> <li>• Seminars for raising awareness about the role of women in the British society, and stressing the fact that women can be leaders, work and be independent.</li> <li>• Organise a conference or open day involving all the current agencies, families and volunteers and keeping places for other members of the community. This could also help with future employment opportunities.</li> </ul>

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