



Improving Community Engagement in Argyll and Bute

Final Draft to Council 25 June 2009
Updated May 2010

Listening to Communities to Improve Services

Contents	Page
Introduction	3
What is community engagement?	4
Elements of community engagement	4
Types of engagement	5
Benefits	5
Existing Mechanisms for Community Engagement	6
Hard to reach Groups	7
Equality Impact Assessment	7
Developing the Strategy	7
Action Plan	8
Monitoring and Evaluation	8
Conclusions	9
<i>Appendix 1 - Community Engagement Framework</i>	10
<i>Appendix 2 – Action Plan</i>	12
<i>Appendix 3 –National Standards for Community Engagement</i>	16
<i>Appendix 4 - Guidelines for planning community engagement</i>	17
<i>Appendix 5 – Glossary</i>	18

For more information on the Argyll and Bute Community Planning Partnership contact Eileen Wilson, Community Planning Manager on 01436 658726 or email Eileen.wilson@argyll-bute.gov.uk

Introduction

Welcome to Argyll & Bute Community Planning Partnership's Community Engagement Strategy – listening, active involvement, consulting, sharing information and dialogue to improve and shape service delivery to meet local needs, issues, and our aspirations to be the Lead Rural Area in Scotland.

Community Engagement is all about communities and service providers working together to improve services. This strategy recognises the vast amount of good community involvement activity that is happening all over the area. It seeks to harness, improve and better co-ordinate this work and make community involvement a positive, inclusive and effective experience for all those involved.

This strategy is a framework to help us take steps to improve the way we work with people and communities. We want to enable and encourage them to share in making decisions on the services they use or that affect them. In this way our services can truly meet their needs.

This strategy document is for Argyll and Bute Community Planning Partners, their organisations, departments and staff who provide services. It will help us all to learn more about community engagement and improve the way we work with different communities.

The Local Government in Scotland Act 2003 introduced community planning and made community engagement a statutory responsibility of all partner agencies. Importantly, it shifted the responsibility for participation, requiring agencies to engage ***with*** the community rather than asking the community to engage with them.

The Community Planning Partnership will work with communities to

- *ensure that citizens and other key stakeholders in Argyll and Bute have a voice and are able to influence the development of policies and strategies that will affect their lives.*
- *inform the way in which services in Argyll and Bute are planned and delivered.*
- *inform the process through which change can be achieved.*
- *develop relationships and ensure that our communication is open and clear, free from jargon and accessible to all.*

To achieve this, we want to work alongside and listen to our communities by enabling communities to get involved in making services better and providing ways for communities to get and exchange information

The Community Planning Partnership recognises the responsibility of each and every partner agency to actively engage with communities in a meaningful way. This means engagement at an early stage in the policy cycle, support and encouragement for community representatives/stakeholders and training and skill development for their staff.

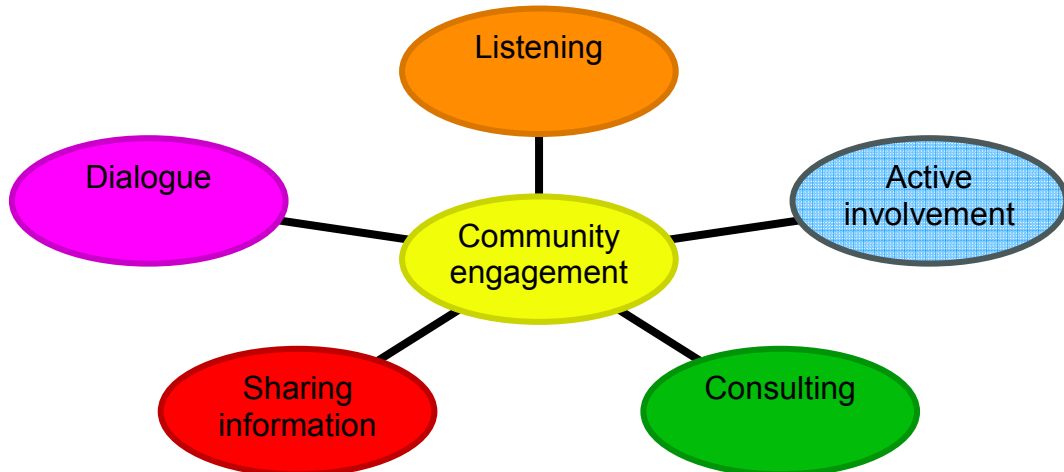
What is community engagement?

Community engagement covers many different activities carried out with the people who make up communities. At its core it is about making sure that people can participate in lots of different ways to make Argyll and Bute a better place to live, work, study and play. The Partnership has adopted the following definition of community engagement:

Community engagement is the process of involving communities in the development and management of services such as health, education and housing. It may also involve other issues which concern us all, or it may be about tackling the problems of a neighbourhood, such as crime, drug misuse or lack of play facilities for children. Community engagement takes many shapes and forms. It can involve simple exercises in consultation through the formation of multi-agency partnerships with community representation at the centre. Underlying effective community engagement is the commitment of service providers and planners to listen to those for whom services are being planned'.

(Communities' Scotland, Community Engagement How to Guide)

Elements of community engagement



Community engagement can happen in many ways, from Citizens Panels, to focus groups, community radio and websites, through arts, training local people to research their communities' needs and priorities, community events and much, much more. At the heart of community engagement is the development of relationships, open and clear communication, networking, listening and understanding the diverse nature of the people and geography of Argyll and Bute. This strategy helps guide us all to do this.

Types of engagement

Empowerment	A range of processes and structures enabling communities to gain greater influence and control over decision made that affect them.
Involvement	Involvement and participation give opportunities for individuals, customers and stakeholders to influence the way that services are managed, developed and delivered and can also help to engage the community and voluntary sector in the delivery of services. Involvement helps build trust and understanding and can help to overcome apathy and cynicism.
Consultation	A form of communication that actively invites a response to specific issues. Consultation helps to give people the opportunity to be heard. Clear and agreed objectives should underpin any consultation with agreed ways to feedback the outcomes to those taking part.
Communication	A dialogue or two way process. Active listening and opportunities to feedback experiences and opinions contribute to the process of improvement and learning and demonstrates that people can have influence on decisions and processes.
Information	Making people aware of local issues and initiatives

Benefits

There are many benefits that can be gained by both partner organisations and by citizens. The following can be achieved by listening to and working with communities

- **Plan and provide suitable and localised services that are tailored to the needs of the community** - Community engagement is at the heart of evidence-based policy and practice. It stands to reason that people who live and work in Argyll and Bute and receive the services that we are trying to improve, are best placed to tell us what issues affect them and what is needed to improve their quality of life. By defining issues and debating problems and solutions with the public, partners can target resources where they are needed and thus provide suitable and localised solutions that are tailored to the needs of the community. This helps us to provide public services that are more responsive to the needs of the citizens of Argyll and Bute within the resources available to us.
- **Empower people to define the vision for their own community** - People, who belong to, live in or work in particular communities, should have the right to influence the future of their community. If people can be involved in defining the vision for their community, it will create a greater sense of 'community spirit', belonging, and pride.

- **Provide information and opportunities for the public to be better informed** - Sharing information helps the people gain an understanding of public sector agency policies or priorities. It also helps to manage expectations, as the agencies are able to explain what can and cannot be achieved, why something is or is not being done and what constraints exist. Research has revealed that partners who are perceived to be more effective at communicating with the public score higher levels of service satisfaction.
- **Monitor & measure performance** - In an ever-increasing culture of performance management, community engagement, particularly consultation through surveys, is an effective way of establishing base-line data for performance indicators that organisations can use to 'measure' issues such as user-satisfaction etc.
- **Encourage local people to become actively involved in the democratic process** - One likely effect of enhancing community engagement is the reinvigoration of the democratic process and a reversal of the declining trends in voter turnout for both general and local elections. It is important to note that the engagement itself is an exercise in participatory democracy that many people will find much more satisfactory than simply exercising their right to vote.
- **Build on 'responsible citizenship'** - If communities are enabled to play a significant role in improving their neighbourhood, or in planning and developing a project or initiative, they are more likely to develop a greater sense of responsibility or ownership towards it. This will strengthen the role of the community in the management of their neighbourhoods
- **Improves relationship between partner agencies and the public** - Community Engagement makes organisations more open and accessible. Making public services more responsive to people's needs can help to build on and improve relationships.
- **Build capacity** - Community engagement can help to build capacity of participants. If participants are engaged with effectively, their knowledge base and skills are likely to develop. They will learn about their community and the specific issues that are under discussion, and also about organisational structures and processes.

Existing Mechanisms for Community Engagement

Within the Argyll and Bute Community Planning Partnership, there are many examples of engagement activity taking place and are working towards Argyll and Bute Community Planning Partnership objectives. While this list may not be exhaustive, it does suggest that there is a range and diversity that gives citizens and other stakeholders an opportunity to feel that their views are gathered by various providers of services.

- Community Planning Conferences
- Citizens' Panel
- Focus Groups
- Multi-agency Partnership Groups including local people
- Fairer Argyll and Bute Partnership
- Community Care Forum
- Young Scot/Dialogue Youth
- Community Health Partnership - Patient Involvement Activities
- Crime Prevention Panels

- Community Safety Partnerships
- Domestic Abuse Forum
- Feedback Forms
- Elected Members' Surgeries
- NHS Public Partnership Forum
- Community Development Trusts
- Community Councils
- 3rd Sector intermediary organisations (e.g. Councils of Voluntary Service and Volunteer Centres)

Hard to Reach Groups

It is important that we inform, consult and involve all sectors of the community who may be affected by actions and decision taken by the CPP or any of its partners. Unless care is taken we may not sufficiently capture the views of important groups of people within our community. This includes hard to reach groups such as disabled people, migrant workers, gypsies and travellers, young people and older people. Through consultation we will ask these, and other, groups about how they would like us to engage with them. Also, the locations where we engage, the buildings used, the support provided and ways of communicating will recognise the constraints of living in a rural area and take into account the different needs of those we will be engaging with.

Equality Impact Assessment

This strategy was impact assessed as it was being developed and all future engagement exercises will be subject to an *Equalities Impact Assessment*. This assessment helps us to ensure that any policies we develop do not discriminate and that where possible promotes equality and good relations between groups. Further assessments will be conducted to monitor the actual effects of this policy and may require the CPP or its partners to take action if there are any concerns that this policy is having a detrimental impact on any of the Equality Target Groups.

Developing the Strategy

Having recognised the number and range of activities already taking place, particularly within existing partnerships, it is essential to ensure that it takes place in a coordinated way.

The nature of Community Engagement is that there cannot be 'a one size fits all' when dealing with a diversity of communities of both place and interest.

However there is a need to develop a framework where good practice can continue and be improved. The framework would also cover new activity which can be piloted in an attempt to harness the views of a wider range of people of all ages and sections of the community who are not engaged in the process at this point.

For community engagement to be effective it must be carried out within the structure of the framework across all levels of the CPP organisations. There is a

role to be played in Community Engagement at CPP level, by partner organisations corporately, by Departments and services, at Area level, thematically and at unit level. Appendix 1 - Community Engagement Framework shows the roles for these different levels within the organisation.

Action Plan

The strategy takes into account the context for community engagement in Argyll and Bute. The Community Engagement Action Plan (Appendix 2) sets out a programme of work to deliver a number of key aims. It sets out priorities in four main areas:

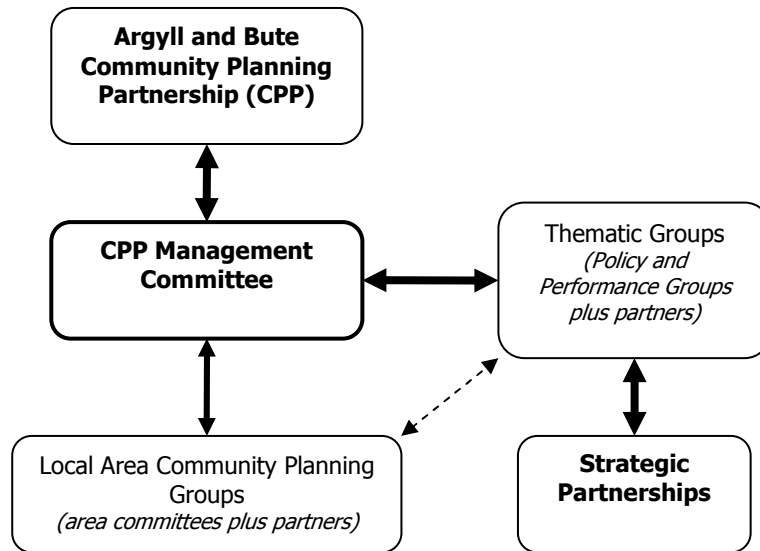
- **Strengthen and extend community planning structures and mechanisms** - so that people can get involved wherever and however is most appropriate for them and so that they link together at different levels
- **Increase involvement of all communities particularly children and young people, disabled people, those from different ethnic groups as well as other under – represented groups, in community planning processes at local level and around subjects that they are interested in** - so that their different experiences, needs and views can be taken into account in our services
- **Build capacity of management, staff, community leaders and groups and individuals in community engagement** - so that we have the confidence, skills, knowledge and resources we need to work together as equal partners
- **Increase the coordination of our efforts in community engagement, sharing experiences, knowledge, skills, resources and funds** - so that we can support each other, learn from our experiences and celebrate our successes

How well we are delivering these actions will be monitored through the CPP's Performance Management Framework and progress will be monitored and reported annually.

Monitoring and Evaluation

Community Engagement will be monitored and evaluated by creating and monitoring the action plan.

This Community Engagement Strategy is part of a suite of “How we do things” which includes a **Planning and Performance Management Framework** (PPMF); a Community Engagement Strategy; a Communications Strategy; and a Public Performance Reporting Strategy. The CPP framework within which this Community Engagement Strategy sits is encapsulated in the following diagram:



High level Community Engagement aims are translated into priorities which influence the corporate plans of the Council or one or more of its partners. A Community Engagement Action Plan linked to the CPP Action Plan will form the basis for monitoring the impact of community engagement, as well as measuring engagement against the National Standards for Community Engagement.

Conclusion

This strategy and associated Action Plan sets out an ambitious series of activities to widen and deepen community engagement across Argyll and Bute. It builds on much of the existing activity and indicates a commitment and determination, as a partnership, to deliver improved services for the people of Argyll and Bute.

Appendix 1:

Community Engagement Framework

Community Planning Level Engagement	
Internal Stakeholders:	Council and formal Community Planning Partners
Community Stakeholders	Communities and Service Users
Areas for Engagement:	Community Plan and SOA
Engagement informs:	Community Plan, and SOA; and to Corporate Plans of Council and partners. Cascades to strategic, area and thematic partnerships
Engagement reporting:	
Reporting themes:	Community Plan and SOA deliverables Improving for the future
Report to:	CPP Management Committee
Corporate Level Engagement (eg Council)	
Internal Stakeholders:	Council, Executive, SMT, PPGs, Area Committees
Community Stakeholders:	Communities Service Users
Areas for engagement:	Corporate Plan and other strategic plans
Engagement Informs:	Corporate Plan, SOA, and cascades to inform other Strategic Plans, Service Plans, Area plans, Thematic plans
Engagement reporting:	
Reporting themes:	Corporate deliverables Customer satisfaction against corporate priorities Improving for the future
Report to:	Executive, SMT and cascades to inform PPGs- and Area Committees
Service Level Engagement	
Internal Stakeholders	SMT and DMTs
Community Stakeholders	Communities Service Users Statutory and non statutory Consultees eg School Parent Councils, Community Councils etc
Areas for Engagement	Service Plan/service priorities/customer satisfaction

Engagement Informs:	Service priorities and unit/area/thematic plans as appropriate.
Engagement reporting:	
Reporting Themes:	DMT, SMT, and cascade to Executive, PPGs or Area Committees as appropriate
Report to:	?

Area Engagement	
Internal Stakeholders	Area Committees with relevant CPP partners – Local Area Community Planning Groups
Community Stakeholders	Local Community Groups Service Users
Areas for Engagement:	Area priorities. Corporate and Area plan deliverables Improving for the future Place making
Engagement Informs:	Area plans and in turn corporate and thematic plans
Engagement reporting:	
Reporting Themes:	Outcomes and Customer feedback Area Plan and corporate plan deliverables (at area level) Place Making
Report to	Area Committee CPP partners/Services –Local Area Community Planning Groups

Thematic Level Engagement	
Internal Stakeholders:	Policy and Performance Groups/ CPP Partners/Services -CPP Thematic Groups
Community Stakeholders:	Community Groups Service Users
Areas for Engagement	Thematic priorities Outcomes and customer feedback Improving for the future
Engagement Informs:	Corporate and Community Plans, SOA and in turn informs Area plans and service plans
Engagement reporting:	
Reporting Themes:	Development of policy themes Outcomes and customer feedback Improving for the future
Report to:	PPGs, Services and relevant CPP partners (including Strategic Partnerships) – CPP Thematic Groups

Appendix 2 (update May 2010)

Action Plan

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
CPP-CE01a	Community Planning structures and mechanisms are strengthened	Establish Thematic Groups and Local Area Planning Groups	Groups established with community engagement clearly highlighted in their remit	June 2009 (First meet August 2009)	ABC, Corporate Services	ABC 12c IP11 National CPP04	SR 09 – failure to progress community planning partnership	Departmental budgets	Complete Groups Established
CPP-CE01b		Map existing Community Engagement mechanisms LACPGs/Thematic Groups record partner engagement mechanisms	Existing mechanisms are known and information is shared. Community Engagement elements in Service Plans Website has consultation/engagement diary LACPGs and Thematic Groups have up to date list of partner engagement mechanisms	May 2010 Nov 2010	ABC, CC, ACSMs			Departmental budgets/FSF	ACSMs to place community engagement mechanisms on agendas for LACPGs and Thematic Groups
CPP-CE01c		Develop a Communications strategy (including Community Engagement)	A CPP Communications Strategy is developed which includes Community Engagement Better Community Engagement Project developing training materials on communication	June 2010 Sept/Oct 2010	ABC, Comms/ Improvement and OD			Departmental budgets Better Community Engagement	Council's Communications Strategy has strong engagement element
CPP-CE01d		Undertake Equality Impact Assessment for Community Engagement	Impact assessment undertaken	June 2009	ABC, P&S			Departmental budgets	Complete

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
		Strategy							
CPP-CE02a	Communities are involved at a local level	find out which subjects communities are most interested in	Communities have agreed local priorities	June 2010	ABC, Customer Services	CPP04	CPP-R14- Demographic /Societal changes which increase demand for services beyond existing/planned budget levels CPP-R15 – Changes to Scottish Government policy which increase demand for services beyond existing/ planned budget levels SR 09 – failure to progress community planning partnership SR 14 – failure to implement the SOA	Departmental budgets/ Leader/FSF	Draft plans in place and wider consultation now underway
CPP-CE02b		Find out the best methods for involvement	Appropriate methods are identified for all levels of involvement	Sept 2010 Spring 2011	ABC, Customer Services			Departmental budgets/FSF	Better Community Engagement Project is underway and providing template of best practice
CPP-CE02c		Extend capacity building work with communities	Communities have the capacity to engage effectively	ongoing	ABC, Customer Services and CC			Departmental budgets/FSF/WALT	2 community engagement posts filled, 2 to be advertised
CPP-CE02d		Encourage all organisations to evaluate the way they engage with communities	CPP partners and other organisations have evaluated their community engagement processes	ongoing	ABC, Community Services and I&HR			Departmental budgets/FSF/WALT	Complete All ABC service plans have community engagement element. Annual service reviews will evaluate
CPP-CE02e		CPP partners identify staff, time, resources, training and funds to support engagement processes	Resources are identified and committed to support community engagement at all levels	August 2009				Departmental budgets/FSF	Partners involved and committed to consultation processes
CPP-CE02f		Deliver CPP Annual Conference in partnership with	Conference has taken place, evaluated and actions taken forward	Nov 2010	ABC, ACSMs, CC			Departmental budgets/ Leader/FSF	Rescheduled to allow input from local events. Local

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
		3 rd Sector and other CPP partners							consultation events held March – June to feed into A&B wide event
CPP-CE03a	Individuals and groups have the capacity to engage in Community Planning	Review and develop , where appropriate, mechanisms for engagement with specific equalities groups	Existing forums/groups assessed to determine if representative of identified equalities groups <ul style="list-style-type: none"> • People with disabilities • LGBT (lesbian, Gay, Bisexual and Transgender) • BME (Black and minority ethnic) 	June 2010	ABC, CC	CPP04	CPP-R14- Demographic /Societal changes which increase demand for services beyond existing/planned budget levels CPP-R15 – Changes to Scottish Government policy which increase demand for services beyond existing/ planned budget levels SR 09 – failure to progress community planning partnership SR 14 – failure to implement the SOA	Departmental budgets/ Leader/FSF	CPP Equality and Diversity Group established. E&D Group to consider action and agree mechanisms
CPP-CE03b		Engage Young People in the community planning process	More young people engaged with Young Scot/Dialogue Youth.	June 2010	ABC, Leisure and Youth Services	Departmental budgets		ABC now has Youth Services Manager in post. Youth Focus established, linked to CPP.	
			Annual Youth Participation event held	June 2010	ABC, Leisure and Youth Services			Departmental budgets	Event planned for June 2010
			Young people supported to attend and participate at Scottish Youth Parliament	ongoing	ABC, Leisure and Youth Services			Departmental budgets	ongoing
CPP-CE03c		Provide joint training for CPP partners	A training programme is developed across the CPP	March 2010	ABC, Customer Services and Community Services	CPP04	SR 09 – failure to progress community planning partnership	Departmental budgets Leader/FSF	Some resources being developed through Better Community Engagement

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
			Training materials developed to support training programme	March 2010	ABC, CC			Departmental budgets Leader/FSF	project Resources being developed through Better Community Engagement project
CPP-CE03d		Include Community Engagement courses within partners corporate training programmes	All corporate training programmes include Community Engagement element	March 2010	ABC, P&S			Departmental budgets	Resources being developed through Better Community Engagement project
CPP-CE03e		Improve the availability of support to community groups to enable them to participate effectively	Support for community groups is available at all levels	April 2010	3 rd Sector Interface			Departmental budgets Leader/FSF	3 rd Sector funded to support Community Development team service Plan agreed
CPP-CE03f		Set up a Community Engagement Tool Kit which includes information on locally available resources, expertise, funding , etc.	Community Consultation Tool Kit developed	April 2010	ABC, P&S, CC			Departmental budgets Leader/FSF	Argyll Communities Website resourced and links available
CPP-CE04a	Experience, knowledge, skills, resources and funding is	Ensure Community Consultation Tool Kit is accessible to all through CPP	Community Engagement Tool Kit is easily accessible through a number of appropriate websites	April 2010	ABC, P&S, CC	CPP04	SR 09 – failure to progress community planning partnership	Departmental budgets	Argyll Communities accessible and developing appropriate

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
	coordinated	and other appropriate websites							pages within new ABC Website
CPP-CE04b		Improve recording of community engagement activities	Community Engagement activities are recorded and evaluated	Nov 2010	ABC, LACPG (Customer Services)			Departmental budgets Leader/FSF	Events held, recorded and evaluated (minutes, reports, service plans)
CPP-CE04c		Champion successful initiatives of volunteers, communities and service providers	Successful initiatives are communicated widely and recognised at Volunteer Awards	June 2010	ABC, CC			Departmental budgets Leader/FSF	Progressing as planned

Appendix 3

National Standards for Community Engagement

THE INVOLVEMENT STANDARD

We will identify and involve the people and organisations that have an interest in the focus of the engagement

THE SUPPORT STANDARD

We will identify and overcome any barriers to involvement

THE PLANNING STANDARD

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

THE METHODS STANDARD

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

THE WORKING TOGETHER STANDARD

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

THE SHARING INFORMATION STANDARD

We will ensure that necessary information is communicated between the participants

THE WORKING WITH OTHERS STANDARD

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

THE IMPROVEMENT STANDARD

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

THE FEEDBACK STANDARD

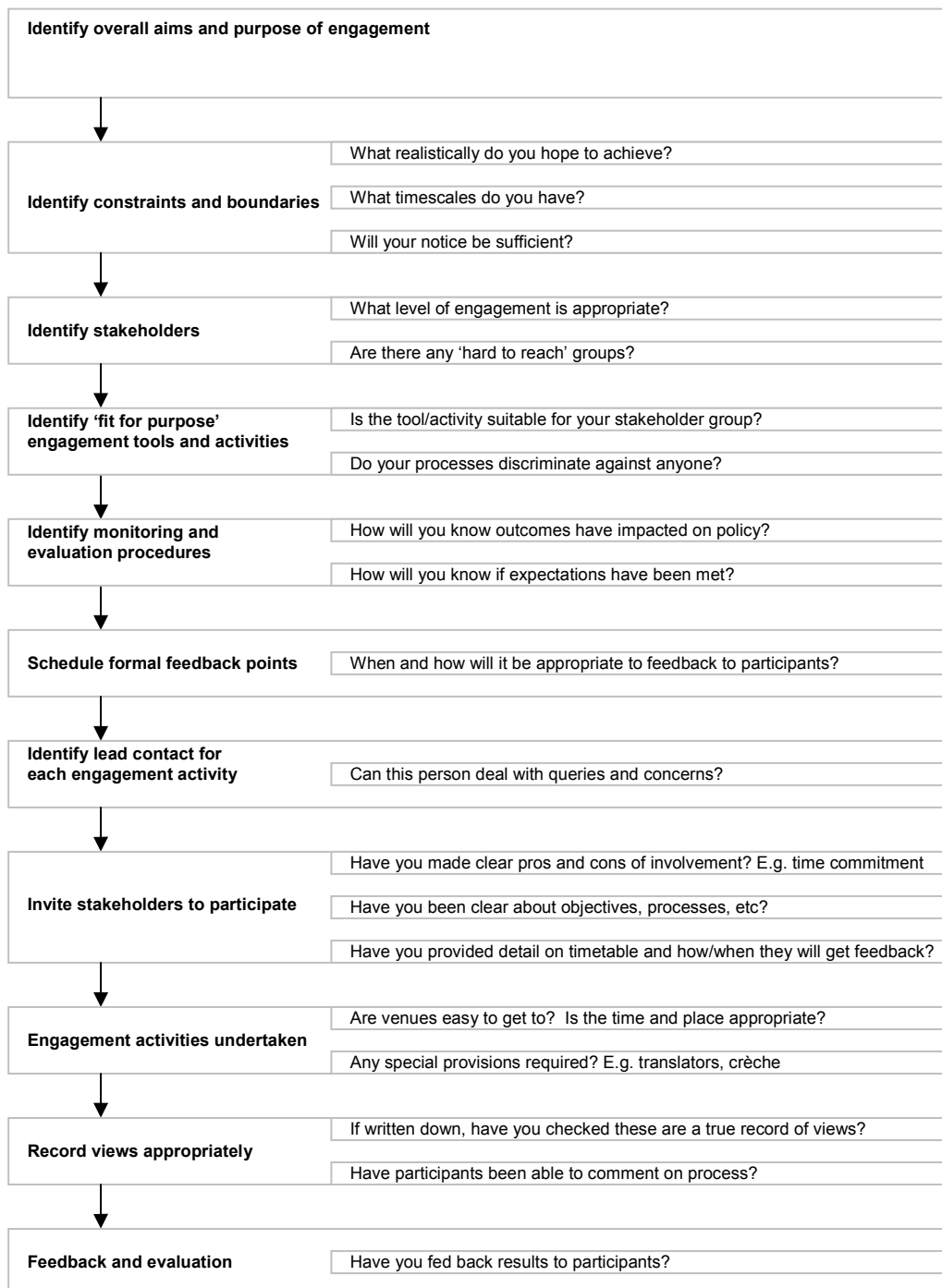
We will feed back the results of the engagement to the wider community and agencies affected

THE MONITORING AND EVALUATION STANDARD

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

Appendix 4

Guidelines for planning community engagement



Appendix 5

Glossary of Terms

Active Citizenship	Active citizenship is where local people become involved in community life, either formally, through local groups and institutions, or by taking part in events or activities that help define local issues and bring about changes in their local area that aim to improve the overall quality of life. Active Citizenship is one of the key elements of Community Empowerment.
Capacity Building	Capacity Building is the provision of support to ensure that organisations, individuals or networks have the skills, knowledge, structures and resources to realise their full potential. Capacity building support can take many forms, including direct facilitation and training, transferring knowledge and expertise, through financial investment or in any combination of these.
Citizens' Panel	The Citizens' Panel is made up of a representative sample of local people across Argyll and Bute (approx. 1000), who are asked to provide their opinions about the efficiency and effectiveness of local services and how they might be improved.
Community	<p>Communities of place – the 'community' is defined by an area with physical boundaries, e.g., neighbourhood, ward, village, town, etc.</p> <p>Community of interest – the 'community' is defined by a shared interest, experience or demographic characteristic – i.e. young people, people with disabilities, working population, ethnic minorities or gay/lesbian/bi-sexual and transgender (LGBT).</p> <p><i>People can belong to more than one community. It is also worth noting that members of defined communities may not necessarily regard themselves as such and consideration must be given to this when approaching different 'communities of interest'.</i></p>
Community Empowerment	The term community empowerment refers to the development of strong, active and empowered communities, in which people are able to do things for themselves, define the problems they face, and tackle them in partnership with public bodies. Community empowerment involves three essential elements: active citizenship, strengthened communities and partnership in meeting public needs. Its practical process is community engagement.
Community Engagement	Community engagement is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well being of those people. Consultation, involvement, participation and research are all terms that are regularly used, often interchangeably, to describe community engagement activities.
Community Development	Community Development is the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to

	remove the barriers that prevent people from participating in the issues that affect their lives. Community development is strongly influenced by values which include equality, accountability, choice, mutuality and continuous learning, community development practitioners are one of the basic support needs to harness community action (<i>see above</i>) .
Equalities	Elimination of all types of discrimination and giving equal access to services
Equalities Impact Assessment	An assessment tool designed to flag up any detrimental effect a policy or organisational function may have on specific equality target groups.
Focus Groups	A focus group is a group of people who have been brought together to discuss a particular subject in order to solve a problem or suggest ideas.
Hard to reach groups	is a widely recognised term to describe those groups or communities who experience social exclusion and are generally perceived by agencies as being difficult to access and are thus 'disempowered'. However, it is important to note that many of these communities are not actually that 'hard-to-reach' and do not consider themselves as such. It is simply that to date partners have not been successful in seeking their views.
Local Area Community Planning Groups	<p>Area level groups to develop and maintain Area Plans within Community Plan outcomes. To monitor and review achievement of the local delivery of key outcomes identified in the Community Plan by ensuring appropriate performance measures are in place. To support, and encourage effective collaboration and co-ordination between and within community based organisations operating in the local area. To give effect to the Community Engagement Strategy at a local level.</p> <p>Each of the 4 administrative areas of Argyll and Bute has a range of Local Community Planning Groups, which brings together representatives from the Community Planning Partners to identify and address the needs and concerns of local areas at a local level.</p>
Local Area Community Action Plans	Local Area Community Action Plans result from a process of structured community engagement, undertaken by local people, with the aim of developing a comprehensive, shared vision for that community. The process of developing Local Area Community Action Plans has grown and matured to be a powerful vehicle for community engagement that delivers huge rates of participation within communities.
Performance Indicators	Performance indicators are a set of standards which partnerships can use to measure performance over time.
Planning and Performance Framework	The systematic means of planning of the delivery of objectives, monitoring progress and amending actions where required to ensure outcomes are delivered
SOA	The Single Outcome Agreement is an agreement between the Community Planning Partnership and the Scottish Government. The regulation of SOA's is set out within

	government guidance in a way that gives freedom and flexibility to local government to choose its own priorities and targets, including how success will be measured.
Social Enterprise	(see also: <i>Community Enterprises</i>) Social enterprises are enterprises with a primary social purpose. They have some form of social or community ownership structure and recycle surplus profits instead of paying out to shareholders or owners. Social enterprise is often seen as a way of supporting public service delivery through combining social aims with creating earned income, thereby generating financial sustainability.
Stakeholders	All organisations and individuals with an interest in a particular issue or service.
CPP Thematic Groups	To monitor and review achievement of key outcomes in the Community Plan within the thematic areas noted below by ensuring appropriate performance measures are in place. To support and encourage effective collaboration and coordination between and within public, voluntary and community organisations operating in Argyll and Bute within the relevant thematic area . To give effect to the Community Engagement Strategy at a thematic level.
Third Sector	Third sector is the overarching term for organisations and groups that operate other than for private profit. In general, the sector is made up of voluntary and community organisations together with social enterprises and social firms. Charitable status is not a defining characteristic and the definition includes organisations that have registered as companies or are involved in campaigning and advocacy.
Tool-kit	Term used to describe a guidance document to help others implement actions.
Voluntary sector	Voluntary Sector is a generic term for the wide field of non-profit making organisations that operate across many different themes. The voluntary sector is generally considered to refer to larger more formal charities or organisations, rather than the smaller community sector organisations which tend to be place-based. Many national voluntary sector organisations and networks employ large numbers of staff and have significant turnover in either fundraising, endowments or earned income. At the other end of the scale, there are many self-help voluntary groups which share a common interest or cause and are largely run by volunteers