

**Public Document Pack**  
**COMMUNITY PLANNING PARTNERSHIP**  
**MANAGEMENT COMMITTEE MEETING**

3 August 2004

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held in the **SCOTTISH NATURAL HERITAGE'S OFFICES, KILMORY INDUSTRIAL ESTATE** on **WEDNESDAY, 11 AUGUST 2004** at **10:00 AM**.

**AGENDA**

- 1. WELCOME/APOLOGIES**
- 2. MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING**(Pages 1 - 4)
- 3. MINUTES OF CPP MEETING**(Pages 5 - 10)
- 4. MATTERS ARISING**
  - (a) Citizens' Panel - New Consultants
- 5. COMMUNITY REGENERATION IMPLEMENTATION GROUP**
  - (a) Update on Implementation of Pilot Scheme
  - (b) Update by Patrick Flynn from Communities Scotland on New Guidance for Regeneration Outcome Agreements
- 6. COMMUNITY PLANNING ISSUES**
  - (a) CPP Communications Plan/Information Sharing Protocol
  - (b) Update by Theme Group Leaders on Progress with New CPP Priorities
  - (c) Report of the Community Planning Implementation Group (Pages 11 - 32)
  - (d) Draft Community Planning Indicators (Pages 33 - 40)
  - (e) Closing the Opportunities Gap: The Rural Objective (Pages 41 - 42)
  - (f) Strathclyde Passenger Transport Authority Report: Proposals for Participation in Community Planning (Pages 43 - 48)
  - (g) Scotland's Transport Future (Pages 49 - 74)
  - (h) Preparation for Meeting with Andrew Goudie from the Scottish Executive (Pages 75 - 76)
  - (i) Approval of Draft Community Learning & Development Strategy (Pages 77 - 78)
  - (j) Strathclyde Police: CPP Contact Centre (Pages 79 - 80)
  - (k) Strathclyde Fire Brigade: Review Consultation (Pages 81 - 84)
- 7. AOCB**
- 8. DATE OF NEXT MEETING: 13 OCTOBER 2004**

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**COMMUNITY PLANNING MANAGEMENT COMMITTEE****MINUTES OF MEETING HELD IN SCOTTISH NATURAL HERITAGE'S OFFICES, KILMORY INDUSTRIAL ESTATE, LOCHGILPHEAD ON WEDNESDAY 16 JUNE 2004****Present:**

Andrew Campbell (Chair)  
Donald MacVicar, Argyll and Bute Council  
Brian Barker, Argyll and Bute Council  
Lynda Syed, Argyll and Bute Council  
Muriel Kupris, Argyll and Bute Council  
Sue Nash, Argyll CVS  
Neil Wallace, Strathclyde Police  
Douglas Trigg, Association of Community Councils  
John Mungall, NHS Argyll and Clyde  
Alan Milstead, Argyll and the Islands Enterprise  
David Dowie, Communities Scotland  
Patrick Flynn, Communities Scotland  
Lolita Lavery, Community Planning Manager

**Apologies:**

James McLellan, Argyll and Bute Council  
Raymond Park, Strathclyde Police  
Gavin Brown, NHS Argyll and Clyde  
Josephine Stojak, NHS Argyll and Clyde

Andrew welcomed everyone to the meeting and advised that this would be the last meeting for Sue Nash and John Mungall and thanked them for all their input over the years.

Andrew also intimated that due to the change in a number of members of the Management Committee it would be useful if members could compile a mini c.v. that could be placed on the Partnership's website. It was agreed that Lolita would co-ordinate this.

**1. MINUTES OF MANAGEMENT COMMITTEE MEETING HELD ON 14 APRIL 2004**

The minutes of the meeting held on 14 April 2004 were accepted as an accurate record.

**2. MINUTES OF COMMUNITY PLANNING PARTNERSHIP MEETING HELD ON 5 MARCH 2004**

The minutes of the meeting of the Community Planning Partnership held on 5 March 2004 were noted.

**3. MATTERS ARISING****(a) REVIEW OF CONSULTANT'S CONTRACT**

Lolita advised that tender documents had been sent out to 12 consultants. It was noted that the closing date for receipt of these tenders was 22 June 2004 and that interviews would take place on 1 July 2004.

**4. COMMUNITY REGENERATION IMPLEMENTATION GROUP****(a) IMPLEMENTATION OF PILOT SCHEME**

Lolita advised that the Community Regeneration Implementation Group had discussed a report prepared by the Bute and Cowal Area Chair and Strategic Director at their meeting on 20 May 2004 in which Lynn Smillie outlined the Council's offer of support which entailed the following:

- The Council's Area Corporate Services Manager for Bute and Cowal would cover the Area Co-ordinator's role through changes in work patterns to free up officer time.
- The necessary skills training would be given to the Area Corporate Services Manager to enable him to undertake the tasks required.

It was noted that the Community Regeneration Implementation Group had major concerns with this proposal and agreed to recommend the following to the Management Committee:

1. That the post of Area Co-ordinator be a full time post (new or secondment) independent of any Partner organisation and line managed by Fyne Homes or another suitable agency.
2. That the person appointed to the post of Area Co-ordinator (new appointment or secondment) must have the necessary skills, expertise and capacity to commit fully to the project.
3. That the funding for the post of Area Co-ordinator (approximately £25k - £30k) be secured from all Partners involved in the Pilot (no more than £5k each).
4. That if Partners are not prepared to commit financially to the Area Co-ordinator's post then the Council's offer of support will need to be accepted.

After discussion and noting the Community Regeneration Implementation Group's concerns it was agreed to accept the Council's offer of support as Partners felt they were unable to commit financially to the Area Co-ordinator's post. As the proposed Bute & Cowal area structure was a pilot, it was agreed that progress should be monitored and if it was felt that the current arrangement was not satisfactory, then the Area Co-ordinator's post would be revisited.

Alan Milstead advised that although AIE would be unable to assist with funding the Area Co-ordinator's post they would be assisting with training for the project.

It was noted that Patrick Flynn would be attending a meeting of interested parties in early July to discuss community engagement and that he would bring a report on this to the next Management Committee meeting.

### **(b) UPDATE BY PATRICK FLYNN FROM COMMUNITIES SCOTLAND ON NEW GUIDANCE FOR REGENERATION OUTCOME AGREEMENTS**

Patrick advised the New Guidance for Regeneration Outcome Agreements would not be available for a further 2 weeks and agreed to bring this to the next meeting of the Management Committee.

### **(c) APPROVAL OF STATEMENT OF READINESS**

Muriel presented the Statement of Readiness prepared by the Argyll and Bute Community Planning Partnership and the Argyll and Bute Social Inclusion Partnership in response to the guidance published by Communities Scotland for integration of Social Inclusion Partnerships with the Community Planning framework.

After discussion and agreement on some minor changes it was agreed that this report was now ready to be presented to Communities Scotland.

## **5. COMMUNITY PLANNING ISSUES**

### **(a) CPP COMMUNICATIONS PLAN**

Lynda gave a report on the proposed way forward and a timetable for the development of a detailed and costed one year communications strategy for the Argyll and Bute Community Planning Partnership following the inaugural meeting of the Communications Working Group comprising PR representatives from Argyll and Bute Council, Scottish Natural Heritage, Argyll, the Isles, Loch Lomond, Stirling and Trossachs Tourist Board, NHS, Strathclyde Police, Highlands and Islands Enterprise and Communities Scotland.

It was noted that the Communications Working Group had recommended that a half-day workshop be arranged aimed at mapping relationships, identifying target audiences, key messages and priorities.

Andrew thanked Lynda for her report and after discussion it was agreed that rather than set aside a half day workshop that these issues be discussed at the next Management Committee meeting and that Lolita would liaise with Lynda regarding this.

### **(b) CPP BUDGET – END OF YEAR REPORT**

The Community Planning Partnership's end of year spend report was noted.

## **(c) DRAFT CPP AGENDA**

The draft agenda for the next Community Planning Partnership meeting being held on 2 July 2004 was discussed and it was agreed to add an additional item at 4d – End of Year Budget Spend and Andrew agreed to report on the Citizen's Panel Results of 7<sup>th</sup> Questionnaire at item 5c.

## **(d) UPDATE BY THEME GROUP LEADERS ON PROGRESS WITH NEW CPP PRIORITIES**

**Theme Group 1** – John gave a report advising on how the Group proposes to evolve and how the membership will change. The contents of this report were noted and it was agreed that the Group should respond to the Scottish Executive's document "Smoking in Public Places". John also mentioned that the NHS "Tobacco Tax" money was being made available to the Health and Well-being Theme Group to support project work.

**Theme Group 2** – Alan gave a report on the future of this Group advising that now the Local Economic Strategy had been finalised and endorsed by the Community Planning Partnership it had become apparent that there was significant overlap in economic matters between the CPP and LEF. It was therefore proposed that Theme Group 2 should cease to exist and that the composition of the Argyll and Isles Local Economic Forum be modified to include the Community Planning Manager and other public bodies or Council representatives and that this Group report regularly to the Management Committee on key partnership projects, progress against the agreed economic strategy and matters relating to economic development. After discussion the Committee agreed to endorse the terms of the report as an appropriate way forward.

**Theme Group 3** – Donald reported that the May meeting had been well attended and that the content of the action plan had been reduced and now consisted of more meaningful actions which would be taken forward by the Group and discussed at their meeting on 23 June.

## **(e) UPDATE ON NHS CLINICAL STRATEGY**

John circulated copies of the Clinical Strategy for NHS Argyll and Clyde, which was out for consultation until 17 September 2004.

John highlighted the main points that would affect the Argyll and Bute Area, namely:

- The new GP Led Hospital being built in Lochgilphead was identified as an example of the way forward
- The Victoria Hospital in Helensburgh would close with services relocated to the Vale of Leven Hospital
- The Argyll and Bute Hospital in Lochgilphead would close in 3 years with elderly and dementia patients transferred to local hospitals
- The future of Oban Hospital would be looked at through a Community Development Programme and the aim was for consultant delivered services

Donald enquired as to the number of jobs that would be affected by the closure of the Argyll and Bute Hospital. John advised that he would check this and pass the information to Donald.

## **(f) DRAFT COMMUNITY LEARNING STRATEGY**

Lolita advised that the Community Learning Strategy was due to be submitted to the Scottish Executive by 1 September 2004 for approval and asked that Partners email comments to either Lolita or Jim McCrossan on the proposed key priorities for Argyll and Bute, geographical targeting and thematic targeting.

## **(g) FEEDBACK ON MEETING WITH SCOTTISH EXECUTIVE**

Further to the letter received from the Scottish Executive regarding building closer links with Community Planning Partnerships, Andrew reported that he, Brian and Lolita had met with Dr Andrew Goudie from the Scottish Executive in Inverness on 2 June 2004 and that this meeting was also attended by representatives from Western Isles Council and Highland Council.

It was noted that Dr Goudie was keen to meet with Partners and it was agreed to invite him to attend the next Management Committee meeting on 11 August and that Partners should email Lolita any issues which they wish to be discussed with Dr Goudie.

**(h) FEEDBACK ON COMMUNITY PLANNING OFFICERS NETWORK MEETING**

Brian gave an update on meeting he attended and gave a brief summary on what was discussed.

It was noted that the main topic of discussion in the morning was that Audit Scotland would be carrying out a Best Value Audit, which would involve Community Planning.

It was also noted that Performance Indicators would be developed for Community Planning Partnerships and that a Reference Group was being set up to look into this. Brian advised that he had volunteered for this Group but had yet to have response on this but confirmed that he would pursue this.

On a positive note Brian advised that Argyll and Bute Dialogue Youth was being used as an example of positively engaging with Youth.

**6. A.O.C.B.**

**(a) INVOLVEMENT OF SCOTTISH WATER IN COMMUNITY PLANNING**

The content of a letter received from Scottish Water regarding their involvement with Community Planning was noted.

**(b) FORESTRY COMMISSION SCOTLAND – CHANGES TO PERTH AND STRATHCLYDE CONSERVANCY BOUNDARIES**

It was noted that Argyll and Bute would now be part of the Perth and Argyll area within the Forestry Commission Scotland.

**(c) NAPIER TRANSPORT STUDY**

Lolita reported that £86,000 had been secured from the Sustainability Action Grants for a period of 3 years to appoint a Development Worker to implement the recommendations from the Transport Study.

**7. PRESENTATION BY JEREMY QUINN ON THE RESULTS OF THE 7<sup>TH</sup> QUESTIONNAIRE TO THE CITIZEN'S PANEL**

Andrew welcomed Jeremy Quinn from Lowland Market Research who gave a presentation on the results of the 7<sup>th</sup> Questionnaire to the Citizen's Panel. It was noted that the questionnaire revisited the 1<sup>st</sup> Questionnaire to the Panel (comparable results were shown), and also looked at Housing and Community Safety issues.

After discussion the Committee thanked Jeremy for his presentation.

**8. DATE OF NEXT MEETING**

Wednesday 11 August 2004.

**MINUTES of MEETING of ARGYLL AND BUTE COMMUNITY PLANNING  
PARTNERSHIP held in the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD on FRIDAY,  
2 JULY 2004**

**Present:**

Councillor Allan Macaskill (Chair)  
 Councillor Robin Banks  
 James McLellan, Argyll and Bute Council  
 Lolita Lavery, Community Planning Partnership

Erik Jespersen, NHS Argyll & Clyde  
 Douglas Trigg, Association of Community  
 Councils

John White, Helensburgh Community Council  
 Muriel Kupris, Argyll and Bute Council  
 Alan Milstead, Argyll and the Islands Enterprise  
 David Hutchison, Strathclyde Fire Brigade  
 Pauline Borland, Strathclyde Fire Brigade  
 Gavin Brown, NHS Argyll and Clyde  
 Superintendent Raymond Park, Strathclyde  
 Police

Sergeant Neil Wallace, Strathclyde Police  
 Carl Olivarius, Argyll and Bute Council  
 Bill Dalrymple, Loch Lomond & the Trossachs  
 National Park

Brian Barker, Argyll and Bute Council  
 Donald MacVicar, Argyll and Bute Council  
 Andrew Campbell, Scottish Natural Heritage  
 David Dowie, Communities Scotland  
 Alan McDougal, Fyne Homes  
 Jim Clinton, Bute Community Links  
 Jim McCrossan, Argyll and Bute Council  
 Melissa Stewart, Argyll and Bute Council

**Apologies:**

Hugh Clayden, Forestry Commission Scotland  
 Nick Purdy, Forestry Commission Scotland  
 Alasdair Oatts, Argyll and Bute Care & Repair  
 Sue Nash, Argyll CVS (who has now moved to  
 Australia)

Anne Clark, Islay & Jura CVS  
 Shane Rankin, Crofter's Commission

Angus Laing, Scottish Natural Heritage

**1. WELCOME**

Councillor Allan Macaskill welcomed everyone to the meeting and introduced Pauline Borland of Strathclyde Fire Brigade, Gavin Brown of NHS Argyll, and Clyde John White of Helensburgh Community Council and Brian Barker of Argyll and Bute Council who were attending their first meeting of the Community Planning Partnership.

**2. MINUTES OF THE MEETING HELD ON 5 MARCH 2004**

The Minutes were accepted as an accurate record of the meeting held on 5 March 2004.

**3. MATTERS ARISING**

Carl Olivarius updated the Partnership on the successful launch of the "Drivesafe" initiative. He advised that copies of the signed Charter and photographs taken at the launch would be issued to the participating

organisations shortly. He also mentioned that 2 new organisations had signed up to the Charter since the launch.

**4. PRESENTATION BY ERIK JESPERSEN ON THE CLINICAL STRATEGY FOR NHS ARGYLL AND CLYDE**

Erik Jespersen gave a presentation on the Clinical Strategy which is currently out for public consultation. He highlighted the major issue for Argyll and Bute as being Mental Health Services and also spoke regarding the trends and pressures on acute and primary care services.

The Chair advised that the Council had set up a Policy Development Group (PDG) to formulate a response to the consultation which ends on 17 September 2004 and that the Group would be inviting some Health Board officials to give advice to them. It was agreed that the Health and Well-being Theme Group would prepare a response on behalf of the Community Planning Partnership and that this would be fed into the PDG as the Partnership would not meet again until after the consultation period had ended.

**5. KEY MANAGEMENT COMMITTEE RECOMMENDATIONS**

**(a.) CPP TRANSITIONAL STRUCTURE - BUTE & COWAL PILOT**

Andrew Campbell updated the Partnership on the earlier discussion of the Management Committee in which two proposals had been considered. The first proposal was that the Bute and Cowal Area Corporate Services Manager of the Council be the Area Co-ordinator and the second was that Partners fund an additional full time new or seconded post. As Partners were unable to commit financially, the Management Committee had agreed to accept the Council's offer of support, noting that as a pilot it would be subject to review.

**(b.) INTEGRATION OF SIPS - STATEMENT OF READINESS**

Muriel Kupris advised that the Statement of Readiness complied with stage one of the guidance issued by Communities Scotland which stipulates that Social Inclusion Partnerships should integrate with the Community Planning framework. She further advised that Ministers would be looking at the self assessment review contained in the Statement of Readiness and that on the basis of the progress made, the Partnership was in a strong position to take forward the integration of the Social Inclusion Partnership by March 2005.

**(c.) PARTNERSHIP COMMUNICATIONS PLAN**

Andrew Campbell advised that the report was a good example of Partnership working and that a lot of thought had been put into the proposals. He reported that this was work in progress and that discussions to define various elements of the Communications Plan would take place at the next Management Committee meeting.



**6. COMMUNITY PLANNING ISSUES**

**(a.) CITIZEN'S PANEL - NEW TENDERS**

The Chair advised that the current contractors had come to the end of their contract and that a tender process had already taken place.

Lolita Lavery reported that of the 12 firms invited to tender, 5 had responded. The tenders had been scrutinised and the preferred consultant would be notified on Monday 5 July 2004. She advised that once appointed, their first task would be to refresh the Citizens' Panel.

**(b.) RESULTS OF 7TH QUESTIONNAIRE TO CITIZENS PANEL**

Andrew Campbell reported that the Bute response was low and this would be a matter for the contractors to look at in future. He explained that it could be an option to conduct telephone surveys in future to try and increase the number of responses received.

Andrew then discussed a few of the outcomes of the questionnaire advising that some issues do not necessarily reflect the Argyll and Bute perspective and this would need to be addressed in future.

Superintendent Park advised that the outcomes of the questionnaire relating to community safety confirmed that the Police continue to be on track with their National and Local priorities.

James McLellan advised that the Council would be building the Panels' views on service delivery and identified priorities into their budget process.

**(c.) CPP BUDGET - END OF YEAR SPEND REPORT/BUDGET 2004/5**

The Chairman excluded the press and public for this item on the basis that it contained private information.

Lolita Lavery spoke to her report on the end of year spend for the Partnership budget. It was noted that there was no overspend at the end of the financial year. It was also re-iterated that for 2004/5 the expenditure required to be contained within the income.

**(d.) UPDATE ON NEW CPP PRIORITIES (THEME GROUP LEADERS)**

Gavin Brown advised that the Health and Well-being Theme Group had been looking at identifying short, medium and long term priorities from within the Joint Health Improvement Plan. He also advised that the Management Committee had agreed a new structure for the Theme Group based on Local Networks and spoke regarding the need to establish these promptly.

Alan Milstead spoke regarding the proposal to merge the two Local Economic Fora and Theme Group 2. He explained that this was not a straightforward merger but there was a commitment to make it work. He

advised that the Theme Group would be meeting in August to discuss the details further.

Donald MacVicar reported on a successful first meeting in which all of the actions were reviewed and priorities cut down from 7 to 6. He also advised of a not so successful second meeting which only had 7 attendees and therefore the action plan could not be approved. However, the action plan had been circulated to all partners and he hoped to get confirmation of acceptance of this at the next meeting which would be held in mid August.

**(e.) FEEDBACK ON MEETING WITH SCOTTISH EXECUTIVE**

Lolita Lavery advised that the Scottish Executive indicated that they wished to be more actively involved with Community Planning Partnerships and have divided the Country into various clusters. Argyll and Bute have been included in the Highland Cluster, led by Dr Andrew Goudie, Acting Head for Finance and Central Services from the Scottish Executive . The first cluster meeting was held in Inverness on 2 June 2004 and attended by representatives from Western Isles, Highland and Argyll and Bute Community Planning Partnerships. She advised that Dr Goudie had been invited to attend the next Management Committee meeting on 11 August 2004 and Partners were invited to advise her of issues they wished to be raised with Dr Goudie.

**7. BETTER NEIGHBOURHOOD SERVICES FUND - YEAR 4 LOCAL OUTCOME AGREEMENT AND SUSTAINABILITY BEYOND YEAR 4 (JAMES MCLELLAN)**

James McLellan briefly outlined the background to the Better Neighbourhood Services Fund (BNSF) and informed the Partners of the current and future status of the BNSF in Argyll and Bute. A discussion followed on the sustainability of projects dependant on ringfenced funding from the Scottish Executive that was then withdrawn after a period of time. It was agreed that this was something that should be discussed with Dr Goudie as a major disincentive to partnership working.

It was furthermore agreed to adopt the recommendations contained in the report regarding the utilisation of the BNSF for year 4.

**8. DRAFT COMMUNITY LEARNING & DEVELOPMENT STRATEGY (JIM MCCROSSAN)**

Jim McCrossan briefly outlined the content of the Draft Community Learning and Development Strategy and the timeframes for adopting the Strategy. It was agreed that the final draft would be submitted to the Management Committee for endorsement on behalf of the Partnership.

**9. PARTNERSHIP ISSUES/CONCERNS TO BE DISCUSSED/TAKEN FORWARD BY MANAGEMENT COMMITTEE**

The Chair mentioned that this agenda item was in the place of AOCB and briefly updated the meeting on progress with the Schools NPDO.

James McLellan advised that a report entitled "Making a Difference – Community Planning A Year On" had been received from the National Community Planning Implementation Group and would be discussed at the next Management Committee meeting with any issues being reported back to the next Partnership meeting.

Bill Dalrymple circulated copies of the first Newsletter for the National Park. The Community Futures programme was briefly discussed and it was agreed that this would tie in closely with the work of the Partnership in the Bute and Cowal Pilot area.

**10. DATE OF NEXT MEETING: FRIDAY 5 NOVEMBER 2004**

The next Community Planning Partnership meeting will be held on Friday 5 November 2004 in the Council Chamber, Kilmory, Lochgilphead.

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**CPIG** community planning implementation group

SCOTTISH EXECUTIVE

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1 July 2004

*Dear Colleague,*

I am pleased to enclose the report of the Community Planning Implementation Group which has just been published. I hope it will make a valuable contribution to the future development of Community Planning (CP) in Scotland.

The report gives a flavour of the Group's work over the past 12 months. We focused on 5 key areas:

- maintaining the profile of CP – work included looking at key issues such as data sharing, regeneration and the engagement of young people, as well as encouraging the development of a performance management framework for CP;
- raising the profile of CP – work included championing the process with Ministers, MSPs and speaking at conferences;
- providing guidance on CP – work included involvement in the production of statutory guidance and advice notes published in April;
- promoting good practice in CP – work included seeking out and promoting good practice and sponsoring a number of conferences to disseminate that work; and
- independent focus to CP – work included challenging a range of organisations involved in the process.

Our report also looks to the future. There have been a number of small task groups taking forward the development of CP over the past few years. They have made a valuable contribution to the development of the legislation, guidance and CP structures. However, more than a year on from the legislation, the Group felt that the time was right to move from a small group of experts to structures which help to ensure that the CP process is owned and taken forward by local leaders and

practitioners. We have identified some key challenges where future action is necessary to ensure CP can deliver improved public services.

Our recommendations focus on 3 areas where future action is necessary:

- Making sure there is high level commitment to CP through a high-profile annual event involving councillors, board members and the Scottish Executive;
- Making sure there are advocates for CP through a network of champions in key sectors and covering the whole of Scotland; and
- Making sure that there is a network of CP practitioners to support discussion of key CP issues and facilitate the exchange of experience and good practice, adding value to current networks and contacts.

We have challenged the Scottish Executive to make sure that progress does not stall and have invited them to develop, in partnership, an action plan to take these recommendations forward. However, if these recommendations are to bring the benefits we hope, then everyone involved in CP must be prepared to look at their own role in addressing them and the challenges that lie behind them. I would encourage you and your organisation to do this. Should you need additional copies of the report, you can find them on our website at [www.communityplanning.org.uk](http://www.communityplanning.org.uk) or obtain them from the CPIG secretariat on 0131 244 0420.

*Yours*

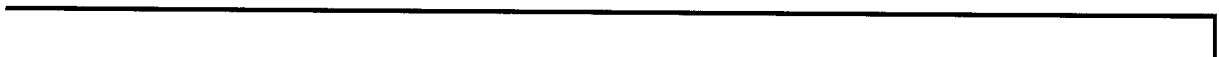


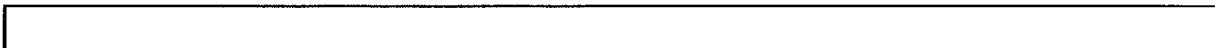
**WILLIAM RAE**  
Chair: Community Planning Implementation Group

# **Making a Difference – Community Planning A Year On**

**Report of the Community Planning Implementation Group**

**June 2004**







## Preface

We have come a long way over the past 12 months. The Local Government in Scotland Act 2003 came into force in April 2003, introducing a statutory duty on key public sector agencies to participate in the Community Planning process. Getting that process right is essential in delivering improved public services, better targeted at the needs of individuals and communities. By working together effectively, sustainable solutions can be found to some of the difficult issues and improve the quality of life of communities.

Over the past year, the Community Planning process has brought benefits across Scotland as people build on their previous experiences of partnership working. We have seen some very good examples of the process in practice, delivering real differences to people's lives. We have seen community engagement lead to services that people want to use. We have seen examples of services which are delivered in a more joined up and accessible way. And we have seen examples where small changes to working practices have improved the services people receive. We need to get better at sharing those examples of good practice so that people across Scotland can enjoy the better services they deserve. There are lessons for all of us here in what works and in what does not.

As I have travelled round Scotland, in my role as Chair of the Implementation Group, I continue to be impressed by people's commitment to making the process work. But we all need to recognise that it requires long-term commitment. Getting used to a different way of working is not easy and can not be achieved overnight. It requires a change in culture and attitude. I think people just need to look at some of the benefits to see that Community Planning is bringing worthwhile improvements.

We need to move away from the idea that Community Planning is an additional task. It should not be. It should be an integral part of the way in which we all work. We need to be ready to develop and support people in building their skills. Key partners and stakeholders need to be prepared to come together to agree a strategy and to have those, sometimes difficult, discussions about how that strategy will be delivered and how resources can be used most effectively.

Our report provides a brief overview of the work we have undertaken in the past year to meet our own objectives to support the Community Planning process. It reflects on how the recommendations of our predecessor group, the Community Planning Task Force, have been taken forward. Finally, we look to the future and how the process can most effectively be supported. There are challenges here for all of us to ensure high-level engagement continues, to have champions taking the process forward and to support practitioners involved day to day.

The Community Planning process is delivering better services. But we want to see it deliver even more. We have laid down our challenges. It is now time for local leaders and practitioners to rise to those challenges and make sure Community Planning delivers.

**Willie Rae**

Chair, Community Planning Implementation Group





## Introduction

The Community Planning Implementation Group was established in April 2003 for 12 months to take forward the main recommendations of the Community Planning Task Force (CPTF). It had 11 members drawn from a selection of key agencies involved in the Community Planning process, including those with experience in the Task Force and members of CPPs. Although the members were appointed by Scottish Executive Ministers, the Group was independent of Ministers. Reflecting that independence, the Group was supported by a joint secretariat drawn from CoSLA and the Scottish Executive, including staff seconded from the NHS and Scottish Enterprise.

The Implementation Group focused its efforts around five key areas of work:

- maintaining progress in implementing Community Planning;
- raising the profile of the Community Planning process;
- providing guidance on Community Planning;
- promoting good practice in Community Planning; and
- providing an independent focus to the Community Planning process.

This report reflects on some of the Implementation Group's main achievements over the past 12 months, provides an update on national Community Planning and some of the more general achievements of the Community Planning process, gives an update on the recommendations of the Task Force, and lays down some challenges for how the process should be supported in the future.

## **The Community Planning Implementation Group's work over the last year**

### **i) Maintaining Progress**

The Implementation Group worked hard at supporting progress in the implementation and development of Community Planning. The Local Government in Scotland Act 2003 set out the legislative framework for Community Planning and established a statutory duty for various public sector agencies. The Group has been involved in examining key issues like data sharing, regeneration and engaging young people. It was pleased to see the progress being made by the Dialogue Youth initiative in engaging young people. It has looked at the role of the private sector, the role of volunteers and the voluntary sector and the role of trade unions in the Community Planning process. Members have continued to scrutinise the Scottish Executive in its commitment to supporting the Community Planning process. Audit Scotland, CoSLA and the Scottish Executive are continuing to work with other key agencies to develop a performance management framework for Community Planning building on what is already in place locally.

### **ii) Raising the Profile**

The Implementation Group recognised the need to champion Community Planning and raise its profile. All members of the group have been involved in speaking at a range of events and conferences. Ensuring that Community Planning was kept on the national and local political agenda was also important to the Group. Members met with the First Minister and other Scottish Executive Ministers to keep them up to date with developments. The Group made a presentation to the Scottish Parliament's Local Government and Transport Committee in January. Members of the Group also met with Councillors from a variety of local authorities across Scotland, as well as with Board Members of other organisations involved in the process. They have been involved in maintaining contact with Community Planning Partnerships (CPPs) across Scotland.

### **iii) Providing Guidance**

The Implementation Group has been involved in developing statutory guidance and advice notes about Community Planning, accompanying the Local Government in Scotland Act 2003. These were published in April 2004 and can be found at:

Statutory Guidance – <http://www.scotland.gov.uk/library5/localgov/cpsg-00.asp>

Advice Notes – <http://www.scotland.gov.uk/library5/localgov/cpan-00.asp>

It identified areas where further guidance would be helpful, for example on the role of the voluntary sector both as service provider and as a force for engaging communities. The Group supported those preparing guidance. The Group felt that providing practical advice targeted at practitioners was particularly important. It has worked with Communities Scotland to support and publish a web-based “How To Guide to Partnership Working” that aims to support those involved in partnership working. The Implementation Group has also taken forward research. It has encouraged the Scottish Executive to take forward research and look at areas of particular concern, for example the statutory requirements to produce plans and reports placed on local authorities and their Community Planning partners. Other areas of research have included: looking at partnership rationalisation; and how older people are engaged in Community Planning. This information can be found at:

<http://www.communityplanning.org.uk/documents/FinalPartnershipRationalisation20july03webversion.pdf> and <http://www.scotland.gov.uk/Topics/People/older-people>.

#### **iv) Promoting Good Practice**

The Implementation Group has been active in seeking out and sharing good practice. It has seen a range of good practice, which is delivering improved services, being taken forward by partners locally. The Group sponsored two regional seminars bringing together practitioners to exchange experiences and a seminar to look at small business engagement. The Group has supported the Scottish Executive’s distribution of resources to support building the capacity of organisations to develop partnership working skills and would be keen for examples of good practice to be shared. It has also forged links with CPPs through speaking and attending various events and engagements. The Group has continued to promote good practice and information sharing through its website [www.communityplanning.org.uk](http://www.communityplanning.org.uk).

#### **v) Independent Focus**

The Implementation Group has maintained an independent focus to the Community Planning process. The Group has been able to work in ways that has given it direct access to and support from the Scottish Executive, CoSLA and other key decision makers. However, it has also exercised the freedom and independence to express its own views. That has been important in allowing the Group to challenge and support the range of agencies involved in the Community Planning process and in allowing it to come to a balanced conclusion on the issues. It has allowed the group to watch the progress of and commitment to Community Planning.

## The Community Planning Implementation Group's update on recommendations of the Community Planning Task Force

### Background

The Community Planning Task Force made 11 main recommendations in its final report (<http://www.scotland.gov.uk/library5/planning/frcp-00.asp>). These were aimed at the wide range of organisations involved in the Community Planning process – from the Executive, local authorities and those public sector agencies with a statutory duty to participate in Community Planning as well as a wider range of interests, such as unions and the private sector. Across Scotland, those organisations have been instrumental in taking forward the recommendations that were addressed to them. The role of the Implementation Group has been in supporting organisations in this role and in looking at progress being made against those recommendations.

#### CPTF RECOMMENDATION 1

**“Community Planning Partnerships should commit themselves to all or most of the key priorities of the Scottish Executive, which should, in turn give the partnerships adequate space in which to address local needs and priorities. The commitment of the Scottish Executive to Community Planning should extend to other parts of central government and non-departmental public bodies whose work impacts on Community Planning.”**

### CPIG UPDATE

A *Partnership for a better Scotland* (<http://www.scotland.gov.uk/library5/government/pfbs-00.asp>) sets out the Executive's vision for government. There are four main themes: Growing Scotland's economy; Delivering Excellent Public Services; Supporting Stronger Safer Communities; and Developing a Confident, Democratic Scotland. While that is helpful in setting out the Executive's key aims, the Group is concerned that there are still too many priorities and targets and the Executive needs to set these out more clearly. There is also a need for CPPs to see these as priorities that they share and that there is room for them to address these priorities differently, in a way which reflects local needs.

The Group was pleased that a broad range of organisations were becoming involved in the Community Planning process. Wider involvement will lead to reduced confusion and overlap and more joined up service provision to the benefit of all communities.

**CPTF RECOMMENDATION 2**

**“Approaches to building up the capacity of communities to be engaged in community processes should be developed by Community Planning Partnerships – with the support of the Scottish Executive, CoSLA and Communities Scotland – on a well co-ordinated, resourced and sustainable basis and at levels that communities can readily relate to.”**

**CPIG UPDATE**

Genuine community engagement is a key part of the Community Planning process. It is clear that CPPs across Scotland and local authorities are finding this a challenging part of the process but that they are developing techniques to secure engagement.

The Group is pleased that Communities Scotland is taking forward national initiatives to improve community engagement, particularly in disadvantaged areas. The voluntary Draft National Standards for Community Engagement which Communities Scotland are piloting should help to support good practice on engagement. The Community Empowerment Fund has helped to enable community representatives in Social Inclusion Partnerships to play a full and equal part in partnership working. The Group was interested in the other pieces of work being taken forward by the Executive through Communities Scotland, eg the Network Support Fund providing independent support to allow communities to become involved in the process and the support for national voluntary sector intermediary organisations to work with their client groups to become engaged at local level. Communities Scotland has contributed to this through drawing up and publishing a “How to Guide to Community Engagement” which aims to give practical support to those working with communities. It has also put in place the “Seeing is Believing” and “New Ideas Funds” which aim to support community and voluntary organisations to learn about good practice in community regeneration from elsewhere and to develop new ways of working. These can be of great benefit in supporting communities to work and interact with CPPs. More information about this work can be found on the Communities Scotland website: <http://www.communitiesscotland.gov.uk>.

Community Learning and Development Partnerships, which are an integral part of the Community Planning process, also have an important role in building community capacity. Recently issued guidance on community learning and development gives strong emphasis to the role of community learning and development in building community capacity and supporting communities engagement with Community Planning. The guidance, entitled “Working and Learning Together to Build Strong Communities”, can be found at <http://www.communitiesscotland.gov.uk/web/files/walt.pdf>. Communities Scotland is running a programme of support for the implementation of the guidance.

The Group is interested in work being taken forward by various organisations to look at involvement in the process, for example the survey the Association of Scottish Community Councils is doing to analyse the involvement of community councils in the process.

Building the skills of Scotland's communities and supporting the civic leaders of the future is essential for the process to be successful. Community engagement does take time to get right. However, through developing the right cultures and working practices supported by the right structures, including at neighbourhood level, engagement can be achieved and will bring benefits to the process.

### **CPTF RECOMMENDATION 3**

**“Community Planning advice should be developed to cover issues that go beyond the boundaries of Community Planning Partnerships.”**

### **CPIG UPDATE**

The Group was pleased that the Local Government in Scotland Act 2003 set the legislative framework and policy context for Community Planning and in doing so recognised that there are issues which might best be dealt with across local authority areas. It has seen good examples of where Community Planning partners are co-operating across area boundaries and would encourage that sort of joint working. Work taken forward to develop the Cities Visions was a good example of cross border working and the Group is pleased that co-operation is continuing. It has seen other examples of joint sector working from the South of Scotland Alliance to the Aberdeen/Aberdeenshire Joint Public Sector Group. The power to advance well being will be a valuable tool for local authorities to consider using to achieve cross boundary working and guidance on the power was published in April 2004: <http://www.scotland.gov.uk/library5/localgov/pawbg-00.asp-Power>.

### **CPTF RECOMMENDATION 4**

**“With the support of CoSLA and the Scottish Executive, Community Planning Partnerships should commit themselves to a continuing programme of support for capacity building for Community Planning, drawing on the capacity building study, partnership toolkits and other sources of advice, information and experience as appropriate.”**



**CPIG UPDATE**

The Group welcomed the capacity building resources the Executive made available. CPPs have made good use of those resources, funding a variety of additional projects including training courses and improving communications. The Group would be keen to see experience from the use of those resources widely shared. The Group supports the development of sharing information through its own website. It was pleased to be able to fund partially the “How to Guide to Partnership working” and welcomes work by Communities Scotland to take this forward and expand it. The Scottish Centre for Regeneration is taking forward the development of a skills and competencies framework for community regeneration. Skills development in the NHS is supported by, for example, the Centre for Change and Innovation. There is scope for greater joint training across the public sector. The new Improvement Service and the Scottish Academy for Health Policy and Management could have a role in supporting the development of joint training based on common competences for delivering in public services. Organisations involved in the process also have a responsibility to develop their own capacity.

**CPTF RECOMMENDATION 5**

**“The Scottish Executive and Community Planning Partnerships should commit themselves to driving forward the process of partnership rationalisation at national and localised or neighbourhood levels, as well as at the council-wide level.”**

**CPIG UPDATE**

The Group thinks this is a key area for further work. One of the aims of Community Planning is to help rationalise a cluttered landscape. It is a very difficult process for those involved in partnerships to take forward and the Group thinks that further guidance from the Executive would be helpful. The Group published its report on partnership rationalisation and it would like to see the Executive take that forward. Those involved in CPPs have experience of the issues that need to be considered which should be more widely shared. The Joint Future Agenda has made good progress and it will be important to explore how that experience can be effectively disseminated. There are some good examples of developing a co-ordinated approach to partnership activities, for example the integration of Social Inclusion Partnerships (SIPS) into CPPs to ensure a more strategic focus on regeneration issues. The pilots being taken forward looking at integrated children’s services should also provide some helpful lessons. CPPs should be looking at how neighbourhood level structures, such as integrated community schools and health promoting schools, fit into the strategic structures of the CPP. The ongoing development of Community Health Partnerships (CHPs) and of Anti-Social Behaviour Strategies will also take place within the context of the Community Planning structure.

#### **CPTF RECOMMENDATION 6**

**“CoSLA, Scottish Executive and Community Planning Partnerships should initiate training and other development to support elected and board members in their Community Planning roles.”**

#### **CPIG UPDATE**

It is clear that councillors and board members have a key role in making the Community Planning process a success through giving leadership to the process. The Group noted that some CPPs used the Executive’s capacity building funding to develop training materials for elected members. The Scottish Centre for Regeneration work on the skills and competencies framework will help to support engagement. The Shadow Board of the Improvement Service has prioritised strategic training support for elected members and officers.

#### **CPTF RECOMMENDATION 7**

**“Community Planning Partnerships should develop links with the business community to draw on the expertise, energy and other support that businesses can bring to Community Planning.”**

#### **CPIG UPDATE**

Many of the good practice techniques to ensure that the private sector can engage, for example ensuring meetings are held in accessible places at accessible times with accessible documentation, will be applicable to many other parts of the community. The Group ran a successful seminar with the Federation of Small Businesses to explore the range of involvement that small businesses have in the Community Planning process. The role of the Local Economic Forums has been important in ensuring the private sector can be engaged in the process and they are often seen as delivering the economic arm of the Community Plan. The Group was pleased to see the development of Local Economic Development Strategies with clear links into the Community Planning process. There are good examples of the private sector engaging in SIPS through the activities of local business support groups. Integration with CPPs should lead to the development of these initiatives and provide the context for a more strategic approach.

#### **CPTF RECOMMENDATION 8**

**“Professional bodies and Trade Unions should be expected to demonstrate their commitment to Community Planning at an early stage.”**

**CPIG UPDATE**

The Group is pleased that unions are recognising the benefits of the Community Planning process and are keen to explore how they can play an effective role in the process. It met with the STUC to discuss Community Planning and supporting the unions' engagement in the process. The need to engage with and influence professional bodies is important.

**CPTF RECOMMENDATION 9**

**“Community Planning Partnerships should recognise information sharing to support Community Planning as a key priority, and with the support of the Scottish Executive and other agencies to take all reasonable and practicable steps to remove the barriers to successful information sharing.”**

**CPIG UPDATE**

If Community Planning is to be successful, then partners need to get better at sharing information. The Group supports the work of the Scottish Data Sharing Working Group. It welcomes the production of legal guidance in the near future. The Scottish Strategic Data Sharing Framework will be helpful and the Group welcomes work being taken forward to produce guidance for practitioners, including looking at data sharing protocols and identifying barriers. The Scottish Executive website provides useful information on data sharing at: <http://www.scotland.gov.uk/about/FCSD/21stCG/00018836/page2138712433.aspx>.

**CPTF RECOMMENDATION 10**

**“Community Planning Partnerships should maintain their commitment to sharing their early successes and learning from one another's practices through seminars, networking and websites.”**

**CPIG UPDATE**

The Implementation Group has seen some good examples of good practice and experience sharing. It is pleased that CPPs are developing effective mechanisms to do this. It would like to see this continue and would be keen to see networks develop to support this. CoSLA currently supports the network of Community Planning Co-ordinators and this is a platform for sharing information, experience and practice. Other sectors have developed similar networks to share good practice. Knowledge management will also be a priority for the Improvement Service and will include sharing of practice, benchmarking and supporting communication. The work that the Scottish Centre for Regeneration is doing to facilitate the exchange of information and good practice is also helpful.

**CPTF RECOMMENDATION 11**

**“Audit Scotland, CoSLA and the Scottish Executive should work with other key agencies (eg in health, enterprise and the environment) to develop a performance management framework for Community Planning that focuses on a limited number of key priorities, strikes a proper balance between national and local priorities and streamlines audit and inspection processes.”**

**CPIG UPDATE**

The Group thinks that a framework to demonstrate that the Community Planning process is improving service delivery is important, building on the work that is being done locally to evaluate the process. Audit Scotland is taking work forward with CPPs to develop a framework that builds on what exists, picking up on the key priorities in Community Plans and making use of existing targets and indicators as far as possible. The framework will rest on a range of information sources – community planning indicators, the Audit of Best Value and, in the early years, targeted work focusing on key community planning processes. The effects of community planning will be apparent over the medium term, and this framework will provide valuable information and assurance about how partnership working is being addressed across Scotland and the difference that the process is making. It is important that the framework links with the work of other audit and inspection regimes. For example, work being taken forward on Joint Health Improvement Plans (JHIPs) and on Regeneration Outcome Agreements, a key part of the SIP integration process, should also inform this evaluation.

## What's next for Community Planning? – CPIG's challenges

The Group, and the Task Force before it, have done much to champion the development of Community Planning and its implementation. There is no doubt that considerable work still needs to be done to make sure the Community Planning process delivers the improvements to public services that it was intended to do. However, the time is right to move away from a small, high level group promoting the process to structures which ensure that the process is owned and progressed by local leaders and practitioners.

### i) High-level political and board-level commitment – “A Community Planning Summit”

Community Planning is leading to a profound change in the way in which public services are delivered. Any change process needs committed leadership to make it work. Community Planning can only lead to improved public services, if politicians (both nationally and locally) and the Board Members of public sector organisations are prepared to provide leadership to support the process.

In the Group's opinion, the level of engagement has varied across Scotland, ranging from areas where leaders are fully engaged to areas where they remain to be convinced of the benefits of the process or where they feel threatened by the process.

To ensure that high level engagement in the process continues and develops, the Group would like to see a high-profile annual event – a Community Planning Summit – which engages “political” interests – Councillors, Board Members and national politicians. This event would help leaders to demonstrate their commitment to working together more effectively, enable them to set agendas and discuss challenges as well as demonstrating their commitment to the process.

An annual event should not become a set piece event but should be an opportunity for key issues to be explored. The agenda for the summit should be informed by the work of the champions network (see second recommendation) and the work of the practitioners (see third recommendation) so that it is linked to people's experiences. Those key champions have an important role in identifying the issues that need to be addressed at the highest level.

**CPIG's Challenge:** For local and national leaders to commit to a successful annual event, with a challenging agenda, properly resourced. To ensure momentum, the Group would expect to see the first event take place in Summer 2005.

## ii) Sectoral and geographic champions

A key role that members of the Group have been carrying out has been to act as advocates of the process within their own spheres of influence. This is a role that needs to be continued. However, it is important that there is a broader range of people prepared to act as advocates or champions of Community Planning.

In the future, the Group thinks there should be a network of champions developed, people prepared to act as an advocate of the Community Planning process within their own sectors or within their own geographic areas who have been involved in the process and are prepared to share their commitment and lessons learned from their involvement. To ensure appropriate experience and support across Scotland, the Group feels that there should be a mixture of sectoral and geographic champions.

To ensure that champions are credible, each sector should nominate their own champions. They must be sufficiently senior to be able to shape and influence opinion. At the very least, there should be champions across each of the public sector agencies with statutory duties in the Community Planning process (local authorities, Scottish Enterprise, Highlands and Islands Enterprise, Police, Fire, NHS and Strathclyde Passenger Transport Authority). But other sectors – like the voluntary sector and the private sector – should also consider how they can champion the process. For geographic champions, groups of CPPs should nominate someone to take on that role.

Given the principles of equal opportunities that run through the Community Planning legislation, champions must also be representative. To ensure a network is manageable, the group suggests up to 30 champions are identified – perhaps 20 to represent particular sectoral interests and 10 to represent geographic interests.

The Group thinks that it is important that the key roles that champions would be expected to take on are made explicit. Champions chosen should give careful thought to their role. For example, key areas of work should include providing leadership for the process, demonstrating commitment, sharing good practice, providing guidance, helping others address problems and generally shaping the agenda.

Working practices for such a network of champions will evolve. Champions should look at how they can most effectively deliver on their challenge, making best use of technology and existing opportunities for the exchange of information and good practice. The champions might want to come together from time to time to share their experiences and look at issues that are causing concern or that are being addressed particularly well. A key part of their role would be to link into their existing networks, providing a vital channel of communication. The champions would want to make links with other events, improving the cross cutting linkages, so that lessons learned about partnership working in one area can be readily transferred.

**CPIG's Challenge:** For each sector to identify appropriate champions to take on an advocacy role for Community Planning. To ensure momentum, sectors should do this by Autumn 2004. Each sector must then support their champions in taking forward their role. By Spring 2005 champions should have agreed roles and an active network allowing them to shape the first annual event in Summer 2005.

### iii) A network for practitioners

The Group recognises that there are already many sectoral networks that look at issues linked to the Community Planning process in a subject or organisational based way. These are very important and allow people to consider issues from the perspective of their own sectors and allow them to develop appropriate ways for that sector to address certain issues.

The Group feels, however, that there would be value in having a network that allows sectors to come together to explore generic Community Planning issues. The Group recommends that this network should be particularly aimed at people representing CPPs. That would allow people involved in delivering improved public services to come together to discuss approaches to their key challenges and to share experiences about successes and how they have overcome barriers. There is much to be learnt from others' experiences and there will be similarities in solutions and skills needed.

In that way, it should not be another series of meetings but be a network that adds value. It will be important to ensure that a network for practitioners links with the champions network and feeds into the annual summit. Practitioners must feel it adds value and provides the opportunity for discussion and information exchange that they want in a way that they want it.

The network must be supported by good technology to facilitate the sharing of experience and information. Members of the network might want to come together from time to time to discuss issues. Members would then be responsible for disseminating information more widely through their partnerships and into other networks. The Group considers that there would be scope for regional events building on contacts that it knows are already happening or events looking at specific themes.

Those involved in current networks should be encouraged to build two-way links to ensure an exchange of experience and information.

Clearly, for such a network to add value it will need to be resourced. The Group challenges those involved (including the Scottish Executive, CoSLA, CPPs, the police, the fire service, Scottish Enterprise, Highlands and Islands Enterprise, the NHS and Strathclyde Passenger Transport Authority) to consider how that might be best achieved.

The Group's experience of a joint secretariat has been a good one and one that could be built on. However, to be successful, a network needs to belong to those involved in the process.

The Group challenges the Improvement Service and Communities Scotland through the Scottish Centre for Regeneration to consider the roles they can play in supporting this network as part of its work to support partnership working.

**CPIG's Challenge:** For CPPs to identify representatives to come together as a network. Other representative bodies to consider how their networks can link in. Representative bodies to come together to identify resources and how networks can best be supported. Network to decide where the value is. Develop workplan and topics for discussion.

### **Rising to these challenges**

These challenges clearly do not fall to any one organisation to respond to and address. Community Planning is a statutory duty for many. However, it would be wrong for the challenges to be ignored because the process is jointly owned. The Group's final challenge is for each agency to take responsibility for its own contribution to taking the Community Planning process forward. The Scottish Executive, with its own duty to promote and encourage Community Planning, should be prepared to stimulate progress. It provided a joint Secretariat with CoSLA for the Group and it should be prepared to facilitate initial arrangements to ensure that the challenges are being addressed. As a next step, the Executive should prepare an action plan together with the key players in the Community Planning process to ensure progress is made.



**Members of the Community Planning Implementation Group**

- Willie Rae, Chair, Chief Constable, Strathclyde Police
- Stuart Black, Chief Executive, Inverness and Nairn Enterprise
- Alison Cameron, CVS Fife (from September 2003)
- Bill Craw, Chair, Hamilton District CVS/South Lanarkshire CPP (until June 2003)
- Derek Crichton, Area Manager, Dumfries & Galloway Community Planning Partnership
- Tom Divers, Chief Executive, NHS Greater Glasgow
- Leslie Evans, Head of Local Government Constitution and Governance Division, Scottish Executive (until November 2003)
- Caroline Gardner, Deputy Auditor General, Audit Scotland
- Michael Graham, Steering Group Member, Cambusbarron Community Futures/Chair Cambusbarron Community Council
- Jon Harris, Strategic Director, CoSLA
- Heather Koronka, Head of Performance and Improvement Division, Scottish Executive (from November 2003 – previously representing Communities Scotland)
- Ian Mitchell, Director of Regeneration, Communities Scotland (from November 2003)
- Douglas Paterson, Chief Executive, Aberdeen City Council

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**DRAFT COMMUNITY PLANNING INDICATORS****DEVELOPMENT OF COMMUNITY PLANNING INDICATORS****PROGRESS NOTE June 2004****INTRODUCTION**

The Local Government in Scotland Act 2003 gives powers to the Accounts Commission to '*facilitate the drawing of conclusions about the discharge of those bodies' functions under Part 2 (community planning) of the Local Government in Scotland Act 2003*'

The Commission has worked with other key stakeholders in the Community Planning Task Force to promote the development of community planning. The Task Force identified the need to develop a community planning performance framework, of which the development of a focussed set of key indicators was identified as a key part. Specifically, the Community Planning Task Force recommended that the Accounts Commission '*develop and test meaningful and consistent performance indicators which are relevant to all partners*'.

The Commission has agreed to undertake work to develop proposals for such indicators which will be the subject of consultation before the Commission reaches a decision on taking these forward.

**OVERALL FRAMEWORK**

We are developing a framework in consultation with Community Planning Partnerships and other stakeholders, that builds on what exists, picking up on the key priorities in Community Plans and making use of existing indicators as far as possible.

In order to gain an holistic view of community planning, a number of different mechanisms will be used – community planning indicators, the new Audit of Best Value and, in the early years, targeted work focusing on key community planning processes – which taken together form the overall assessment framework.

The effects of community planning will be apparent only over the medium to long term, and this framework will provide valuable information and assurance about how partnership working is being addressed across Scotland and the difference that the process is making. It is important that the framework links with the work of other audit and inspection regimes. Work being taken forward with the Regeneration Outcome agreements, a key part of the SIP integration process, will also inform this process.

**PROGRESS TO DATE**

The following work is being undertaken as part of the development of proposals from CPIs:

- Analysis of the key themes in all the Scottish community plans
- Analysis of the indicators currently in use or for planned use as described in community plans
- Identification and collation of national and UK-wide existing cross cutting indicator sets
- Matching of the local and national indicators against community plan themes and Scottish Executive high level priorities
- Developing an outline model for a CPI structure and reporting arrangements
- Ongoing extensive consultation with key stakeholders including the CoSLA Community Planning Officers Network, the Scottish Executive, Communities Scotland and individual councils.

**POTENTIAL MODEL**

The consultation undertaken so far has determined our current thinking in relation to a potential model for community planning indicators, based on 4 strands:

1. **A National Set or 'Core set'** of existing high level impact indicators related to the 5 Scottish Executive

priorities of Health, Jobs, Transport, Crime and Education, which are collected and reported nationally on an annual basis.

The core set would be flexible, consisting of a number of high level impact measures listed against each of the 5 Scottish Executive priorities, with choice for partnerships to select a number of indicators (2 or 3) from each heading to reflect local issues as described in their Community Plan.

For example, under the priority of Health, one partnership may choose teenage pregnancy and delayed discharge as indicators for their area whilst another may choose drugs & alcohol misuse and coronary heart disease depending on the key problems in their area.

2. **A Local Set or 'Menu'** of existing tried and tested indicators grouped by community plan themes, from which partnerships select indicators to support their community plan priorities. These indicators would be reported by each partnership according to their local arrangements.
3. **A Statement of Intent** would be submitted alongside the core indicators detailing which core and menu indicators have been selected, the rationale for selection and local arrangements for reporting the menu indicators.
4. We are also proposing to undertake a **Review** of the progress of partnership working and community engagement. The development of this project is at an early stage but would cover the building blocks of partnership working and community engagement necessary to secure future service improvement. We are discussing this proposal with the CoSLA Network and the Scottish Executive.

## CONSULTATION PROCESS

Consultation on the above model and the specific indicators to be included within it remains ongoing.

As part of our commitment to consultation, we will keep all stakeholders informed of progress on a continuing basis and ensure that people know how to contact us to feed back their comments. We plan to communicate and invite comments throughout the process of developing proposals for the Accounts Commission by:

- continued discussions with individual councils as partnership representatives
- periodic Progress Notes issued widely and posted on the Community Planning Implementation Group website (<http://www.communityplanning.org.uk>)
- circulation via email to all members of the CoSLA Community Planning Officers Network, Scottish Executive and Communities Scotland representatives, any information or proposals being considered
- a small informal Reference Group of practitioners with experience of developing indicators for their partnership to act as a sounding board for specific indicators
- consultation with SOLACE and other key stakeholder groups

## INVITATION TO COMMENT

If you have any comments regarding the developments so far, views on indicator content or how we plan to keep everyone involved, please let me know.

Carol Calder  
Audit Scotland  
18 George Street  
Edinburgh  
0131 477 1234  
[ccalder@audit-scot.gov.uk](mailto:ccalder@audit-scot.gov.uk)

BELOW IS AN E-MAIL RECEIVED FROM CAROL CALDER FROM AUDIT SCOTLAND WHICH ACCOMPANIED THE CORE CPP INDICATORS:

Hi Everyone,

The first meeting of the Reference Group will be held on 30<sup>th</sup> July to discuss the long list of potential core CPIs. The Reference Group members are:

Catriona McKay – Communities Scotland  
 Garrick Smyth - CoSLA  
 Karen Cawte – Dumfries & Galloway Council  
 Jacqueline Marwick – East Lothian Council/Police  
 Jamie Reid – East Renfrewshire Council  
 Jenny Boag – Falkirk Council  
 Julie Brooks – Fife Council  
 Paul Graham - Perth & Kinross Council  
 Andrew Spowart – South Lanarkshire Council  
 Bob Lawrie – Scottish Enterprise

Representatives of the Fire Service and NHS are to be confirmed.

There were more volunteers than we could accommodate so we have kept the group small but undertaken to send all papers out to everyone in advance for comments. Therefore I attach a copy of the first draft list of indicators, from which we aim to choose the core set, for discussion on 30<sup>th</sup> July.

To explain a couple of conventions, the shaded boxes indicate multiple indicators of similar definition where we need to choose one, and the emboldened entries refer to those indicators to be included in Communities Scotland ROA Guide. We've attempted to provide some indication of the rationale behind the selection (where it may not be obvious!) and notes on known limitations, however these are necessarily condensed. Some data availability information is missing but we will be meeting a representative of the Scottish Neighbourhood Statistics Unit to fill in some of the blanks. It should be noted that we haven't necessarily eliminated indicators on the basis that data isn't readily available if the indicator appears to be useful, so as to avoid falling into the trap of making the measureable important, rather than making the important measureable.

If you have any comments could you send them to me by Tuesday 27<sup>th</sup> July so that I can collate them and include them in the discussion on the 30<sup>th</sup>.

Many thanks,  
 Carol

BELOW IS BRIAN BARKER'S RESPONSE:

Carol

Thanks for the list of PIs to comment on in advance of Friday's meeting. I'd make the following comments:

- What mechanism is there going to be to link local CPP priorities with PIs in the menu?
- If a link cannot be established is the expectation to report on a PI in the menu removed (because they PI wouldn't be reflecting a local priority)?
- Could some of the indicators be combined to form an index for some categories - e.g. rather than report on lots of different measures for health would it help to reduce that to a few indices produced by combining the different data sets that could result in measures such as: improvement in children's health, men's health, women's health and the elderly as separate categories? In that way we can focus on different sectors of the population rather than specific aspects of the lives of the whole population (the data is sliced and analysed in a different way that brings a much stronger focus on people)
- Who has responsibility for reporting the information from the PIs? I ask this because the vast majority of the data is reported by national bodies, so rather than have 32 partnership separately analyse the data it would be more efficient and less costly for one body to collate reporting for all the partnerships

My priority would be for some sort of process check where auditing effort is focused on ensuring that partnerships have effective performance management processes in place. If a partnership has a robust performance management framework, and this is working well, the process of selecting and reporting on suitable PIs will happen naturally and be linked to the priorities for an area. We then avoid the problem that is often

*encountered with the SPIs where organisations are required to report on PIs that they don't 'own' - the reporting takes places because it is demanded rather than because it is seen as useful by the partners.*

*In terms of comment on specific PIs I'm not sure that I can help with the short listing process because PIs that I would think of as useful for Argyll and Bute may not be applicable for a city setting (and vice versa). My focus for PI selection will be to encourage partners to debate the merits of different PIs in relation to local priorities - using the menu of indicators as an important prompt in that debate (as it's easier than starting with a blank sheet of paper).*

*I look forward to the feedback from Friday's meeting.*

*Take care  
Brian Barker*

Shaded - Similar indicators - only one to be chosen if applicable  
**Bold - Included in Communities Scotland menu of indicators**

Community Planning Indicators: Core Set						
Indicator	Indicator source	Data source	Level of data availability	Most recent data	Frequency of data	Comments
<b>JOB S</b>						
1 The percentage increase or decrease in the number of local jobs	Quality of Life Indicator 5	Annual Business Inquiry, NOMIS	Local authority	2002	Annual	Key priority for Exec. High-level impact. Context will be important re. macro influences.
2 The proportion of young people (18-24 year olds) in full-time education or employment	Quality of Life Indicator 3	Department of Work and Pensions	Local authority			Picture of current labour market. Gives indication of future market in terms of equipping young people with skills. Didn't feature strongly in local community plans.
3 The proportion of people of working age in employment	Quality of Life Indicator 1	Labour Force Survey, NOMIS	Local authority	Nov-03	Quarterly (Feb, May, Aug, Nov)	
Percentage of unemployed working age people	Sustainable Development Indicator 2	Labour Force Survey, NOMIS	Local authority	Nov-03	Quarterly (Feb, May, Aug, Nov)	
4 The proportion of unemployed people claiming benefits who have been out of work for more than a year.	Quality of Life Indicator 2	Labour Force Survey, NOMIS	Local authority	Nov-03	Quarterly (Feb, May, Aug, Nov)	Long-term employment featured strongly in local community plans. Is it valid for core set? May be contextual issues and possible perverse
5 Number of working age people in education, training or employment	Smart Successful Scotland 12 (b)					Gives a better reflection of the market than '3' but data availability may be a problem.
6 Reducing the proportion of working age people with low incomes.	Social Justice Milestone 14					
<b>HEALTH</b>						
1 Percentage of 5-year-olds with dental cavities	NHS Framework 1.14.02	ISD				The core set needs to reflect both illness and the extent of healthy lifestyles / health improvement.
2 Conceptions among females aged 13-19 years	Quality of Life Indicator 12	Scottish Neighbourhood Statistics	Local authority (ages 13-15, 16-19)	2002	Annual	Is indicative of poor diet. Only indicator focused on children.
3 Proportion of adults (16-64) smoking	NHS Framework 1.08.02	ISD and surveys				
4 Proportion of men and women aged 16-64 exceeding weekly limits of 21 and 14 units of alcohol	NHS Framework 1.09.01	Scottish Health Survey	Scotland	1998	3 years	

5	<b>Percentage of people eating cooked green vegetables 5 or more times a week.</b>	NHS Framework 1.13.01	Scottish Health Survey	Scotland	1998	3 years	This is a 'healthy lifestyle' indicator. It is not ideal (too specific) but there are not many indicators of a similar type to pick from.
6	<b>Percentage of people eating fresh fruit once a day or more</b>	NHS Framework 1.13.01	Scottish Health Survey	Scotland	1998	3 years	
7	Proportion of men and women aged 16-64 taking 30 minutes of moderate activity on 5 or more occasions per week	NHS Framework 1.12.01	Scottish Health Survey	Scotland	1998	3 years	
8	Life expectancy at birth (years)	Sustainable Development Indicator 24					
9	The death rate by cause (direct standardised mortality rate per 100,000 population)	Quality of Life Indicator 10	General Register of Scotland, Vital Events Ref Table	Scotland	2002	Annual	
	<b>Age standardised mortality ratios rate broken down into all cancers</b>	SIP Core Compulsory Indicators 8	ISD via CS				
10	Improving the health of families by reducing mortality rates from coronary heart disease.	Social Justice Milestone 18	Scottish Neighbourhood Statistics	Local authority	2002	Annual	
	Percentage reduction in age standardised mortality rate from CHD in people under 75 years	NHS Framework 1.02.01	Scottish Neighbourhood Statistics	Local authority	2002	Annual	
11	Percentage of patients experiencing a delay in discharge where the delay was 6 weeks or more	NHS Framework 2.08.01	ISD				
	<b>TRANSPORT &amp; SUSTAINABLE DEVELOPMENT</b>						
1	Percentage of journeys to work not using car	Sustainable Development Indicator 16	Local survey				This covers sustainable development, health, environmental issues.
2	Number of adults / children killed or injured as a result of road accidents	SPI (Police 8)	Audit Scotland	Local authority	2002/03	Annual	Addresses an angle of community safety not covered under 'Crime'
3	Amount of waste collected by the authority, by method of disposal and type of premise collected from	SPI (Waste Management 4)	Audit Scotland	Local authority	2002/03	Annual	
	Percentage of total household waste recycled	Sustainable Development Indicator 5					
	Percentage of population resident in the authority's area served by a kerbside collection of recyclables.	Best Value Indicator 91					
	<b>EDUCATION</b>						
1	The number of childcare places available per 1,000 population of children under 5 not in early education	Quality of Life Indicator 20	Early Years Development & Childcare Partnerships				The core set needs to reflect the level of attainment at both primary and secondary school.



<p>2 Increasing the proportions of our children who attain the appropriate levels in reading, writing and maths by the end of Primary 2 and Primary 7</p> <p><b>The total number and percentage of children attending publicly funded schools and attaining Level A in maths, reading and writing by end of Primary 3</b></p> <p>Percentage of combined P3, P4, P6 and P7 rolls meeting or exceeding the appropriate 5-14 level for their age - reading, writing and maths</p> <p>3 S4 pupils achieving 5+ standard grades (level 1-6)</p> <p>S5 pupils achieving 3+ higher grades (level A-C)</p> <p>4 Levels of attendance</p>	<p>Social Justice Milestone 3</p> <p>SIP Core Compulsory Indicator 2</p> <p>National Priorities for Schools 1.1.A</p> <p>National Priorities for Schools 2.2.A</p>	<p>Scottish Executive via CS</p>			
<p><b>CRIME</b></p> <p>1 <b>Percentage of residents reporting fear of crime</b></p> <p><b>Percentage of residents stating fear of crime is having a moderate or great effect on the quality of life.</b></p> <p>Percentage of people who feel unsafe to some extent walking in the neighbourhood after dark</p> <p>(a) Percentage of residents surveyed who feel 'fairly safe' or 'very safe' after dark whilst outside in their local authority area</p> <p>(b) Percentage of residents surveyed who feel 'fairly safe' or 'very safe' during the day whilst outside in their local authority area</p> <p>2 Reduce the proportion of drug misusers who inject by 20% by 2005</p> <p>3 Number of recorded violent crimes per 10,000 population</p> <p>4 Number of recorded offences of an antisocial nature per 10,000 population</p> <p>5 Number of recorded housebreaking crimes per 10,000 households</p>	<p>SIP Core Compulsory Indicator 9</p> <p>SIP Core Compulsory Indicator 9</p> <p>Community Safety Indicator A13</p> <p>Quality of Life Indicator 15 &amp; Best Value Indicator 189 a&amp;b</p> <p>NHS Framework 1.11.02</p> <p>Community Safety Indicator A1</p> <p>Community Safety Indicator A2</p> <p>Community Safety Indicator A3</p>	<p>Requires a local survey</p> <p>Requires a local survey</p> <p>Scottish Executive Crime Survey, or local survey</p> <p>Local survey</p> <p>Scottish Drug Misuse Database (SNS)</p> <p>Scottish Neighbourhood Statistics</p> <p>Local police force</p> <p>Scottish Neighbourhood Statistics</p>	<p>Local authority</p> <p>Local authority</p> <p>Local authority</p> <p>Local authority</p>	<p>2003</p> <p>2002</p> <p>2002</p>	<p>Annual (31 Mar)</p> <p>Annual</p> <p>Annual</p>

Domestic burglaries per 1,000 households	Quality of Life Indicator 16a & Best Value Indicator 126	Scottish Neighbourhood Statistics	Local authority	2002	Annual	
<b>Total volume and rate of crimes against property - housebreaking</b>	SIP Core Compulsory Indicator 10	Scottish Neighbourhood Statistics	Local authority	2002	Annual	
6 Number of recorded thefts of, and from, motor vehicles per 10,000 population	Community Safety Indicator A4	Scottish Neighbourhood Statistics	Local authority	2002	Annual	
Vehicle crimes per 1,000 population	Quality of Life Indicator 16c & Best Value Indicator 128	Scottish Neighbourhood Statistics	Local authority	2002	Annual	Is this a CPP issue?
<b>Total volume and rate of crimes against property - vehicles</b>	SIP Core Compulsory Indicator 10	Scottish Neighbourhood Statistics	Local authority	2002	Annual	
7 Number of domestic abuse incidents reported to the police	Community Safety Indicator A12	Local police force				
8 Number of reported racist incidents per 10,000 population	Community Safety Indicator A15	Local police force				
Number of racist incidents reported	SPI (Police 6)	Audit Scotland	Local authority	2002/03	Annual	



## SCOTTISH EXECUTIVE

Environment and Rural Affairs Department  
Fisheries and Rural Development Group

Pentland House  
47 Robb's Loan  
Edinburgh EH14 1TY

Ms Lolita Lavery  
C/o Argyll & Bute Council  
Kilmory  
Lochgilhead  
PA31 8RT

Telephone: 0131-244 6190  
Fax: 0131-244 6259  
Frank.strang@scotland.gsi.gov.uk  
<http://www.scotland.gov.uk>

Your ref:  
Our ref:

12 July 2004

Dear Ms Lavery

### **CLOSING THE OPPORTUNITY GAP: THE RURAL OBJECTIVE**

The Minister for Communities, Margaret Curran, today announced the six objectives of the Executive's Closing the Opportunity Gap initiative. This initiative is designed to contribute to the reduction of poverty and to increase access to opportunity for disadvantaged communities and individuals. One of the six objectives has been targeted to take account of the challenges facing rural Scotland. This rural objective is *'To improve access to high quality services for the most disadvantaged groups and individuals in rural communities – in order to increase their quality of life and enhance their access to opportunity.'*

In order to achieve this objective, a set of detailed targets to underpin the objectives will be published in the autumn. We consider that partnership working will be crucial to achieving these targets and the greater objectives. With this in mind we would like to invite you, or a suitable representative from your organisation, to participate as a member of our Advisory Group for this work.

The proposed Advisory Group will consist of Executive officials and external representatives. The role of this group will be to identify a basket of key services in remote and disadvantaged communities, and to offer input on developing a proactive approach to facilitating partnership working and sharing of best practice. We believe your perspective from local authority, Local Rural Partnership and Community Planning Partnership experience as both a service provider and recipient would be very valuable and we would welcome your involvement in this group.

We hope to make announcements on the outcome of this process at the Rural Services Conference in September. It is envisaged that this group would convene on 5 August 2004 at the Scottish Executive building, Pentland House, with possibly one other meeting in early September held outside Edinburgh. Lunch will be provided and travel and subsistence costs may be met, dependent on circumstances.

I apologise for the short notice and appreciate that there are likely to be conflicting demands on your time. However I would be grateful if you would reply indicating whether you can contribute by Friday 23 July. If you could provide an email address for rapid communication, this would be greatly appreciated.

Should you have any queries or if you require further information on Closing the Opportunity Gap and the outlined work of the Advisory Group, please do not hesitate to contact Ross Lindsay on 0131 244 4157, who shall be pleased to help.

Yours sincerely

Frank Strang  
Head of Division  
Land Use and Rural Policy

getting  
people  
places

**SPT**

authority report

## Local Government in Scotland Act 2003: Community Planning – further developments

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**Date of meeting** 4 June 2004

**Date of report** 25 May 2004

**Report by** Director General

### 1. Object of report:

To set out proposals for participation in community planning further to the arrangements agreed by the Authority at its meeting of 3 October 2003.

### 2. Background:

The Authority is required under the terms of the Local Government in Scotland Act 2003 to participate in community planning. All member councils have now set up community planning partnerships (CPPs), many with a number of associated sub-groups. The Authority has been asked to attend a number of these groups on a regular basis, which would not be sustainable within current staff resources. At its meeting of 3 October 2003, options were considered for participation by the Authority in these groups. It was agreed that at an operational level the Passenger Transport Executive would discharge the community planning duty on behalf of the Authority, and that for the time being active participation would be focused on strategic partnerships, in particular Westrans. The secretary to the Authority wrote to all the councils on 15 December 2003 outlining a proposed framework for the PTA to engage in community planning and that it had been agreed that consideration should be given to allocating a budget of £60,000 for 2004/05 to support a greater level of participation. This budget has now been approved and this report puts forward proposals for enhanced arrangements for participation.

Proposals for enhancing the level of SPT's engagement in community planning have been drawn up by the Policy Development Manager. They have been informally discussed with officers from four councils, the Manager of the Westrans support unit and staff within the SPTE. They are presented in this report for approval by the Authority as the basis for formal consultation with each of the community planning partnerships.

SPT representatives have attended Community Planning Core Partnership meetings in some council areas on an informal basis following requests where they have outlined the proposed arrangements whilst explaining that the proposals would be subject to consideration by the Authority. The proposed arrangements are presented in this report.

### 3. Objective of participation in community planning:

It is proposed that the Authority should recognise the potential benefits of participation in community planning partnerships in advancing its core purpose of promoting the greater use of public transport. The proposed objectives of participation are:

- To promote greater use of and accessibility by public transport through collaboration with community planning
- To meet the obligation on the Authority under the Local Government in Scotland Act relating to the requirement to engage in Community Planning, on a basis which is sustainable within the resources currently available to the Authority.

The arrangements proposed would be based on a number of underlying principles:

- Promoting greater use of and accessibility by public transport needs the engagement of a wide range of bodies beyond SPT and the operators: local roads authorities, local planning authorities (green travel planning), major transport generators (health authorities, schools, FE and HE institutions, leisure and retail operators) and major employers (including the principle Community Planning partners as employers).
- SPT should set the pace in promoting public transport, reaching beyond its own direct functions.
- Community planning is a two way street: it provides an opportunity to place public transport on the central policy agenda of other partner bodies as well as placing SPT under an obligation to support the wider objectives of CPPs.
- Community planning offers a channel to engage indirectly a wider community of local groups in promoting the greater use of public transport.
- SPT should demonstrate its capacity for working with community planning partners within its area as a key strand in its argument for the retention of a regional public transport agency.
- SPT should seek access to additional funding from the Scottish Executive (directly or through collaboration with local councils) for new activities aimed at promoting a cultural shift in attitudes to public transport through collective action with the wider community planning partnerships.
- Engagement in community planning should not divert SPT resources from core operational management or strategic development work and should not undermine the Authority's statutory authority and duties.
- Work undertaken with CPPs should be carried out jointly with council transport planning officers.

#### 4. Proposed basis of participation in community planning partnerships:

The arrangements proposed would have four components:

- A **protocol** should be drawn up setting out what community planning partnerships can expect of the SPT, and what SPT would expect of the partnership (a template is annexed to this report)
- SPT should undertake to arrange for a senior elected member and senior officer to **attend one central partnership meeting a year** in each area. These should be linked to the presentation of a strategic review of public transport issues in the area to set the context for agreement on high level collaborative actions to promote the

use of public transport (see next point). Ideally the Chair or a Vice-Chair should attend these meetings along with a senior officer. Attendance at other meetings would generally be limited to staff in a substitute capacity and would depend on agendas.

- **Area strategic reviews** should be compiled annually for each council area. SPTE and local council staff should draw these up jointly. They should be based on a common framework (see next point), and focus on higher level issues which may be the basis for deepening the commitment by the community planning partners to promoting the use of public transport. The reviews should feed into local transport programmes and projects, local transport strategies (depending on future requirements for these), and community plan action plans, promoting the use of public transport and improving accessibility.
- SPTE should draw up a '**Public Transport Advice Note**' which would firstly review the full range of measures which may be taken to promote the use of and accessibility by public transport by all community planning partners and other bodies in the community and secondly set out a framework for the area reviews. It could become the first of a series of advice notes focusing on different aspects of the promotion of public transport, and targeted on different audiences. Consideration might be given to seeking funding from the Scottish Executive.

#### **5. Implications for SPTE management and resources:**

The proposed actions would draw on the SPTE's current activities in managing its core services, relating them to community planning, but not diverting resources. In particular it would be expected that:

- Any operational issues arising at community planning partnership meetings attended by SPT representatives would not be resolved at CPP meetings, but would be referred for resolution through normal operational liaison arrangements.
- Any strategic issues would be taken forward through joint projects or collaboration through local transport strategies and programmes.
- SPT would work with council staff in the development of action plans relating to transport issues.

The new commitments would be:

- Preparation of the proposed protocols. It is suggested that these could be drawn up through a series of consultation meetings with each council following approval of the proposed framework as a formal proposal.
- Attendance by a senior elected member and a senior officer at one meeting a year.
- Preparation of the first Public Transport Advice Note. Establishing a series of subsequent advice notes may depend on raising the additional funding.
- Preparation of annual strategic reviews for each area. This could be undertaken within the resource, which the SPTE is planning to allocate for engagement in community planning. The process will also build on the established liaison between

transport staff in local councils and technical and professional staff from all the SPTE's departments.

As the process is rolled out it may become apparent that SPT should review some of its operational policies. But the process would result in policies which systematically reflect a shared view of needs and priorities in promoting greater use of public transport.

## 6. Implementation

If the proposed arrangements are agreed by the Authority, implementation will involve:

- Bilateral consultation meetings with officers of each member council to draw up protocols specific to each community planning partnership based on the template attached to this report, and presentations to community planning partnership groups if requested.
- A workshop as the starting point for compiling the proposed Public Transport Advice Note. The preparation of this note may require engaging external assistance, but the substance will draw on the experience of the SPTE's own staff and the staff of member councils.
- A workshop for officers involved in the co-ordination of community planning partnerships and representatives of other core partner organisations to assist in building the wider partnership perspective into the preparation of the Advice Note and subsequent area reviews.
- Preparation of strategic reviews for each area in collaboration with staff from member councils. These would be programmed for completion over the first two years. It is envisaged that the documents would be brief summaries of current issues and possible improvements in facilities and services drawing on existing information – they would not be based on new surveys. But analysis of accessibility will be undertaken using analytical tools now available, linked to the Strathclyde Integrated Transport Model (SITM).
- Draw up a schedule of attendance at community planning core partnership meetings over the first year.

## 7. Consequences:

Policy consequences:	The strategic reviews for each area and high level commitments to future action envisaged will assist the SPTA in delivering its core business objectives.
Legal consequences:	Ensure compliance with the requirements of the Local Government in Scotland Act 2003.
Financial consequences:	The additional costs of implementing the proposals will be covered by the approved budget for 2004/05.
Personnel consequences:	One post for a Community Planning Officer who will assist in implementing the proposals will be advertised. The requirement for additional staff recruitment within the budget allocated will be considered once initial



Social inclusion  
consequences:

experience of the tasks involved has been gained.  
The strategic reviews for each area will include  
consideration of public transport services needed to  
support Social Inclusion.

## 8. Recommendations:

The Authority is asked to:

- a. **approve** the proposed arrangements for enhancing the level of the Authority's participation in Community Planning Partnerships as set out in the report as the basis for formal consultation with each Community Planning Partnership
- b. **agree** to invite the Authority to approve the general terms of the protocol with community planning partnerships set out in this report and to delegate to the Secretary of the Authority, in consultation with the Director General, to agree the specific terms applicable to each community planning partnership.
- c. **note** that a further report on the outcomes of formal consultation with each community planning partnership will be submitted to the Authority in due course; and
- d. **note** that the proposed Public Transport Advice Note will be submitted to the Authority for approval in due course.

**Name:** Malcolm Reed

**Title:** Director General

For further information, please contact:

Hilary Howatt , Policy Development Manager, on  
0141 333 3124.

**Annex**

**Draft points for Protocol**

**Draft heads of terms for protocols with each Community Planning Partnership.**

The protocols will set out:

- What community planning partnerships (CPPs) can expect of the SPT
- What the SPT will expect of the CPPs

SPT undertakings would include

- Attendance by the Chair, Vice Chair or a senior officer at one CPP meeting per year
- Active participation in drawing up Local Transport Strategies
- Maintenance of effective liaison on operational issues (contact arrangements should be specified for each area)
- Preparation jointly with Council officers of a strategic review for each area, updated annually, for presentation jointly with a Council representative at the CPP meeting attended by an SPT representative
- Preparation jointly with Westrans of a Public Transport Advice Note to assist the CPP in promoting greater access to and use of public transport

CPP undertakings would include

- Programming an annual agenda item on public transport at core CPP meetings
- Recognition of public transport issues by all members of the CPP and the role of other partner bodies in promoting use of public transport
- Recognition of existing regular liaison arrangements between SPT and the LA and other partner bodies (no duplication)
- Responsibility for ensuring conformity between the community plan and relevant transport strategies
- Providing an interface with local communities on public transport issues in the context of the community plan (subject to liaison between Council and SPT officers through normal channels)
- Inviting SPT to participate in relevant externally funded programmes such as Better Neighbourhoods and Quality of Life.

**SCOTLANDS TRANSPORT FUTURE**

The Scottish Executive released the Transport White Paper "Scotland's Transport Future" in June 2004. According to the Ministerial Foreword "there will be a new transport agency for Scotland and a network of new regional transport partnerships and for the first time there will be a national strategy for Scottish transport. This new approach gives us the opportunity to improve dramatically Scotland's future transport, creating safer, higher-quality, better-integrated services that respect our environment. Most important of all it gives everyone involved in Scottish transport a new opportunity to work together in partnership, to make certain we deliver."

The White Paper can be accessed on the following web link:

[www.scotland.gov.uk/library5/transport/stfwp-00.asp](http://www.scotland.gov.uk/library5/transport/stfwp-00.asp)

Enclosed for information are the following:

- Minutes of the Council's Policy Development Group meeting on Scotland's Transport held on 5 July 2004
- Agenda item entitled "Westrains – Joint Transport Strategy Consultation" that served before the Council's Strategic Policy Committee on 5 August 2004

The Management Committee is invited to discuss the proposals and submit its comments to the next meeting of the Policy Development Group.

Lolita Lavery

Community Planning Manager

August 2004

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**ARGYLL & BUTE COUNCIL**

**STRATEGIC POLICY  
COMMITTEE**

**TRANSPORTATION & INFRASTRUCTURE**

**18 DECEMBER 2003**

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**REPORT ON SCOTLAND'S TRANSPORT**

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**1. SUMMARY**

The purpose of this paper is to enable the Committee to consider the Council's response to a Scottish Executive consultation on new proposals for the management and delivery of Transport in Scotland.

**2. RECOMMENDATIONS**

That the Committee agree the response to the consultation questions as proposed in the appendix to this paper, as prepared by the Policy Development Group, but consider the further options of

1. In response to Question 3, Trunk Road Management responsibility be held by the National Transport Agency
2. In response to Question 2 that local transport forums should be tied into the community planning process by being linked to the Council's Area Committee devolved level of government.

**3. BACKGROUND**

- 3.1 As part of the Scottish Executive's Partnership Agreement, a wide range of transport Commitments was set out to improve life for everyone in Scotland, having the overall aim of an 'Accessible Scotland', with a safe and reliable transport system.
- 3.2 The budget to achieve this will grow from £500 million to over £1 billion a year from 2005/06. The Executive is concerned that the right structure is put in place to deliver the improvements effectively, and has issued a consultation paper, which focuses on the government, and public bodies which are responsible for transport in Scotland. The fundamental aspect of the proposals being put forward is that a new national agency be formed, tentatively called 'Transport Scotland' which will deliver Transport in an effective, integrated manner, and take social justice and sustainable transport as central goals.
- 3.3 The consultation paper posed a number of questions as to the form of the agency, its aims and the delivery mechanisms involved. It is these questions which the Policy Development Group have considered, and the draft responses are contained in the Appendix to this paper.

**4. IMPLICATIONS**

- 4.1 Policy – The changes in the national and regional delivery mechanism have the potential to affect the Council's ability to influence Transportation Policy, as it affects the Argyll and Bute area. The impact will depend on the Executive's chosen way forward, particularly with regard to the degree of local accountability retained within the system.
- 4.2 Financial - It is clear that there will be increased funding for Public Transportation which will have limited benefits to the rural areas.
- 4.3 Personnel – There may be impacts if functions are remitted to Regional or National level, dependent on the Executive's decision.
- 4.4 Equal Opportunities - None.
- 4.5 Legal – There may be a change to the powers and duties of the Council in relation to Roads and Transportation functions dependent on the outcome of the consultation.

For further information please contact David Duthie, Head of Transportation and Infrastructure (01546 604689).

D.Duthie  
Head of Transportation and Infrastructure  
8 December 2003

**APPENDIX;**

**Policy Development Group on 'Scotland's Transport'**

**Consultation Questions – Draft Response**

**Q1) We seek views on the overall aims for a new national transport body.**

The primary aim of a new National transport body must be to create a national transport strategy at an early stage in its development, such that local and regional transport strategies may have a clear focus on the national picture. Coupled with this strategy, a 10 year National Transport Programme should be introduced, with clear delivery targets, and at the same time protected, as far as possible, from future political administration change.

The new body should also introduce a National Concessionary Travel Scheme, although there is no reason why this scheme could not be delivered at a local authority level, provided suitable guidance is produced. There will be local issues within the context of a national scheme; not least of which will be the arrangements for ferry travel which is included in the current local scheme.

The actual body should deliver major national projects and ensure resources are available to provide the schemes. Consideration should be given to the introduction of a Scottish Rail Authority, such that it would have powers to promote major national rail schemes.

Accessibility and Social Inclusion must be prime drivers of the improvements and benefits, which the new arrangements for Transport in Scotland will bring.

Congestion is a major concern in the urban environment, but peripherality is a much larger issue in many parts of rural Scotland. It is critical for the economic development of these more peripheral and generally much poorer regions of the country that the vital link between economic performance and access is recognised, and that funding levels fully acknowledge sparsity factors.

**Q2) We would welcome comments on the best way of widening public involvement in the planning of transport services in Scotland.**

The Community Planning process is a flagship Executive initiative, and is now slowly gaining momentum. Community Planning Partnerships should be directed to promote active engagement by communities in the development of transport strategy. There is also a case to be made for the introduction of local transport forums linked to the Association of Community Councils, possibly with a small budget such that interested members were encouraged to develop their Transportation interests through appropriate project work.

There needs also to be greater press coverage of the issues involved in the Transportation field to capture public attention and provoke wider debate in this critical area of public service.

**Q3) We have an open mind at present on any transfer of powers but would welcome views on whether changes should be made to the existing balance, In particular;**

**a) Are there any transport powers currently with Scottish Ministers that might more effectively be exercised by local government, whether at regional partnership or local authority level?**

**b) Will Transport Scotland need to attract powers that are currently with local government – especially in relation to concessionary fares and quality contracts now that these are to be co-ordinated nationally?**

**c) Would it be helpful for Transport Scotland to have powers to promote new railways or tramways in Scotland at its own hand?**

a) The substantial majority of routes within the Caledonian MacBrayne undertaking lie within the HITRANS local authority grouping, primarily, Argyll and Bute, Highland and Eilean Siar Councils. Other than through involvement in Shipping Services Advisory Committees, Councils have no role in the strategic planning of these ferry services which results in little local accountability. There is therefore a strong case for the Undertaking, at the strategic level, to be controlled by this Regional Partnership, such that decisions on long term planning, route development, fares and service frequencies could be taken by the Partnership. There should not, however, be any involvement with operational management which would best remain with the Company. There may be a case for the management of the larger, capital elements such as procurement of vessels/ infrastructure, to remain with the National Agency, such that a nationally strategic view could be taken on priorities across all Transportation fields.

Highlands and Islands Airports Limited and PSOs for Air Services – A similar view is held to that for Caledonian MacBrayne, in that the Regional Partnership with its air services aspirations, should have input into the development of airports, and be in a position to set service levels and negotiate additional business with carriers.

Trunk Road Management – It is considered that the maintenance of trunk roads should be managed at the most local level that is appropriate to ensure effective integration of all operations across the local and trunk network. In many parts of Argyll and Bute, the trunk road acts as both the strategic route and the local road, and local communities do not differentiate between the 2 networks. Development of the network in terms of strategic improvements would best be coordinated through partnerships at regional level. Strategic roads within the partnership area might also be dealt with in this way. Inter-regional road networks, such as the motorways and dual carriageway trunk roads should continue to be provided and maintained by the national body.

b) Powers to introduce concessionary fare schemes currently lie with local authorities. Commitments have been given that a National Free Bus Travel Scheme will be introduced and so a transfer of powers may be appropriate to the national body for this area of travel concession. It is recommended that, as mentioned previously, local authorities should generally continue to be involved in the administration and delivery of the national bus concessionary scheme, although negotiations with larger operators on National networks may best be dealt with at regional or national level.



Bus Quality Contracts – Where such mechanisms are agreed as necessary, there are likely to be some situations where delivery may best lie with the Local Authority, others where cross boundary workings would point to delivery by Regional partnerships. Guidelines/ Policy should be produced nationally.

A number of Piers and Harbours with a solely transportation function are currently owned and operated by the local authorities. There may be a case, to ensure fuller integration of ferry operations, that consideration should be given to transferring responsibility for some of these assets to the body responsible for delivering ferry services. In a similar context, there are a number of local ferry services operated by the Council which may be more efficiently operated as part of a larger undertaking, at regional or national level, especially in the context of difficulties encountered by Councils in obtaining stand-by vessels, for example at times of annual refit.

- c) Powers to promote new railways reside currently with the SRA and local authorities. Large-scale Scottish infrastructure improvements have not to date been adequately supported by the SRA, such as the major development at Waverley station. There is a strong case to introduce a Scottish Strategic Rail Authority with powers to promote railways.

**Q4 We welcome views on the management framework options for regional partnerships (paragraph 63):**

- a) **existing local authorities working together through voluntary partnerships**
- b) **new Passenger Transport Executives across Scotland, repeating the SPT model in the rest of Scotland. while leaving responsibility for local roads with existing Councils**
- c) **the creation of new Joint Committees across Scotland, made up from existing local authorities, building on the benefits of the voluntary partnerships, with more formal structure and constitution, but without strong decision-making and budgetary powers**
- d) **the creation of new Joint Boards, also made up from local authorities, properly maintaining the link with the constituent Councils, but with the powers and budget to plan and take difficult decisions on transport matters for their area**
- e) **the active creation of further special purpose bodies to work with local authorities and the voluntary partnerships.**

Voluntary partnerships are not sufficiently robust to take on significant functions such as ferry undertakings and management of budgets. New SPT's require new primary legislation to form and do not have an adequate spread of powers to carry out all regional Transport functions.

Joint Committees are generally dependent on constituent authorities for finance, and are not regarded as being sufficiently influential to assume the role of a transport delivery body. The Joint Board model is strong but elected members are concerned that full local accountability is retained. There is also concern that a joint board would function with solely local authority membership, whereas one of the strengths of existing voluntary partnerships is the spread of membership, including land use planning interests, the Enterprise network and the private sector.

Section 19 of the Local Government Act 2003 permits the formation of special purpose bodies, which allow for wider involvement in community related activities, and this option should be investigated as a means of promoting a Regional approach. Such special purpose bodies might allow for the Enterprise Network and the Private Sector to be involved, although not with overall control, and this would be advantageous. The over-riding consideration should be that the chosen vehicle is sufficiently flexible to represent the full range of interests of all communities within the region while maintaining local accountability.

**Q5) We welcome comments on the future of SPT and the challenge of delivering integrated transport in the West of Scotland, particularly if new regional partnerships are established across Scotland (paragraph 69).**

The Council's views were touched upon in the previous question. SPT in its present form has no roads, freight or air transport interests.

It does however have a proven track record in project delivery, and this should not be lost. It could potentially form the centre of expertise for public transport matters in the West Central Scotland Transport partnership, but it is important that such a body has a greater involvement in future with local communities in formulating policy and providing services.

**Q6) We invite views on the appropriate number and geographical extent of regional partnerships (paragraph 75)**

Accessibility is one of the key drivers of economic development and social inclusion. In urban areas the districts which may benefit from common working relate to the 'journey to work' area and the requirements for efficient movement of very large number of people in short periods, and the economic movement of goods within the same area. In rural area the issues are different and relate more to minimum acceptable levels of access, which promote sustainability in the communities and involve the integration of all modes and types of transport.

Regional Transport Bodies, if they are to add value to the delivery mechanism, should reflect these varying criteria throughout the country.

The four city regions have been identified as significant in planning terms and are equally key to the development and management of transportation. In this urban context the partnership areas should reflect the journey to work patterns, which have developed, and the public transportation network which has been developed to reflect this movement of people.

In the case of the Glasgow city region, this should clearly include the whole Clyde valley area and possibly parts of Argyll and Bute and Ayrshire. If accessibility as identified by the availability of access to the SPT rail network is accepted as the natural boundary then Ayrshire, and the Helensburgh, Lomond, Cowal and Bute areas of Argyll and Bute should be included. The eastern Argyll and Bute area has strong employment and service links with the Glasgow conurbation and any actions within that area, both in the planning and transportation fields, has major impact on the viability of this area's local economy. It is therefore important, in terms of accountability and inclusion, that this area retains links in transportation planning terms to the area that drives its economy, the Glasgow conurbation.

The remainder of Argyll and Bute is deeply rural in nature, with some of the most isolated communities in the country, and clearly, while having service linkages with the Glasgow area, it has similar problems, and thus opportunities for joint working, with the Western Isles, Highland and Moray as reflected in the Hitrans partnership grouping.

The Council therefore considers that, should the scale of partnerships be set at a sub-national level, with say 6 partnerships to reflect regional boundaries elsewhere in the European Community, that Argyll and Bute should be represented in both Westrans and Hitrans on a geographic split to reflect the different issues faced by the two partnerships. If however it is decided that differing interests around the country warrant a greater number of partnerships, then this Council would wish its area to be established as a transportation region in its own right. This would reflect the geographical size of Argyll and Bute in the national context, the complexity of the transport challenges faced in the area, and its structure planning status. Such a regional unit could be compared with that of Dumfries and Galloway, which faces similar, if simpler, transportation challenges.

- Q7) We would welcome views on the options for resourcing effective regional partnerships recognising that the preferred method will be informed by what model of regional partnership is chosen (paragraph 81):**
- a) the majority of funding continuing to be provided to local authorities through GAE, with Councils each deciding individually and separately how much to pass on to the partnership (voluntary partnership or Joint Committee)**
  - b) funds still provided to local authorities through GAE and regional partnerships requisitioning their budget from their constituent Councils (Joint Board)**
  - c) section 70 paid direct from the strategic transport authority to the regional partnerships replacing some or all of the transport GAE provided to constituent councils.**

As has been mentioned in previous responses, the principle of delivering transport services should be that they are undertaken locally wherever possible, and the principle of subsidiarity applied. GAE should remain, therefore, as the vehicle for financial distribution of the main transport sector, other than for new functions taken on by the partnership such as for the CalMac undertaking or HIAL, which should be through a new funding stream to the Regional Partnership. This should be through section 70 of the Transport Act as a capital grant, Major infrastructure Improvements should also, be supported through Section 70 Capital Grant. Partnerships should be improved to develop prioritised programmes of strategic improvements, approved by Ministers, linked to both regional and national strategic objectives.

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**MINUTES of MEETING of POLICY DEVELOPMENT GROUP ON SCOTLAND'S TRANSPORT  
held in the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD  
on MONDAY, 5 JULY 2004**

**Present:** Councillor Duncan MacIntyre (Chair)

Councillor Robin Currie  
Councillor Donald MacMillan

Councillor Bruce Marshall

**Attending:** George Harper, Director of Development Services  
Charles Reppke, Head of Democratic Services and Governance  
Blair Fletcher, Transportation Manager  
Graham Brown, Operations Manager

**Apologies:** Councillor Al Reay

**1. MINUTES**

The Minutes of the Policy Development Group meeting of 26 May 2004 were approved as a correct record.

**\* 2. SCOTLAND'S TRANSPORT FUTURE: THE TRANSPORT WHITE PAPER**

The Transportation Manager ran through the main points contained within the White Paper explaining that while Councils would be required to join a regional partnership (or form their own) the duties of the regional partnerships had not yet been decided.

The Chair advised the Group that Westrans and Hitrans would meet in August to discuss the White Paper and suggested that while the Group should form their own conclusions, the outcome of these meetings should be awaited before a formal response is submitted in September.

The Group then discussed the implications in terms of possible diminution of voting rights if the authority agreed to divide between Hitrans and Westrans and did not consider that it would be feasible for the Council to form its own partnership. The Group also could not foresee how being divided between the two Partnerships could work at a strategic level and envisaged that each area would need to determine their own strategies. There were also concerns raised about the financial implications if the authority were to be split.

**Decision**

1. To recommend to the Strategic Policy Committee that this Authority should be within one Partnership only and that, in principle, this be Hitrans on the basis that the Authority is already seen as a key player within this Partnership.

2. That the Transportation Manager be instructed to prepare a report for SPC highlighting the advantages and disadvantages of being a Member of both of the Partnerships based on the discussions of this meeting.
3. To recommend to the SPC that it consider widening the remit of this Group to consider the Calmac Tendering process and HIAL issues.
4. To further recommend to the SPC that Hitrans and Westrans be invited to make a presentation to the Council on their strategies for the future in order that a final decision can be taken as to which Partnership best suits the Council.

(Ref – Scotland’s Transport Future: The Transport White Paper, submitted)

### **3. DISCUSS WESTRANS JOINT TRANSPORT STRATEGY**

It was agreed to continue this matter to the next meeting of the Group which would be held on 28 July 2004 at 11.00am in the Council Chamber, Kilmory, Lochgilphead in order that the Transportation Manager could prepare a response to the consultation taking into account any responses received from elected Members and officials.

### **4. CONSIDER AREA COMMITTEE RECOMMENDATIONS**

The Group agreed to continue this matter to their next meeting on the basis that some of the Area Committees had yet to consider the matter.

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**ARGYLL & BUTE COUNCIL**

**TRANSPORT POLICY  
DEVELOPMENT GROUP**

**TRANSPORTATION & INFRASTRUCTURE**

**28<sup>TH</sup> July 2004**

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**MEMBERSHIP OF TRANSPORTATION PARTNERSHIPS**

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**1. Summary**

The purpose of this paper is to allow the Group to consider the arguments for the Council to be formally tied to one or other, or indeed both of the Regional Transport Partnerships, with which we are currently associated voluntarily.

**2. Recommendations**

That the Group ask the Strategic Policy Committee to consider the following options for involvement in transportation partnerships, with the Group's recommendation that the Council should proceed on the basis of option 2.1.

- 2.1 The Council area in its entirety is associated with the HITRANS partnership.
- 2.2 The Council's Area is part of the HITRANS partnership with the exception of the Helensburgh and Lomond Area, which would seek to participate as part of the WESTRANS partnership.
- 2.3 The Council's membership is divided between HITRANS and WESTRANS, with OLTI and MAKI linking with HITRANS and B & C and H & L linking with Westrans.

**3. Background**

- 3.1. The Scottish Executive recently issued a White Paper on the subject of Scotland's Transport, which clearly states that the Executive intend to press forward with the creation of statutory Transport Partnerships as being the preferred way of delivering Transport improvements across the country. As these areas will have statutory duties an area cannot be represented in more than one partnership.
- 3.2 The White Paper makes it clear that there will be a period of consultation with local authorities and partnerships, probably commencing during August, where views will be sought as to where the boundaries of these partnerships should be drawn, and the duties and powers which the partnerships should assume.
- 3.3 The paper is brought to the Committee for it to debate the issues involved and the choices available, and to come to a view on the best way forward for the Council in advance of this formal consultation.
- 3.4 At their meeting on Monday 5<sup>th</sup> July, the Policy Development Group considered the issue, and their recommendation to the Committee would be to pursue the first option, membership of HITRANS for the entire Council area.

#### 4. Options

- 4.1 If the Council opts to take membership of only one partnership, then it's influence in that unit is strengthened, on the basis of the voting rights described in the white paper, and its clear commitment to the body. The corollary to this is that membership of two partnerships must dilute the Council's influence in each.
- 4.2 Transportation and Planning issues are closely linked through land use policies. Membership of a single partnership means that the local plan boundary would be coterminous with the Transportation Boundary.
- 4.3 Given the comparatively large proportion of the Argyll and Bute population resident on islands or peninsulas, with their dependence on lifeline ferry services, the area has more commonality in terms of the transportation issues it faces, with the island populations in the HITRANS area. Than the principally urban problems of WESTRANS. It is possible that the former may wish in time to take a more direct role in the strategic decision making as regards ferry services, and so this Council, with its large number of routes, should seek to maximise it's influence in this area and to encourage HITRANS to pursue the acquisition of greater powers at a strategic level.
- 4.4 Argyll and Bute Council has been influential in the HITRANS partnership over the last 3 years, having acted as lead partner in two major projects, and having benefited by around £1.3m expenditure on public transport infrastructure from its membership. The Council's influence in WESTRANS/SPT is more modest, given the imbalance in population terms, and so the ability to attract funding to deal with the rural Argyll and Bute issues when compared with the issues faced by the majority of the more urban Authorities of Glasgow, the Renfrewshires and North Lanarkshire, could be limited. Conversely the level of funding available to Westrans is likely to be greater than that to Hitrans due to the scales of the issues faced and the cost of solutions.
- 4.5 The primary routes serving the Helensburgh and Lomond Area are also vitally important to the HITRANS area, in their role as strategic routes to the Highlands and Islands, and therefore attract a high degree of priority and support – probably at a higher level than their rather more peripheral nature would accord in the WESTRANS context, although this partnership has consistently identified the A82 schemes and improvements to Clyde ferry services as necessary
- 4.6 The boundary between WESTRANS and HITRANS has to be somewhere. Provided that the issues of boundaries can be resolved by the Economic Development agencies, the more logical place would be coterminous with the Council boundary. The existing HITRANS area is defined by the area covered by Highlands and Islands Enterprise which gives the partnership a clear economic focus on highlands and island issues. Inclusion of part of the Scottish Enterprise Dunbartonshire area in the partnership could, to a degree, disenfranchise this part of the area when economic regeneration issues are a major factor in an element of work.
- 4.7 It is likely that cross boundary routes between partnerships will however be recognised as inter-regional connectors, both in terms of road and public transport, and will attract a reasonable degree of priority. In these terms, Helensburgh and Lomond, and Bute and Cowal, should be well placed on the southern edge of the HITRANS boundary to benefit from this position.



- 4.8 In purely practical terms, the authority will require to support the partnership/s it joins. In terms of member and officer time, it would represent a lesser commitment to participate in one rather than two bodies.
- 4.9 It is clear that both Bute and Cowal and Helensburgh and Lomond areas have significant transport connections with the conurbation, by rail, sea or road, or by a combination of these modes. The question to be addressed is whether the area will be able to bring greater influence to the maintenance and development of each of those modes by being physically within the partnership area where the transport is provided, or not. The rail services and roads used by the Bute and Cowal communities are intrinsic to the Westrans Partnership Area, also serving the Inverclyde and Ayrshire areas. Arguably, Bute and Cowal could exert just as much influence from its stance as a significant partner within a neighbouring partnership as it could as a comparatively small player in a larger partnership. The ferries issue has already been raised in point 3 above and the significant issue is that if all the CalMac ferry services serve communities within a single partnership, then the potential for such a partnership to participate in the strategic future planning of these ferry services is improved to the benefit of all the communities served.
- 4.10 It is recognized that Helensburgh and Lomond benefit from good rail commuting links with the city centre through inclusion of part of the Area within the SPT extended boundary. There might reasonably be local concern that the vital Helensburgh commuting rail links may be more at risk should the area it serves be outwith the partnership responsible for it's management. While the detail of the proposals is not yet available, it appears the intention within the White Paper that strategic rail issues are dealt with by the new national Transport Agency, and if realised, this should mitigate any issues regarding strategic changes to the current level of services to Helensburgh within the national rail service framework. Given the clear intention of the Executive to promote modal shift away from private to public transport and the high level of usage of the service, it would be difficult to see a case for reducing the rail service to Helenburgh which would inevitably encourage counter modal shift.

## 5.0 Implications

Policy:	The Scottish Executive's Transport White Paper indicates its intention to introduce Regional Transport Partnerships to cover the whole of Scotland.
Financial:	It is the Executive's proposal that the cost of running Regional Partnerships will be met by Councils.
Personnel:	None
Equal Opportunity:	None

For further details please contact Blair Fletcher, Transportation Manager (01546 604190)

Dave Duthie  
Head of Transportation and Infrastructure  
20 July 2004

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**ARGYLL & BUTE COUNCIL**

**STRATEGIC POLICY  
COMMITTEE**

**TRANSPORTATION & INFRASTRUCTURE**

**5 AUGUST 2004**

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**WESTRANS – JOINT TRANSPORT STRATEGY CONSULTATION**

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**1. Summary**

Westrans and SPT have prepared a consultative draft Joint Transport Strategy for Western Scotland to 2025 and are seeking the views of all stakeholders on the strategic issues they see as key to improving transportation into the West of Scotland. This report invites the Committee to consider the Council's response.

**2. Recommendations**

The Committee is asked to approve the response as detailed in Paragraph 4.

**3. Detail**

- 3.1. Argyll and Bute Council are members of Westrans which is a partnership formed to consider strategic transportation issues facing the West of Scotland. The membership is made up of the 12 ex-Strathclyde Regional Council unitary authorities, Strathclyde Passenger Transport, and Dumfries and Galloway Council.
- 3.2. Westrans, assisted by the Glasgow and Clyde Valley Structure Plan Team, have prepared a draft joint transport strategy, which has now been issued for consultation prior to it being formally adopted by the partnership and presented on the transportation issues faced by the west, and the way in which transportation should develop in the medium to long term.
- 3.3. The document has not covered all aspects of the issues faced on an equal basis, and it is accepted by Westrans that the rural elements of the strategy and the mechanism for strategic appraisal are not adequately covered in the current document and must be promoted as an area for early future action. Without the rural dimension the strategy cannot be considered to be truly inclusive.
- 3.4. The content of the Strategy is summarised in Appendix 1, hard copies having been provided to members of the Transport Policy Development Group and electronic copies to other Members for their consideration. A hard copy has additionally been available in the Members lounge.
- 3.5. The Policy Development Group considered the document on 5<sup>th</sup> July and the recommendations in this paper reflect the views of both the group and other responses received from individual Members.

#### **4. Response**

- 4.1 The Committee is asked to consider the following response being sent to Westrans reflecting the Council's view on the content of the Consultative Draft Strategy.
- 4.2 The Council thanks both Westrans and SPT for producing its Draft Strategy, which seeks to address the complex range of strategic transportation issues faced in the West of Scotland. We would offer the following comments for consideration by the partnership prior to the document being finalised and submitted to the Scottish Executive as the view of the region on the future direction in which transport investment should move in the next 20 years.
- 4.3 The Strategy correctly identifies the key issues of connectivity and accessibility as critical to economic regeneration and promotion of social inclusion within the region. It identifies the need for significant improvements in Public Transport and demand management in and around the conurbation to deal with the increasing congestion problems in this area as critical to the strategy. While this is agreed, the need for efficient strategic transport corridors for the transport of freight and people across the conurbation is equally important in the generation of economic competitiveness within the area.
- 4.4 An equally significant issue for the region as a whole is the continuing depopulation a low GDP of the area's large rural hinterland covering South Lanarkshire, Dumfries and Galloway, the Ayrshires, and Argyll and Bute. Demand management is generally not an issue in these areas, the need being for the provision of a high quality strategic transport network to overcome geographical disadvantages and diseconomies of scale.
- 4.5 In this regard the Council welcomes the commitment in the Document to incorporate solutions to strategic transport and land use problems for the rural areas at the earliest date, by addressing these issues at a strategic level. The means of strengthening the area's lifeline transport corridors by improving the strategic road network and ferry services should be investigated, minimum acceptable standards of access agreed, and a programme of strategic investment established. The Council is particularly concerned that early consideration be given to improvements on the A82 which is in many ways the forgotten strategic artery to the West Highlands and Islands, and the possibilities of linking the proposed mass transit and rail network prospectively servicing the Clyde Waterfront and Glasgow Airport to significantly improved ferry access on the Firth of Clyde. Such investments could significantly impact on the economic regeneration of the area by improving the attractiveness of the area as a centre for future investment while improving the conditions for those currently living in the areas affected.

#### **5.0 Implications**

Policy: The draft Joint Transport Strategy identifies a number of the key strategic transportation issues faced by this Council and reflected in our Local Transport Strategy, but stops short of true accessibility planning. Additional work on developing the Strategy will be required if the document is to equally reflect urban and rural issues.

Financial: None

Personnel: None

Equal Opportunity: None

Dave Duthie  
Head of Transportation and Infrastructure  
08 July 2004

## **Appendix 1 – Summary of Key Issues**

WESTRANS  
JOINT TRANSPORT STRATEGY  
CONSULTATIVE DRAFT

Summary of Key Issues

**June 2004**

The Vision

‘To invest in and maintain the best possible sustainable transport system for Western Scotland that supports the economy, promotes social inclusion and enhances the environment for the people who live, work, visit and enjoy the region’

### **The Joint Transport Strategy**

- Sets out a 20 year integrated development and transport framework that will achieve sustainable economic growth and social justice in Western Scotland
- Outlines the location and timing of transport management and investment priorities that will support economic & social activity and planned development, and enhance strategic accessibility
- Incorporates Scottish Executive priorities and programmes with direct relevance to Western Scotland
- Provides a strategic context for Local Transport Strategies
- Complements SPT’s Public Transport Strategy

## Objectives

- External Connectivity
  - Improve the economic competitiveness of the region by tackling capacity constraints, enhancing service reliability and addressing congestion on the transport networks that link the region to its international and national networks
- Internal Connectivity
  - Increase capacity on transport networks to support economic activity, freight and rural 'life-line' linkages
- Economic Regeneration
  - Support the regeneration of the Partnership area
- Social Justice
  - Enhance access to job opportunities and community facilities through the development of accessible and affordable public transport
- Planned Development
  - Improve access to strategic development locations
- Glasgow City Centre
  - Support and enhance Glasgow City Centre as the regional 'economic hub' by improving public transport capacity and integration between different modes of transport
- Sub-Regional Centres
  - Support the role of sub-regional centres as 'drivers' in the regional economy by improving access to them
- Promoting Public Transport
  - Improve public transport accessibility, capacity and integration on key corridors
- Demand Management
  - Introduce demand management policies to address traffic growth, reduce congestion and support investment in public transport

## **Strategic Problems**

### **Interim Assessment**

#### **Rail constraints**

- Glasgow Central station
- Glasgow Central to Paisley Gilmour Street
- Queen St High Level
- Hyndland to Partick
- Barrhead to Kilmarnock
- East Kilbride Line
- West Coast Main Line (local services)

#### **Road constraints**

- M8 Kingston Bridge
- M8 Hillington to Glasgow Airport
- M74 Raith
- M77 link westbound to M8
- A77 (sections)
- A75 (TEN) Dumfries to Stranraer
- A82 sections
- Access to Loch Lomond National Park

### **External Connectivity**

- West coast
- Edinburgh-Glasgow rail line
- M74 corridor
- A80/M80 corridor
- A8/M8 corridor
- Access to airports
  
- Level of accessibility to key economic areas & restraints on planned regeneration and renewal
- Airports' development centres
- Business centres
- Town centres

### **Conflicting transport demands**

- Between passenger and freight rail movements
- Traffic from Hunterston
- West Coast Main line and local rail movement
  
- Between strategic & local road traffic on trunk & strategic road network
- Local & strategic traffic on motorway network in central conurbation (especially Kingston Bridge)



- Integration between transport modes, land use and transport services
- Quality of physical interchanges for rail, bus, subway and ferries
- Integrating with new developments & public transport
- Integration of ticketing across services and modes

### **Fundamental Components**

- Enhanced rail connectivity between:
  - Glasgow City Centre and Glasgow International & Glasgow Prestwick Airports – being promoted by SPT towards a Parliamentary Bill
  - the northern and southern rail networks across Glasgow (Crossrail, including Strathbungo and St John's Links) – proposals being drawn up by SPT
- Improved public transport accessibility by Mass Transit in the conurbation – under review by SPT
- Removal of strategic capacity constraints on the M8 which constrain key economic locations e.g. Glasgow City Centre, Glasgow International and Glasgow Prestwick Airports and Eurocentral

### **Road Capacity**

- M8 capacity in the vicinity of Glasgow Airport (junctions 26-29) is a key issue for the:
  - regeneration of the Clyde Waterfront
  - planned long-term development of Bishopton
  - continued development of Inverclyde Rebuilt
- Further investigation is required to identify appropriate strategic intervention to maintain good strategic accessibility

## **Freight**

- Consideration has been given to further priority actions to ensure the efficiency of the freight network
- Rail freight – movement of coal, particularly from Hunterston is an issue
- Need to enhance capacity of heavy rail network south & west of the City Centre
- Road freight – key corridors will be addressed by motorway upgrade
- Issues relating to movement of timber & coal in some rural areas will require further investment
- Way forward is to establish a Forum with the freight industry to understand and assess the industry issues

## **Demand Management**

- To complement the improved transport network, demand management measures will be introduced
- Initially this will involve the development of a car parking strategy aimed at restricting all-day commuter parking at certain locations
- Further work is required to confirm locations on the strategic network where congestion is caused by commuter traffic
- Councils will introduce parking-based demand management controls in the medium to long-term
- Need to monitor effectiveness in achieving modal shift, traffic reduction and relief of road congestion
- The position on congestion charging will be kept under review

### **Other Strategic Priorities**

- Rural Services and Ferries
  - Policy requires further development
- Cycling & Walking
- Policies are specified in Local Transport Strategies
- Travel Planning
  - Aims to reduce the reliance on the car for travel to work
  - Is an example of local action with the potential for impact on strategic problems
- WESTRANS will assist local authorities with the development of Green Travel Plans, monitoring progress and including effective policies in future revisions of the JTS

### **Other Potential Transport Improvements**

#### **Short Term**

- Rural priorities
- Freight priorities
- Clyde ferries

#### **Medium to Long Term**

- Fast commuter ferries on the Clyde between Argyll & Clydeside
- Tourist-related water based transport
- Local ferries on the inner urbanised Clyde
- New bridging opportunities on the Clyde to enhance connectivity north and south of the Clyde

#### **Short to Medium Term**

- Park & Ride for rail and bus
- Interchange at rail and subway stations
- Strategic employment sources and travel plans
- Integrated ticketing

## **Policy Themes**

The Strategy will be supported by action based on three key policy themes:

- A Integrating land-use and transportation – investment priorities
- B Management and development of the public transport network to maximise capacity of the existing system
- C Demand management on the road network

## **Strategy Development**

- Given the range and complexity of the JTS, its long term nature and the delivery mechanisms and agencies involved, it is not possible to address all strategic issues in the initial draft
- Further survey, analysis and scenario testing of policy and scheme implementation is essential
- Monitoring and evaluation of its effectiveness is vital – indicators and targets require to be agreed
- The JTS is an evolving strategy which will develop in response to external changes

**MEETING WITH DR ANDREW GOUDIE FROM THE SCOTTISH EXECUTIVE**

As you know, we received a letter from the Scottish Executive's Performance and Improvement Division stating that "the Executive is looking at how it can best support the Community Planning process, gain a closer understanding of issues facing delivery agencies and to look at how the Executive improves its own approach to joint and cross cutting working".

Dr Andrew Goudie, Acting Head of the Finance and Central Services Department has been designated as the Scottish Executive's contact for the Highland Cluster into which Argyll and Bute has been divided. Dr Goudie has expressed a keen interest to attend our next Management Committee meeting on 13 October 2004.

In order to enable us to utilise the time meaningfully, we need to look at the following:

- Structure/content of the agenda
- Any other issues that we wish to raise

Some of the issues that have been identified are:

- Argyll and Bute's "State of the Area" Report
- Map depicting boundaries of all partner agencies to reflect complexities within which we operate
- Recommendations from Community Planning Implementation Group that we wish to flag up
- Community Health Partnerships
- Transport Issues
- Efficiency Review

A suggested format for the day is as follows:

*Morning:* Management Committee meeting followed by a buffet lunch (we will need to change venue of meeting to accommodate lunch)

*Afternoon:* Meeting with Leader of Council, Council Directors and any other key people that we feel we may want him to meet

We will also be asking Dr Goudie if there are any places of interest that he may wish to visit which can possibly be arranged for the previous day and also whether there are any particular issues that he may wish to discuss.

In view of the above, the Management Committee is asked to consider the following:

- Content of the next Management Committee agenda
- Format for the day
- Suggested issues and additional issues that we wish to raise with Dr Goudie
- Key people we wish Dr Goudie to meet
- Any other aspects that haven't been covered

Lolita Lavery  
Community Planning Manger  
August 2004

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**ARGYLL AND BUTE COMMUNITY LEARNING AND DEVELOPMENT STRATEGY****PROGRESS REPORT TO COMMUNITY PLANNING MANAGEMENT COMMITTEE****1. Introduction**

- 1.1 The Community Planning Partnership considered a draft of the Community Learning and Development Strategy when it met on 2 July 2004. It was agreed that a further report would be brought to the Management Committee of the Community Planning Partnership on 11 August 2004 before the Strategy was finalised.
- 1.2 The main development in the Strategy since it was considered by the Community Planning Partnership has been the agreement of a series of specific outcome targets by the Community Learning and Development Partnership at a meeting on 14 July 2004. These are detailed in the next section. The Community Planning Partnership is asked to endorse or amend these targets.

**2. Outcome Agreement**

- 2.1 Revise targeting of Community Learning and Development Strategy in line with the Statement of Readiness, the review of the four geographical Community Learning Plans and the proposed Community Planning Pilot for Bute and Cowal.
- 2.2 In line with the above adopt the following geographical target areas modified in line with the recommendations of the Deprivation Study:
  - Dalintober/Millknowe and areas of Campbeltown Central
  - East Kintyre
  - Islay South
  - Kirkmichael/Craigendoran and areas of Helensburgh East
  - Rosneath, Clynder, Kilcreggan and Garelochhead
  - Soroba and areas of Oban Central
  - Tiree and Coll
  - Ardenslate, West Milton and the Glebe and areas of Dunoon Central
  - Ballochgoy and areas of Bute Central and North
  - Bute and Cowal as a whole will be targeted as part of the Community Planning Pilot
- 2.3 A programme of needs assessment to be agreed and implemented for these areas. Further discussion will be required to agree a timescale for this programme. This will be dependent on resource availability. However the programme will be agreed by January 2005.
- 2.4 Community Learning and Development Plans will be produced for each of these areas. These will, where appropriate, integrate with Regeneration Outcome Agreements and Social Inclusion Business Plans. The timescale for production of plans will be dependent on resource availability. However the programme for production of the plans will be agreed by March 2005.
- 2.5 Maintain, update and implement a Literacy Action Plan with appropriate Mid Year and End of Year Reports.
- 2.6 Develop a Youth Strategy for Argyll and Bute. The timescale will be determined in line with national developments.
- 2.7 Review the outcome of two pilots of the Standards for Community Engagement by March 2005.
- 2.8 Agree and implement a plan applying the lessons the Community Engagement pilots to other areas of Argyll and Bute. This plan to encompass a strategy for Community Engagement which embraces a range of different and appropriate approaches. Commence implementation by June 2005.
- 2.9 The Community Planning pilot in Bute and Cowal to be reviewed by March 2006.
- 2.10 Agree and implement a plan applying the lessons of the Community Planning pilot by June 2006.

- 2.11 Undertake a partnership health check using the guidance produced by the Community Planning Partnership by December 2004.
- 2.12 Undertake an exercise to analyse and identify high priority areas of common interest among key partners by March 2005.
- 2.13 On the basis of this analysis, ensure that at least two geographical or thematic plans are developed by partners other than the Community Learning and Regeneration Service by June 2005.
- 2.14 Engage in further discussion about existing partnership structures. Based on this discussion and as part of the existing integration of the Social Inclusion Partnership within Community Planning agree and implement proposals for the Community Learning Partnership which fit with the integration of the Social Inclusion Partnership by December 2004.
- 2.15 Commission a training needs assessment of partner agencies and community representatives by January 2005.
- 2.16 Based on the assessment agree and implement a programme of skills development by September 2005.
- 2.17 Development of a Community Guidance Strategy which becomes an integrated part of the Community Learning and Development Strategy by March 2005.
- 2.18 Give greater priority within the strategy to health issues. This to be done in conjunction with Healthy Living Centre projects, representatives of the Health Board and other interested partners. As part of this process stronger links should be established with the first Community Planning theme group, "Health and Wellbeing". The purpose of this task would be to strengthen the strategy in terms of health issues and also seek ways of further streamlining partnership structures by March 2005.
- 2.19 Investigate the opportunities for greater links with Fusions (New Community Schools) in terms of shared priorities and joint working by March 2005.
- 2.20 Ensure that links are made between the Community Learning and Development Strategy and the Cultural Strategy being developed by the Community Regeneration Service.
- 2.21 Ensure that links are made between the health issues within the Community Learning and Development Strategy and the Physical Activities and Sport Strategy being developed by the Community Regeneration Service.

Jim McCrossan  
28 July 2004



17 June 2004

Your Ref:

Our Ref: CS/NR/LR

Mr Allan Macaskill  
Argyll & Bute Council  
Kilmory  
Lochgilphead  
PA31 8RT



**STRATHCLYDE  
POLICE**

**CHIEF CONSTABLE**  
William Rae QPM

Community Safety Department  
Police Headquarters  
173 Pitt Street  
GLASGOW  
G2 4JS

Tel: 0141 532 2483

Fax: 0141 532 2760

Dear Mr Macaskill

**ONE-STOP-SHOPS**

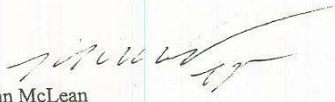
The One-Stop-Shop is an excellent example of partnership working in action and has proven to enhance service provision to the community that it serves. Such success is evident at, for example, the Dalmellington Area Centre.

Due to the variety of service providers engaged in Community Planning Partnerships (CPP's), coupled with the wealth of knowledge obtained through community consultation, CPP's hold a unique position within communities.

Should you be interested in the possibility of Argyll & Bute Community Planning Partnership developing the One-Stop-Shop concept within your local authority, my Community Planning Unit would be delighted to meet with you to discuss the subject in more detail and what Strathclyde Police could bring to such a valuable facility.

Inspector Stevie Boyle can be contacted at the Community Planning Unit, Strathclyde Police Headquarters on Tel No 0141 532 2140 or E-mail [stevie.boyle@strathclyde.pnn.police.uk](mailto:stevie.boyle@strathclyde.pnn.police.uk)

Yours sincerely

  
John McLean  
Assistant Chief Constable

c.c. Chief Superintendent Mitchell Roger  
Sergeant Neil Wallace

**COPY**

  
INVESTOR IN PEOPLE

GLASGOW COMMUNITY PLANNING/NDM/ETT002/TD

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**Strathclyde Fire Brigade**  
**Regent House**  
**9 High Patrick Street**  
**HAMILTON ML3 7ES**

**Firemaster**  
**B P Sweeney MA DipEFEng MIFireE**

Chief Executive  
 Argyll & Bute Council  
 Kilmory  
 LOCHGILPHEAD  
 PA31 8RT



**Strathclyde**  
**Fire**  
**Brigade**

Direct Line 01698 338969  
 Switchboard 01698 300999  
 Fax 01698 338238  
 Our Ref AS/MAN/04/32/PA  
 Your Ref  
 If phoning or Assistant Firemaster  
 calling ask for Andrew M Shuttleworth  
 Date 30 June 2004

Dear Sir / Madam

**STRATHCLYDE FIRE BRIGADE – REVIEW CONSULTATION**

As you are aware, the Local Government in Scotland Act 2003 puts a duty on Fire Brigades to contribute to Community Planning. At present Strathclyde Fire Brigade's current Command structures do not sit uniformly within the boundaries of the 12 Unitary Authorities thus reducing the Brigade's ability to comply fully with the Act in respect of Community Partnerships.

In order to improve this situation, Strathclyde Fire Brigade's Strategic Planning Team has been charged with conducting a review of the structure of the Brigade. To this end, I wish to consult with a diverse range of organisations and in particular Local Authorities in Strathclyde to ensure we can meet the needs of as many of our partners as possible.

In this respect, I would be very interested in receiving your views and comments.

I am sure you understand that we are working to a demanding timescale with the project and subsequently I would appreciate a response from yourself within 28 days from the date of this letter.

Should you require any further information please contact me at the above number.

Thank you for your assistance.

Yours sincerely

**ASSISTANT FIREMASTER ANDREW M SHUTTLEWORTH**  
**DIRECTOR OF STRATEGIC PLANNING**

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**STRATHCLYDE FIRE BRIGADE: REVIEW CONSULTATION**

Andrew M Shuttleworth  
Director of Strategic Planning  
Strathclyde Fire Brigade  
Regent House  
9 High Patrick Street  
Hamilton  
ML3 7ES

**Kilmory, Lochgilphead, Argyll, PA31 8RT**  
**DX Number: LOCHGILPHEAD DX599700**  
**Tel:** (01546) 604436                      **Fax:** (01546) 604346  
**Our Ref:** BB/                                      **Your Ref:**  
**Date:** 7 July 2004  
**If phoning or calling please ask for:** Brian Barker  
**E-Mail:** [brian.barker@argyll-bute.gov.uk](mailto:brian.barker@argyll-bute.gov.uk)  
[www.argyll-bute.gov.uk](http://www.argyll-bute.gov.uk)

Dear Andrew

**Strathclyde Fire Brigade - review consultation**

Thank you for the invitation to contribute to your review.

The suggestion that the divisional boundaries match those of local authorities is something we would view as a positive step in respect of community planning. When dealing with other agencies the community planning process is greatly simplified if a community planning partnership is able to deal with one representative from an organisation rather than two or more if boundaries cross a community planning area.

In that respect, we are happy with the current arrangement where the North Division already fully encompasses Argyll and Bute. If you were to change the divisional boundary we would like to see Argyll and Bute stay wholly within one division, whether on its own or with other Council areas (e.g. as at present with West Dunbartonshire).

If you require any further information, please feel free to contact myself or our Community Planning Manager, Lolita Lavery.

Yours sincerely

**Brian Barker**  
Policy and Strategy Manager

cc James McLellan, Chief Executive  
Lolita Lavery, Community Planning Manager

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