



WE - COME

All you need to know to be part of an effective
Community Planning Partnership
delivering for our communities



Image Helensburgh Civic Centre Building

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

01 Introduction



Introduction

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

01 Introduction

This document provides you with the information you need to take part in Argyll and Bute's Community Planning Partnership (CPP).



The following pages outline how we will do this and the importance of your commitment to the Argyll and Bute CPP, so that together we can ensure successful delivery of the **Argyll and Bute Outcomes Improvement Plan 2024-2034**.

Being a member of the CPP requires time and commitment, both as an individual and as a representative of your organisation, with regular development days held for core partners to meet each other and discuss our CPP outcomes.

We hope that you find the information in this welcome pack useful and informative and if you have any outstanding questions please don't hesitate to get in touch.

You can contact the Community Planning team by email at cppadmin@argyll-bute.gov.uk or call 01631 567960.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

02 Partners & people



Image Caledonian MacBrayne Ferries

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

02 Partners & people

We hold regular meetings to support the effective operation of the Community Planning Partnership.



Full Partnership

A meeting that takes place at a minimum of every two years to review progress and set direction.

Management Committee (the organisations required to manage the delivery of the outcomes)

A quarterly meeting which is responsible for ensuring there is effective engagement, joint working, policy development, planning, prioritisation and performance management of the [Argyll and Bute Outcomes Improvement Plan](#).

Area Community Planning Groups

Quarterly meetings in each of the four administrative areas to oversee the implementation of the localised delivery plan for the respective area; encouraging effective working across community planning partners at an area level; and acting as a conduit to ensure that local priorities are met and local issues addressed.

Working Groups

Regular meetings focussed on delivery of actions on the three outcomes. These are set up to take forward specific actions and involve relevant CPP partners. A lead from each working group reports to the Management Committee.

Key positions/roles

- Chair of the CPP Management Committee
- Vice Chair of the CPP Management Committee
- Partners at Management Committee
- Chair of the CPP Full Partnership
- Leads of Working Groups
- Chair and Vice Chair of the Bute and Cowal Area Community Planning Group
- Chair and Vice Chair of the Helensburgh and Lomond Area Community Planning Group
- Chair and Vice Chair of the Mid Argyll, Kintyre and the Islands Area Community Planning Group
- Chair and Vice Chair of the Oban, Lorn and the Isles Area Community Planning Group
- Community Planning Team / Support Staff

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context



Our objectives

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

03 Our objectives

Everything we do is based on the Argyll and Bute Outcomes Improvement Plan (ABOIP) 2024-2034 and the way in which we are expected to work as a Community Planning Partnership as set out in the Community Empowerment (Scotland) Act 2015.

Activity

Argyll and Bute Community Planning Partnership will focus its activities on delivering the three outcomes set out in the Argyll and Bute Outcomes Improvement Plan.

1. Transport Infrastructure
2. Housing
3. Community Wellbeing

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

These are our partnership objectives and the way in which we set out to meet these:

Our objectives	How we meet these
Deliver improvements to suit the ask and needs of our communities.	Create actions for local area community action plans based on needs identified through engagement with communities. Deliver on these through partnership working locally, reporting to the area community planning groups.
Support the development of active and informed communities that can engage with, and have an influence on, the community planning process.	We have a Community Development team who actively encourage community groups to participate in Area Community Planning Groups and to raise any issues they may have. The Third Sector Interface has a role in the new Scottish Government framework to ensure the Third Sector voice is heard in all local planning and build that capacity. We encourage community members to take key roles within Area Community Planning Groups such as Chair and Vice-Chair.
Develop a clear and shared long term vision for Argyll and Bute that sets out joint priorities, performance indicators and targets.	We have performance indicators for each of the six outcomes within the Argyll and Bute Outcomes Improvement Plan and measure these over the life of the plan. We agree joint priority areas for the coming year within the six outcome areas and have a delivery plan to achieve these priorities.
Develop joint approaches to improving service delivery and the quality of life for the citizens of Argyll and Bute.	We work closely with our partner agencies and listen to concerns our communities may have to find solutions.
Partnership working in the area is coordinated and cohesive.	We ensure the Chief Officers of all partner agencies sit at the CPP Management Committee.
Negotiate directly and collectively to the Scottish Government and other bodies on national policy and resource issues.	We nominate a lead officer to liaise with the Scottish Government and ensure responses from the CPP are coordinated and included.
Develop ways of working within the Community Planning Partnership that supports the values of openness, parity between partners and achieving progress through consensus.	We hold annual Development Days and regularly undergo a self-assessment process.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context



04 Values

	Argyll and Bute Council corporate values	How the CPP demonstrates these values
Caring	We care about our citizens, partners and each other. We treat everyone with dignity and respect and are accountable for what we do. We listen to our communities. When things go wrong we take action to put it right.	We listen to the views and concerns of our communities and take these into account when developing plans, strategies and policies.
Committed	Ours is a Council that is committed to putting values at the heart of our efforts to make a positive difference every day to people's lives. We take pride in our responsibility to provide a safe working environment and to make available appropriate opportunities for professional development and growth for all employees.	Members create time for their role within the CPP and are focused on delivering.
Creative	We are responsive to our citizens and our environment and we embrace change to ensure we continually deliver the best results for our area.	We look to find solutions that are appropriate for our communities recognising the diverse nature, challenges and opportunities of each community.
Collaborative	We know that when we work together we can achieve the best for our area. We are open, honest and transparent in our communication. We involve and work with communities, each other and our partners where possible to share knowledge, resources and assets.	We have a diverse mix of partners from across a range of organisations and thematic sectors bringing together an extensive range of knowledge, skills and ideas.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

05 Support & mentoring



01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

05 Support & mentoring

What's in it for you?

Being part of the CPP enables you to engage with a wide variety of partners working across Argyll and Bute, including representatives of the community. This will give you an excellent knowledge of the variety of strategic issues and local issues that intertwine to challenge those working and living in the area.

Working together as part of the CPP is a great way to avoid the frustrations that working independently can produce. Together, we aim to encourage and inspire you in your new role.

The CPP can be a place for great working relationships and friendships to form.

Buddy system

As a new member of the Community Planning Partnership – whichever meeting(s) you attend as part of this – you will be given a Buddy for your first 12 months. Your Buddy will be a member of the CPP and will be able to support and guide you with any questions you have and help you feel comfortable and able to fully engage.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context



01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

06 Customer & community

We work hard to ensure that there is two-way communication between our communities and the CPP Management Committee and we do this through our Area Community Planning Groups.

The Chairs of the four Area Community Planning Groups sit on the CPP Management Committee and there is a dedicated agenda item at each meeting where issues are raised to the Management Committee which have not been able to be resolved at Area level.

We communicate with our communities in a number of ways. We have a Community Planning bulletin which is available on the council website and distributed monthly through email approximately every 4 weeks. This includes information that may be of interest such as local training events as well as information at a national level and any ongoing consultations. Each of the four Area Community Planning Groups also has their own distribution lists for area-specific information through the Basecamp online platform.

You can be removed at any time from any distribution list by contacting us.

We will also produce an Annual Report which contains case studies across our three new priority outcomes on how partners within Argyll and Bute are working together to tackling inequalities. This format of Annual Report has been recognised as best practice and we believe it is an engaging and user-friendly way for communities to see community planning in action.

See our previous [annual reports here](#).

We are constantly looking at ways to improve and develop our communications, whilst being mindful of digital inclusion and reducing barriers to communication, and this will include a new community planning podcast starting in Spring 2025.

If you wish to receive the CPP Bulletin, or if have ideas on how we can better communicate on the work of the CPP with your community, business or organisation please contact us at cppadmin@argyll-bute.gov.uk or 01631 567960.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Planning and Performance management framework

We will develop a number of performance information measures for each of the three outcomes and we will measure these across the lifetime of the plan.

All performance information will be found online.

Outcome 1 Transport Infrastructure

Outcome 2 Housing

Outcome 3 Community Wellbeing

The Management Committee will review a full financial years' worth of data annually.

Equality and Socio-Economic Impact Assessments (EqSIAs) and Island Communities Impact Assessments (ICIAs)

The actions of the CPP will contribute to tackling the significant inequalities in our society and will be subject to impact assessments where appropriate. These assessments will be completed for the Outcomes Improvement Plan development and overall delivery and by the partner(s) responsible for delivery of an action.

EqSIAs and ICIAs will be reviewed as required by the CPP or appropriate CPP group.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context



Membership & structure

01
Introduction

02
Partners
& people

03
Our objectives

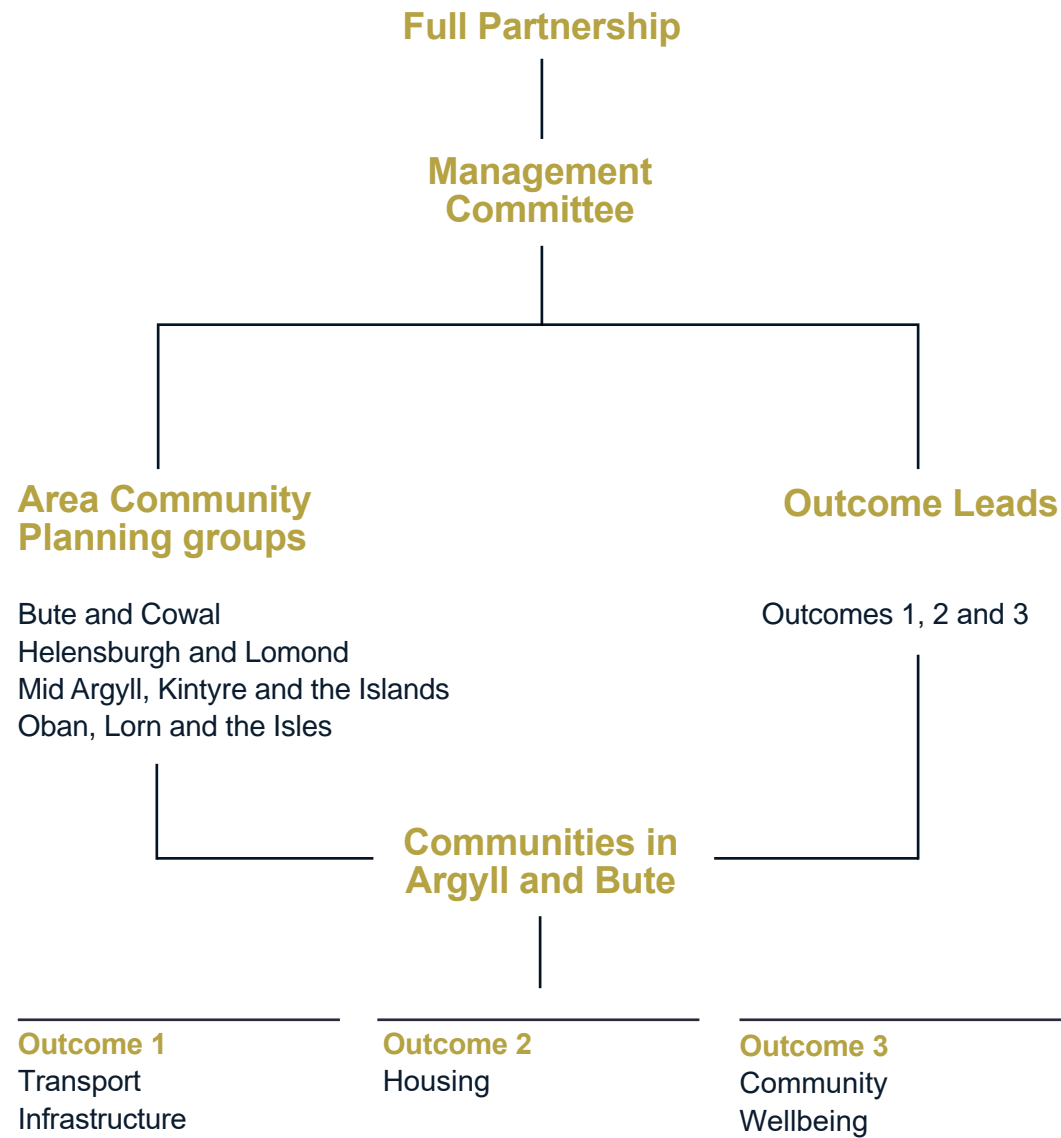
04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context



01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Chair of the CPP Management Committee



Argyll & Bute Council - Pippa Milne (Interim Chair)

Pippa Milne was appointed as Chief Executive of Argyll and Bute Council in November 2019. Prior to that Pippa was Executive Director of Development and Infrastructure. In that capacity Pippa led on Outcome 1 and Outcome 2 and has been a member of the management committee for over 5 years. With 28 years' experience working for councils across the UK, Pippa brings with her wide ranging experience to take forward the organisation's vision that Argyll and Bute is a place people choose to live, learn, work and do business.

As Chief Executive Pippa is responsible for providing a diverse range of public services with a dedicated team of about 4000 people and her focus is on working in partnership to deliver the best possible outcomes for our communities. Pippa is passionate about Argyll and Bute's potential and promotes the many and varied opportunities here whenever possible.

Vice Chair of the CPP Management Committee

Vacant

Chair of the CPP Full Partnership



Council Leader - Councillor Jim Lynch

Councillor Jim Lynch has served on Argyll and Bute Council since 2017, representing the Oban South and the Isles Ward.

During the 2017 to 2022 term, he took on the role of Leader of the Council's SNP Group and continued in that position following the Scottish local government elections in May 2022. He became Leader of the Council in April 2024. He also holds the Economic Development, Islands, Rural Communities and Housing Policy Lead portfolio and sits on a number of council committees and external organisations.

He lives in Oban and, as well as his council activities, takes a keen interest in a wide variety of local issues including traditional sports such as shinty. Prior to joining Argyll and Bute Council, Councillor Lynch had given 43 years to the civil service and retired as manager of the Oban and Campbeltown Jobcentreplus.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context



Fergus Murray and Morag Goodfellow

Fergus is currently the Head of Development and Economic Growth at Argyll and Bute Council with a responsibility for delivering a range of council services including the delivery of Argyll's Rural Growth Deal.

A town planner to trade and member of the RTPI and also SLAED, Fergus moved to Argyll and Bute in 2004 to take up the role as Development Policy Manager before starting as a Chief Officer of the council in January 2013.

Morag is Highlands and Islands Enterprise Area Manager for Argyll and the Islands. Her role is focused on driving regional economic and community growth across the diverse geography of Argyll and its many islands.

Prior to taking up this role in October 2019, Morag was Head of Regional Development within the Argyll and the Islands Team for a number of years. With a professional background in property and development, Morag is passionate about creating the economic conditions to make Argyll a thriving place to live, work, study and invest.

Fergus and Morag are the Outcome Leads for Outcome 1: "The economy is diverse and thriving" and Outcome 2 "We have infrastructure that supports sustainable growth performance information".

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Outcome Leads



David Gibson

David is the Outcome Lead for Outcome 4: "Children and young people have the best possible start".

He joined Argyll & Bute following 4 years working for Comhairle Nan Eilean Siar as Head of Children's Service and as Chief Social Work Officer.

Originally from Islay, He spent his school years in Edinburgh and qualified as a social worker in 1989. Over the last 30 years he has practiced in the third, public and private sectors across practice team social work, residential settings, and employee assistance roles. He is passionate about involving communities, and the people who live in them, in shaping solutions for Argyll & Bute. Solutions relevant to our urban areas and to our remote and island communities.



Alison McGrory

I have worked in Public Health in Argyll and Bute since 2010. My role involves leading health and wellbeing activity and developing capacity in our partners through Community Planning structures.

My skills lie in the collaborative and empowerment realms of public health and I am passionate about enabling people to be healthy and well. I have a special interest in the effects of loneliness on health outcomes. I am registered with the UK Public Health Register.

Out with work I love taking advantage of our great outdoors and I enjoy paddle boarding along Kintyre's coastline.

Alison is the Outcome Lead for Outcome 5: "People live active, healthier and independent lives".

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Chair of the Bute and
Cowal Area Community
Planning Group

Chair of the Helensburgh
and Lomond Area
Community Planning Group

Chair of the Mid Argyll,
Kintyre and the Islands Area
Community Planning Group

Jean Moffat

Sarah Davies

Anne Horn

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Chair of the Oban, Lorn and the Isles Area Community Planning Group

Partners at Management Committee



Colin Buchanan

Argyll and Bute Third Sector Interface - Takki Sullaiman

Takki Sulaiman is the Chief Executive of Argyll and Bute Third Sector Interface. Since 2006 he has worked for the English family court service and 3 local authorities as a Chief Officer. In Greenwich he steered a new approach to working with the voluntary sector through ensuring co-production with the third sector was at the heart of commissioning local services. In addition, he was responsible for tourism, culture and heritage and was project owner for development of a £41m Creative District. Latterly he led the multi-agency task group for Greenwich's Community Hub response to Covid-19. In Aberdeen City Council he was responsible for work with stakeholders to deliver the City Centre Masterplan, City Region Deal and a new events and culture strategy, Aberdeen365.

He is a trustee of the Friends of St. Conan's Kirk, Lochawe and a trustee with SafeLives, a domestic violence prevention and training charity. He has an MSc. in Social Policy and Planning from the London School of Economics and a BA(Hons) in Politics from the University of Warwick.

Argyll College UHI - Mo McKenna

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Partners at Management Committee



Department for Work and Pensions - Tricia Dowd

NatureScot- Elizabeth Pryor

Elizabeth is the Operations Manager for NatureScot in Argyll and Bute.

Liz's career with SNH/NatureScot has also spanned over 20 years. Liz's key areas of expertise include protected site management, planning and development (particularly renewables and aquaculture), engagement with land managers and communities on land management practices involving forestry and agriculture. Liz is a qualified zoologist and runs a busy family farm on Cowal with its fold of highland cows to benefit nature.

Health and Social Care Partnership - Evan Bewswick

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context



**Police Scotland - Chief
Superindendant Gary l'Anson**

**NHS Highland Board -
Graham Bell**

Graham was appointed to the NHS Highland Board in January 2021 and has lived in Argyll for the past 35 years. Originally from Glasgow his early career included working as a hospital porter, youth and community worker and night care officer with older people.

Qualifying as a social worker he spent most of his career in working with young people at risk, initially in the local authority and latterly as Chief Executive of Kibble, a third sector organisation.

Now semi-retired he continues to work in cross-sectoral leadership development. He is also a board member of Community Justice Scotland and Cove Burgh Hall. He has extensive international experience in social and economic development and in 2019 was awarded an OBE for services to residential care, education, and social enterprise.

**Scottish Enterprise -
to be advised**

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Partners at Management Committee



Scottish Fire and Rescue Service - Joe McKay

Joe joined the Fire Service in 1997 and has worked in various strategic roles including the role as deputy commander for the City of Glasgow. In July 2020 he was transferred to Argyll and Bute and East and West Dunbartonshire as SFRS Local Senior Officer.

He is a MCR Pathways mentor for disadvantaged young people.

Joe has a BA from Glasgow Caledonian University and an MSc.

He also enjoys sports and is a keen golfer.

Scottish Government - Rachel McGruer

Scottish Youth Parliament - Sophie Bennie, Alasdair Paisley and Mariska Silkowski

The three Members of the Scottish Youth Parliament occupy two seats on the management committee and attend meetings on rotation.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Partners at Management Committee



Skills Development Scotland - Susan McRae

Susan is the Area Manager for Skills Development Scotland covering Argyll & Bute and Eilean Siar. Her role involves overseeing local authority wide service delivery, delivery of high-quality career interventions, promoting work based learning opportunities and fostering partnerships with local businesses, educational institutions and community organisations to support workforce development and economic growth. A qualified careers adviser, with over 26 years experience, she believes in the transformative power of informed career choices and is committed to providing the resources and support needed for people to reach their full potential.

From the Isle of Lewis, Susan has a personal and professional understanding of the unique challenges and opportunities that face rural communities and is dedicated to the principles of community planning and working collaboratively with stakeholders to create a vibrant, inclusive and sustainable future for our people to reach their full potential.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Community Planning Team/ Support Staff



Rona Gold

Rona joined Local Government over 16 years ago and has enjoyed a wide range of experiences through varied roles, from waste management to regeneration, primarily focused on leading change. Prior to her role at Argyll and Bute, Rona was Policy Manager for the Convention of Scottish Local Authorities (COSLA) helping to shape Scottish Government policy on Waste, Carbon and Climate Change.

Rona also manages the Community Planning Partnership of Argyll and Bute Council and Community Development work across the Council's four administrative areas. Rona has an MSc in Urban and Regional Planning from Heriot Watt University and is a member of the RTPI.



John McLuckie

John is the Partnerships Lead, providing comprehensive support to the work of the Community Planning Partnership, having previously worked for Argyll and Bute Council's Development Planning team for 18 months. Prior to joining the Local Authority, John worked for 18 years within the UHI partnership in a variety of project management, equality and diversity, curriculum management/development and employer engagement roles with a focus on STEM subject areas. John was educated at Glasgow and Ulster Universities and recently completed a Postgraduate Module in Net Zero Society through UHI.



Nicola Reaney

Nicola provides organisational and administrative support to the Community Planning Team and CPP. Nicola has over 25 years' experience supporting executive boards and senior managers across public and private sector. Nicola spent 15 years in the Ministry of Defence culminating in a 5 year appointment to the British High Commission, Ottawa, Canada and was a Regional Support Manager for the global accountancy firm, Ernst and Young before joining the Council in 2014. Nicola has been in her current post since January 2019.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer &
Community

07
Membership
& structure

08
Context

Management Committee

Management Committee

Purpose, role and remit

The Management Committee is responsible for ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management of the Argyll and Bute Outcomes Improvement Plan.

The role of the Management Committee is to:

- Ensure delivery of the ABOIP through robust scrutiny, and performance management.
- Report on performance to the public.
- Develop policy across community planning partners that supports the delivery of the ABOIP.
- Ensure widespread engagement and empowerment of communities in community planning.
- Respond to national policy developments at a strategic level.
- Ensure partners are equipped to lead and work effectively in community planning.
- Direct resources to enable effective delivery of the ABOIP.
- Provide strategic direction to areas of reform to support delivery of the ABOIP.
- Consider matters arising from area community planning, third sector and businesses, prevention activity and public sector reform.
- Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues.

Membership

Membership of the Management Committee is as follows:

- A representative from all bodies named in Scottish Government legislation as those required to work with each other in community planning.
- The Outcome Leads for the three ABOIP outcomes.
- Representatives from Area Community Planning Groups, namely the Chair of each group plus the Area Governance Manager.
- Communities and Partnerships Manager and members of the team to support and record the meeting.
- Others as deemed necessary for delivery of specific areas of business.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Management Committee

Therefore membership comprises a representative from:

- Argyll and Bute Council
- UHI Argyll
- Police Scotland
- NHS Highland
- Highlands and Islands Enterprise
- Historic Environment Scotland
- Integration Joint Board (Argyll & Bute Health and Social Care Partnership)
- Loch Lomond and the Trossachs National Park (LLTNP)
- Scottish Enterprise
- Scottish Environment Protection Agency (SEPA)
- Scottish Fire and Rescue Service
- NatureScot
- Sportscotland
- Skills Development Scotland (SDS)
- Highlands and Islands Transport Partnership (HITRANS)
- Strathclyde Partnership for Transport (SPT)
- VisitScotland
- Outcome Leads for each of the three outcomes

Attendance

If a partner representative is not able to attend a meeting a suitable deputy should be nominated to attend.

Chair

The Management Committee will select a chair and vice-chair from its membership to service for a 2-year period. Where neither Chair nor Vice Chair are present, the Management Committee will select from the membership present someone to chair the meeting.

Quorum

The quorum for a meeting of the Management Committee will be 5 representatives from separate organisations. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

Frequency of meetings

The Management Committee will meet four times each year with one of these meetings being the meeting of the Full Partnership (on each alternate year). Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

07 Membership & structure

Full Partnership

Purpose, role and remit

The Full Partnership is responsible for the overall development of community planning in Argyll and Bute. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.

- Review progress to date for the current year
- Set direction.
- Ensure responsibilities of Community Planning sit with the appropriate forum (Management Committee, Chief Officers Group and Area Community Planning Groups).

Full Partnership

Membership

Membership of the Full Partnership is as follows:

A representative of each organisation, partnership and groups taking an active part in partnership working for the delivery of the Argyll and Bute Outcomes Improvement Plan.

The organisation, partnership and group will therefore be named within the membership of either the:

- Management Committee
- Lead Officer Group
- Area Community Planning Groups
- Delivery Plans of the Argyll and Bute Outcomes Improvement Plan

Therefore, membership comprises a representative from:

- Argyll and Bute Council
- UHI Argyll
- Health and Social Care Partnership
- Highlands and Islands Enterprise
- Loch Lomond and the Trossachs National Park
- Police Scotland
- Scottish Ambulance Service
- Scottish Enterprise

- Scottish Fire and Rescue Service
- NatureScot
- SEPA
- Skills Development Scotland
- SportScotland
- Strathclyde Partnership for Transport (SPT)
- The Highlands and Islands Transport Partnership (HITRANS)
- VisitScotland
- Community Bodies
- Argyll and Bute Third Sector Interface
- Association of Argyll and Bute Community Councils
- Strategic Housing Forum
- Health and Wellbeing Network
- Department of Work and Pensions (DWP)
- Fyne Homes
- ACHA
- West Highland Housing Association
- Dunbritton Housing Association
- Crofters Commission
- Forestry Commission
- CALMAC
- CMAL
- Scottish Water
- Ministry of Defence
- Bòrd na Gàidhlig

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Full Partnership

Attendance

If a partner representative is not able to attend a meeting a suitable deputy should be nominated to attend.

Chair

The Full Partnership will be chaired and vice-chaired by a nominated representative. As the Full Partnership is a conference-style meeting rather than a formal board meeting, the role of Chair for this meeting can be more of a Master of Ceremonies function.

Quorum

The quorum for a meeting of the Full Partnership will be 5 representatives from separate organisations. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

Frequency of meetings

The Full Partnership will normally at a minimum of every two years to plan and review. Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

Issue of Papers

The agenda for the Full Partnership will be issued 7 days prior to the start of the meeting.

Conduct of Meetings

Meetings of the Full Partnership will normally be held in public but members of the Full Partnership can decide to hear and discuss any item of business in private session.

The format of the meeting is usually a conference style to enable information to be shared with large numbers of partners.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Outcome Leads

Outcome Leads

Purpose, role and remit

- Mitigating issues in partnership
- Focus on same issue at same time –collective input
- Review key strategies and see how outcome leads can take it forward
- Focus on trends and the long-term
- Receive direction from Management Committee, Area Community Planning Groups and the Argyll and Bute Outcomes Improvement Plan

The role of the Outcome Leads is to:

Put together and be accountable for strategic delivery plans with leadership from the Management Committee and informed by a needs assessment.

Recognise the long-term objectives for their outcome and prioritise areas for action.

Blend community feedback on issues with officer input to create solutions e.g. Area plans.

Membership

The meeting will be open to the three outcome leads and members of the Community Planning Partnership they invite.

Frequency of Meetings

Meetings will be held quarterly and on the same day as the Management Committee

Conduct of Meetings

This meeting will be held in private.

Attendance

If an Outcome Lead is not able to attend, they should ensure that the Depute Outcome Lead is able to attend.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Area Community Planning

Area Community Planning

Purpose, role and remit

Each of the four Area Community Planning Groups are a sub group of the Argyll and Bute Community Planning Partnership

They are an unincorporated partnership of agencies and organisations with membership drawn from the public sector, third sector, private sector, community organisations and partnerships that have an interest in the relevant administrative area.

Argyll & Bute is a large and diverse area. Communities inevitably have different issues even within the overall umbrella of a community plan for the whole area.

Area Community Planning Groups are the vehicle to ensure that there is effective community planning delivery at a local level by:

- Acting on behalf of the Full Community Planning Partnership via the Management Committee to oversee the implementation of Local Action Plans which contribute to the delivery of the Local Outcomes Improvement Plan.
- Acting on behalf of the community to ensure that local concerns and priorities are highlighted to the Full Community Planning Partnership via the Management Committee.

The role of the Area Community Planning Group is to:

- Oversee the implementation of the localised delivery plan for the respective area
- Encourage effective working across community planning partners at an area level
- Act as a conduit to ensure that local priorities are met and local issues addressed

The Area Community Planning Group has the authority to:

- Contribute to the development of a Local Action Plan for the respective area
- Monitor progress of the Local Action Plan with regard to the agreed outcomes on what is being done within the respective area
- Provide the scrutiny role for the Full Community Planning Partnership within the respective area, consider regular performance monitoring reports and provide information to the Argyll and Bute Community Planning Partnership Management Committee by submitting written reports. A nominated member may also attend a meeting of the Management Committee with prior agreement from the chair to provide additional information should a specific issue of concern to the group be scheduled as an agenda item
- Form short term working groups to undertake defined pieces of work as required by the group
- Engage with communities within the respective area to understand their needs and requirements
- Inform and consult on issues relating to Community Planning at an area level
- Contribute to an annual report on progress on the agreed outcomes

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Area Community Planning

Membership

Membership is open to all organisations public sector, third sector, private sector, community organisations and partnerships operating within the respective area with an interest in at least one of the three outcome areas of activity identified in Argyll and Bute Community Outcomes Improvement Plan.

In order to obtain a balanced representation of the above and to ensure a community focused approach, a ratio of no more than 50% public sector membership should be maintained throughout the lifetime of the group.

Organisations can self-nominate, be invited to join or have a statutory obligation to participate.

In order to ensure democratic accountability, the Chair and Vice Chair from the Argyll & Bute Council Bute and Cowal Area Committee and one other Elected Member from an Argyll & Bute Council Bute and Cowal Area Committee Ward not already represented by the Chair or Vice Chair will sit as members of the group.

In order to ensure democratic accountability, community councils situated within the administrative area will sit as a member of the group. Subject to local needs, this may be individual community councils, or by way of a caucus arrangement agreed by the community councils situated within the administrative area, or alternatively one community council representing all of the community councils on a rotational basis.

The community council undertaking this role will be nominated by the other community councils within the area on an annual basis or more frequently if agreed locally.

In order to comply with legislation which governs community planning in Scotland, some organisations have a statutory obligation to participate in community planning. The organisation will nominate the most appropriate person within their organisation to sit as a member of the group.

In order to reflect the needs of the community and range of activities covered by the Area Community Planning Action Plan, other organisations and partnerships operating within the local area are also able to sit as members of the group.

The representatives should be in a position to speak on behalf of their organisation and where appropriate commit funding and other resources to local partnership activity.

Membership should reflect the needs of the community and can therefore change subject to approval by a simple majority vote of the other members of the group.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

Area Community Planning

Attendance

If a partner representative is not able to attend a meeting a suitable deputy should be nominated to attend.

Chair

The Chair and Vice Chair of the Area Community Planning Group will be elected by the members of the group and will be appointed for a period of two years.

The elected Chair, or in their absence, the Vice-Chair shall preside over the meeting. If both are absent, partners will choose a member from the floor to preside.

Quorum

The quorum for a meeting will be 5. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point after a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate. If a quorum is not present, at the Chairperson's / Vice-Chairperson's discretion, the meeting shall proceed and any decisions taken will be homologated at the next meeting. For purposes of the quorum, participation of partners by video-conferencing or telephone conference links will be considered as present.

Frequency of meetings

The Area Community Planning Groups of the CPP will normally meet once each quarter (4 times each year). These meetings will normally be held in February, May, August and November.

Issue of Papers

The agenda and papers for the Area Community Planning Groups will be issued 7 days prior to the start of the meeting. The Chair can agree to accept late papers.

The agenda and papers will be published on the Council's website as well as circulated electronically to all members of each Area Community Planning Group.

Conduct of Meetings

Meetings of the Area Community Planning Groups will normally be held in public but the members of the Area Community Planning Groups can decide to hear and discuss any item of business in private session.

Members must declare any financial or non-financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website.

01
Introduction

02
Partners
& people

03
Our objectives

04
Values

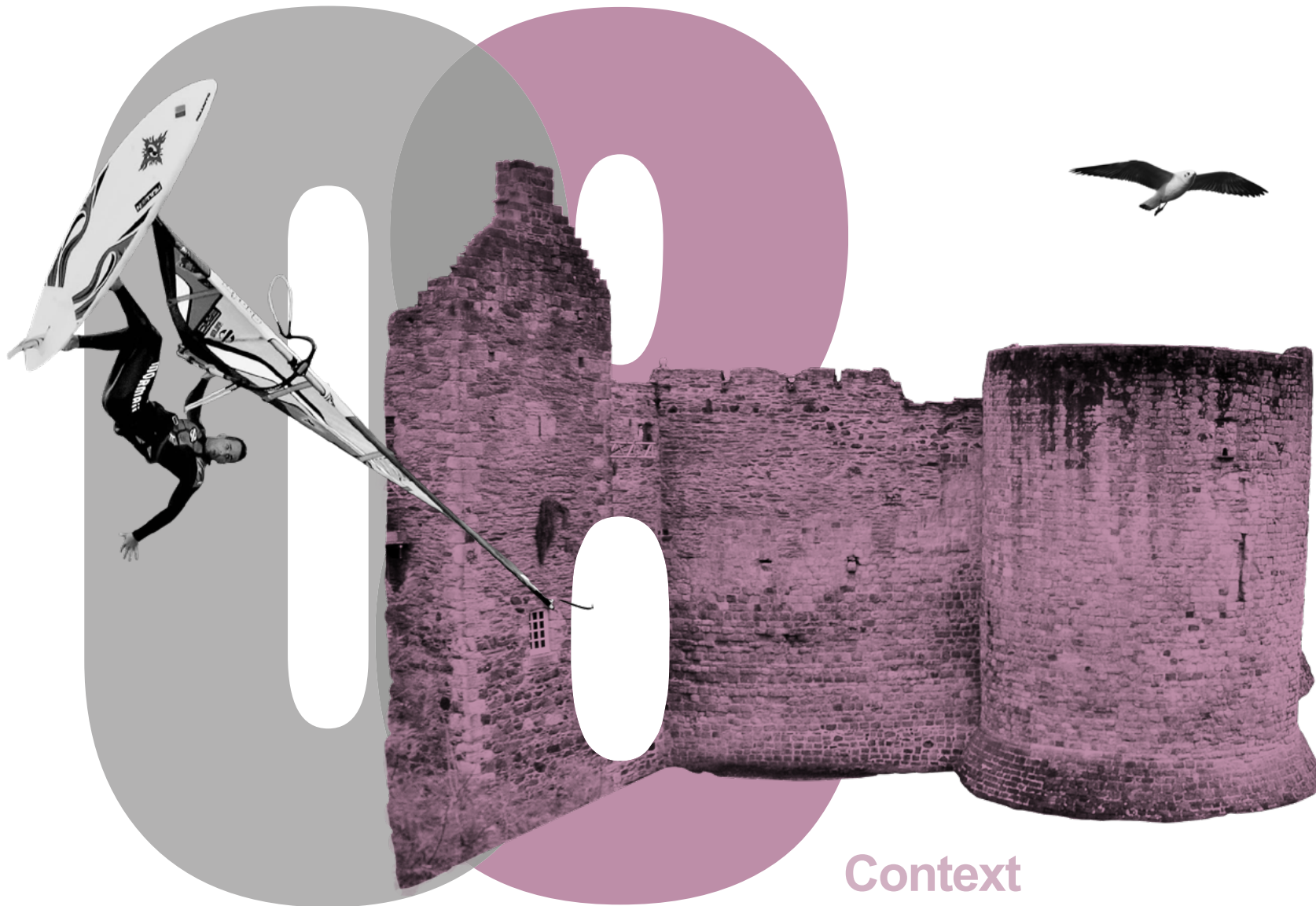
05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

08 Context



01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context

08 Context

Legislation

The Community Empowerment (Scotland) Act 2015 provides a renewed vision for community planning. This supersedes the Statement of Ambition which COSLA and the Scottish Government agreed in 2012 and the Local Government in Scotland Act 2003 which previously provided the statutory basis for Community Planning.

Under the 2015 Act, community planning is about how public bodies work together and with the local community to plan for, resource and provide or secure the provision of services which improve local outcomes in a local authority area, with a view to reducing inequalities.

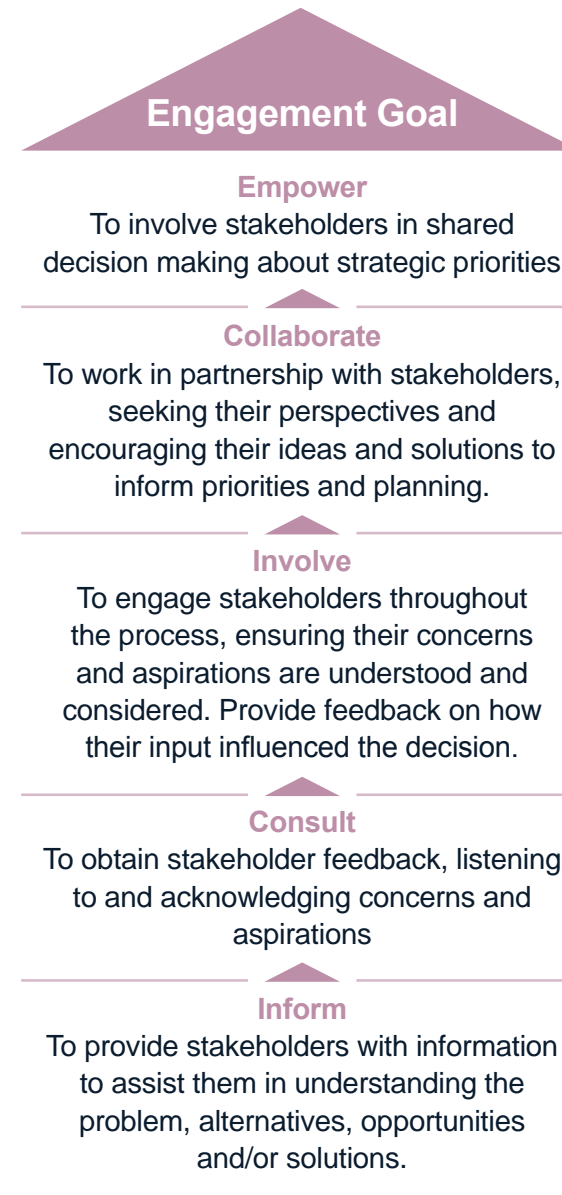
The Act sets out a series of key principles which Community Planning Partnerships are expected to adhere to. These principles are under the headings of:

- Community participation and co-production
- Tackling inequalities
- Shared leadership
- Governance and accountability
- Understanding of local communities' needs, circumstances and opportunities
- Focus on key priorities
- Focus on prevention
- Resourcing improvement
- Effective performance management

The Community Planning guidance in full can be found [here](#)

Community Engagement

All partnerships at all levels are responsible for ensuring that they conduct engagement activities in line with the National Standards for Community Engagement. The below diagram shows our approaches to engagement and participation.



01
Introduction

02
Partners
& people

03
Our objectives

04
Values

05
Support
& mentoring

06
Customer
& community

07
Membership
& structure

08
Context



You can contact the **Community Planning Partnership** team through
cppadmin@argyll-bute.gov.uk or call **01631 567960**

This document was updated in March 2025.