

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


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## **CPP Development Day – Resultant Action Plan**

### **1.0 Purpose**

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

### **2.0 Recommendations**

The Management Committee is asked to:

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

### **3.0 Background**

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

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

### **4.0 Priorities identified in the Development Day**

#### **4.1 Leadership Presentation**

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

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

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

Members formed two groups to discuss:

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

Identified key priorities to be taken forward:

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

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

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

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

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

Discussion points:

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

Identified key priorities to be taken forward:

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

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

#### **4.5 Action Plan**

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

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

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

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

#### **5.0 Conclusions**

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

## 6.0 Implications

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

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## References

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

## Appendices

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

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

### Leadership

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

## Joint Resourcing and Prevention

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

Presentation Highlights	Discussion Points Group 1*	Discussion Points Group 2**	Priorities from actions
		<p data-bbox="1117 272 1301 360">promotion and communication on CPP.</p> <ul data-bbox="929 400 1323 860" style="list-style-type: none"> <li data-bbox="929 400 1323 456">• Looking at this in terms of life cycle focusses are:               <ul data-bbox="1070 464 1323 860" style="list-style-type: none"> <li data-bbox="1070 464 1323 647">○ Early years - invest in preventative spend in this area as “biggest bang for buck”.</li> <li data-bbox="1070 647 1323 799">○ Mid Life – protect learning and bring in quality jobs (skills match).</li> <li data-bbox="1070 799 1323 860">○ Live Longer and Healthier</li> </ul> </li> </ul>	

\*Group 1 members

Sally Loudon

Gordon Wales

Stuart Green

Janice Kennedy

Anthony Standing

Marlene Baillie

Shirley MacLeod

Notetaker: Samantha Quarton

\*\*Group 2 members

Cllr Dick Walsh

Cllr Ellen Morton

Donald MacVicar

Fraser Durie

Glenn Heritage

Douglas Cowan

Elaine Garman

Andrew Campbell

Pippa Milne

Notetaker: Rona Gold

## Appendix B: Draft Action Plan

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



Action from Development Day	Existing activity or further information around this	Activity to be taken forward	Timescale	Responsible organisation/ person	How this will be monitored
CPPs work on scrutinising SOA delivery plans should mean that the focus is shifting towards impact.		<ul style="list-style-type: none"> <li>• <b>CPP Chair to meet with Economic Forum chair</b></li> </ul>			
	SOA Delivery plan scrutiny and development ongoing	<ul style="list-style-type: none"> <li>• <b>Change format of Management Committee meetings to enable more group discussion and scrutiny of progress on outcomes.</b></li> </ul>	From June 2015	Outcome Leads and CPP Management Committee members	CPP Quarterly meetings
Education and Skills Match	Compelling Argyll and Bute study is currently underway, which seeks to map current skills to job requirements and identify any gaps. The study is also seeking ways in which to promote Argyll and Bute	<ul style="list-style-type: none"> <li>• <b>Take forward outcomes of Compelling Argyll and Bute study</b></li> </ul>	End 2015	Partnership working group led by Council with partners including HIE, SDS and Argyll College.	CPP Management Committee meeting in 2015
There is a need to prioritise areas for prevention and refine what prevention is.	National Community Planning Group is looking at how is defines 'prevention'. Information will not be provided until June 2015.	<b>COG Chief Officers Group to better understand issues in the preventative work with children and young people.</b>	Presentation by Liz Strang to COG on 27 March.	Chief Officers Group	Update to CPP meeting in June.

Action from Development Day	Existing activity or further information around this	Activity to be taken forward	Timescale	Responsible organisation/ person	How this will be monitored
Need to talk about 'bridge funding': demography demands preventative spend. Need to have conversations around double spend required for 'upstream' whilst still managing 'downstream'.	Various work and funding of prevention activities across Argyll and Bute. No single forum to engage with on this currently.	<ul style="list-style-type: none"> <li>• <b>Asses gaps in tackling prevention through reports to MC on this, in both March and June 2015.</b></li> <li>• <b>Agree focus area for prevention.</b></li> <li>• <b>Bring together relevant partners</b></li> <li>• <b>Provide CPP with information on current spend and required spend.</b></li> <li>• <b>Take actions to address gaps.</b></li> </ul>	September 2015 for recommendations on focus area for prevention to Management Committee.	CPP team to coordinate information from key partners	CPP Management Committee meetings.
Need a pack of information on positive aspects of Argyll and Bute to promote and encourage people to stay in the area.	See Compelling Argyll and Bute study	<ul style="list-style-type: none"> <li>• <b>Prepare following results of Compelling Argyll and Bute study</b></li> </ul>	August 2015	CPP team lead with input from all partners	CPP Management Committee meetings
Opportunity to galvanise the CPP with a single focus of population growth		<ul style="list-style-type: none"> <li>• <b>Include impact on population growth as a key question for organisations to ask of one another in CPP</b></li> </ul>	Quarterly CPP meetings	Outcome leads to include this in their outcome report to Management Committee	CPP meetings

Action from Development Day	Existing activity or further information around this	Activity to be taken forward	Timescale	Responsible organisation/ person	How this will be monitored
We need a timeline on when impact is likely to be seen		<b>meetings when scrutinising outcomes.</b>			
		<b>Focussing on economy and population:</b>  <b>Detailed analysis of population stats and propose targets for 2018/19 and 2022/23 with agreed baseline.</b>	August 2015	Key data analysts from partner organisations led by CPP team.	Annual CPP reports on SOA
Need to look at how to maximise and measure impact (especially towards population change) and in a succinct way (should we have key milestones?)		<b>As above with key economic data.</b>			
	See actions under galvanising CPP with single focus of population growth and timeline for impact	<b>See above</b>	See above	See above	See above
Jobs – Need joint workforce planning	Potential to build on Scottish Future Trust asset mapping and Smarterplaces Programme	<ul style="list-style-type: none"> <li>• <b>Build on SFT's Smarterplaces programme.</b></li> </ul>	Consider Smarterplaces programme at March CPP MC meeting	tbc	tbc
	NHS considering use of AVA's recently	<ul style="list-style-type: none"> <li>• <b>Assess recruitment issues</b></li> </ul>			

Action from Development Day	Existing activity or further information around this	Activity to be taken forward	Timescale	Responsible organisation/ person	How this will be monitored
	<p>produced short documentary on life in Argyll and Bute as promotional tool for attracting GPs to the area.</p>	<p><b>for Argyll and Bute across all partners, and opportunities for joined up solutions.</b></p> <ul style="list-style-type: none"> <li>• <b>Make use of existing promotional tools such as AVA's promotional video of Argyll and Bute life:</b></li> </ul>			