

**Argyll and Bute Council**  
Comhairle Earra Ghaidheal agus Bhoid

Corporate Services  
Director: Nigel Stewart



Kilmory, Lochgilphead, PA31 8RT  
Tel: 01546 602127 Fax: 01546 604444  
DX 599700 LOCHGILPHEAD  
e.mail –nigel.stewart@argyll-bute.gov.uk

2 March 2009

## NOTICE OF MEETING

A meeting of the **SOCIAL AFFAIRS POLICY AND PERFORMANCE GROUP** will be held in the **MEMBERS ROOM, KILMORY, LOCHGILPHEAD** on **MONDAY, 9 MARCH 2009** at **10:30 AM**, which you are requested to attend.

Nigel Stewart  
Director of Corporate Services

## BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST (IF ANY)**
3. **MINUTES**
  - (a) Social Affairs Policy and Performance Group 17 November 2008 (Pages 1 - 6)
  - (b) Social Affairs Policy and Performance Group 6 January 2009 (Pages 7 - 10)
4. **FAIRER ARGYLL AND BUTE PLAN: RESULTS FROM NEEDS ANALYSIS**  
Presentation by Chris Carr, Research Associate
5. **CPP COMMUNITY ENGAGEMENT STRATEGY**  
Report by Chief Executive (Pages 11 - 30)
6. **COMMUNITY HEALTH PARTNERSHIP'S CONSULTATION PAPER ON THE FUTURE OF MENTAL HEALTH SERVICES**  
Report by Director of Community Services (to follow)
7. **SOCIAL WORK INSPECTION AGENCY**  
Report by Director of Community Services (Pages 31 - 32)
8. **SERVICES FOR CLIENTS WITH LEARNING DIFFICULTIES**  
Report by Director of Community Services (Pages 33 - 48)

9. **CHILDREN'S CHAMPION**  
Report by Director of Community Services (Pages 49 - 52)
10. **EARLY YEARS FRAMEWORK**  
Report by Director of Community Services (Pages 53 - 56)
11. **CORPORATE PARENTING - ANNUAL STATISTICAL REPORT - CHILDREN AND FAMILIES 2007/08**  
Report by Director of Community Services (Pages 57 - 60)
12. **EDUCATION AND SOCIAL AFFAIRS PERFORMANCE INDICATORS AND QUARTERLY REPORTS TO 31 DECEMBER 2008**  
Report by Director of Community Services (Pages 61 - 104)
13. **SKILLS FOR WORK AND VOCATIONAL EDUCATION DEVELOPMENT**  
Report by Director of Community Services (Pages 105 - 120)
14. **ARMED FORCES VISITS TO SCHOOLS**  
Report by Director of Community Services (Pages 121 - 124)
15. **SPORT AND LEISURE PROGRESS REPORT**  
Report by Director of Community Services (Pages 125 - 144)
16. **GLASGOW 2014 COMMONWEALTH GAMES**  
Extract from Minutes of Executive 19 February 2009 and Extract from Report by Depute Spokesperson for Arts, Culture, Leisure and Sport (Pages 145 - 148)
17. **SCHOOL TRANSPORT - TENDERING OF IN-HOUSE ROUTES**  
Joint Report by Director of Community Services and Director of Development Services (Pages 149 - 150)

## **SOCIAL AFFAIRS POLICY AND PERFORMANCE GROUP**

Councillor Vivien Dance	Councillor Mary-Jean Devon
Councillor Anne Horn	Councillor David Kinniburgh
Councillor Neil Mackay	Councillor John McAlpine
Councillor Roderick McCuish	Councillor James McQueen
Brian Barker	Chris Carr
Douglas Dunlop	Douglas Hendry
Malcolm MacFadyen	Douglas Mackie
Donald MacVicar	Jim Robb
Lynn Smillie	Carol Walker
Bruce West	Eileen Wilson
Alison Younger	

Contact: Fiona McCallum Tel: 01546 604406

**MINUTES of MEETING of SOCIAL AFFAIRS POLICY AND PERFORMANCE GROUP held in  
the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD  
on MONDAY, 17 NOVEMBER 2008**

**Present:** Councillor Vivien Dance (Chair)

Councillor Anne Horn	Councillor John McAlpine
Councillor David Kinniburgh	Councillor James McQueen

**Attending:** Alison Younger, Area Corporate Services Manager  
Douglas Hendry, Director of Community Services  
Dougie Dunlop, Head of Children and Families  
Donald MacVicar, Head of Planning and Performance  
Kerrie Corbett, Culture and Libraries Manager  
Donald MacLeod, Education Support Officer – Gaelic  
Douglas Mackie, Trades Union Representative

**Apologies** Councillor Mary Jean Devon Councillor Neil Mackay  
Councillor Roderick McCuish

**1. DECLARATIONS OF INTEREST**

None declared.

**2. MINUTES**

- (a) **SOCIAL AFFAIRS POLICY AND PERFORMANCE GROUP 8 SEPTEMBER 2008**  
The Minutes of the Social Affairs Policy and Performance Group meeting held on 8 September 2008 were approved as a correct record.

With reference to item 6 – Children’s Champion, Councillor Dance advised that she and Councillor Horn had attended a first meeting of the Working Group and hoped that a report on progress with this initiative would be brought to the PPG in February 2009.

- (b) **SOCIAL AFFAIRS POLICY AND PERFORMANCE GROUP 10 OCTOBER 2008**  
The Minutes of the Social Affairs Policy and Performance Group meeting held on 10 October 2008 were approved as a correct record.

**3. SOCIAL WORK GAE**

A report advising of the split of expenditure and budget pressures on Social Services within Argyll and Bute and the implications of this for future policy within Social Work Services was considered.

**Decision**

1. To note the split of Social Work expenditure within Argyll and Bute, and that the use of Grant Aided Expenditure as a measure is unlikely to be sustainable in the future;
2. To note the wider implications of this for policy and strategy development and in particular the issue of rebalance of expenditure between Adult and Children’s

Services as highlighted by the report of the Scrutiny Review;

3. To note the budget pressures related to Older People, Learning Disability Residential Care placements for Children and Adults, Adult Protection, Respite for Adults and Children and Kinship Care (Child Care) and endorse the views expressed by Officers; and
4. To recommend to the Executive that the budget pressures identified within the report be considered as a matter of urgency and as a priority by the Council during the budget process.

(Reference: Joint report by Head of Adult Care and Head of Children and Families, submitted)

#### **4. SOCIAL WORK INSPECTION AGENCY**

A report advising on progress with the Action Plan produced in response to recommendations made by the Social Work Inspection Agency following their inspection of the Social Work Services in Argyll and Bute between February and June 2007 was considered.

##### **Decision**

1. To note the contents of the report and recognise the hard work and success that staff have achieved in delivering the changes to this Service; and
2. To note that the outcome of the SWIA follow up visit in January 2009 will be reported to the PPG at its meeting on 10 February 2009.

(Reference: Report by Head of Adult Care, submitted)

#### **5. FREE PERSONAL CARE**

The Council meeting of 28 June 2006 agreed to utilise the sum of £700,000 from the "free" element of the General Fund reserve towards the care of the elderly over a three period to deliver reductions in delayed discharges and waiting times for the provision of Free Personal Care. A report highlighting the utilisation of the last tranche of these monies, and the consequential budget pressure on Free Personal Care Services for 2009/10 was considered.

##### **Decision**

To note the contents of the report and ongoing budget pressures to recognise and welcome progress in the reduction of numbers in terms of clients waiting for care packages and to congratulate staff for the work undertaken to achieve these results.

(Reference: Report by Head of Adult Care, submitted)

#### **6. CORPORATE PARENTING**

It was agreed at the PPG meeting on 14 January 2008 to bring a report analysing the National Statistics in relation to Corporate Parenting to this meeting with the intention of benchmarking progress within Argyll and Bute to the position across the country. The

Head of Children Families advised that the statistics have not as yet been released by the Government and it was agreed to carry this item forward to the next meeting of the PPG on 10 February 2009

(Reference: Report by Head of Children and Families, submitted)

**7. SERVICES FOR CHILDREN AFFECTED BY DISABILITY**

The PPG considered a report which provided an up date in relation to the development of services for Children Affected by Disability within the authority.

**Decision**

1. To note the progress made in relation to key aspects of the strategy to support children affected by disability and their families; and
2. To note the priority areas identified for further development in the coming year, and the ongoing budget pressures.

(Reference: Report by Head of Children and Families, submitted)

**8. GAELIC STRATEGY**

A report advising on progress with the production of the Gaelic Language Strategy was before the Group for consideration.

**Decision**

1. To acknowledge the hard work and long hours staff have put in to revise the Gaelic Language Strategy; and
2. To note that the draft Gaelic Language Strategy will now be brought to the PPG in May 2009 for consideration.

(Reference: Report by Education Support Officer, tabled)

**9. ARMED FORCES VISITS TO SCHOOLS**

A report advising of the initial steps which have been taken in implementation of a decision of the Council on 2 October 2008 and the further actions which will be pursued in relation to visits to schools by the Armed Forces was considered.

**Decision**

To note the current position and that a further, more detailed paper will be brought to the PPG on 10 February 2009.

(Reference: Report by Director of Community Services dated 6 November 2008, submitted)

**10. BEST VALUE REVIEW - CULTURE AND LIBRARIES**

A report outlining progress made in the Best Value Review of Culture and Libraries was

considered.

**Decision**

1. To approve the interim conclusions and redirection of the service as detailed in the report;
2. To note that a final report, following completion of the review and external assessment of the 5 Public Library Quality Improvement Indicators, will be brought to the PPG on 11 May 2009;
3. To note that the Chair will contact the Chair of the Economy PPG to ascertain what the Economy PPG were doing in terms of tourism and marketing in Argyll and Bute and the links to culture.

(Reference: Report by Culture and Libraries Manager dated 29 October 2008, submitted)

**11. PIS FOR EDUCATION AND SOCIAL AFFAIRS**

The Community Services Quarterly Report for 1 July – 30 September 2008 was before the Group for consideration. The Head of Planning and Performance highlighted key points within the report and responded to various questions from Members.

**Decision**

1. To note the contents of the report; and
2. To note that Community Services were in the process of preparing Performance Balanced Scoreboards for Pyramid which will be kept at a level which will be easy to understand and that hopefully by May 2009 the PPG would be able to scrutinise Service performance indicators in this way.

(Reference: Community Services Quarterly Report 1 July – 30 September 2008, submitted)

**12. SOCIAL AFFAIRS WORK PROGRAMME FOR 2009**

The current work programme for the Social Affairs PPG and proposed work programme with suggested dates for meetings in 2009 was considered.

**Decision**

1. To agree the work programme for 2009 as detailed in the appendix attached to this minute and that the PPG will meet on the following dates during 2009:-

Tuesday 10 February 2009 at 11.00 am  
Monday 11 May 2009 at 10.00 am  
Monday 10 August 2009 at 10.00 am  
Monday 9 November 2009 at 11.00 am

2. To note that there may be a special meeting of the PPG called in January 2009 to consider a response to the Vision for Vale of Leven Hospital consultation document

which was launched on 31 October 2008 by NHS Greater Glasgow and Clyde and seeking comments by 31 January 2009.

(Reference: Work Programme 2008 and Proposed Work Programme for 2009, submitted)

This page is intentionally left blank



**MINUTES of MEETING of the SOCIAL AFFAIRS POLICY AND PERFORMANCE GROUP held  
in the MEMBERS ROOM, KILMORY, LOCHGILPHEAD  
on TUESDAY, 6 JANUARY 2009**

- Present:** Councillor Vivien Dance (Chair)
- |                             |                             |
|-----------------------------|-----------------------------|
| Councillor Mary Jean Devon  | Councillor Roderick McCuish |
| Councillor Anne Horn        | Councillor Neil Mackay      |
| Councillor David Kinniburgh | Councillor James McQueen    |
- Attending:** Alison Younger, Area Corporate Services Manager  
Jim Robb, Head of Adult Care  
Brian Barker, Policy and Strategy Manager
- Apologies:** Councillor John McAlpine Douglas Mackie, Union Rep

**1. DECLARATIONS OF INTEREST**

None declared.

**\* 2. A SUSTAINABLE FUTURE FOR THE VALE OF LEVEN HOSPITAL: PROPOSED  
ENGAGEMENT AND CONSULTATION PLAN**

At a special meeting on 10 October 2008 the Social Affairs PPG made recommendations to the Executive in response to the NHS Greater Glasgow and Clyde pre engagement document "Developing a Vision" for the Vale of Leven Hospital. Following this pre engagement consultation the Health Board have now launched a further consultation paper "Vision for the Vale of Leven Hospital" which was before the PPG for consideration. A draft response to this consultation document prepared by Community Services Departmental Management Team was also before the PPG for consideration and comment.

**Decision**

1. To note the contents of the draft response prepared by the Community Services Departmental Management Team;
2. To agree that the views of the PPG on the future of the Vale of Leven Hospital have not changed since their meeting on 10 October 2008;
3. To agree to delegate to the Director of Corporate Services, or his nominated Officer, in consultation with the Chair of the PPG, to expand on the previous statement made by the PPG taking into account the concerns expressed by the PPG about the lack of detail within the consultation document and that this be circulated to the PPG for sign off prior to recommending to the Executive that this be the Council's response to the consultation document, as outlined in Appendix A of this Minute.

(Reference: Report by Director of Community Services dated 17 December 2008;

Community Services DMT draft response to the Consultation Document and consultation document "Vision for the Vale of Leven Hospital" dated October 2008 – January 2009)

**3. CORPORATE PLAN 2009 - 2012 AND BEYOND**

The PPG considered the consultation draft of the Corporate Plan for 2009 – 2012 and Beyond which was published on the Council's website in November 2008.

**Decision**

1. To note the contents of the consultation draft and that a number of amendments have been made since its publication; and
2. To note Councillor Mackay's concern that, due to budget constraints, consolidation and extension of the Argyll brand from Food from Argyll to include wider sector involvement, including tourism and culture has been removed from the Plan.

(Reference: Consultation Draft of the Corporate Plan 2009 – 2012 and Beyond dated November 2008, submitted)

**Appendix A**

**Argyll and Bute Council**

**Social Affairs Policy and Performance Group – 6 January 2009**

Recommendations to the Executive in response to NHS Greater Glasgow and Clyde Consultation document "Vision for the Vale of Leven Hospital".

The PPG welcomes the opportunity to comment on the consultation. However the PPG has significant concerns that the Consultation document as produced does not, in many areas, provide sufficient detail to allow a fully considered response to be given to the specific proposals.

The Council in its response to the pre consultation document made the following requests:

- 1) That NHS Greater Glasgow and Clyde ensures that the final consultation paper details that all options to sustain and enhance unscheduled and scheduled services have been fully explored and these options are presented to the public for comment.
- 2) That NHS Greater Glasgow and Clyde includes specific information in the consultation document in respect of bed numbers, ward structures and medical staffing and details the clear and precise model of care that the Vale will deliver.
- 3) That NHS Greater Glasgow and Clyde revisits the conclusion that the Royal Alexandria is the hospital of choice for residents north of the river Clyde.
- 4) That NHS Greater Glasgow and Clyde addresses public concerns with regards to patient and carer transport and provides detailed information on the capacity of the Scottish Ambulance Service to support any redesign of services.

The PPG in considering the Consultation document as issued on 31<sup>st</sup> October 2008 has concluded that none of the above requests have been adequately met. In addition to this the PPG has identified concerns regarding the lack of detail provided within the document in relation to the following areas:

- a) Mental Health Services – this contentious issue is explored in no real depth and no information is supplied regarding the recent options appraisal process which identified the Vale of Leven as the preferred choice for the local community with regard to adult acute mental health services
- b) Community Maternity Unit – no evidence has yet been seen of the promotion of the unit and the document offers no detail on the strategy to deal with this. The proposed model of care does not recognise the impact on patients from Argyll and the islands whose needs will only be met by increased journey time to another hospital.
- c) Interdependency of services - how the long term sustainability of individual services will impact on the future of the hospital as a whole
- d) Lack of specification regarding commitment to capital investment

This lack of detail makes a considered response difficult to provide as only limited assessment can be given as to whether the proposed services and care models meet the local community needs and aspirations for their hospital of choice. Whilst the document provides some positive assessments, for example the projected higher level of patient episodes under the newly proposed clinical care model, there is little in the document to substantiate these and evidence that the proposed design is based on rigorous assessment of need.

The PPG would recommend to the Executive that in light of the limited detail available within the Consultation document that the Council's response should:

- 1) Welcome the progress made to deliver a range of services locally at the Vale of Leven Hospital and wish to see development of this model which retains and enhances clinically safe and effective local healthcare provision
- 2) Note its concerns regarding the lack of detail within the Consultation document as outlined above
- 3) Reinforce its earlier position as agreed on 16 October 2008 that the Council:
  - i) Supports the increase in scheduled care services planned for the hospital and encourages further work to investigate the provision of additional services.
  - ii) Supports the retention of the maternity unit for a further three years and the commitment to promote its excellent services whilst recognising that it will be challenging to build public confidence in the Community Midwifery Unit to ensure its viability and secure its future from 2011 onwards.
  - iii) Supports the commitment to improve elderly care but highlights concerns regarding the current inappropriate facilities and lack of detail on the capital investment required to underpin essential improvements to the estate.
  - iv) Supports the development of community based mental health services and provision of more appropriate models of care. Supports the retention of the Christie ward (acute inpatient beds) and rejects the transfer of these beds to Gartnavel in line with the outcome of the Option Appraisal process.
  - v) Supports the retention of anaesthetics and a consultant led service at the Vale of Leven Hospital to sustain unscheduled medical care in line with public expectations and needs.



# **Improving Community Engagement in Argyll and Bute**

V3 – DRAFT 03/02/09

## ***Listening to Communities to Improve Services***

## Executive Summary

This is a strategy for engaging with the communities of place and communities of interest in Argyll and Bute. It forms an important part of our overall approach to community planning and community involvement.

The rural nature and dispersed population of Argyll and Bute raises issues in finding appropriate and realistic ways of engaging with individuals and communities.

The strategy is designed to match the needs and preferences of our communities. It will ensure that all sections of the community are fairly represented, have opportunities to participate and are involved in decisions that affect them.

The strategy takes into account the context for community engagement in Argyll and Bute. The action plan for the strategy sets out a programme of work to deliver a number of key outcomes. It sets out activities in four main areas:

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

The strategy will ensure that individuals and communities are empowered and that there is a consistent approach to community engagement in Argyll and Bute.

<b>Contents</b>	<b>Page</b>
Executive Summary	2
Welcome	4
What is community engagement?	5
Elements of community engagement	5
Types of engagement	6
Improving Community Engagement in Argyll and Bute	6
Definition of terms	7
Benefits	8
Existing Mechanisms for Community Engagement	10
Developing the Strategy	10
Our Priorities	11
Monitoring and Evaluation	13
Conclusions and Key Actions	14
Appendix 1 – Community Engagement Framework	15
Appendix 2 –National Standards for Community Engagement	18
Appendix 3 - Guidelines for planning community engagement	19
Appendix 4 – Glossary	20

## Welcome

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

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

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

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

The Local Government in Scotland Act 2003 introduced community planning and made community engagement a statutory responsibility of all partner agencies. Importantly, it shifted the responsibility for participation, requiring agencies to engage **with** the community rather than asking the community to engage with them. Through the community planning process the aims of the Community Engagement Strategy are that the Community Planning Partnership works together:

**To ensure that citizens and other key stakeholders in Argyll and Bute have a voice and are able to influence the development of policies and strategies that will affect their lives.**

**To inform the way in which services in Argyll and Bute are planned and delivered**

**To inform the process through which change can be achieved**

**To develop relationships and ensure that our communication is open and clear, free from jargon and accessible to all**

To achieve this, we want to work alongside and listen to our communities by:

- enabling communities to get involved in making services better
- providing ways for communities to get and exchange information

The Community Planning Partnership recognises the responsibility of each and every partner agency to actively engage with communities in a



meaningful way. This means engagement at an early stage in the policy cycle, support and encouragement for community representatives/ stakeholders and training and skill development for their staff.

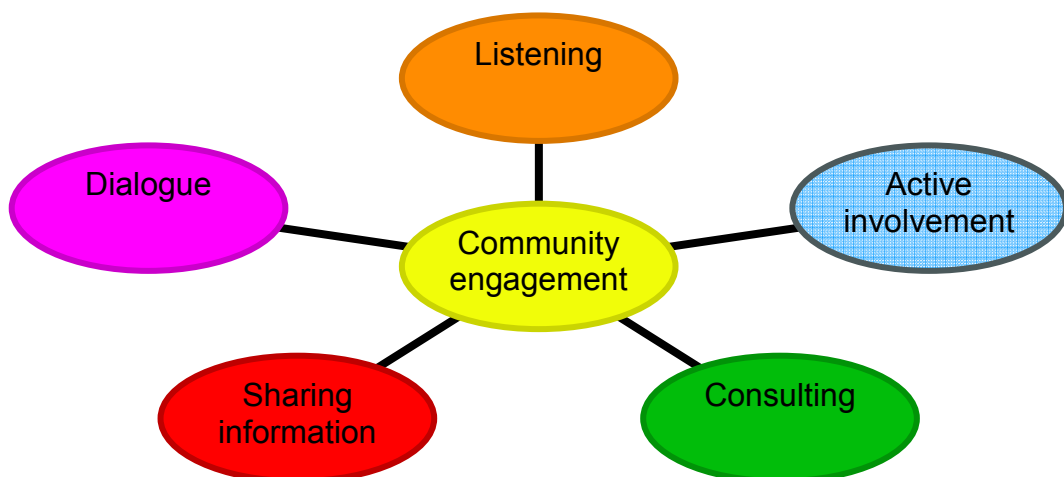
### What is community engagement?

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

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

(Communities’ Scotland, Community Engagement How to Guide)

### Elements of community engagement



Community engagement can happen in many ways, from Citizens panels, to focus groups, community radio and websites, through arts, training local people to research their communities’ needs and priorities, community events and much, much more. At the heart of community engagement is the

development of relationships, open and clear communication, networking, listening and understanding the diverse nature of the people and geography of Argyll and Bute. This strategy helps guide us all to do this.

### Types of engagement

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

### Improving Community Engagement in Argyll and Bute

Already within Argyll and Bute there is a vast amount of community engagement work currently being undertaken by partner agencies across the area. The strategy does not seek to replace this work but instead to harness, improve and better co-ordinate it.

#### Objectives

- ◆ To ensure that throughout the Community Planning Partnership there is a clear understanding of and commitment to engaging with communities about decisions that affect them.
- ◆ To establish a co-ordinated and consistent approach to community engagement in Argyll and Bute.
- ◆ To ensure that those involved in community engagement in Argyll and Bute aspire to meet the National Community Engagement Standards.

- ◆ To ensure that Community Engagement is inclusive by giving every citizen of Argyll and Bute the opportunity to express their views and that those views will be listened to and respected, placing particular emphasis on 'hard to reach' groups.
- ◆ To ensure that the outcomes of community engagement impact on decision-making and the way in which services are delivered.
- ◆ To plan and deliver services, strategies and policies that reflects the needs of the citizens of Argyll and Bute.
- ◆ To provide a strategy for sustained community engagement in the work of the Community Planning Partnership.
- ◆ To ensure that the community engagement process is transparent and accessible to all.
- ◆ To provide appropriate support to local people involved in the process.
- ◆ To place particular emphasis on engaging 'hard to reach groups'.

### **Principles**

- Openness
- Honesty
- Transparency
- Respecting and promoting equality and diversity
- Respecting and valuing the individual
- Listening and taking on board what people say

The strategy aims to build a partnership approach to improving community engagement in Argyll and Bute, and focuses on building capacity to work with, listen and respond to people and communities.

### **Definition of terms**

***The term 'community engagement' is used to embrace a whole spectrum of activities that support the two-way communication process between the partnership and citizens, and other key stakeholders.***

'Consultation', 'involvement', 'participation' and 'research', are all terms that are regularly used, often interchangeably, to describe community engagement activities. However, each term refers to intrinsically different forms of engagement, which are dependent on the overall objective of the exercise. It is important that the appropriate terminology is used when undertaking any form of engagement activity in order to avoid confusion and clarify purpose. A summary of standards for community engagement that Argyll and Bute CPP will aspire to meet is attached as Appendix 2.

'Communities' can be defined in different ways. A simple and broadly accepted definition is as follows: -

- **Communities of place** – the ‘community’ is defined by an area with physical boundaries, e.g., neighbourhood, ward, village, town, etc.
- **Community of interest** – the ‘community’ is defined by a shared interest, experience or demographic characteristic – i.e. young people, people with disabilities, working population, ethnic minorities or gay/lesbian/bi-sexual and transgender (LGBT).

People can belong to more than one community. It is also worth noting that members of defined communities may not necessarily regard themselves as such and consideration must be given to this when approaching different ‘communities of interest’.

**‘Stakeholders’** is a generic term for all people who have an interest in the well being of Argyll and Bute. This includes residents, businesses, government, public service organisations, voluntary organisations etc.

**‘Hard-to-reach groups’** is a widely recognised term to describe those groups or communities who experience social exclusion and are generally perceived by agencies as being difficult to access and are thus ‘disempowered’. However, it is important to note that many of these communities are not actually that ‘hard-to-reach’ and do not consider themselves as such. It is simply that to date partners have not been successful in seeking their views.

Best practice guidance indicates that partners are required to engage with communities and that must be both worthwhile and necessary. However, community engagement requires a great deal of effort and commitment and can be time and resource intensive.

## Benefits

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

- ◆ **Plan and provide suitable and localised services that are tailored to the needs of the community**  
Community engagement is at the heart of evidence-based policy and practice. It stands to reason that people who live and work in Argyll and Bute and receive the services that we are trying to improve, are best placed to tell us what issues affect them and what is needed to improve their quality of life. By defining issues and debating problems and solutions with the public, partners can target resources where they are needed and thus provide suitable and localised solutions that are tailored to the needs of the community. This helps us to provide public services that are more responsive to the needs of the citizens of Argyll and Bute within the resources available to us.
- ◆ **Empower people to define the vision for their own community**

People, who belong to, live in or work in particular communities, should have the right to influence the future of their community. If people can be involved in defining the vision for their community, it will create a greater sense of 'community spirit', belonging, and pride.

◆ **Provide information and opportunities for the public to be better informed**

Sharing information helps the people gain an understanding of public sector agency policies or priorities. It also helps to manage expectations, as the agencies are able to explain what can and cannot be achieved, why something is or is not being done and what constraints exist. Research has revealed that partners who are perceived to be more effective at communicating with the public score higher levels of service satisfaction.

◆ **Monitor & measure performance**

In an ever-increasing culture of performance management, community engagement, particularly consultation through surveys, is an effective way of establishing base-line data for performance indicators that organisations can use to 'measure' issues such as user-satisfaction etc.

◆ **Encourage local people to become actively involved in the democratic process**

One likely effect of enhancing community engagement is the reinvigoration of the democratic process and a reversal of the declining trends in voter turnout for both general and local elections. It is important to note that the engagement itself is an exercise in participatory democracy that many people will find much more satisfactory than simply exercising their right to vote.

◆ **Build on 'responsible citizenship'**

If communities are enabled to play a significant role in improving their neighbourhood, or in planning and developing a project or initiative, they are more likely to develop a greater sense of responsibility or ownership towards it. This will strengthen the role of the community in the management of their neighbourhoods.

◆ **Improves relationship between partner agencies and the public**

Community Engagement makes organisations more open and accessible.. Making public services more responsive to people's needs can help to build on and improve relationships.

◆ **Build capacity**

Community engagement can help to build capacity of participants. If participants are engaged with effectively, their knowledge base and skills are likely to develop. They will learn about their community and the specific issues that are under discussion, and also about organisational structures and processes.

## Existing Mechanisms for Community Engagement

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

- Community Planning Conferences
- Citizens' panel
- Focus Groups
- Multi-agency Partnership Groups including local people
- Community Regeneration Partnerships
- Community Care Forum
- Young Scot/Dialogue Youth
- Community Health Partnership - Patient Involvement Activities
- Crime Prevention Panels
- Community Safety Partnerships
- Domestic Abuse Forum
- Feedback Forms
- Elected Members' Surgeries
- NHS Public Partnership Forum
- Community Development Trusts
- Community Councils
- 3<sup>rd</sup> Sector intermediary organisations

## Developing the Strategy

- ◆ Having recognised the number and range of activity already taking place, particularly within existing partnerships, it is essential to ensure that it takes place in a coordinated way.
- ◆ The nature of Community Engagement is that there cannot be 'a one size fits all' when dealing with a diversity of communities of both place and interest.
- ◆ However there is a need to develop a framework where good practice can continue and be improved. The framework would also cover new activity which can be piloted in an attempt to harness the views of a wider range of people of all ages and sections of the community who are not engaged in the process at this point.

For community engagement to be effective it must be carried out within the structure of the framework across all levels of the CPP organisations. There is a role to be played in Community Engagement at CPP level, by partner organisations corporately, by Departments and services, at Area level,

thematically and at unit level. (Appendix 1- the roles for these different levels within the organisation.)

## **Our Priorities**

In Argyll & Bute there are many good examples of communities and service providers working together to improve their services.

We want to build on what we have learned so far. This strategy aims to help us share these experiences and strengthen the ways we work together. We want the ways we work together to be based on: listening, inclusiveness, openness, honesty, dialogue, shared decision- making and sharing information.

We have identified the following priority areas for action to help us achieve this way of working together:

### **Priority 1**

**We need to strengthen and extend community planning structures and mechanisms – so that people can get involved wherever and however is most appropriate for them and so that they link together at different levels.**

#### **What we plan to do now**

*Establish local area and thematic planning groups who are responsible for developing community planning mechanisms and community engagement throughout Argyll & Bute.*

*Map existing community planning mechanisms.*

*Develop a Communications Strategy for Community Planning including Community Engagement*

### **Priority 2**

**We need to increase the involvement of all communities, particularly children and young people, disabled people, those from different ethnic groups as well as other under-represented groups, in community planning processes which are relevant to them – so that their different experiences, needs and views can be taken into account in our services**

#### **What we plan to do now**

*Find out more about which subjects communities are most interested in and the best ways for them to become involved and use this information to guide the way we work together*

*Extend capacity building work with communities and individuals to build their confidence and skills so that they can participate in community planning*

*Encourage all organisations including the Third Sector (large and small) to evaluate the way they engage with difference communities and develop their own strategies and guidelines to improve the way they do this*

*Partners identify staff time, resources, training and funds to enable communities to become engaged*

*Develop the CPP Annual Conference as a key event for building joint working and skills and bringing together service providers and a range of communities*

### **Priority 3**

**We need to build the capacity of management, staff, community leaders and groups and individuals in community engagement so that we have the confidence, skills, knowledge and resources we need to work together as equal partners.**

#### **What we plan to do now**

*Provide joint training for community planning partners*

*Include community engagement courses within corporate training programmes for all partners*

*Improve the availability of development support for community groups to enable them to effectively influence community planning*

*Set up a Community Engagement Tool Kit which any partner can access including locally available resources, expertise and funds and signposting to other areas*

### **Priority 4**

**We need to increase the coordination of our efforts in community engagement, sharing experiences, knowledge, skills, resources and funds – so that we can support each other, learn from our experiences and celebrate our successes**

#### **What we plan to do now**

*Establish Community Engagement Tool Kit links on the Community Planning and other appropriate websites*

*Improve recording of community engagement activities and the use of this information by organisations and groups involved in developing services*

*Champion successful initiatives of volunteers, communities and service providers working together to improve services*



**The end result we aim for is:**

People and communities are fully engaged in determining the way services are provided through community planning processes in their local community and/or through an interest group.

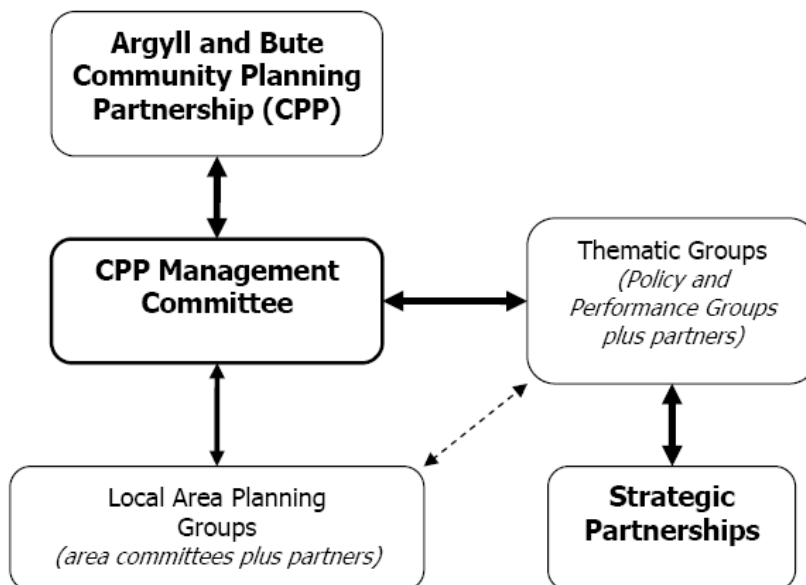
With people and communities fully engaged in community planning processes:

- Our services can truly meet the needs of people who use them or are affected by them
- We can achieve the priorities set out in Argyll & Bute Community Plan
- Everyone involved can get a lot more out of working together – new skills and knowledge, feeling useful and valued in our work and our communities, embracing and celebrating our diversity and even make new friends and have fun.

**Monitoring and Evaluation**

Community Engagement will be monitored and evaluated by creating and monitoring annual community engagement plans.

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



High level Community Engagement aims are translated into priorities which influence the corporate plans of the Council or one or more of its partners. A template for community engagement plans is at Appendix 5. These will form the basis for monitoring the impact of community engagement on shaping services, as well as the measuring engagement against the National Standards for Community Engagement.

### **Conclusion and Key Actions**

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

#### **Key Actions**

- Build the capacity of all stakeholders in engagement processes
- Improve communications
- Develop infrastructure to insure community engagement is well supported
- Develop role of Local Area Planning Groups as key area based mechanism to monitor and coordinate local community engagement activity
- To consult widely and continuously reinforce key message

## Appendix 1:

## Community Engagement Framework

<b>Community Planning Level Engagement</b>	
<b>Internal Stakeholders:</b>	Council and formal Community Planning Partners
<b>Community Stakeholders</b>	Communities and Service Users
<b>Areas for Engagement:</b>	Community Plan and SOA
<b>Engagement informs:</b>	Community Plan, and SOA; and to Corporate Plans of Council and partners. Cascades to strategic, area and thematic partnerships
<b>Engagement reporting:</b>	
<b>Reporting themes:</b>	Community Plan and SOA deliverables Improving for the future
<b>Report to:</b>	CPP Management Committee

<b>Corporate Level Engagement (eg Council)</b>	
<b>Internal Stakeholders:</b>	Council, Executive, SMT, PPGs, Area Committees
<b>Community Stakeholders:</b>	Communities Service Users
<b>Areas for engagement:</b>	Corporate Plan and other strategic plans
<b>Engagement Informs:</b>	Corporate Plan, SOA, and cascades to inform other Strategic Plans, Service Plans, Area plans, Thematic plans
<b>Engagement reporting:</b>	
<b>Reporting themes:</b>	Corporate deliverables Customer satisfaction against corporate priorities Improving for the future
<b>Report to:</b>	Executive, SMT and cascades to inform PPGs- and Area Committees

<b>Service Level Engagement</b>	
<b>Internal Stakeholders</b>	SMT and DMTs
<b>Community Stakeholders</b>	Communities Service Users Statutory and non statutory Consultees eg School Parent Councils, Community Councils etc
<b>Areas for Engagement</b>	Service Plan/service priorities/customer satisfaction
<b>Engagement Informs:</b>	Service priorities and unit/area/thematic plans as appropriate.
<b>Engagement reporting:</b>	
<b>Reporting Themes:</b>	DMT, SMT, and cascade to Executive, PPGs or Area Committees as appropriate
<b>Report to:</b>	

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

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

Appendix 2

**National Standards**

10 national standards for community engagement

**THE INVOLVEMENT STANDARD**

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

**THE SUPPORT STANDARD**

We will identify and overcome any barriers to involvement

**THE PLANNING STANDARD**

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

**THE METHODS STANDARD**

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

**THE WORKING TOGETHER STANDARD**

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

**THE SHARING INFORMATION STANDARD**

We will ensure that necessary information is communicated between the participants

**THE WORKING WITH OTHERS STANDARD**

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

**THE IMPROVEMENT STANDARD**

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

**THE FEEDBACK STANDARD**

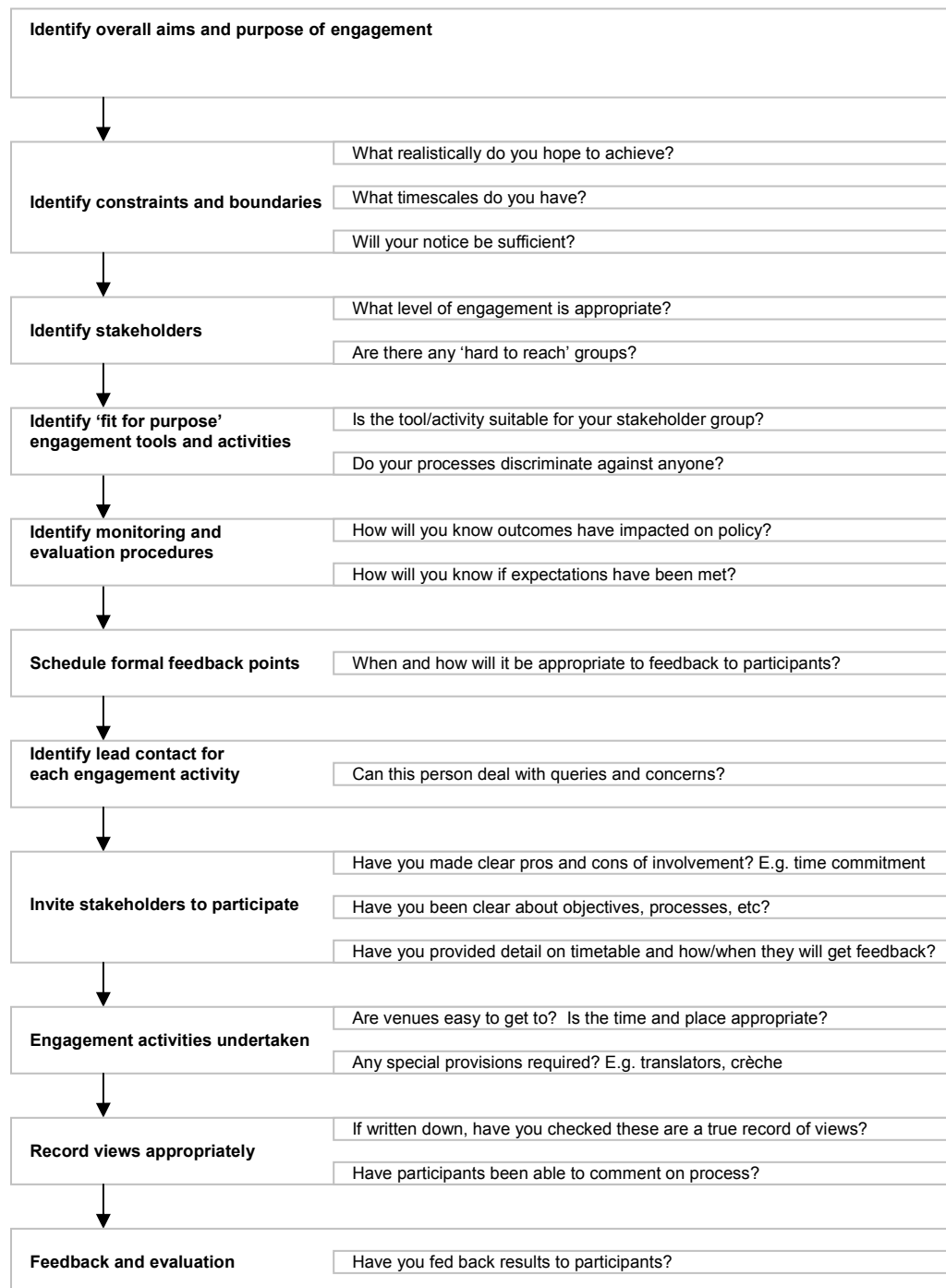
We will feed back the results of the engagement to the wider community and agencies affected

**THE MONITORING AND EVALUATION STANDARD**

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

Appendix 3

**Guidelines for planning community engagement**



## Appendix 4

## Glossary of Terms

<b>Active Citizenship</b>	Active citizenship is where local people become involved in community life, either formally, through local groups and institutions, or by taking part in events or activities that help define local issues and bring about changes in their local area that aim to improve the overall quality of life. Active Citizenship is one of the key elements of Community Empowerment.
<b>Capacity Building</b>	Capacity Building is the provision of support to ensure that organisations, individuals or networks have the skills, knowledge, structures and resources to realise their full potential. Capacity building support can take many forms, including direct facilitation and training, transferring knowledge and expertise, through financial investment or in any combination of these.
<b>Citizens' Panel</b>	The Citizens' Panel is made up of a representative sample of local people across Argyll and Bute (approx. 1000), who are asked to provide their opinions about the efficiency and effectiveness of local services and how they might be improved.
<b>Community Empowerment</b>	The term community empowerment refers to the development of strong, active and empowered communities, in which people are able to do things for themselves, define the problems they face, and tackle them in partnership with public bodies. Community empowerment involves three essential elements: active citizenship, strengthened communities and partnership in meeting public needs. Its practical process is community engagement.
<b>Community Engagement</b>	Community engagement is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well being of those people.
<b>Community Development</b>	Community Development is the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. Community development is strongly influenced by values which include equality, accountability, choice, mutuality and continuous learning, community development practitioners are one of the basic support needs to harness community action (see above).
<b>Equalities</b>	Elimination of all types of discrimination and giving equal access to services
<b>Focus Groups</b>	A focus group is a group of people who have been brought together to discuss a particular subject in order to solve a problem or suggest ideas.
<b>Local Area Planning Groups</b>	
<b>Local Community Planning Groups</b>	Each of the 4 administrative areas of Argyll and Bute has a range of Local Community Planning Groups, which brings together representatives from the Community Planning Partners to identify and address the needs and concerns of local areas at a local level.
<b>Local Action Plans</b>	Local action plans result from a process of structured community engagement, undertaken by local people, with the aim of developing a comprehensive, shared vision for that community. The process of developing local action plans has grown and matured to be a powerful vehicle for community engagement that delivers huge rates of participation within communities.
<b>Performance Indicators</b>	Performance indicators are a set of standards which partnerships can use to measure performance over time.
<b>Planning and Performance Framework</b>	The systematic means of planning the delivery of objectives, monitoring progress and amending actions where required to ensure outcomes are delivered
<b>SOA</b>	The Single Outcome Agreement is an agreement between the Community Planning partnership and the Scottish Government. The regulation of SOA's is set out within government guidance in a way that gives freedom and flexibility to local government to choose its own priorities and targets, including how success will be measured.
<b>Social Enterprise</b>	(see also: <i>Community Enterprises</i> ) Social enterprises are enterprises with a primary social purpose. They have some form of social or community ownership structure and recycle surplus profits instead of paying out to shareholders or owners. Social enterprise is often seen as a way of supporting public service delivery through combining social aims with creating earned income, thereby generating financial sustainability.
<b>Stakeholders</b>	All organisations and individuals with an interest in a particular issue or service.
<b>Thematic Groups (PPG's)</b>	The four thematic groups (PPG's) allows the CPP to group similar issues together so we can work efficiently to improve the quality of life in Argyll and Bute. The groups report regularly to the CPP Management Committee.
<b>Third Sector</b>	Third sector is the overarching term for organisations and groups that operate other than for private profit. In general, the sector is made up of voluntary and community organisations together with social enterprises and social firms. Charitable status is not a defining characteristic and the definition includes organisations that have registered as companies or are involved in campaigning and advocacy.
<b>Tool-kit</b>	Term used to describe a guidance document to help others implement actions.
<b>Voluntary sector</b>	Voluntary Sector is a generic term for the wide field of non-profit making organisations that operate across many different themes. The voluntary sector is generally considered to refer to larger more formal charities or organisations, rather than the smaller community sector organisations which tend to be place-based. Many national voluntary sector organisations and networks employ large numbers of staff and have significant turnover in either fundraising, endowments or earned income. At the other end of the scale, there are many self-help voluntary groups which share a common interest or cause and are largely run by volunteers



---

**SOCIAL WORK INSPECTION AGENCY (SWIA)**

---

**1. SUMMARY**

- 1.1 The Social Work Inspection Agency (SWIA) undertook an Inspection of the Social Work Services in Argyll and Bute, including Criminal Justice Services, between February and June 2007 as part of their first round of inspections for all 32 Local Authorities in Scotland. The Performance Inspection Report was published on 26<sup>th</sup> October and is available on the SWIA website.
- 1.2 An agreed Action Plan was approved by the Council and SWIA during January of 2008.
- 1.3 SWIA met with Senior Officers of the Council on April 21<sup>st</sup> 2008 to discuss the progress being made. SWIA noted the significant level of activity and progress being achieved.
- 1.4 SWIA returned to Argyll & Bute during June 2008 as directed at Ministerial level to provide an interim report on progress prior to the usual visit return visit planned for January 2009. SWIA Officers visited three days (18 -20<sup>th</sup>) and met with Officers and Members of the Council as well as senior Officers of the CHP. Thereafter, the Ministers wrote to the Chief Executive of the Council noting the satisfactory progress reported by SWIA.
- 1.5 SWIA returned again to Argyll & Bute on Monday 5<sup>th</sup> of January for a week during which time they interviewed Senior Members and Officers of the Council, a variety of Social Work staff across all the grades and a number of stakeholders including the NHS and Carers groups. The verbal report provided at the end of the week noted satisfactory progress on all the recommendations of the Action Plan. SWIA indicated that their formal report would conclude that the number of action points for future action would be reduced and that their future contact with the Council would be a significantly lighter touch via six monthly meetings with the two Heads of Service.
- 1.6 It was expected that the draft SWIA report would be made available to the Council by mid February however there have been delays in this process and the report is expected by the end of February. It is the intention to distribute the draft report to the Members of the Social Affairs PPG on receipt, in order that the matter can be discussed in full at the meeting on 9<sup>th</sup> March.

## 2 CONCLUSION

- 3.1 The Social Work Inspection Agency (SWIA) undertook a Performance Inspection in respect of Social Work services in Argyll and Bute from February to June 2007. The report of this Inspection was published on 26<sup>th</sup> October. In order to address the improvement identified as necessary, an Improvement Plan was agreed between the Council and SWIA. This has formed the basis of an ongoing improvement agenda. Since then, SWIA have returned to Argyll & Bute on two occasions indicating that satisfactory progress is being made. The draft report from SWIA will be made available to the PPGG for discussion on 9<sup>th</sup> March on receipt.

For further information contact:

**James D M Robb,  
Head of Service - Adult Care  
Kilmory, Lochgilphead,  
01546 604323**

[Jim.robbs@argyll-bute.gov.uk](mailto:Jim.robbs@argyll-bute.gov.uk)

---

**ADULT SERVICES – SERVICES FOR CLIENTS WITH LEARNING DISABILITIES**

---

**1. SUMMARY**

- 1.1 Government policy for Learning Disability directs Social Work to provide person centred services which emphasise the use of available community resources rather than via the traditional Resource Centre model.
- 1.2 Significant progress has been made in Helensburgh & Lomond, Bute & Cowal and in part Oban. However, services across Argyll and Bute require further re-design and modernisation in order to provide the person centred approach required.
- 1.3 In order to progress this matter, the Council released a Letter of Interest to the independent sector in order to clarify the potential interest in providing services. Thirty four providers registered an interest; 27 of which indicated an interest in providing services throughout the Council area.
- 1.4 A paper was presented to the Executive Committee on 20<sup>th</sup> December 2007 noting the return and recommending that a full tender of services be progressed.

**2. PROGRESS TO DATE**

- 2.1 The Project Board that oversees the Re-design of Older Person's Services was re-constituted on 13<sup>th</sup> August in order to provide a governance framework for the Re-design of Learning Disability Services. The attached papers were presented to the Project Board for approval on 26<sup>th</sup> February 2009.
- 2.2 The Project Board approved:
  - The methodology of developing an options appraisal.
  - The initial consultation events.
  - Agreed that a review of Respite Services for Adult Care would progress within the governance arrangements for Learning Disability and would encompass the issue of Fyne View in doing so. It was acknowledged that the consultation process would consequently be wider than the Learning Disability client group for this specific matter.

2.3 The Project Board:

Requested that an additional client /carers representative be added to the two nominated. Specifically a client/carer from the Helensburgh/Lomond area who can bring the experience of re-design to the table.

3. **CONCLUSION**

3.1 The Project Team are working on a timescale of 3 months to bring scored options to the Project Board. Thereafter there will be a period of public consultation over a 3-4 month period on the agreed short-list options.

For further information contact:

**James D M Robb,  
Head of Service - Adult Care  
Kilmory, Lochgilphead,  
01546 604323**

[Jim.robbs@argyll-bute.gov.uk](mailto:Jim.robbs@argyll-bute.gov.uk)

## **Learning Disability Services – Appraisal Brief**

### **Background**

1. The Project Board previously agreed that the ongoing review of Learning Disability Services should be undertaken in line with the HM Treasury Green Book (TGB). This would include the following stages:
  - Justifying the need to undertake the review;
  - Setting detailed objectives for the desired outcomes of the review;
  - Carrying out an options appraisal to identify possible solutions which meet the objectives;
  - Developing and implementing the preferred solution; and
  - Evaluating the effectiveness of the solution when it has been implemented.

### **Stage 1: Justifying Action**

2. Following recommendations of the previous Scrutiny Review and comments from the Social Work Inspection Agency the Council constituted the Project Board to review Learning Disability Services to ensure efficient and effective service delivery

### **Stage 2: Setting Objectives**

3. In order to comply with the requirements of the TGB detailed objectives should be set for the desired outcomes of the review. The Project Team were tasked with developing the project objectives and this was achieved in a workshop session.
4. Having regard to the nature of the service and the national and local framework in which the service is required to operate, the Team identified the need for a balanced set of objectives that would meet the requirements of delivery of the service, the quality of that delivery, financial sustainability, administrative efficiency and acknowledging perceived future pressures. Having regard to the requirements identified, the Team then, through discussion and application of professional judgement, generated a set of objectives that are relevant to the environment in which the service operates. The objectives identified by the Team, along with their respective weightings, are attached in Appendix 1.
5. The objectives identified by the Team are to be reported to the Project Board on 26 February 2009. After consideration of these, the Board will be asked to direct the team to undertake consultation and thereafter move to identifying and short listing various options for service delivery. Once a short list of options is identified by the Project Team it will be reported to the project

Board. Once the Board are content with the short list it should be subject to detailed appraisal.

### **Stage 3: Generation and appraisal of options**

6. The Team will follow an accepted practice used by Ernst and Young in the conduct of other options appraisals undertaken by them which is in accordance with the general guidance provided by the TGB. This is in accordance with the process being followed in the Review of Older People's Services

#### ***Long Listing***

7. The first part of this stage involves the identification of a long list of options for delivery of the service. This will be achieved in a workshop session. The approach will be to properly measure the options against the objectives in a way that will generate service delivery options that would be directly relevant to the service. In particular the service operates to National Care Standards and to national and local policies. These are referred to in the Objectives and will be identified as a standard to measure options against particular objectives.
8. In generating the long list of options the Team will follow the accepted practice, utilised by E&Y, of identifying the first option as continuing with the current delivery of the service. The Team then, through discussion and application of professional judgement, will generate a long list of options for delivery of the service which, without critical analysis at this stage, would have the potential to meet, in some respect, the objectives set.

#### ***Shortlisting***

9. Once long listing is complete short listing will be undertaken, again, through a workshop session. To this end the Team will provide additional detail in regard to the agreed objectives in order that they could be used as benefit criteria for the detailed assessment of individual options.
10. The outcome sought from the short listing process is a numerical ranking of options based on their performance against the agreed objectives. To achieve this, the Project Team will utilise a 10 point scale, as was applied in the same process in the review of Older People's Services, to ensure consistency and comparability across the options. Each option will be assigned a score of 1 to 10 against each objective. Given the large number of national and local policies and National Care Standards applicable to Objectives 1 and 2 and the requirement to maintain consistency in scoring each of these against each and every option a scoring system of 1, 2 and 3 is proposed to provide a summary of views on each of these policies and

Standards against every option in a pass/fail type structure. This is used to assist the Team in applying its professional judgement as to how each option could be measured on the 10 point scale against each objective so that the eventual scoring across all objectives will be comparable.

11. The Project Team propose to follow accepted practice by short listing the top 3 or 4 scoring options. The option of 'continuing as we are' is proposed to be retained in order to act as a comparator for all other options.

### ***Scoring of options***

12. Options will be scored against the objectives agreed by the Board. The scoring is achieved through discussion and application of professional judgement. The resulting scores are multiplied by the weightings referred to in paragraph 3 in line with the approach suggested by Ernst & Young. The results are shown both before and after the application of the weighting factors to demonstrate how each option performs against the key priorities for the Council in delivering the service.
13. The shortlist of options for each part of the service will then be submitted to the Board who will consider the options identified by the Team. When the shortlist is agreed by the Board it will be subject to consultation.

### ***Financial Appraisal***

14. In parallel with any further consultation process, a detailed financial appraisal will be undertaken in respect of each shortlisted option. The financial appraisal will result in a comparison between the total costs to the Council of each option. This will be undertaken by assessing the Net Present Value (NPV) of each option and assigning each a ranking based on its relative NPV. The NPV is derived by taking the total costs to the Council, over a specified period of time, of pursuing an identified option and discounting this cost back to today's money. This will enable the whole life costs of each option to be assessed against the cost of the current service. In so doing the financial appraisal will provide the Project Board with a view on the comparative affordability and value for money of the options.

### ***Sensitivity Testing***

15. The financial appraisal will be undertaken by the Special Projects Team with advice and data supplied by Strategic Finance. Where appropriate further advice will be sought from Ernst & Young and this will be reported to the Board. The appraisal process will gather together all anticipated costs associated with each option. These cost streams will involve an element of estimation or assumption of their value over an extended period of time. As such, certain cash flows will be more difficult to predict than others.

Recognising this, sensitivity of each financial assessment to changes in future assumptions will be measured and the effect on the outcome of the overall assessment will be recorded. This will highlight how the ranking of options may be altered by changes in certain key assumptions and highlight key financial risks.

***Optimism Bias***

16. The Green Book recognises the overall uncertainty associated with the early stages of project development and option appraisal. In particular the process outlined by the Green Book assumes that optimistic assumptions may be made regarding the costs of a project at the stage of options appraisal. This is reflected in the Green Book process by the application of what is termed an 'Optimism Bias' to the overall anticipated cost of each option. The Optimism Bias assigns a percentage uplift in the anticipated cost of each option which is higher at early stages of the project, to reflect the high level of assumptions that require to be made in regard to costs. Over the course of the project it is expected that, as costs are crystallised and become more certain, the Optimism Bias will reduce. This process is unlikely to differentiate between options but will enable a prudent assessment of overall project risk to be attached to any preferred option.
17. The financial appraisal will result in a ranking of the costs of each option in order of NPV. It is intended to follow an accepted approach for linking the financial and qualitative appraisals by which the anticipated NPV of the option will be divided by the score achieved in the qualitative appraisal. This will produce an overall ranking of each option for the three parts of the service.
18. The appraisal process will be subject to a risk assessment in relation to each option which will rank options in accordance with perceived risk.
19. At the end of this stage, following the above process, the Project Team will bring all of the relevant results together and report to the Board on the preferred option for each of the parts of the service. This will advise the Board on the results of the qualitative and financial elements and rank the preferred options in accordance with these.
20. The Board will then be in a position to agree which option should be further investigated for possible implementation for each part of the service. This will also be an opportunity for the Board to consider the potential for synergy to be achieved between the options as applied across all parts of the service.
21. Once the Board have reached the stage of agreeing an option(s) they will require to consider what steps are necessary for it to formulate an implementation plan for any of these options.



## APPENDIX 1

Review of Learning Disabled Services – Objectives

Objective	Weighting
Deliver a model of support in partnership and within the context of national and local policy	20
Ensure that the model of support provides a quality service in terms of National Care Standards.	15
Deliver a model of support which promotes health and wellbeing	12
Deliver a model of support which promotes inclusion	12
Deliver a model of support which enables users to achieve a full life	12
Ensure that resources are targeted in the most efficient, effective and sustainable manner to achieve the appropriate level of quality.	10
Ensure that the model of support is adaptable to change and sustainable into the future.	8
Deliver services as close to communities as possible.	6
Develop within the model of support, environments that are fit for purpose.	5
TOTAL	100

This page is intentionally left blank

**LEARNING DISABILITY REDESIGN  
INITIAL CONSULTATION EVENTS (GATHERING INFORMATION)**

---

**1. INTRODUCTION**

- 1.1 Following on the consultation exercise undertaken in the Review of Older People's Services, the Learning Disability Project Team have identified the need for a series of initial consultation events across the Council area in advance of any further formal consultation process that will follow during the review process. The purpose of these listening events is to offer stakeholders the opportunity to discuss the main issues that they view as important and consequently inform the work of the Project Team. The proposal recognises that service users, carers and other stakeholder groups have very clear views of how services should be designed. The proposed consultation offers the Council the opportunity to include stakeholders and record the views of a very wide range of interested stakeholders across the Council area.
- 1.3 Similar events have been very successful during the redesign of Mental Health and Older Peoples services in the recent past. The Council will gain a better understanding of the issues service users and their carers have in relation to the future design of a new Learning Disability service.
- 1.4 These events will inform the business of the Project Team in determining options for future service delivery and will lead to a further formal consultation process which is intended to closely follow that proposed for Older People's Services

**2. RECOMMENDATIONS**

- 2.1 The Project Board are asked to agree to request by the Project Team to set up five initial consultation events. These listening events will allow for the gathering of a broad range of views by stakeholders on the future direction of the redesign of Learning Disability services.
- 2.2 The Project Board are asked to agree that the review of the Fyne View respite provision is progressed as part of the options appraisal to Learning Disability services.
- 2.2 Mr Davidson is appointed as the co-ordinator of these five events and he will be supported by Local Area Co-ordinators.

### 3. **DETAIL**

3.1 The proposal is for five initial events in:

- ❖ Oban – 28 April 2009
- ❖ Campbeltown – 5 May 2009
- ❖ Lochgilphead – 8 May 2009
- ❖ Bute and Cowal – 11 May 2009
- ❖ Helensburgh – 12 May 2009

3.2 This will take the form of a three hour open event led by an outside consultant - Mr Alex Davidson (Joint Improvement Team) and assisted by Local Area Co-ordinators (LAC) as well as Health and Social Work staff.

3.3 The events will start with a short introduction by Mr Davidson setting the scene in terms of the redesign process and then discussing the reasons for organising the listening events and gathering of information. Mr Davidson will then offer service users, carers and other stakeholders the opportunity to make their views known in terms of the future direction of service redesign within Learning Disability. The Local Area co-ordinators will assist in this discussion.

3.4 At each of the listening events information will be gathered and the views of stakeholders will be recorded. These views will be a source of valuable local information when the Project Team consider a long list of options in relation to the redesign of the service.

3.5 The Council agreed on 12<sup>th</sup> February that “the future of the Fyne View facility as a resource for the identified client group is further investigated as part of the review of Learning Disability services which is currently underway”. This matter will be dealt within the options proposals for respite services and while recognising that the consultation process may require to target a wider group of stakeholders given that older people presently use the service, the methodology used will be adequate to consider the matter within the Learning Disability review and does not require a separate process.

### 5. **CONCLUSION**

5.1 The Project Board are asked to agree to the Project Team’s request to five initial consultation events to take place across the Council area. These events will be led by an outside consultant Mr Alex Davidson from the Joint Improvement Team. Mr Davidson will be supported by the Local Area Co-ordinators from each locality during these listening events. These events will pre-empt the further detailed consultation process that will follow the Project Board confirming which options will go to full consultation. It is also proposed that the Project Team follow the direction from the Council and ensure that the Fyne View Facility is included in the review process

- 5.2 A written record will be kept from each of these events and will be used by the Project Team when the process begins to draw together a long list of options within the service redesign process. It is anticipated a number of broad themes will be identified at each event.
- 5.3 A final set of dates will be confirmed with Mr Davidson and these events will be organised promptly if and when agreed by the Project Board.

## 6. **IMPLICATIONS**

<i>Policy:</i>	Fits well with the policy "Nothing About You Without You" and strengthen the relationship with service users and carers in relation to the redesign process.
<i>Financial:</i>	Funding for the proposed Consultation process has been identified.
<i>Legal:</i>	None.
<i>Personnel:</i>	None.
<i>Equal Opportunities:</i>	None.

For further Information please contact: Mr Allen Stevenson  
Service Manager  
19th February 2009.  
Tel: 01369 708900

James Robb, Head of Service, Adult Care

This page is intentionally left blank

**NOMINATIONS TO PROJECT BOARD – LEARNING DISABILITY**

---

**1. SUMMARY**

- 1.1 The Special Committee have agreed in principle that the membership of the Project Board be extended to include service users, their carers and advocates.

**2. RECOMMENDATIONS**

- 2.1 Project Board is asked to approve the proposed nominations to the Project Board and to recommend these to the Special Committee.

**3. BACKGROUND**

- 4.1 The Special Committee held on 13 August 2008 agreed in principle to the membership of the Project Board is extended to services users, their carers and advocates as required with individuals to be identified.
- 4.2 Approximately eight service user and carer nominations were put forward in September 2008, after the Project Board requested nominations from the Project Team. The invitation to nominate was put out to Local Area Co-ordinators for Learning Disability in the 4 areas, and to Unit Managers at all the day services.
- 4.3 After discussion at the October and February meetings of the Project Team, two nominees are recommended to the Board - Mrs Wilma Dettmar (a carer) and Lorna MacDonald (a service user), both from the Lochgilphead area. The reason for recommending these individuals is they both have direct experience of Council services, have previous experience of taking part in consultations, have the capacity to participate and make their views known, as well as to represent the views of others affected by disabilities. Both have previously been involved in a Partnership in Practice group so have discussed issues with other service users and carers, and both have confirmed their willingness to be nominated as representatives.
- 4.4 The disadvantage of accepting the above two nominees is both are from Mid Argyll, and there will likely be complaints from other Service Centre areas that they are not sufficiently represented. The Learning Disabilities client group is very diverse in age and needs, so it will be difficult for someone with mild Learning Disability (who can express choice easily) to

represent the needs of those with more profound or multiple disabilities. The views of carers for this client group are often conflicting, with older carers having more conservative views and carers of disabled young people looking for different types of services. The Project Board may find they are contacted directly from other carer groups who feel they are not sufficiently represented if only two nominees are accepted onto the Board.

**5. CONCLUSION**

5.1 Two representatives have been identified by the Learning Disability Project Team and Members are asked to agree to endorse them onto the Project Board.

**6. IMPLICATIONS**

*Policy:* None at present.

*Financial:* None at present.

*Legal:* None at present.

*Equal Opportunities:* None at present.

*Personnel:* None at present.

James Robb  
Head of Adult Care

Tel: 01546 604323



**TERMS OF REFERENCE**

**Title: Project Team for the Future Use of Disability Support Services**

**Remit of Team**

To agree and undertake work plan to take forward the option appraisal of Disability Support Services.

The work plan will include timescales, an option appraisal and preparation and evaluation of a tender for consideration by the Project Board.

**Reporting and Accountability**

The Project Team will report to the Project Board who will form a Special Committee with delegated decision making powers.

**Membership**

Designation	Name
Head of Adult Care	Jim Robb
Head of Integrated Services – Argyll & Bute CHP	Josephine Bown
Performance Improvement Officer	Anne MacColl-Smith
Service Manager	Service Manager Adult Care
Supporting People Manager	Ian McFadyen
External Consultant	Alex Davidson
Quality Improvement Officer - Special Projects Team	David Logan
Finance Manager – Special Projects Team	Chris Dalgarno-Platt
Interim Manager Learning Disability Network – Argyll & Bute CHP	Annalise Dickie
Locality Manager Helensburgh and Lomond – Argyll & Bute CHP	Anne Helstrip
Health Promotion Officer – Argyll & Bute CHP	Samantha Soutar
Personnel Services Manager	Aileen McCosh
Finance Manager	Joanna Miller
Administrator	Lorna McCallum

**Quoracy**

1 Head of Service, 3 Officers (at least from Health), 1 Community Representative, 1 Carer/Service User

Meetings can proceed without this quorum but decisions will not be taken without consultation with appropriate representatives.

**Agenda Setting**

Agenda will be set in conjunction with the Project Board.

**Administrative Arrangements**

Lorna McCallum, Admin Officer, will undertake administrative duties for the team.

**Work Programme**

Date	Regular Business	Special Items
April 2008 – March 2009	Prepare reports as required. Updates for Project Board	Draft workplan/timescales
		Prepare Service Specifications and tenders.
		Prepare Consultation Strategy
		Undertake option appraisal of all relevant services
		Prepare a seminar for Councillors

This page is intentionally left blank

---

**Children's Champion**

---

**1. SUMMARY**

- 1.1 The planning for a Children's Champion is now underway with a meeting held on 11<sup>th</sup> November 2008 between Members, staff of the Children and Families service and looked after young people.

**2. MEETING**

- 2.1 The meeting in November was used as a forum for discussion with ideas put forward about how the involvement of Councillors could assist and enhance the work done with Looked After and Accommodated Children and Young People. This looked at the two perspectives of:
- (i) Service delivery and
  - (ii) From the young people's point of view as service users
- 2.2 This meeting was also an opportunity for the young people in attendance to be informed about the work of the Council and, in particular, the Councillor's specific responsibilities. It was also an opportunity for Members to be told by the young people what their lives were like as young people in care. To assist in this process the young people were left on their own with the Councillors which appeared to work well.

**3. MEETING OUTCOMES**

- 3.1 It was agreed that structured meetings such as this were possibly not the best environment for young people to speak and put their ideas forward. To overcome this it was suggested that more young people from each area be nominated to meet on their own and with the Councillors in a more informal setting.
- 3.2 The young people also asked for the Councillors to attend some 'in house' meetings held by the young people at the Children's Units.
- 3.3 The Councillors said that they would do what they could to address any issues and assist where they could but that they would require a structured approach to their work with the Looked After and Accommodated Children and Young People

- 3.4 The young people also suggested greater contact among the residents of the units and suggested joint holidays away from the units and visits to other units with overnight stays where space permitted. These suggestions were made on the basis that the young people from across the area could meet and share ideas.

**4. FUTURE DIRECTION**

- 4.1 To facilitate progress on the implementation of the Children's Champion it was agreed that the young people would meet separately with some direction and guidance from staff to discuss this and come back with their ideas. A further meeting would then be convened to discuss the information put forward by the young people and formalise this into a structure for a Children's Champion.
- 4.2 The date set for this process was originally mid February 2009. Unfortunately because of the Christmas break and staff leave there will be a slight overrun with completion of the implementation now anticipated to be by 28<sup>th</sup> February 2009

**5. SUMMARY**

- 5.1 In line with the role and remit of the Children's Champion, as outlined in the original proposal, a structure for the implementation and ongoing work of the Children's Champion is now being completed. The anticipated completion and implementation is 28<sup>th</sup> February 2009
- 5.2 With the assistance of the young people, the nominated Councillors and the staff of Children and Families, a policy will be forwarded to the Head of Service – Children and Families for ratification
- 5.3 All who have been involved with this project have expressed optimism that the Children's Champion will further enhance the lives of looked after and accommodated children and young people.

**6. IMPLICATIONS**

*Policy:*

*Financial:*

*Legal:*

*Personnel:*

*Equal Opportunities:*

Director of Community Services

**For further information contact:**

**Rodger Wilson  
Service Manager – Resources  
13 East King Street  
Helensburgh  
G84 7QQ  
Tel: 01436 677186  
e-mail: [rodger.wilson@argyll-bute.gov.uk](mailto:rodger.wilson@argyll-bute.gov.uk)**

This page is intentionally left blank

---

**Early Years Framework**

---

**1. SUMMARY**

- 1.1 This report summarises the analysis and key recommendations contained within the Government's newly published Early Years Framework.

**2. RECOMMENDATIONS**

- 2.1 To note the content of the new national Early Years Framework.
- 2.2 To note that local implementation of this should be taken forward by Community Planning Partners as part of the development of the local Integrated Children's Service Plan (ICSP) for 2009 – 2012.
- 2.3 To refer report to the Executive for further consideration, with any comments or recommendations the PPG may care to make.

**3. BACKGROUND**

- 3.1 The Government, in partnership with COSLA, has developed a new national Early Years Framework for children from pre-birth to eight years of age. The framework is in two parts. The first establishes the case for change in Early Years provision and identifies elements of change and priorities for action. The second part examines the change elements in greater detail.
- 3.2 The introduction to the report describes the changes envisaged as radical and ambitious especially as it notes that these changes will have to be delivered without any new resources. Instead it is calling for a major reshaping of how services, particularly in the universal setting of Health and Education are delivered.
- 3.3 The Case for Action:  
The report lays out the importance of Early Years services, and highlights the value of early intervention in promoting future well-being, physical and mental health and educational attainment.
- 3.4 Principles of early intervention have been identified, these are that:
- all have the same outcomes and the same opportunities;
  - those at risk of not achieving those outcomes are identified and steps are taken to prevent that risk materialising;
  - where the risk has materialised effective action is taken;

- parents, families and communities are helped to develop their own solutions, using accessible, high quality public services as required.

#### **4 Putting the vision into action**

4.1 The report identifies what it called **10 elements of transformational change** as being central to the success of the framework. It recognises that change of the scale envisaged will need a long term commitment and has set a 10 year timeframe for the elements to be delivered. The 10 elements are:

- a coherent approach;
- helping children, families and communities to secure outcomes for themselves;
- breaking cycles of poverty, inequality and poor outcomes in and through Early Years;
- a focus on engagement and empowerment of children, families and communities;
- using the strength of universal services to deliver prevention and early intervention;
- putting quality at the heart of service delivery;
- services that meet the needs of children and families;
- improving outcomes and children's quality of life through play;
- simplifying and streamlining service delivery;
- more effective collaborations.

The report notes that the power of universal services in Health and Education are the key to the success of the framework. It emphasises that universal services need to build capacity to meet a wider range of needs of children and families within a mainstream setting.

##### **4.2.1 Priorities for Action**

The framework identifies a set of priorities for action in the short, medium and long term against each of the elements of transformational change. These priorities for action are not described as being prescriptive but as steps which are most likely to lead to successful outcomes.

The actions include:

- inclusion of the framework within the SOA for 2009/10;
- local agencies beginning the process of aligning resources to the actions;
- local agencies developing the capacity of Health and Education services to meet the wider needs of children and families;
- Community planning partners commissioning a local plan to ensure that a co-ordinated set of supports are in place



for children and families that build on integrated children's services planning.

#### 4.3 **Moving Forward**

This section lays out how the framework will move forward and places it within the context of the SOA and continued partnership between local agencies and the Government. It outlines that progress in relation to the implementation of the framework should be monitored by a local set of indicators developed in line with the national outcomes contained with the Concordat.

#### 4.4 **Resources**

The report concludes by returning to the issue of resources and reiterates that there is unlikely to be any significant new money to support the implementation of the framework. It gives an estimated figure of £1.5bn of current spend on Early Years services and calls for realignment of this resource along with a transfer of resources into prevention and early intervention. The report emphasises that this cannot be at the expense of families who currently receive crisis intervention and intensive support. It states that the key issue is a reorientation in the philosophy and design of services, and emphasises that the first priority is to use the expenditure within Health and in Argyll and Bute's case, Community Services more effectively in supporting early intervention.

### 5. **CONCLUSION**

- 5.1 The new framework makes a strong case for the development of early intervention and support services for early years children and identifies a number of key areas for change to assist in achieving this goal. This report indicates that these should be achieved by the reshaping of existing provision with universal services. The report discusses in some detail how this might be approached without any additional resources.

The report sees the framework being taken forward by local partners under the framework of Community Planning and the SOA with an alignment to the local ICSP.

### 6. **IMPLICATIONS**

<b>Policy:</b>	Production of local implementation plan
<b>Financial:</b>	Reshape Health and Community Service budgets to support effective early intervention
<b>Legal:</b>	None

**Personnel:** None

**Equal Opportunities:** None

**Director of Community Services  
January 2009**

For further information contact:

Douglas Dunlop, Head of Service – Children and Families, Kilmory Castle,  
Lochgilphead, Argyll PA31 8RT.  
Telephone: 01546 604526

Carol Walker, Head of Service – Pre School and Primary Education, Oban  
Education Office, Dalintart Drive, Oban, PA34 4EF.  
Telephone: 01631 564 908

---

**Annual Statistical Report – Children and Families 2007/08**

---

**1. SUMMARY**

- 1.1 This report provides an analysis of the Scotland wide statistical returns for Looked After Children and Child Protection Services for the period 2007/08

**2. RECOMMENDATIONS**

- 2.1 To note the position in respect of the national statistics for looked after children and for children in need of protection
- 2.2 To note the comparative position of children within Argyll and Bute in relation to this information

**3. DETAIL**

- 3.1 Each year the Scottish Government publishes a breakdown of a range of statistical information in relation to both children who are looked after and children in need of protection. This report highlights the key information within these reports and the position of Argyll and Bute Council in comparison to other authorities across Scotland.

**3.2 *Looked After Children***

- 3.2.1 At 31<sup>st</sup> March 2008 there were 14,886 children looked after in Scotland, an increase of 6% from 2007. This represents the highest figure since 1983. Of this figure 4,480 were in foster care, 1613 in residential care with the remaining children looked after at home or in their wider family.
- 3.2.2 At this time there were 208 children looked after within Argyll and Bute representing 1.1% of our 0 – 18 population, against a Scotland wide rate of 1.3%. In line with national figures we have more boys than girls who are looked after and are just under the national rate for children looked after who have a disability (9% and 10% respectively)
- 3.2.3 The majority of our children (123) are looked after at home or with wider family with 39 placed with foster carers and 46 in residential care. It remains a priority for

the service to reduce the proportion of children placed within residential care and there has been some success in achieving this for 2008/09 with the current figures indicating that of the 71 children looked after and accommodated at the beginning of January 2009 39 were with foster carers and 32 in residential care.

3.2.4 In respect of children leaving care the authority was only one of six to have 100% of it's young people leaving care with an active Pathway Plan and a Pathway Co-ordinator. The Scottish percentages being 55% and 57% respectively. Similarly 100% of children leaving care were still in touch with services compared to 72% nationally and 93% were in employment, education or training compared to 42% nationally.

### 3.3 *Child Protection*

3.3.1 During 2007/08 there were 12,382 child protection referrals nationally, an increase of 4% from the previous year. These referrals resulted in 2,294 children being placed on Child Protection Registers across the country.

3.3.2 As at 31<sup>st</sup> March 2008 there were 43 children placed on the Child Protection Register within Argyll and Bute. This represents a rate of 2.8 per thousand 0 – 15 population, and compares to national rate of 2.7 per thousand

3.3.3 This figure of 43 is a snapshot as at 31<sup>st</sup> March 2008 and numbers on the Child Protection Register fluctuate with the current figure standing at 34.

3.3.4 The main categories of registration during 2007/08 were for physical neglect and physical injury and this position is reflected in the statistics within Argyll and Bute whereby of the 43 children registered at the year end 17 were for physical injury and 13 for physical neglect.

3.3.5 The underlying factors involved in child protection activity in Argyll and Bute similarly reflect national issues with the majority of investigations undertaken within families where there are incidents of alcohol and substance misuse and domestic violence. A number of preventative strategies have been developed to try to address these underlying causes but it is too early as yet to determine evidence for the effectiveness of these measures.

4. **CONCLUSION**

4.1 The publication of the national statistics provides a useful opportunity to compare activity within Argyll and Bute to authorities across Scotland and with the national averages. It is clear from this information that Argyll and Bute performs very well in some areas of activity and it also highlights areas where we require to shift the emphasis of our services. Performance in these areas form part of the development plan for Social Work Services and further analysis will be provided through these processes during 2008/09.

5. **IMPLICATIONS**

*Policy:* None

*Financial:* None

*Legal:* None

*Personnel:* None

*Equal Opportunities:* None

Director of Community Services

For further information contact: Douglas Dunlop  
Head of Service – Children & Families  
Kilmory Castle  
Lochgilphead  
PA31 8RT

Tel: 01546 604526

This page is intentionally left blank

**Community Services****Statutory Performance Indicators Quarterly Report – October - December 2008**

ASW1: Achievement of targets for assessment and service delivery

<b>Oct-Dec 08</b>	No of people receiving within target time	No of people receiving outwith target time	% of people for which target was met
Assessment	87	70	55.4%
Delivery of care service	Carefirst does not currently record service delivery	Carefirst does not currently record service delivery	Carefirst does not currently record service delivery

Please note: Audit Scotland have acknowledged that this indicator WILL change before March 2009 (ie. It will differ significantly from the above format as published in their guidance for 2008-09). The scope and definitions of ASW1 have yet to be finalised.

ASW2: Staff qualifications: The percentage of care staff with appropriate qualifications for the level of post held, working in council residential homes

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
Older People (age 65+)	43.4%	48.5%	48.5%	58%	55%	
Other Adults	75%	75%	75%	82%	80%	

ASW3: Privacy: The number of single rooms and the number of rooms with en-suite facilities, expressed as a percentage of registered care place used by the Council for each client group.

Please note this information can only be gathered annually. The following table illustrates the position as reported for the 2007-08 Audit Scotland PI

<b>Single Rooms By Sector</b>	<b>No of places that are single rooms</b>	<b>Total no of places</b>	<b>% of places that are single</b>
Older People Council	78	78	100%
Older People Voluntary Sector	91	95	95.8%
Older People Private	358	386	92.7%
Other Adults Council	4	4	100%
Other Adults Voluntary Sector	6	6	100%
Other Adults Private	37	40	92.5%
<b>En suite Rooms</b>	<b>No of places that are en-suite rooms</b>	<b>Total no of places</b>	<b>% of places that are en-suite</b>
Older People Council	34	78	43.6%
Older People Voluntary Sector	78	95	82.1%
Older People Private	294	386	76.2%
Other Adults Council	1	4	25%
Other Adults Voluntary Sector	3	6	50%
Other Adults Private	22	40	55%



ASW4:

- a) The number of people age 65+ receiving homecare
- b) The number of homecare hours per 1000 population at 65+
- c) As a proportion of home care clients age 65+, the number receiving:
  - Personal Care
  - A service during evenings/overnight
  - A service at weekends

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
Number of people age 65+ receiving homecare	712	720	718	753	732	
The number of homecare hours per 1000 population at 65+	377.9	409.2	414.2	428.3	409.7	
As a proportion of home care clients age 65+, the number receiving Personal Care	77%	94.4%	89.6%	90.8%	90.8%	
As a proportion of home care clients age 65+, the number receiving a service during evenings/overnight	33.1%	34.9%	43.6%	43.3%	42.5%	
As a proportion of home care clients age 65+, the number receiving a service at weekends	57.2%	71.8%	71.6%	71.8%	70.8%	

ASW5: Provision of respite services:

**Per 1000 older people 65+\***

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
Total overnight respite nights provided	257.5	4539	872	940	944	
% overnight respite nights not in a care home	0.3%	0.5%	0.3%	0%	0.8%	
Total hours daytime respite provided	3682.2	6555.1	1682.8	4058	4050	
% daytime respite hours provided not in a day care centre	23.4%	15.8%	0.2%	2.2%	0.6%	

**Per 1000 other adults (18-64)\***

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
Total overnight respite nights provided	13.2	1878	253	319	309	
% overnight respite nights not in a care home	66%	36.8%	18.6%	23.5%	24.3%	
Total hours daytime respite provided	910.6	3396.2	2520	553	473	
% daytime respite hours provided not in a day care centre	53.6%	66.3%	47.9%	39%	12.5%	

ASW6: Social Enquiry Reports

- a) The number of reports submitted to the courts during the year
- b) The proportion of these submitted to courts by the due date

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
The number of reports submitted to the courts during the year	630	685	157	152	147	
The proportion of these submitted to courts by the due date	90.2%	98.4%	93.6%	94.7%	97.9%	

ASW7: Probation

- a) The number of new Probation Orders issued during the year
- b) The proportion of new probationers seen by a supervising officer within a week

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
The number of new Probation Orders issued during the year	162	137	43	41	25	
The proportion of new probationers seen by a supervising officer within a week	85.7%	77%	73%	72.4%	72%	

ASW8: Community Service:

- a) The number of new Community Service Orders issued during the year
- b) The average number of hours per week taken to complete orders

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
The number of new Community Service Orders issued during the year	129	123	33	22	23	
The average number of hours per week taken to complete orders	3.5	2.7	2.6	2.1	2.8	

Children's Reporter Liaison

EC4: Social Background Reports

- a) The number of reports submitted to the Reporter during the year
- b) The proportion of reports requested by the Reporter which were submitted within target time

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
The number of reports submitted to the Reporter during the year		469	42	125	89	
The proportion of reports requested by the Reporter which were submitted within target time	22.7%	28.4%	62%	72.8%	76.4%	

EC5: Supervision

- a) The number of new supervision requirements made during the year
- b) The proportion of children seen by a supervising officer within 15 days

	2006/07	2007/08	April-June 08	July-Sept 08	Oct-Dec 08	Jan-March 09
The number of new supervision requirements made during the year		45	29	8	20	
The proportion of children seen by a supervising officer within 15 days	84.2%	95.6%	69%	100%	90%	

EC6: Academic achievement: The number and percentage of young people ceasing to be looked after, who achieved SCQF level 3 or better English and Maths or other subjects

This PI is reported on annually once examination results are available, and cannot therefore be updated every quarter. The following figures for the annual SPI are lifted from the final audited version

	At home	Away from home	combined
Number of young people ceasing to be looked after	8	20	28
Attaining at least one SCQF level 3 (any subject)	6 (75.0%)	14 (70%)	20 (71.4%)
Attaining at least one SCQF level 3 in English and Maths	2 (25%)	7 (35%)	9 (32.1%)

EC7: Staff qualifications: The percentage of care staff with appropriate qualifications for the level of post held, working in council residential children's homes.

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
% of care staff with appropriate qualifications for the level of post held	64.3%	50%	50%	48.6%	55%	

EC8: Provision of respite services – per 1000 children (0-17)

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08*</b>	<b>Jan-March 09</b>
Total overnight respite nights provided	59.8	1226	102	31	22	
% overnight respite nights not in a care home	41.6%	47.3%	34.3%	0%	0%	
Total hours daytime respite provided	1635.7	3121.1	339.3	1028	1226	
% daytime respite hours provided not in a day care centre	52.8%	66.3%	77.2%	20.6%	28%	

\* Figures for quarter are not complete

CC1: The number of attendance per 1000 population for pools

This information is currently obtained annually

	<b>2006/07</b>	<b>2007/08</b>
Number of attendance per 1000 population for pools	5349	5516

CC2: The number of attendances per 1000 population for other indoor sports and leisure facilities, excluding pools in a combined complex.

This information is currently obtained annually

	<b>2006/07</b>	<b>2007/08</b>
Number of attendances per 1000 population for other indoor sports and leisure facilities.	1229	1393

CC3: Visits to and us of Museums

a) The number of visits/usages of council funded or part funded museums per 1000 population

b) The number of those visits that were in person per 1000 population

This information is currently obtained annually

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-Mar 09</b>
The number of visits/usages of council funded or part funded museums per 1000 population	0	0	493	456.7	404	
The number of those visits that were in person per 1000 population	0	0	80	158.5	62	

The second quarter return is based on Kilmartin House Museum and from 17<sup>th</sup> July Campbeltown Museum following its reopening

CC4: Changes in Library stock

This information is currently obtained annually

Adult lending stock

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-Mar 09</b>
Recommended national targets for annual number of additions per 1000 population	280	280	n/a	n/a	n/a	
Actual additions per 1000 population	100	144	19	27	22	
Stock at year end per 1000 population	1624	1641	n/a	n/a	n/a	

Children's and teenage lending stock

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-Mar 09</b>
Recommended national targets for annual number of additions per 1000 population	100	100	n/a	n/a	n/a	
Actual additions per 1000 population	36	48	20	9	7	
Stock at year end per 1000 population	479	478	n/a	n/a	n/a	

CC5: Library usage:

a) Number of visits per 1000 population

b) Borrowers as a percentage of the resident population

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
Number of visits per 1000 population	3284	3152	793	848	803	
Borrowers as a percentage of the resident population	17.1%	15.5%	13.3%	16%	17%	



CC6: Learning centre and learning access point users

- a) The number of users as a percentage of the resident population
- b) The number of times the terminals are used per 1000 population

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
The number of users as a percentage of the resident population	6.6%	7.3%	2.7%	2.6%	1%	
The number of times the terminals are used per 1000 population	486.5	471.3	115	140	101	

HS6: Homelessness

- a) The number of households assessed as homeless or potentially homeless during the year.
- b) The average time between presentation and completion of duty by the Council for those cases assessed as homeless or potentially homeless.
- c) The number of cases reassessed as homeless or potentially homeless within 12 months of previous case being completed, as a proportion of all cases assessed as homeless or potentially homeless during the year.

	<b>2006/07</b>	<b>2007/08</b>	<b>April-June 08</b>	<b>July-Sept 08</b>	<b>Oct-Dec 08</b>	<b>Jan-March 09</b>
The number of households assessed as homeless or potentially homeless during the year.	585	713	179	168	122	
The average time between presentation and completion of duty by the Council for those cases assessed as homeless or potentially homeless	16.4 weeks	32.26 weeks	29.23 weeks	32.89 weeks	32.52 weeks	
The number of cases reassessed as homeless or potentially homeless within 12 months of previous case being completed, as a proportion of all cases assessed as homeless or potentially homeless during the year.	5.34%	2.46%	2.38%	3.69%	2.67%	

This page is intentionally left blank

**Argyll & Bute Council**



**Community Services - Education Quarterly Report**

**01 October – 31 December 2008**

## Argyll and Bute Council Quarterly Service Report

<b>Service:</b> Community Services - Education	<b>Year</b> 2007-8	<b>Quarter</b> Oct - Dec 2008
--	--------------------	-------------------------------

Priority	Staffing: To recruit and maintain a teaching and non-teaching workforce which is appropriately qualified and well-equipped.		YTD Budget this Priority	YTD Actual this Priority	Variance this Priority	Explanation of Budget Variance
<b>Purpose</b>	Provision of efficient and effective school education and pre-five services to all children in Argyll and Bute.	Expenditure	£43,144,285	£42,543,865	£600,420	APTC settlement backdated pay not yet reflected in actuals. Now in main school budgets.
<b>Activities related to this Priority:</b> Ensuring schools are fully staffed; Monitoring absence and providing supply cover; Equal opportunities monitoring (existing PI) Ensuring that opportunities for Continuing Professional Development (CPD) are available to all staff;		Income	£0	£0	£0	
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Teacher vacancies (number/number filled)	n/a	16/0			All vacancies were January starts, so not included in this quarter.  * See Appendix 3 12 courses cancelled due to under subscription.	
Equal opportunities	n/a	*				
In-service training (courses run/attended)	79	67				
Awards and accreditations: SQH Chartered Teachers	n/a	0		3 teachers started SQH this session.		

## Argyll and Bute Council Quarterly Service Report

<b>Service:</b> Community Services - Education	<b>Year</b> 2007-8	<b>Quarter</b> Oct - Dec 2008
--	--------------------	-------------------------------

Priority	Quality Improvement: To secure quality improvement on a continuing basis throughout the service.		YTD Budget this Priority	YTD Actual this Priority	Variance this Priority	Explanation of Budget Variance
<b>Purpose</b>	To ensure that all schools and pre-five centres are providing a quality education to all children and have optimised their capacity for improvement.	Expenditure	£1,072,098	£1,067,944	£4,154	Profiling
<b>Activities related to this Priority:</b> School Review programme; Supporting schools involved in HMIE inspections; Provision of primary test and secondary exam. results analyses.		Income	£52,679	£52,679	£0	
PI or Milestone description	this quarter		trend + = -	Future performance factors	Comments	
	Planned	Actual				
School Reviews (no. completed)	6	5			Kilninver Primary School  Dalmally Primary School  * reported last quarter ** reported last quarter	
HMIE inspections (no. completed)	n/a	1				
HMIE inspection reports (no. compd)	n/a	0				
Follow-through reports (no. compd)	n/a	1				
5-14 test results		*				
SQA examination results		**				

## Argyll and Bute Council Quarterly Service Report

<b>Service:</b> Community Services – Education	<b>Year</b> 2007-8	<b>Quarter</b> Oct - Dec 2008
--	--------------------	-------------------------------

<b>Priority</b>	Communication: To maintain effective communication.		<b>YTD Budget this Priority</b>	<b>YTD Actual this Priority</b>	<b>Variance this Priority</b>	<b>Explanation of Budget Variance</b>  Profiling		
<b>Purpose</b>	To ensure efficient and effective communication across the service and between users and providers.	Expenditure	£747,185	£743,156	£4,030			
<b>Activities related to this Priority:</b> Development of the Scottish Schools Digital network (SSDN) and the National Grid for Learning (NGfL); Provision of management information through SEEMIS; Development of Parent Strategy Group and the Senior Pupil Forum.		Income	£0	£0	£0			
<b>PI or Milestone description</b>	this quarter		trend		<b>Future performance factors</b>		<b>Comments</b>	
	Planned	Actual	+ = -					
Meeting ScotXed requirements	#	#			# Continuation of School to School (S2S) electronic transfer of data system.		Under current investigation.	
Complaints monitoring	n/a	1	=					
Parent Strategy Group meetings	0	0						
Consultation/information meetings	0	0						
Senior Pupil Forum meetings	0	0						

## Argyll and Bute Council Quarterly Service Report

<b>Service:</b> Community Services - Education	<b>Year</b> 2007-8	<b>Quarter</b> Oct - Dec 2008
--	--------------------	-------------------------------

<b>Priority</b>	Improving Learning: To ensure high quality learning and teaching in all educational establishments.		<b>YTD Budget this Priority</b>	<b>YTD Actual this Priority</b>	<b>Variance this Priority</b>	<b>Explanation of Budget Variance</b>  CfE and HfS now in QIO budgets. AifL and PiE now finished. Enterprise and expressive arts – profiling.
<b>Purpose</b>	To ensure all of our children become successful learners, confident individuals, responsible citizens and effective contributors.	Expenditure	£265,116	£248,544	£16,542	
<b>Activities related to this Priority:</b> Development of <i>A Curriculum for Excellence (CfE)</i> ; Completion of the <i>Assessment is for Learning</i> programme; Supporting schools in the promotion of citizenship, culture, enterprise, environmental education, expressive arts, health and languages.		Income	£106,741	£106,741	£0	

PI or Milestone description	this quarter		trend	Future performance factors	Comments
	Planned	Actual	+ = -		
Quality Improvement Team programmes: Curriculum for Excellence development	10	10			CfE Area Planning Days  No reports published this quarter.  * see also Appendix 2. 89 out of 90 schools have a health promotion award, 153 environmental awards at various levels have been achieved. 30 schools have additional quality awards.
Measure of v. good or better assessments in HMIE reports	n/a	n/a			
Health Promoting Schools	n/a	89*			
Environmental Awards	n/a	153*			
Quality Awards	n/a	30			

## Argyll and Bute Council Quarterly Service Report

<b>Service:</b> Community Services - Education	<b>Year</b> 2007-8	<b>Quarter</b> Oct - Dec 2008
--	--------------------	-------------------------------

<b>Priority</b>	Supporting Children: To ensure effective provision of support for pupils exists throughout the service and with partner services.		<b>YTD Budget this Priority</b>	<b>YTD Actual this Priority</b>	<b>Variance this Priority</b>	<b>Explanation of Budget Variance</b>  Discipline task force, Alternatives to exclusion and Inclusion now in school staff budgets. Psychological services – profiling. ASL in QIT budget.
<b>Purpose</b>	To provide an education appropriate to all, paying particular regard to children with disabilities and additional support needs.	Expenditure	£1,189,685	£1,160,009	£29,676	
<b>Activities related to this Priority:</b> Ensuring quality provision for children with additional support needs; Promoting joint working across services; Promoting equality and ensuring that all children have access to learning opportunities appropriate to their needs and aspirations.		Income	£78,000	£78,068	£68	
<b>PI or Milestone description</b>	<b>this quarter</b>		<b>Future performance factors</b>		<b>Comments</b>	
	Planned	Actual				
Inclusion (ASN pupils in mainstream)	n/a	744	+	744 pupils have individual education plans. * reported in second quarter  51 pupils at a cost to date of £1,178,469. Some reduction in courses due to lack of funding.		
Performance of Looked After Children in SQA exams	n/a	*				
Coordinated Support Plans (CSPs)	n/a	88	=			
Education elsewhere than A&B	n/a	51	+			
ASN in-service training	16	09	-			



## **Quarterly Report: Appendix 1: HMIE School Inspection Programme: 01 October – 31 December 2008**

Between 01 October and 31 December 2008, an HMIE inspection was carried out in Kilninver Primary School. No HMIE inspection reports were published during this quarter.

HMIE inspections announced for next quarter (January – March 2009) are Tayvallich Primary School w/b 26 January 2009 and Parklands w/b 9 February 2009.

A service plan target was to increase the HMIE evaluations of the quality indicators to 75% being graded very good or better by 2011. However, HMIE have reviewed their inspection processes and have developed a new report format to be in use from January 2009. This new report only grades five out of the thirty quality indicators in '*How good is our school v.3*'. A new target will be developed in the light of this development.

School Reviews were completed in Primary Schools by members of the Quality Improvement Team.

## Quarterly Report: Appendix 2: Health Promotion and Environmental Awards

### *Health Promoting Schools*

Registration Stage	No. of Schools Registered	No. of Certificates Awarded
Stage 1	3	2
Stage 2	25	25
Stage 3	62	62

### *Environmental Awards*

Category of Award	Number of Schools who have received awards
Bronze	63
Silver	49
1 <sup>st</sup> green flag	26
2 <sup>nd</sup> green flag	13
3 <sup>rd</sup> green flag	2



This page is intentionally left blank

# **Argyll & Bute Council**



## **Community Services**

### **Quarterly Report**

**01 October – 31<sup>st</sup> December 2008**

## Argyll and Bute Council Quarterly Service Report

<b>Service: Planning &amp; Performance</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	Welfare Rights		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide a comprehensive Welfare Rights Service across Argyll & Bute, helping to improve the lifestyle of vulnerable people.	Expenditure				
<b>Activities related to this Priority:</b>	<ul style="list-style-type: none"> <li>• Income maximisation – identifying benefit entitlement not already claimed</li> <li>• Representation at tribunal hearings</li> <li>• Provision of welfare benefits training programme for council staff.</li> </ul>	Income				
PI or Milestone description	this quarter		trend + = -	Future performance factors	Comments	
	Planned	Actual				
Achieve 90% attendance at training programme	0	0	=		Annual Training programme resumes in March	
5% increase in benefit entitlement claimed during corresponding quarter last year	5%	62.5%	+			
Income generated for clients by Welfare Rights Officers	£28867	£361325	++			
Number of clients assisted who require Tribunal Representation	30	54	+			

## Argyll and Bute Council Quarterly Service Report

<b>Service: Planning &amp; Performance</b>	<b>Year 08-09</b>	<b>Quarter</b> October to December 08
--	-------------------	---------------------------------------

Priority	Culture & Libraries		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide a comprehensive public library service including free access to a wide range of lending material, printed and on line information, ICT facilities and life long learning support. To promote the arts through provision of advice and support to organisations and individuals; and provide advice and support to the independent museum and heritage sector	Expenditure				
<b>Activities related to this Priority:</b> Libraries Museums Arts		Income				

PI or Milestone description	this quarter		trend	Future performance factors	Comments
	Planned	Actual	+ = -		
Number of people who join the library service either to borrow books or use the Public Internet Service	1050	1288	+		Local promotional work has contributed to improved performance  Promotion by staff and an incentive to join the scheme helped to improve performance significantly
Number of times library premises are used by community groups to facilitate activities	37	56	+		
Number of children who start the summer reading challenge	450	548	+	This is an annual figure that will now not be reported until October 2009	
Number of housebound users	195	217	+		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Planning &amp; Performance</b>	<b>Year 08-09</b>	<b>Quarter</b> October to December 08
--	-------------------	---------------------------------------

Priority	Health & Safety and Training		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide a safe and healthy environment for all staff and patrons through the effective management of health and safety To provide a comprehensive training service and ensure training opportunities are made available to staff	Expenditure				
<b>Activities related to this Priority:</b> Develop departmental health and safety training plan Participate in annual review and corporate health & safety policies Develop joint working with NHS Highland Arrange training to assist staff to meet SSSC Registration requirements		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Number of staff trained in Personal Safety	147	119	+		Cancellation due to staff shortages is the main reason for non attendance. Staff being unable to be released is again the main reason for non attendance After initial data entry progress is now a bit slower due to detail required	
Number of staff trained in Moving and Handling	152	135	-			
Input detailed information to training database	87%	87%	=			
Commission/provide training events	101	101	+			



## Argyll and Bute Council Quarterly Service Report

<b>Service: Planning &amp; Performance</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	ICT Development		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To ensure appropriate deployment of ICT resources to best support the needs of the department across the Corporate and Education networks.	Expenditure				
<b>Activities related to this Priority:</b> Develop and monitor service delivery Ensure Education ICT resources comply with national initiatives. Re implement Care First application		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
% of HEAT assignments resolved within suggested timescale	85%	88%	+	Continue upwards trend to ensure quality of service provided to staff	Dip in December offset by over 90% in Oct and Nov. CareAssess Live CF6 progressing well with launch due in April 09 Helensburgh live with Glow Dunoon scheduled for January Deployment plan being re-worked due to Pathfinder deployment issues	
Average time taken from employment start date to training and activation of Carefirst system	20	8	+	Launch of CareAssess and continue preparation for launch of CareFirst 6		
Implementation of SSDN/Glow Project			=	Continued rollout of Glow following Pathfinder availability in schools		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Planning &amp; Performance</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	Planning & Information		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	Provision of statistical information to government departments, and performance related information within Community Services	Expenditure				
<b>Activities related to this Priority:</b> Support Social Services in planning and monitoring of service provision. Assist in the collation and presentation of all performance related information requests. Develop a benchmarking group to provide opportunities for comparing and sharing of best practice		Income				

PI or Milestone description	this quarter		trend	Future performance factors	Comments
	Planned	Actual	+ = -		
Produce regular management reports on unallocated work and outstanding Social Work assessments: Children & Families Adult Services	100%	100%	=		
Attendance at Senior Management, Area Management meetings providing regular statistical information	100%	100%	=		
Number of statistical returns completed and sent on time	100%	100%	=		
Establish a benchmarking meeting on a quarterly basis	100%	100%	=		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Planning &amp; Performance</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	Quality Assurance		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To ensure the commissioning of the highest quality services for Community Services, its partners and service users.	Expenditure				
<b>Activities related to this Priority:</b> To develop robust systems for service specifications and contracts		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Tender process for Ardlui Respite facility, Helensburgh	90%	95%	+	Tender document issued 21 <sup>st</sup> Nov 08 closing date 12 <sup>th</sup> Jan 09		
Tender process for FyneView Respite House, Lochgilphead	90%	95%	+			
Review of Commissioning Procedures	40%	40%	=	Ongoing case file audit		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Planning &amp; Performance</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	Supporting People		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide housing support services to vulnerable people across Argyll & Bute. This is a wide ranging remit across needs and users which includes older people, disability, mental health, homelessness etc. The underpinning priority for all user groups is to assist people to stay in their own homes rather than admission to institutional care	Expenditure				
<b>Activities related to this Priority:</b> Improve living conditions for individuals and communities		Income				

PI or Milestone description	this quarter		trend	Future performance factors	Comments
	Planned	Actual	+ = -		
Monitoring visits to service users or associated stakeholders per month	1%	17%	+		Maintaining monitoring at a higher level than the baseline target.  Performance levels being maintained at higher than target levels which helps to maintain a positive oversight of service provision and contributes to good working relationships.
P	200	280	+		
% of service users gaining/retaining paid employment	9%	26%	+		
% of service users receiving housing support and maintaining stability	90%	92%	+		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Community Regeneration</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	Community Support		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To develop the local housing strategy and deliver a range of housing services which support vulnerable people to access accommodation and to live independently in their home.	Expenditure				
<b>Activities related to this Priority:</b> Local Housing Strategy Homelessness Private Sector Grants		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Reduce number of Bed and Breakfast accommodation greater than 14 days by 31/03/2009 by 10%	10%	27%	+		Lack of provision of information resulted in delays in assessing some applications	
Progress towards interim target for abolition of priority need	80	72	-			
Annual LHS updates and SHIP submitted on time and with positive feedback	100%	100%	=	Annual LHS updates to be completed by July 09 and SHIP to be completed by Nov 2009		
Number of grant applications processed within target time	100%	72%	-			
Number of older people using supported transport to access services	1560	1599	+			
Number of people able to maintain themselves at home with support of telecare	1419	1312	-	Baseline at 01/04/08 = 1176 Target by 31/03/09 = 1500		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Community Regeneration</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	Active Schools		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To offer all children and young people the opportunities and motivation to adopt active, healthy lifestyles, now and into adulthood	Expenditure				
<b>Activities related to this Priority:</b> Building a sustainable volunteer network and infrastructure within schools and communities. Providing opportunities for all children to participate in sport and physical activity and create pathways from schools to the wider community. Increasing participation amongst hard to reach groups. Embedding the integration, planning, management and delivery of Active Schools within Argyll & Bute		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Integrate Active Schools to Leisure Services Programmes	25%	25%	=		Indicative funding through Fairer Argyll Fund	
Secure core funding for Active Schools for years 2 and 3	25%	25%	=			
Support 213 existing adult volunteers and recruit 40 new volunteers	25%	35%	+	Mentoring opportunities, funding for volunteer training		
Establish 20 new school-club links across Argyll & Bute	25%	25%	=	Clubs adopting minimum standards for school/club links		
Deliver a targeted programme for 100 inactive young people within Argyll & Bute	20%	10%	-	Uptake of the programme by young people and families	NHS support package behind schedule but training being delivered in Feb09	

## Argyll and Bute Council Quarterly Service Report

<b>Service: Community Regeneration</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	Capital Programme		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	Development and management of the department's capital funded building programmes and effective monitoring of revenue budget	Expenditure				
<b>Activities related to this Priority:</b> Delivery of improvements to Council buildings utilising an asset management approach plus liaison with budget holders and Strategic Finance to ensure budget compliance.		Income				
PI or Milestone description	this quarter		trend	Future performance factors		Comments
	Planned	Actual	+ = -			
Spend to date (running total)	£5,250,000	£5,684,000	+	The performance of contractors working on site shall influence the expenditure achieved in the final quarter		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Community Regeneration</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	Community Learning & Regeneration		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide an effective and responsive Community Learning & Development service which delivers high quality local services based on national priority themes. To ensure effective community engagement and meaningful strategic planning.	Expenditure				
<b>Activities related to this Priority:</b> Literacy Youth Work Community based adult learning		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Total number of literacy learners	106	145	+		Increase due in part to presentations to all year groups in Hermitage Academy	
Number of students undertaking Community Based Adult Learning	446	460	+			
Number of young people participating in youth work	5329	699	+			



## Argyll and Bute Council Quarterly Service Report

<b>Service: Community Regeneration</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--	-----------------------	---------------------------------------

Priority	Community Resources		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To maximise opportunities for access to sport and physical activities. Development of a cost effective school transport system. Community Services Fleet co-ordination	Expenditure				
<b>Activities related to this Priority:</b> Sport & Leisure Development Pupil Transport Community Services Fleet		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Complete review of SPA 2005-2008 outcomes and develop updated action plan	75%	75%	=	Still awaiting confirmation of new monitoring regime for sport being developed by Sportscotland but are assessing past performance to establish new baselines for 2009 Action Plan		
Complete development of social enterprise to take over Stramash Programme	50%	60%	+	Agreement of Memorandum of Articles, constitution and outcome of funding applications		
Complete education transport annual report, service plan and updated policy & procedures	50%	50%	=	Tender review process is ongoing, annual report is on target; joint work with Dev Services may cause delay but will result in better outcomes		
Develop robust PI's for all Community Services transport functions	75%	50%	-	Difficulties with reporting mechanism in Amatics and retirement of Fleet Manager has resulted in project delays		
Complete review of fleet and transport management with partners to maximise efficiency	40%	40%	=	Proposed Best Value Review of Transport has changed the expected timetable and aims of the project		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Social Work Services</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--------------------------------------	-----------------------	---------------------------------------

Priority	Adult Services - Resources		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide a responsive care management service to people aged 65 years and over that allows people to remain in their own home and enhance their quality of life. Where service users are in receipt of a residential service the majority of people will receive an enhanced or nursing service in a single care home.	Expenditure				
<b>Activities related to this Priority:</b> Review of care needs of individuals using Council residential and day support services		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Increase the number of people receiving support packages in their own home to 60% of total of older people receiving council funded services	60%	58.2%	=	60% received support packages in their own home by April 09	Balance of care subject to unpredictable patterns of turnover which has capacity to influence quarterly figures. Pattern over full year more representative.  Number of service users will vary depending on the uptake of vacancies in service	
Increase the number of people in receipt of a nursing or enhanced residential care in a single care home to 60% <ul style="list-style-type: none"> <li>• Residential Care</li> <li>• Enhanced Residential</li> <li>• Nursing Care</li> </ul>	59.5%	58.8%	=	Target is that 60% of clients in care homes will be in single car/nursing beds by January 2010  Target that 100% of service users will have had a 6 month review by Jan 09 is met		
% of people using Council residential and day support services who have been receiving services for 6 months and have had a 6 monthly review	100%	100%	=			

## Argyll and Bute Council Quarterly Service Report

<b>Service: Social Work Services</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
--------------------------------------	-----------------------	---------------------------------------

Priority	Adult Services - Generic		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	Improve care management arrangements for all adults by offering a range of community supports	Expenditure				
<b>Activities related to this Priority:</b> Record direct payments across Argyll & Bute Record and monitor Adult Protection Case Conference activity across Argyll & Bute		Income				
PI or Milestone description	this quarter		trend	Future performance factors		Comments
	Planned	Actual	+ = -			
Number of Direct Payments offered across Argyll & Bute	120	113	-	Future plan to increase DP to 120 by end March 09.		Raising awareness of direct payments continues to be a key strategy across adult services. Continue to raise awareness of new measures under Adult Support and Protection Act 2007 which will assist in Adult protection activity.  Information will be provided to Area Managers on a weekly basis in order to target specific staff to improve performance
Number of Adult Protection case conferences across all adult services	65	6	+	Planned figure relates to cumulative figure from start of AP data base in 2007		
Number of carer assessments started	-	14	+			
Number of carer assessments completed	-	2	+			
Number of carer assessments overdue	-	11	-			

## Argyll and Bute Council Quarterly Service Report

<b>Service: Social Work</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
-----------------------------	-----------------------	---------------------------------------

Priority	Adult Services – Learning Disability		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	<b>To achieve greater social inclusion for people with a learning disability</b>	Expenditure				
<b>Activities related to this Priority:</b> Reduce the number of unallocated cases within Learning Disability.  Reduce the number of assessments over 56 days waiting to be completed		Income				
PI or Milestone description	this quarter		trend	Future performance factors		Comments
	Planned	Actual	+ = -			
Number of unallocated cases on Carefirst	36	2	+	Continue to maintain the low number of unallocated cases within learning disability and attain zero unallocated cases for next quarter		The implementation of care co-ordination has had the intended outcome and there are now only 9 unallocated cases within learning disability. Number of outstanding assessments has reduced significantly. Continue to target for zero return
Number of assessments waiting over 42 days (previously 56 days target)	35	9	+	Continue to reduce the number of assessments outstanding to zero for next quarter		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Social Work</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
-----------------------------	-----------------------	---------------------------------------

Priority	Adult Services - Mental Health		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	<b>Improve care management arrangements for Adults, families and their carers by offering a range of community supports.</b>	Expenditure				
<b>Activities related to this Priority:</b>		Income				
<ul style="list-style-type: none"> <li>• Monitor unallocated and assessments over 56 days</li> <li>• Record the number of service users currently subject to statutory measures under Adults with Incapacity (Scotland) Act 2000 both internal and external Guardianship Orders</li> <li>• Carer assessments uptake</li> </ul>						
PI or Milestone description	this quarter		trend	Future performance factors		Comments
	Planned	Actual	+ = -			
Number of unallocated MH cases on Carefirst	10	0	+	Continue to aim for zero target		100% reduction since November 07 in unallocated cases.  In line with Council policy to encourage public to apply for powers under the Act rather than Council applying
Number of assessments waiting over 42 days (previously 56 days)	23	3	+			
Number of Welfare Guardianships internal.	32	25	+	Decrease due to a number of deaths and orders not being reviewed		
Number of Welfare Guardianships External	56	60	+	Small increase in External Guardianships this quarter		

## Argyll and Bute Council Quarterly Service Report

<b>Service: Social Work</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
-----------------------------	-----------------------	---------------------------------------

Priority	Adult Social Work - Operations		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	Supporting adults to remain living in their own communities with efficient, effective, high quality services	Expenditure				
<b>Activities related to this Priority:</b> Increase Carers support Reduce unnecessary hospital admissions Reduce length of time in hospital		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Number of unallocated cases on Carefirst (excluding Occupational Therapy Cases)	50	38	+	Continue to reduce unallocated cases	Statistics demonstrates continued improvement from last quarter based on weekly action taken by Managers.  Use of data provided weekly allows Area Managers to further target individual staff in order to achieve further improvements.	
Number of unallocated Occupational Therapy Services cases on Carefirst	100	103	-	Improve quality and accuracy of data stored on Carefirst.		
Number of support packages reviews completed within timescale	370	469	+	Continued improvement		
Number of assessments waiting over 42 days (previously 56 days)	120	99	+			

## Argyll and Bute Council Quarterly Service Report

<b>Service: Social Work – Children &amp; Families</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
---	-----------------------	---------------------------------------

Priority	Service Standards		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide support and advice services to children with a disability and their families. To provide a range of early years services to young children and their families	Expenditure				
<b>Activities related to this Priority:</b> Ensuring adequate supply of child care places Improving the quality of child care provision Training and development of child care workforce Provision of national initiatives to enhance children's learning and development Assessment of needs for children and families affected by disability Provision of respite care Community based support services		Income				

PI or Milestone description	this quarter		trend	Future performance factors	Comments
	Planned	Actual	+ = -		
% of children affected by a disability receiving community based support	75%	73%	-	Figures represent a variation of 1 from last quarter	
% of children affected by a disability cases unallocated	0%	1.4%	-	Figure represents 1 case awaiting allocation	
Number of childcare places	2302	2096	-	Figure reflects the closure of providers. Work is ongoing to support development of alternative providers.	
% of child care staff holding SSSC approved qualifications	67%	72.6%	+	Increase reflects staff obtaining qualifications this quarter	
Number of parents and carers attending rhyme time training	1003	1446	+	Increase in operation of rhyme time reflects seasonal variations.	

## Argyll and Bute Council Quarterly Service Report

<b>Service: Social Work – Children &amp; Families</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
---	-----------------------	---------------------------------------

Priority	Criminal Justice Services		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide a range of services to the Criminal Justice System	Expenditure				
<b>Activities related to this Priority:</b> Provision of Social Enquiry Reports (SER's) to courts Supervision of offenders on probation and prison throughcare Delivery of community service		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
% of Community Service Orders successfully completed without being revoked	70%	78%	+		A total of 9 orders were completed, 2 revoked due to breach.	
% Implementation of Supervision/Intervention/Outcome Performance Action Plan	75%	100%	+		Relates to Supervision/Intervention Outcome audit issued in June 2008	
% Implementation of SER's Performance Action Plan	75%	100%	+		Relates to SER audit issued in April 2008	



## Argyll and Bute Council Quarterly Service Report

<b>Service: Social Work – Children &amp; Families</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
---	-----------------------	---------------------------------------

Priority	Operations		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide a child protection service and provision of social work support to children in need and their families	Expenditure				
<b>Activities related to this Priority:</b> Assessment of care needs Recording of client needs on case management system Reviewing clients needs		Income				
PI or Milestone description	this quarter		trend + = -	Future performance factors	Comments	
	Planned	Actual				
Number of child protection investigations undertaken	30	35	+		Increase from last quarter figures of 22 children.	
Number of children on Child Protection Register who are repeat registrations from the preceding 12 months	0	0	=		Figure remains constant for 3 <sup>rd</sup> quarter	
% of Initial assessment reports and social background reports submitted to SCRA within 20 working days		75			Figures based on Carefirst data for current quarter. Figures published by SCRA not yet available	
% of hearings that are panel requests for early review, under section 70 (7) Children (Scotland) Act					Figures not yet produced by SCRA, due to be published early Feb 09	
% of cases unallocated	4.2%	6.2%	+			

## Argyll and Bute Council Quarterly Service Report

<b>Service: Social Work – Children &amp; Families</b>	<b>Year 2008-2009</b>	<b>Quarter</b> October to December 08
---	-----------------------	---------------------------------------

Priority	Resources		Annual Budget this Priority	Forecast Outturn this Priority	Forecast Variance this Priority	Explanation of Forecast Variance
<b>Purpose</b>	To provide a range of adoption, fostering and residential services for children	Expenditure				
<b>Activities related to this Priority:</b> Provision of foster carers Provision of adoptive carers Provision of residential care (including external placements) Provision of school accommodation services		Income				
PI or Milestone description	this quarter		trend	Future performance factors	Comments	
	Planned	Actual	+ = -			
Number of temporary foster carers	35	42	+	Indicator has been changed to include all foster carers		
% of looked after and accommodated children who are cared for in family placements	50%	55%	+			
Number of looked after children in external residential placements		18	+			
% of looked after and accommodated children, in care for over 12 months, with a plan of permanency				This is a newly worded indicator and will report for the first time next quarter		

ARGYLL AND BUTE COUNCIL

SOCIAL AFFAIRS PPG

COMMUNITY SERVICES

9 MARCH 2009

---

**SKILLS FOR WORK AND VOCATIONAL EDUCATION DEVELOPMENT**

---

**1. INTRODUCTION**

- 1.1 Last year Community Services: Education had identified an area for development relating to Curriculum for Excellence and the Skills Strategy outlined by Scottish Government. This focuses on vocational education provision and Skills for Work courses designed by the Scottish Qualifications Authority (SQA), which place emphasis on learning through practical experiences and development of a range of generic employability skills and abilities.
- 1.2 The purpose of this paper is:
- To provide an update on what Education has achieved in the development of Skills for Work and Vocational Education.
  - To highlight the future developments in this area.

**2. RECOMMENDATIONS**

- 2.1 The PPG: Social affairs is invited to note progress made to date and the proposed future direction of Skills for Work and Vocational Education.
- 2.2 The PPG: Social affairs is invited to comment upon this area for further development and the proposals outlined in this paper and in the background paper which has also been made available.

**3. DETAIL****3.1 What has been achieved**

- 9 of the 10 schools in Argyll and Bute with mainstream secondary provision are offering SQA Skills for Work courses on equal parity with standard grade courses within their S3 option choices. In 2009/10 all 10 schools will be delivering such courses.
- The range of courses on offer has increased.
- Previously proposed uptake has been achieved one year ahead of schedule.
- In line with HMle recommendation, an Argyll and Bute school/college partnership has been produced and adopted by all schools. This involves Argyll College, James Watt College and Clydebank College.
- With the support of School Estates, DTS funding, Argyll College and Schools of Ambition funding Islay High School has sustainable facilities for Skills for Work within the school premises.

**3.2 What is it that the proposals are seeking to achieve?**

The proposals aim to set out the direction of travel in Argyll and Bute for the education service, schools and partners to extend opportunities to young

people of all abilities to gain valuable experience and recognised qualifications in Skills for Work and Vocational Education courses.

Participation in the courses may boost young people's future employment prospects or lead to their participation in relevant further education or training provision. It is also expected that these courses will have a positive impact on the numbers of young people falling into the MCMC group. (MCMC - More Chances, More Choices: formerly NEET – Not in Education, Employment or Training)

**3.3 What is already in place?**

A revised background paper sets out a programme for the further development of vocational education in school and with partner agencies. This provides historical information on the development over a 3-year period, detail of support from the national Determined to Succeed (DTS) programme and financial implications and proposals to grow provision through 2009/2010.

**3.4 What particular issues could PPG consider?**

- Their support the proposals and their strategic context.
- The principle of developing the growing provision with a range of partners at the most local level possible.
- Leadership of, and encouragement in, exploring with all relevant council departments their involvement in growing capacity for Skills for Work provision and developing progression routes into Skillseekers and Modern Apprenticeship training under the Council's Growing Our Own (GOO) initiative.
- The development of a working partnership with other Highlands and Islands councils to consider the distinctive challenges of implementing Skills for Work provision in rural and island settings.
- Support for funding bids on an individual or joint authority basis to finance growth and development of opportunities for young people.

**3.5 How long should PPG give to consider this?**

One meeting, with the opportunity to receive progress updates at a relevant point in each school session.

**3.6 What would be the appropriate time to consider this?**

January 2009 (proposals)  
November 2009 (progress)

**3.7 Deadlines**

There are no specific deadlines. Timescales for implementation of proposals are set out in the background paper.

**4. CONCLUSION**

4.1 These proposals aim to extend to all interested pupils the opportunity to access Skills for Work and Vocational Education provision in schools and, where relevant, in partnership with other providers. These proposals support the Council's Growing Our Own initiative and are entirely aligned with the development of Scottish Governments Skills Strategy and Curriculum for Excellence and its stated aim to ensure that all young people are successful learners, confident individuals, responsible citizens and effective contributors.

**5. IMPLICATIONS**

**5.1 Legal**

Disclosure checks required when working in partnership with employers.

**5.2 Financial**

Support to schools for travel and PPE (Personal Protective Equipment) from the Scottish Government DTS Budget. This funding stream ends in April 2011.

**5.3 Personnel**

These proposals currently form part of the working agenda set out in the Education Service Plan and will receive support from staff in the Quality Improvement Team (QIT) and schools. A member of the QIT and an education support officer will lead and drive the programme forward.

In addition the following partners will be involved:

Argyll College, Argyll and Bute Employability Unit, the Construction Skills College in Lochgilphead, Clydebank College and James Watt College. Partnerships also involve Highlands and Islands Enterprise including AIE and Skills Development Scotland (Careers). Further partnerships may also need to be developed with relevant training providers and employers to ensure equality of opportunity to young people in rural and island schools.

**5.4 Legal**

None

**5.5 Policy**

Supporting “skills for life, skills for work” is one of six inter-related themes that are a requirement of DTS.

Director of Community Services

29<sup>th</sup> January 2009-02-25

For further information contact: Robert Grant, Head of Secondary Education and Pupil Support, Argyll House, Alexandra Parade, Dunoon, 01369 708527

This page is intentionally left blank

## **Argyll and Bute Council**

# **Vocational Education Expanding Opportunities**

**January 2009**



## VOCATIONAL EDUCATION

### What are the Drivers?

As stated in the Scottish Government document “Policy Expectations for Local Authority Delivery of Determined to Succeed” the strategic drivers are:

- The Scottish Government’s overarching Purpose and its Economic Strategy make clear the need to ensure our people are creative and enterprising, entrepreneurial and innovative if we are to increase sustainable economic growth;
- The Scottish Government’s Concordat with COSLA, outlining a new relationship between national and local government, founded on mutual respect and partnership. And, within it, the specific commitment to vocational education/skills – working in partnership with colleges, local employers and others as appropriate to give more school pupils opportunities to experience vocational learning;
- *Skills for Scotland: A Lifelong Skills Strategy*, which clearly recognises the importance of ensuring our people are equipped with the skills, expertise and knowledge for success;
- *Curriculum for Excellence (CfE)*, which will transform the Scottish education system and which will ensure, through the best possible learning and teaching, that our children and young people are educated to be successful learners, confident individuals, responsible citizens and effective contributors - and have the knowledge and skills they need for learning, for life and for work;
- *More Choices, More Chances* - through *CfE* the Scottish Government wants improved outcomes for all young people. But we recognise the need to offer more choices and chances for those who are not achieving their potential if we are to increase the proportion of school leavers in positive and sustained destinations; and
- The ring-fenced funding status of *DtS* within Grant Aided Expenditure (GAE) for 2008-2011 (the only funding stream within the Education and Lifelong Learning portfolio which is) to continue to support the same policy objectives and front line activity.

Education should open up a range of opportunities to pupils and give them a variety of social, personal and educational skills that are transferable to many different situations, including the workplace and community life. It should provide opportunities for further learning, training or employment.



Vocational education in schools generally aims to develop pre-vocational or employability skills. When undertaken in the tertiary education or training sectors vocational education is usually oriented towards a specific trade, profession, vocation or element of work. It can involve development of specific technical or professional skills for certain types of job or occupation, or training in general skills and aptitudes relating to an industry. It will also generally involve the development of personal and learning skills, core skills and employability skills.

Vocational education can provide a suitable context, something which may capture pupils' imagination and interest and better engage some pupils to learn. It provides the opportunity to demonstrate the relevance of subjects such as literacy and numeracy in practical ways. For example tiling, a subject which although at first glance may seem relatively straightforward, needs the application of a range of mathematical skills at a relatively high level including trigonometry and geometry. Another example is language study, which can be provided with a vocational focus. This gives pupils the opportunity to learn language skills in a work-related context as part of their studies.

As a country we are generally good at laying the educational foundations for those who train to be professionals such as doctors, lawyers and accountants. Vocational education serves them well. For at their heart, medicine, law and accountancy are by their nature essentially vocational courses. However, our education system currently does not serve as well pupils who want to enter other occupations. We must do more for pupils wanting, for example, to be professional care workers, electricians, technicians and plumbers. There should be parity of esteem across all vocations and all forms - and places - of learning.

In order to enable 14-16 year olds to develop vocational skills and improve their employment prospects or lead to further training the SQA developed Skills for Work courses. As part of a school based curriculum these courses allow young people a nationally recognised alternative to one or more standard grades.

## SKILLS FOR WORK COURSES

In keeping with the aims of Curriculum for Excellence and Determined to succeed these courses should be integral to the school curriculum and not be stand alone or an add-on. The most common method of delivery is in partnership with a college, employer or training provider but it may be possible for a school to deliver them.

There is a misconception that these courses only train young people for a specific vocation. Some will pursue a career in that subject area, as these courses provide a solid educational pathway to further learning, training or employment. These courses have value whether they do or not because the core skills are employability skills such as communication and team-working.

Maureen Watt, Minister for Schools and Skills said:

*"The Skills for Work pilot has been very successful and these courses are now available in secondary schools across Scotland. Skills for Work courses give pupils the opportunity to develop new skills and knowledge which are directly relevant to the workplace. They help young people to realise their potential, offering them greater diversity and choice of qualifications. Skills for Work complements the existing learning opportunities available in schools and is helping pupils of all abilities to develop new skills."*

### The SQA's rationale for skills for work courses is:

1. Skills for work courses are designed to help candidates to develop:

- skills and knowledge in a broad vocational area;
- core skills;
- an understanding of the workplace;
- positive attitudes to learning; and
- skills and attitudes for employability.

2. A key feature of these courses is the emphasis on experiential learning. This means learning through practical experience and learning by reflecting on experience. Teaching/learning programmes will include some or all of the following:

- learning in real or simulated workplace settings;
- learning through role play activities in vocational contexts;
- carrying out case study work; and
- planning and carrying out practical tasks and assignments.

Teaching/learning programmes will include some or all of the following:

- preparing and planning for the experience;
- taking stock throughout the experience - reviewing and adapting as necessary; and
- reflecting after the activity has been completed - evaluating, self-assessing and identifying learning points.

3. The Skills for work courses are also designed to provide candidates with opportunities for developing *core skills* and enhancing skills and attitudes for employability. The five core skills are:

- Communication;
- Numeracy;
- Information Technology;
- Problem Solving; and
- Working with Others.

4. The skills and attitudes for employability, including self-employment, are outlined below:

generic skills/attitudes valued by employers

- understanding of the workplace and the employee's responsibilities, for example time-keeping, appearance, customer care;
- self-evaluation skills;
- positive attitude to learning;
- flexible approaches to solving problems;
- adaptability and positive attitude to change; and
- confidence to set goals, reflect and learn from experience.

specific vocational skills/knowledge

- Course specifications highlight the links to National Occupational Standards in the vocational area and identify progression opportunities.

Opportunities for developing these skills and attitudes are highlighted in each of the course and unit specifications. These opportunities include giving pupils direct access to workplace experiences or, through partnership arrangements, providing different learning environments and experiences which simulate aspects of the workplace. These experiences might include visits, visiting speakers, role play and other practical activities.

**5. A Curriculum for Excellence** identifies aspirations for every young person. These are that they should become:

- successful learners;
- confident individuals;
- responsible citizens; and
- effective contributors.

The learning environments, the focus on experiential learning and the opportunities to develop employability and core skills in these courses contribute to meeting these aspirations.

## SKILLS FOR WORK COURSES IN ARGYLL AND BUTE

After the initial pilot we have steadily increased the numbers opting for Skills for Work courses, exceeding our estimated numbers each year. From June 2009 all 10 secondary schools will be offering Skills for work courses.

Argyll College is the Authority's main college partner working with 9 of our secondary schools. In addition partnerships have been developed with both James Watt College and Clydebank College. The building of these partnerships has been key to the success in Argyll and Bute. Even though this collaboration will continue to flourish, if numbers increase at the current rate a saturation point will be reached. If we then want to meet demand we will have to be more creative in the delivery of the courses by using employers and making use of school facilities.

It is recognised by Scottish Government that school/college partnerships and the delivery of Skills for work courses will be challenging in rural communities. As a result Argyll and Bute are part of a Highlands and Islands SQA strategy group that is exploring the issues with both the Scottish Government and SQA.

For our new academic session 2009/10 we will be offering the following range of courses:

- |                                    |                |
|------------------------------------|----------------|
| • Construction Skills              | Intermediate 1 |
| • Construction Skills              | Intermediate 2 |
| • Early Education and Childcare    | Intermediate 1 |
| • Early Education and Childcare    | Intermediate 2 |
| • Financial Services               | Intermediate 2 |
| • Hairdressing                     | Intermediate 1 |
| • Hairdressing                     | Intermediate 2 |
| • Hospitality                      | Intermediate 1 |
| • Hospitality                      | Intermediate 2 |
| • Rural Skills                     | Intermediate 1 |
| • Uniformed and Emergency Services | Intermediate 1 |
| • Cosmetology                      | Intermediate 1 |
| • C&G Motor Vehicles               | Intermediate 1 |

**SKILLS FOR WORK GROWTH 2007 – 2010**

The following table shows the growth of skills for work over a three-year period.

SCHOOL	COURSES	PROVIDER	2007/08		2008/09		2009/10		
			PUPIL NOS	SUMS REQD	PUPIL NOS	SUMS REQD	PUPIL NOS	SUMS REQD	
Campbeltown	Construction	Argyll College	10	20	18	36	16	32	
	EE & CC		11	22	12	24	0	0	
	Rural Skills		2	6	17	34	20	40	
	Hairdressing		0	0	0	0	8	16	
	Sport & Rec		0	0	0	0	2	4	
Tarbert	Construction	Argyll College	4	8	6	12	12	24	
	EE & CC		0	0	1	2	4	8	
	Ent & Employ		School/LA	4	0	4	8	8	16
	Hairdressing		Argyll	0	0	0	0	2	4
	Sport & Rec		College	0	0	0	0	2	4
	Rural Skills		0	0	0	0	2	4	
Lochgilthead	Construction	Argyll College	8	16	14	28	12	24	
	EE & CC		6	12	10	20	4	8	
	Rural Skills		3	6	4	8	4	8	
	Hairdressing		0	0	0	0	6	12	
Islay	Construction	Argyll College	39	156	24	96	24	96	
	Hairdressing		10	40	19	76	20	80	
	Cosmetology		7	28	13	52	12	48	
	Hospitality		0	0	8	32	16	64	
	Rural Skills		School/LA	10	0	12	0	24	0
Oban	Construction	Argyll College	4	8	3	6	0	0	
	EE & CC		9	18	19	38	20	40	
	Hospitality		0	0	7	14	15	30	
	Hairdressing		0	0	7	14	15	30	
	Sport & Rec		0	0	10	20	18	36	
	Rural Skills		0	0	8	16	15	30	
	Financial		0	0	0	0	10	20	
	Uni & Emergency		0	0	0	0	10	20	
Rothesay	EE & CC	Argyll College	8	16	17	34	17	34	
	Rural Skills		8	16	18	36	16	32	
	Financial		6	12	16	32	20	40	
	Hairdressing		0	0	6	12	12	24	
	Construction		0	0	0	0	8	16	
	Hospitality		12	24	26	52	24	48	
	Dunoon		EE & CC	Argyll College	No involvement		10	20	20
Financial		4	8		13	26			
Construction		0	0		8	16			
Uni & Emergency		0	0		12	24			
Hospitality		James Watt	0		0	12	24		
Hermitage	EE & CC	Clydebank College	12	24	36	72	48	96	
	Hairdressing		0	0	9	18	19	38	
	Motor Vehicle		0	0	11	22	22	44	
	Uni & Emergency		0	0	10	20	20	40	
Tobermory	Hospitality		No involvement		No involvement		4	8	
	Engineering		2	4	4	8			
Tiree	Rural Skills	Argyll College	No involvement		2	4	4	8	
TOTALS			173	548	381	866	582	1260	

**FUNDING**

Colleges are able to draw funding SUMS from the national school/college funding budget to deliver Skills for Work courses. For 2009/10 the predicted number of SUMS required and the total value of these SUMS is shown in the following table:

SCHOOL	SUMS REQD	£ VALUE
Campeltown	92	17,480
Tarbert	60	11,400
Lochgilphead	52	9,880
Islay	288	54,720
Oban	206	39,140
Rothesay	194	36,860
Dunoon	130	24,700
Hermitage	218	41,420
Tobermory	12	2,280
Tiree	8	1,520
<b>TOTAL</b>	<b>1260</b>	<b>239,400</b>

The following table illustrates the funding sums being drawn down by each of the colleges for Skills for Work across Argyll and Bute schools during 2009/10:

College	Nos of Schools	No of Courses	SUMS Required	£ VALUE
<b>Argyll</b>	9	45	1006	191,140
<b>Clydebank</b>	1	5	218	41,420
<b>James Watt</b>	2	3	36	6,840
<b>TOTAL</b>			1260	239,400

**OTHER COSTS**

As of session 2009/10 Clydebank College has introduced a set fee per student studying each of the Skills for Work courses on offer. This fee varies dependent upon the course. For instance in the Hairdressing course the fee covers the cost of buying a head and the necessary cutting equipment. Argyll and Bute Council will be charged the following amounts by Clydebank College:

Course	Nos of Pupils	Cost per Pupil	Total Cost £
Early Education and Childcare	48	£81	3,888
Hairdressing	19	£59	1,121
Motor Vehicle	22	£58	1,276
<b>Grand TOTAL</b>			<b>6,285</b>

## TRANSPORT

Due to the geographical location of college facilities and placement providers pupils will need to be transported to and from college/placements. Transport costs are expected to be borne by the Council and are not funded through SUMS. The projected transport costs for 2009/10 is £30,000. This is a threefold increase on 2007/08 costings.

## PPE

We also fund the purchase of some personal protective equipment for those schools delivering parts of the courses themselves. These costs will be £5,000 for session 2009/10.

## CAPACITY BUILDING TO IMPLEMENT AND SUSTAIN SKILLS FOR WORK COURSES

It is now widely accepted that vocational education should be integral to the learning experience of all young people and not simply a bolt on or alternative for some pupils to their other school subjects. The development of Skills for Work courses has enabled young people to gain and receive formal recognition for the acquisition of appropriate work related skills. The national evaluation of Skills for Work by HMIE has demonstrated the need for local authorities and schools to establish effective and creative solutions to overcome the many barriers to effective implementation of Skills for Work courses. The barriers we have identified are:

- Determined to Succeed Funding - Currently the funding ABC receives for Determined to Succeed is used to meet these additional costs and for development of the Skills for Work programme. However, as of April 2011 the Scottish Government will no longer ring-fence this element of the ABC education budget. ABC will then become liable for these costs – this amount for 2009/10 is £42,000 for the basic costs associated with the programme.
- Geographical isolation – college provision across Argyll and Bute is increasing through effective partnerships with our college and employer partners, which has enabled Skills for Work courses to be established. During the period 2007 – 2009, Argyll College has invested considerable money in opening 4 Construction Skills Centres across the Argyll and Bute area – in Campbeltown, Lochgilphead, Dunoon and Rothesay. In addition, they have adapted college facilities to include Hairdressing and Beauty therapy Salons in Campbeltown and Oban. All of these facilities are available to our school pupils, dependent upon timetable constraints. Clydebank College has also opened a hub centre in Dumbarton which Hermitage Academy pupils access for Hairdressing and Motor Vehicle Maintenance, again this is dependent upon timetable constraints. However, not every school has access to the full range of Skills for Work opportunities available, in fact a number of our smaller schools may only be able to access 1 or 2 courses.

- The schools estate strategy will need to consider the impact of Skills for Work courses in the design of new school buildings in order to make them fully fit for purpose in the 21<sup>st</sup> Century.

For example: Islay High School used their School of Ambition funding to make a step change in its approach to delivering a curriculum appropriate to the needs of pupils, parents and the community of Islay. This funding enabled the building of two workshops – 1 for Hairdressing and 1 for Construction Skills. During 2008/09, the school, ABC Capital Fund and ABC Determined to Succeed jointly funded the establishment of a Hospitality workshop costing £78,000. The purchase of smaller professional equipment was contributed through partnership working with Argyll College.

- A Curriculum for Excellence – building capacity within each of our schools in order to deliver a balanced Curriculum for Excellence capable of meeting the future needs and skills of ALL our young people should be accorded a high priority.
- Employer goodwill – the valued involvement of employers across Argyll and Bute in work experience and enterprising education events has always been based on the premise of goodwill. The need to identify an ever increasing number of employers to provide Skills for Work partnerships or placements will require a more formal approach to the development of commissioning arrangements to secure the capacity required. The economic downturn could mean that employers will be less willing to offer support at a cost to them. All employers involved in the Skills for Work programme have to undergo enhanced Disclosure Scotland checks and an in-depth Argyll and Bute Council Health and Safety check.
- Argyll and Bute Council – ABC should build its commitment to the Skills for Work programme by ensuring that all of its appropriate departments and services contribute to the capacity building of Skills for Work courses by offering placements and training to S3 and S4 pupils. In addition the Council could create a progression pathway by introducing appropriate Skillseekers and Modern Apprenticeships to young people who successfully complete Skills for Work courses. This could also contribute to the Councils succession planning strategy within the Growing Our Own initiative.
- Equality of Opportunity – young people within Argyll and Bute are missing out on Skills for Work opportunities when compared with the urban areas of Scotland. The Council is working to address the funding gap and lack of provision of services to support Skills for Work as a key partner of Highlands and Islands local authorities experiencing similar problems. Even within Argyll and Bute there is inequality of opportunities to take up the range of Skills for Work courses. Every pupil has the right to access a vocational curriculum and the Council will require to be creative to meet the needs of all its young people.



To allow for growth and development of the Skills for Work programme the ABC Determined to Succeed team has been researching different methods of delivery and the sustainability of these methods. The team is currently working on two pilot ideas.

e.g. Dunoon Grammar School

The school is keen to have some workshop facilities either on site or as close to the school as possible. The DtS team are currently investigating the possibility of using alternative accommodation for a rural skills facility. They are also looking at the possibility of long term portable accommodation for the delivery of construction skills and hairdressing in partnership with Strathclyde University Architectural Department. This would result in something very close to the highly successful Islay High School model where joint funding has resulted in sustainability.

This idea is endorsed in the Scottish Governments report on “Lifelong Partners.....A Strategy for Partnership” where it states:

*“Local Authorities, schools and colleges may wish to consider joint-funding of facilities in schools or colleges. Colleges may also wish to consider the possibility of setting up outreach facilities in schools.”*

## Appendix 1

### Bibliography

Expanding Opportunities: A report on school-college partnership programmes in Scotland, HMIE 2008, ISBN 978-0-7053-1151-9

Preparing for Work: A report on the Skills for Work pilot programme, HMIE 2007, ISBN: 978-0-7053-1119

<http://www.hmie.gov.uk/documents/publication/hmiepfw.pdf>

Lifelong Partners: Scotland's schools and colleges building the foundations of a lifelong learning society. A Strategy for Partnership, Scottish Executive, 2005, ISBN 0-7559-4629-4

<http://www.scotland.gov.uk/Resource/Doc/36328/0011883.pdf>

Working Together: Cross-sectoral provision of vocational education for Scotland's school pupils, HMIE 2005

<http://www.hmie.gov.uk/documents/publication/wtscsp.pdf>

Life Through Learning; Learning Through Life, Scottish Executive 2003, ISBN 0-7559-0598-9

<http://www.scotland.gov.uk/Resource/Doc/47032/0028820.pdf>

Skills for Scotland: A Lifelong Skills Strategy, Scottish Government 2007, ISBN 978-0-7559-5479-7

<http://www.scotland.gov.uk/Publications/2007/09/06091114/0>

Curriculum for Excellence, Scottish Executive 2004, ISBN 0-7559-4215-9

<http://www.scotland.gov.uk/Resource/Doc/26800/0023690.pdf>

Ministerial response to a Curriculum for Excellence, Scottish Executive 2004, ISBN 0-7559-4373-2

<http://www.scotland.gov.uk/Publications/2004/11/20175/45848>

Reviews of National Policies for Education – Quality and Equity of Schooling in Scotland, OECD 2007, ISBN 9789264041004

Evaluation of Skills for Work Pilot Courses: Final Report, Thomas Spielhofer and Matthew Walker, National Foundation for Educational Research 2008, ISBN 978-0-7559-6989-0

<http://www.scotland.gov.uk/publications/2008/02/29105118/0>

Determined to Succeed: Policy Expectations for Local Authority Delivery (2008 - 2011)

Determined to Succeed: A Review of Enterprise in Education; Scottish Executive 2002  
Improving Enterprise in Education, HMIE 2008, ISBN 978-0-7053-1133-5

<http://www.hmie.gov.uk/documents/publication/hmiepfw.pdf>;

More Choices, More Chances: A Strategy to Reduce the Proportion of Young People not in Education, Employment or training in Scotland, Scottish Exec, 2006. ISBN 0-7559-4817-3

Report of the Differences Colleges Make workstream of the Review of Scotland's Colleges

<http://www.scotland.gov.uk/Publications/2006/10/02110410/7>

How good is our school? School-college Partnership

<http://www.hmie.gov.uk/documents/publication/hgiosscp.pdf>

---

**ARGYLL AND BUTE COUNCIL****SOCIAL AFFAIRS PPG****DIRECTOR OF COMMUNITY SERVICES****9 MARCH 2009**

---

---

**ARMED FORCES VISITS TO SCHOOLS**

---

**1. SUMMARY**

- 1.1 The PPG has been asked to consider what, if any, guidelines should be put in place to govern goodwill visits by the Armed Services to Council premises, particularly schools. This paper provides information on this matter and makes a recommendation for Members to consider.

**2. RECOMMENDATION**

- 2.1 Members accept that no guidelines are necessary.

**3. BACKGROUND**

- 3.1 A motion was submitted by Councillor Nisbet, seconded by Councillor Morton, for consideration at the Council's meeting on 2 October 2008, in the following terms –

“This Council requests that the Social Affairs Policy and Performance Group considers what, if any, guidelines should be put in place to govern goodwill visits by the Armed Services to Council premises, particularly schools.”

- 3.2 There are currently no guidelines dealing with this issue in relation to schools or, so far as I am aware, other Council premises. These have not been considered necessary thus far.

- 3.3 There is a long tradition of links between H.M Armed Forces and the local government, communities and schools in Argyll and Bute. These links have taken many different forms:

- Historically, units of H.M Armed Forces have been deployed/based in Argyll and Bute. Examples include Royal Air Force units being based in Oban, Islay and elsewhere during World War II, Royal Navy presences at Rothesay and Dunoon etc, etc.

- Currently Argyll and Bute is home to the Faslane Naval Base and associated Royal Marines detachment.
  - There are many examples of particular units/individual service personnel carrying out “public works” on a small scale.
  - The Argyll and Sutherland Highlanders were granted the freedom of Argyll and Bute by the former Argyll and Bute District Council.
  - There are clear links between the Council and the Royal Navy, particularly with ships such as HMS Argyll, HMS Campbeltown etc, etc.
- 3.4 H.M Armed Forces have carried out “goodwill” visits on a number of occasions, to schools in Argyll and Bute. These events are generally structured in such a way as to provide information about the activities of the particular element of the Armed Forces which is putting on the display.
- 3.5 Other Armed Forces to Argyll and Bute may not be centred around particular premises, whether operated by the Council or not. For example, a Royal Navy ship may anchor off a town in Argyll and Bute, with the crew coming ashore to participate in various activities of a civic/ceremonial/goodwill nature. This type of visit would generally be arranged/co-ordinated through the Council, with involvement on the part of the offices of Leader/Provost as appropriate. There may be other linkages, for example, with the office of the Lord Lieutenant for Argyll and Bute.
- 3.6 I am unaware of particular problems having arisen in relation to Armed Forces visits to Argyll and Bute in general. They seem to be well managed and, as a general premise, any use of Council premises would be picked up and considered as part of the wider process for making the necessary arrangements.
- 3.7 With specific reference to schools operated by the Council within Argyll and Bute then the current situation is that visits in general (whether by the Armed Forces or other agencies/organisations) would, in the majority of cases, be arranged via the Head Teacher. Advice would be available to Head Teachers, on request, from the Education Service of the Council as and when required, on a case by case basis.
- 3.8 With further reference to schools, I am aware of only one instance where an issue has been raised about a visit by Armed Forces to a school. This related to a Primary School visit in the Helensburgh and Lomond area in 2007 and, after consideration of the matter within the Education Service, it was determined that no action needed to be taken.

#### 4. CONCLUSION

4.1 There is a history of Armed Forces visits to Argyll and Bute, and to Council premises, including schools, within the area. These have generally been conducted in a way which is entirely appropriate and have generally been viewed positively by the public in Argyll and Bute. There has been one instance where a member of the public has raised an issue about a visit to a school in Argyll and Bute in recent years, which has been considered appropriately.

#### 5. IMPLICATIONS

<i>Policy:</i>	No change to current position
<i>Finance:</i>	None
<i>Personnel:</i>	None
<i>Legal:</i>	None
<i>Equal Opportunities:</i>	None

4 February 2009  
Director of Community Services

For further information please contact:

Director of Community Services  
Argyll and Bute Council  
Kilmory  
Lochgilphead  
PA31 8RT

This page is intentionally left blank

---

ARGYLL AND BUTE COUNCIL  
COMMUNITY SERVICES

SOCIAL AFFAIRS POLICY AND  
PERFORMANCE GROUP

MONDAY 9 MARCH 2009

---

## SPORT AND LEISURE SERVICES PROGRESS REPORT

---

### 1.0 SUMMARY

- 1.1 Following the progress report submitted to the Social Affairs Policy and Performance Group of 8<sup>th</sup> September 2008 it was agreed that a further report should be brought to the meeting originally scheduled for 10 February 2009 which would include an update on the review of the Sport and Physical Activity Strategy.
- 1.2 The analysis of the achievements of the 2005/08 Sport and Physical Activity strategy is currently being drafted and a report will be available for circulation by late March 2009. The interim findings indicate significant improvements in the scope and quality of activity across Argyll and Bute.
- 1.3 The research and consultation process for the updated strategy which will cover the period 2009-14 has commenced and it is anticipated that the final draft will be submitted for Members consideration in April 2009.
- 1.4 The Sport and Leisure Service and Facilities Services are working in partnership with **sportscotland** to develop updated strategies for sport facilities and pitches which will sit within the overall Sport and Physical Activity Strategy. The target completion date for these strategies is December 2009.

### 2.0 RECOMMENDATIONS

- 2.1 Members are asked to:
- a) Note the achievements produced through the targets contained in the 2005 – 08 Sport and Physical Activity Strategy as evidenced in the interim findings.
  - b) Note that the evaluation report will be finalised and circulated by late March 2009.
  - c) Note the progress made towards the development of the new Sport and Physical Activity Strategy

### 3.0 DETAIL

**3.1 Sport and Physical Activity Strategy:** Argyll and Bute Council's first ever Sport and Physical Activity Strategy was adopted by Members in September 2005. This strategy laid out the aims, objective, targets and outcome for sport and physical activity development and delivery for three years.

**3.2** A review had been undertaken to assess the outcomes of the 2005 Strategy against its targets and aims. This review is being finalised and the interim findings indicate a very positive improvement in participation rates and the range and quality of Activities available in Argyll and Bute.

**3.3** The following high level results have been achieved and the detail to support these findings will be contained in the final review report;

- The Aims and target outcomes of the 2005-08 Strategy indicate an inclusive and comprehensive approach to sport and physical activity which touches all dimensions of the local community and active visitors to the area
- The 2005-08 Strategy links well with national programmes and strategies, particularly such as Active Schools and Curriculum for Excellence
- There are key indicators that show that the overall delivery of the strategy is successful. These include the national awards given to the Stramash activity programme, the measurement of adult participation in sport that puts Argyll and Bute in the top quartile in Scotland; the explosion in coaching awards taken (from 47 in 2005 to 350 in 2008)
- Overall, the Strategy shows a good vision of how to deliver national and local objectives in relation to Sport and Physical Activity with the result that the people of Argyll and Bute are being given, and are responding to, many more opportunities to participate in activities giving beneficial health, emotional wellbeing and social impacts.

**3.4** A small, short life steering group has been constituted to begin consideration of the new strategy development. This group comprises Councillor D Philand, Community Services Sport & Leisure and Education Services, Facilities Services and **sportscotland**. Other partners will be invited to participate in smaller working groups.

**3.5** As an integral part of the strategy development a focused workshop was held in Lochgilphead on 16<sup>th</sup> January 2009 which was attended by a wide cross section of both internal and external partners. The forty participants were divided into three areas of interest; Facilities and Infrastructure, Health and Inclusion and Sport Development. The workshops were extremely productive and will provide a valuable platform for joint planning, partnership working and sharing of staff and resources.



**3.6** A series of local focus groups is planned for March to consult with the voluntary sector and local communities as well as a workshop specifically targeting outdoor learning and sports.

#### **4.0 CONCLUSION**

**4.1** The review of the Sport and Physical Activity Strategy 2005 is being finalised with collation of outcome data and setting baselines for the new strategy.

**4.2** The interim findings indicate that the 2005 Strategy has provided significant improvements in participation rates across Argyll and Bute.

**4.3** Consultation and development is ongoing to produce an updated strategy for Members consideration in April 2009.

#### **5.0 IMPLICATIONS**

<b>POLICY:</b>	All actions detailed above are consistent with Council policy
<b>FINANCIAL:</b>	Development of a robust strategy will help guide and inform future funding decisions.
<b>PERSONNEL:</b>	Nil
<b>EQUAL OPPORTUNITY:</b>	The Sport and Physical Activity Strategy embraces the Council's policy of equality of access.
<b>LEGAL:</b>	Nil

Director of Community Services  
25 February 2009

For further information contact:

Malcolm MacFadyen  
Head of Community Regeneration  
Tel: 01546 604412

This page is intentionally left blank

Argyll and Bute Council  
Sport and Physical Activity  
Strategy  
2005 – 2008

*Interim Review*

*February 2009*



Slainte Ltd  
19 Lorn Drive, Glencoe, Argyll, PH49 4HR  
E-mail [sandy@slainte.ltd.uk](mailto:sandy@slainte.ltd.uk) Web: [www.slainte.ltd.uk](http://www.slainte.ltd.uk)  
Tel: 01855-811626 or 07717-217898

## Contents

1. Sport and Physical Activity Strategy 2005 - Vision and Main Aims
2. Executive Summary
3. The Context, Nationally and Locally
4. Summary of National Strategies for Sport and Physical Activity
5. Alignment with National Strategies for Sport and Physical Activity
6. Comparison with other Local Authorities
7. Argyll and Bute Community Planning Partnership
8. Joint Health Improvement Plan
9. Argyll and Bute Council Corporate plan 2009-2012 and beyond
10. Sport and Physical Activity Overview
11. Summary and Conclusion
12. Looking Forward

Appendix 1 - Sources of Information

### **The Brief**

In March 2008 Slainte Ltd was asked by Argyll and Bute Council's Sport and Leisure Services division to carry out a review of the Council's Sport and Physical Activity Strategy which had been adopted in 2005.

The review was to identify how well the strategy aligned with relevant current national strategies; how effective it was at delivering its stated actions and outcomes; and was to offer guidance on how the strategy should be amended to meet the area's needs, and national priorities, over the period 2008-2014.

The result would inform the development of an Action Plan for the next five years, which will be set in a standard measurement framework that would align with overall Council measurement.

## **1.0 Visions and Main Aims of 2005-08 Strategy**

### **Vision**

**The Strategy is intended to maximise the opportunities for people of all ages and abilities within Argyll and Bute to participate in sport and physical activity. By doing this we aim to contribute to the good health, improved quality of life and social inclusion of all our citizens and communities.**

### **Aims**

1. Raise lifelong participation levels in sport and physical activity in Argyll and Bute
2. Promote active lifestyles through the unique qualities of the natural environment of Argyll and Bute
3. Recognise potential to enhance sporting opportunities for the population by developing coaching and raising standards
4. Promote and support voluntary and community involvement in the provision of sport and physical activity
5. Encourage the use of sport and physical activity as a means of achieving social inclusion
6. Improve health and well-being by developing sport and physical activity as an integral part of Community Planning

## 2.0 Executive Summary

2.1 The 2005-08 Strategy links well with national programmes and strategies, particularly such as Active Schools and Curriculum for Excellence.

2.2 There are a number of national and sectoral strategies which impinge on sport and physical activity and the complete picture is somewhat confusing, making it difficult for local delivery agents to align with the national picture.

2.3 The Aims and target outcomes of the 2005-08 Strategy indicate an inclusive and comprehensive approach to sport and physical activity which touches all dimensions of the local community and active visitors to the area.

2.4 The Strategy identifies a large number of target outcomes (115). Although this provides a specific “roadmap” for the direction of the Strategy, many of the outcomes are difficult to measure and the identification of a limited number of Key Performance Indicators, related to the outcomes, would allow for easier assessment of the achievement of the Aims.

2.5 There are significant key indicators that show that the overall delivery of the strategy is successful.

- The development of Stramash as an independent Social Enterprise and its success in winning several national awards for excellence
- The establishment of a number of activity programmes that are providing opportunities for all sectors within the Argyll community
- Specific programmes to develop the leadership potential of young people in Argyll
- All Argyll and Bute schools are Health-Promoting
- Active Schools extra-curricular programme has expanded 85% (primary) and 62% (secondary) between 2005 and 2008
- 500 volunteers recruited to support Active Schools programme
- Argyll and Bute sits in the top quartile of Scottish local authorities in terms of monthly participation in sports (source: Sportscotland)
- 24% of adults in Argyll and Bute undertake some form of sports-related voluntary work against a national average of 14% (source: Sportscotland)
- the explosion in coaching awards gained (from 47 in 2005 to 350 in 2008)

2.6 Argyll and Bute has an enviable range of natural resources including sea and inland waters, mountains and woodland which provide maximum opportunity for participation in outdoor activity for both locals and visitors.

These natural resources attract a number of major national and international sports events which not only showcase Argyll and Bute to the wider world but also bring significant economic benefit.

2.7 It is a major concern that the Argyll and Bute Community Plan 2007-17 almost totally ignores sport and physical activity as a key mechanism for delivering Vibrant Communities and, in the case of one of the national strategic objectives, a Scotland that is Healthier.

2.8 Overall, the Strategy shows a good vision of how to deliver national and local objectives in relation to Sport and Physical Activity with the result that the people of Argyll and Bute are being given, and are responding to, many more opportunities to participate in health with beneficial personal and social impacts.

### **3.0 National and Local Context**

3.1 Nationally, the over-riding context is a concern over the lack of physical activity being undertaken by Scots which, combined with a generally poor diet, is resulting in poor health, high cost to the NHS for treatment and employers in absence, early death (particularly in poorer neighbourhoods), and serious concerns over a time-bomb of future obesity and ill-health in the generation currently growing through childhood.

3.2 These concerns have resulted, over the period 2002 to 2007 in particular, in a number of physical health and activity strategies being produced by a number of bodies with an interest in health and/or activity. There appears to have been no attempt to encourage a common approach, for example, that the strategy to promote cycling would be clearly aligned with the national strategy on physical activity. This has made the national picture unnecessarily confused and, for delivery agents such as local Councils, difficult to identify how best local delivery can be best aligned with national strategy.

3.3 The bridge between national and local is being channelled through the Single Outcome Agreement structure, between Scottish and local Government, and through Community Planning as the body that is seen as representing the grass-roots and promoting and monitoring delivery of appropriate activities.

3.4 The Argyll and Bute Community Planning Partnership does not appear to consider sport and physical activity a priority since the term “physical activity” does not appear anywhere in the Community Plan 2007-17 and “sport” is only used in a general aim to increase sport and culture facilities.

3.4 Health improvement appears, in the Community Plan, to be focused on achieving a reduction in substance misuse with no reference to plans for encouraging healthier lifestyles. Neither the Joint Health Improvement Plan nor the Council's Corporate Plan mention the role that sport and physical activity have to play in achieving a healthier Argyll and Bute.

**3.5 The lack of inclusion of sport and physical activity in local strategic thinking is a major concern.**

#### **4.0 Summary of National Strategies**

4.1 Strategies relating to sport are relatively specific and also refer to health improvement as one of the beneficial outcomes of participation. Strategies relating to active living and health improvement are generally NHS-focused or specific-interest and are harder to relate to the development of a local strategy.

4.2 Partnerships formed to co-ordinate and translate national policy into local delivery mechanisms (CPP and JHIP) show considerable room for improvement since they include few references to either sport or physical activity.

4.3 The introduction of the Single Outcome Agreement between Scottish Government and local authorities provides the opportunity to more closely align national strategy with what is delivered at grass-roots. Most of the strategies looked at are very poor at establishing baselines, measuring mechanisms and SMART targets.

4.4 Common themes that emerge from the national strategies are:

- The need for health improvement
- The need to encourage greater participation in exercise
- Infrastructure and facilities
- Access to opportunities
- All ages and ability levels
- Pathways, for volunteers, coaches, performers
- The role of the school
- Lack of monitoring and evaluation mechanisms

#### **5.0 Alignment with National Strategies**

5.1 Given the number of national strategies that dip their toes in sport and physical activity the Argyll and Bute strategy does a good job of reducing this range and scope to 6 discrete and relevant Aims.

5.2 The principal strategy it requires to align with is the National Physical Activity Strategy, and Argyll and Bute's targets and actions cross-reference well with the national priorities. Examples are clear references to the role of the Community Planning Partnership and the Joint Health Improvement Plan in



delivering outcomes, and clear targets for increased physical activity which match the national targets.

5.3 There are a wide range and complexity of national strategies for general health improvement and active living. It is prudent for the Argyll and Bute strategy to place this within the context of the Community Plan and the Joint Health Improvement Plan, and to seek active representation of the SPA Strategy at a strategic level as a means of ensuring delivery of these multi-agency plans is consistent with the SPA strategy. Identifying key measurable targets that align with national targets should be sufficient to ensure the SPA is relevant in the national context.

5.4 Alignment with the National Strategy for Sport and the SportsScotland Corporate Plan is equally clear. Reference to shared goals such as encouraging excellence, facility development, coaching and volunteering pathways, and Active Schools is evident. The outcomes that would demonstrate achievement of these are generally, however, not specific and measurable. Targets for international representation by Argyll and Bute sportsmen and women would be an example of clearer measurement.

5.5 The Argyll and Bute strategy should make more of the opportunity to align with the National Dance Strategy, since the area is particularly strong in traditional dance (and also, in North Argyll, Ballet). There is no reference to Dance in the strategy although this activity is one of the pillars of physical activity. Development activity in the educational curriculum, in dance activity in the community and in pathways for dancers would be consistent with the SPA strategy and fit with key priorities of the Dance Strategy.

5.6 Although Play is also a pillar of physical activity, and there is no specific reference to play in the SPA, it is perhaps more difficult to have discrete targets in this regard beyond developing a local plan for facility development. Once the national strategy has been completed the wider issue can be addressed. However, it may be considered that to incorporate Play within the SPA would dilute the focus of the strategy and that this dimension is not appropriate for inclusion.

5.7 The Aims of the strategy clearly address key national priorities in active lifestyles and participation in exercise and sport, leading to improved health. Implementation methods such as developing volunteering are also identified and match national priorities. Some issues, such as Dance as an element, and perhaps Mountain-biking as a growing sport (with World-ranked performers born and living in Argyll), should be considered in planning specific actions and outcomes for the next phase.

5.8 Social factors affecting participation are also addressed, as is the necessity for a co-ordinated approach through mechanisms such as the CPP and JHIP. Although some national strategies have been formulated or reviewed since the SPA was drafted in 2003, the strategy is still largely relevant as the authority looks forward to the next phase.

**5.9 In summary, Argyll and Bute's Sport and Physical Activity strategy is well aligned with the key national strategies**

## **6.0 Comparisons with Other Local Authorities**

6.1 **Culture and Sport Glasgow's** strategy document is strong on the city's cultural assets and includes sport as a dimension of culture, not as a distinct activity. It is strong on facilities and events, but also has strong participation threads such as free swimming for children at all Council pools. The action plan has some similarities with Argyll and Bute in focusing on participation; pathways; infrastructure; and optimising the "vibrant and distinctive" city (the local dimension). The document is now out of date; talking about making a decision on bidding for the 2014 Commonwealth Games several months after the bid had been won.

6.2 **Edinburgh City Council** refer to their document as the Sport and Physical Recreation Strategy and have the ambition of their city being the most active in Europe by 2020, thereby firmly committing themselves to the participation focus, with references also to partnerships, pathways, facilities and equity. This is also out of date (2002). Looking at more rural authorities gives a better direct comparison

6.3 **Dumfries and Galloway's** Leisure and Sport Strategy is dated 2001-05 and is sport-focused with out-of-date references to education.

6.4 **Highland Council** is currently engaged in consultation which is expected to result in a new strategy being developed. A strategy exists dated 2000, but this is rather non-specific about outcomes.

**6.6 By comparison with their peers Argyll and Bute's strategy is imaginative, broad but detailed, and utilising the strengths of the area.**

## **7.0 Argyll and Bute Community Planning Partnership**

7.1 The CPP is made up of 26 partners representing every strand of life in Argyll and Bute – public, private, voluntary, agency, and all interest groups. It produces the Community Plan which is aimed at co-ordinating and focusing actions, resulting in reduced duplication and waste.

7.2 The aims and outcomes of the Plan are cross-referenced against the Scottish Governments five key themes, one of which is "Healthier". There are a number of outcomes which are regarded as "ticking" that box, but few have any relevance to a strategy for sport and physical activity. The closest refer to rural deprivation, regeneration and drug and alcohol initiatives and none relate specifically to physical activity or sport (except in the latter case in relation infrastructure rather than participation). The Health and Wellbeing Theme Group of the CPP has been responsible for the development of the Joint Health Improvement Plan.

**7.3 It has to be concluded that the current Community Plan does not adequately address sport and physical activity issues in Argyll and Bute.**

## **8.0 Joint Health Improvement Plan (2005-08)**

8.1 The strategic priorities of the JHIP refer to issues such as alcohol misuse, coronary heart disease, mental health, social care and health care. There is a reference to national physical activity targets for both children and those over 17 years old and a reference to the Sport and Physical Activity Strategy as the means of achieving improvements. The baseline position, the target improvement and the measurement mechanism are not identified, meaning it is not possible to say when or if the outcome has been achieved.

8.2 Considering that the title include the words Health Improvement, it would have been reasonable to expect more content directed at encouraging and supporting increased physical activity, this being regarded as an essential component by the national strategies. The increased emphasis on active living at a national strategic level should result in the JHIP for the next three years giving a higher priority to this aspect of health.

## **9.0 Argyll and Bute Council - Corporate Plan 2009-2012 and beyond**

9.1 Although sport and physical activity has a significant role to play in maintaining vibrant communities by supporting health improvement, keeping young people active and fulfilled locally and our citizens involved in volunteering it is not specifically mentioned in the Corporate Plan.

9.2 Similarly, the use of our natural resources for sport, leisure, tourism and confidence building could be a major area of economic growth as these resources are generally under utilised in Argyll and Bute, The creation of Stramash as a social enterprise highlights the economic potential of our outdoor environment for business growth and improved quality of life.

## **10.0 Argyll and Bute Sport and Physical Activity Strategy 2003-08**

10.1 **Introduction** - the strategy is anchored on three dimensions;

- promoting health and well-being through active lifestyles;
- facilitating pathways through sport;
- utilising to the full the unique natural environment of Argyll and Bute in designing and delivering the strategy.

In doing so it provides a local delivery mechanism for national priorities.

It clearly links its Vision and 6 Aims to the targets of Sport 21. The narrative explaining each Aim underpins in a logical manner the purpose and reasoning for each.

The Action Plan identifies specific actions intended to deliver the aim plus a timescale and outcomes that would flow from the action. However, the outcomes are not, in the main, quantified.

10.2                   **Aims** - the six Aims are clearly developed to meet national priorities, with references to participation levels, active lifestyles, raising standards, voluntary involvement, social inclusion and improving health and well-being.

Aim 2 places this in the context of the unique qualities of the natural environment of Argyll and Bute and it is sensible that the strengths of the area should be utilised to the full. The narrative explaining each Aim is logical and makes specific reference to Sport 21 targets and to the national and local contexts.

10.3                   **Action Plan** - the Aims are broken down into between four and six action areas, each with a range of intended actions (64 in total), timescales and intended outcomes. The actions are detailed and comprehensive, linking to national strategy outcomes and also to local circumstances and existing activities.

It is significant that the language of the actions appears to emphasise process as much as outcome, with words like review, assess, map, examine, identify, audit, investigate as prominent as provide, create, support, develop. The result is 115 intended outcomes, very few of which are SMART (Specific, Measurable, Agreed, Realistic, Time-bound) meaning that evaluation of success in delivery is made more difficult.

10.4                   **Recommendation: In the second phase of the strategy, with the processes of gathering information and identifying baselines having been achieved, it is recommended that the actions be more outcome-orientated.**

## 11.0 Summary and Conclusion

On the basis of the evidence gathered to date, it is considered that 5 out of 6 Aims have been achieved:

Aim 1	Raise lifelong participation levels in sport and physical activity in Argyll and Bute	<b>Achieved</b>
Aim 2	Promote active lifestyles through the unique qualities of the natural environment of Argyll and Bute	<b>Achieved</b>
Aim 3	Recognise opportunities to develop pathways through sport by developing coaching, raising standards, providing and encouraging the development of high quality facilities and access	<b>Achieved</b>
Aim 4	Promote and support voluntary and community involvement in the provision of sport and physical activity	<b>Achieved</b>
Aim 5	Promote the use of sport and physical activities as a means of social inclusion	<b>Achieved</b>
Aim 6	Improve health and well-being by developing sport and physical activity as an integral part of Community Planning	<b>Not Achieved</b>

It is of obvious concern that the Community Plan, as the single most important delivery mechanism of the Single Outcome Agreement, makes no mention of how sport and physical activity will play a role in achieving Scotland's strategic objectives. Similar omissions are noted in the Joint Health Improvement Plan and the Corporate Plan which indicates that local strategic thinking does not place sufficient value to the benefits of sport and physical activity.

This is an area which will require improvement if the Council is to meet the aims of the Single Outcome Agreement.

There are significant key indicators that show that the overall delivery of the strategy is successful.

- The development of Stramash as an independent Social Enterprise and its success in winning several national awards for excellence
- The establishment of a number of activity programmes that are providing opportunities for all sectors within the Argyll community
- Specific programmes to develop the leadership potential of young people in Argyll
- All Argyll and Bute schools are Health-Promoting
- Active Schools extra-curricular programme has expanded 85% (primary) and 62% (secondary) between 2005 and 2008
- 500 volunteers recruited to support Active Schools programme
- Argyll and Bute sits in the top quartile of Scottish local authorities in terms of monthly participation in sports (source: Sportscotland)
- 24% of adults in Argyll and Bute undertake some form of sports-related voluntary work against a national average of 14% (source: Sportscotland)
- the explosion in coaching awards gained (from 47 in 2005 to 350 in 2008)

It is considered, however, that where non-achievement is recorded this is partly due to the difficulty of providing evidence of the achievement of outcomes due to the way they have been phrased and the lack of baseline comparators which would demonstrate and quantify improvement and/or achievement.

Many of the individual outcomes may, therefore, have been achieved but have not been measured as having done so.

## **11.0 Looking Forward**

11.1 In considering what should comprise a Sport and Physical Activity Strategy for the next period, 2009-14, a number of issues should be taken into account. These include:

- Outcomes should be measurable using data that is readily available from central sources or is being gathered anyway
- Key Performance Indicators should be identified which summarise the outcomes and give a clear indication whether the Aims are being achieved. There is no problem with having 115 target outcomes, but perhaps 12 KPIs could summarise these.
- Baseline data has to be available to track changes over the period of the Strategy
- Since Stramash has been born out of the very successful Council activity programme and is now a model Social Enterprise, it should be considered the preferred supplier of relevant services to the Council (subject to fair tendering procedures)
- Sport and physical activity has evolved significantly since 2005. This process will continue and the next strategy should both take account of the changes so far and anticipate the opportunities that lie ahead.
- Mountain-biking is a growth sport with young international performers in North Argyll and new trails such as near Lochgilphead. Adventure/extreme events are rapidly growing and the Coll Challenge is a direct result of this new appetite. The Bens of Jura Race represents an opportunity to offer this type of event as, perhaps, is the new Kintyre Way.
- Dance is somewhat underplayed in the 2005-08 strategy and could perhaps have a higher profile, given pockets of excellence such as Ballet West and the National Highland Dance Championships at Cowal Highland Gathering.
- There is talk in the Scottish Government of providing each schoolchild in Scotland with a week of outdoor learning during their education. This is some way off but the new strategy may wish to take account of the support the idea has gathered and how this might translate into future national policy, budget and actions.
- The Council is introducing a standard performance-measuring process and the measurement of the strategy should obviously align with this.
- The 6 Aims have proved relevant for the period of the last Strategy and could usefully be retained for the next.

**The detailed review of the outcomes of the Argyll and Bute Council Sport and Physical Activity Review will be finalised by end of March 2009.**



**Appendix 1.****Sources of Information**

Active Schools Network Year 3 Evaluation (2006/07)  
 Argyll and Bute Community Plan  
 Argyll and Bute Joint Health Improvement Plan  
 Analysis of Regional Variations in Sports Participation in Scotland (2006)  
 Sportscotland  
 Argyll and Bute Council Sport and Physical Activity Strategy (2005)  
 Argyll and Bute Council Sport and Leisure Services Annual report 2007  
 Being Well, Doing Well – a Framework for Health Promoting Schools (2004)  
 Scottish Government  
 Better Health, Better Care Action Plan  
 Curriculum for Excellence  
 Dance Strategy 2002-07, Scottish Arts Council  
 Delivering a Healthy Future – An Action Framework for Children and Young  
 Person's Health in Scotland (2007) Scottish Executive  
 Developing a Physical Activity Strategy in Scottish Local Authorities (2007)  
 Health Scotland  
 Dumfries and Galloway Leisure and Sport Strategy 2001  
 Edinburgh City Council Sport and Physical Recreation Strategy 2002  
 Enjoying the Outdoors (2007) SNH Policy Statement  
 Glasgow's Cultural strategy Action Plan  
 Highland Sports Strategy (2000)  
 Highlands and Islands Transport Strategy (HITRANS) 2007  
 Health Scotland Delivery Plan 2007-08  
 Improving Health in Scotland – The Challenge  
 National Physical Activity Strategy (2003)  
 National Assessment of Local Authority Cycling Policy (2008) Cycling Scotland  
 National Transport Strategy  
 Paths For All/Paths For Health  
 A Performance Overview of Sport in Scotland (2008) Audit Scotland  
 Reaching Higher – National Strategy for Sport (2007) Scottish Government  
 Sportscotland Corporate Plan 2007-11  
 Taking Learning Outdoors (2007) Learning and Teaching Scotland  
 The Potential of Sport (Sportscotland)  
 Towards a Healthier Scotland (1999) Scottish Office  
 Woods for Health Strategy (2007) Forestry Commission Scotland  
 Ydance, Scottish Youth Dance

This page is intentionally left blank

---

**ARGYLL & BUTE COUNCIL**

**SOCIAL AFFAIRS POLICY AND  
PERFORMANCE GROUP  
9 March 2009**

**CORPORATE SERVICES**

---

**EXTRACT OF MINUTE OF EXECUTIVE 19 FEBRUARY 2009**

---

**9. ARTS, CULTURE, LEISURE AND SPORT**

The Depute Spokesperson for Arts, Culture, Leisure and Sport submitted a report which detailed various meetings he had attended between 2 September and 15 December 2008.

**Decision**

1. To note the contents of the report; and
2. To agree that the Social Affairs Policy and Performance Group should look at presenting a case for the use of sports facilities within Argyll and Bute at the 2014 Commonwealth Games.

(Reference: Report by Depute Spokesperson for Arts, Culture, Leisure and Sport dated 8 January 2009, submitted)

This page is intentionally left blank

Extract from Report to Executive on 19 February 2009 by Depute Spokesperson for Arts, Culture, Leisure and Sport.

**Leisure**

I was privileged to attend the 2014 members meeting held in Strathclyde Park near Glasgow on the 20<sup>th</sup> October 2008. In the morning the group attended a number of venues that will be used for the games. This included the already impressive Tollcross swimming pool, Celtic Park where the games are to be opened and also the surrounding east end area which will house the cycling velodrome and also the athlete's village. Glasgow will have millions of pounds invested to have what will appear to be state of the art facilities. In order to act proactively and promote Argyll and Bute for the 2014 games a formal strategy should now be worked on in terms of how Argyll and Bute Council will undertake this and who will be responsible. It will be worth debating this issue at the next Executive meeting in order to obtain a clear steer of intention.

This page is intentionally left blank

ARGYLL and BUTE COUNCIL

SOCIAL AFFAIRS POLICY  
PERFORMANCE GROUPCOMMUNITY SERVICES  
DEVELOPMENT SERVICES9<sup>th</sup> MARCH 2009

---

**SCHOOL TRANSPORT  
TENDERING OF IN-HOUSE ROUTES**

---

**1. SUMMARY**

A report advising of a proposal to re-visit the tender evaluation criteria in respect of school transport was considered at the Council's Executive on Thursday 18<sup>th</sup> September 2008 when members decided

1. To agree the recommendations as detailed in the report; and
2. To agree that revised tender evaluation criteria should be brought to the Social Affairs PPG in the first instance.

The report by the Director of Community Services dated 26 August 2008 refers.

**2. RECOMMENDATION**

Social Affairs Policy Performance Group members are recommended to remit this matter to the Council's Executive for approval.

**3. DETAIL**

The recommendations agreed by the Council's Executive on 18<sup>th</sup> September 2008 were as follows :-

Members were asked to:

- (a) Note the outcome of the initial tendering round
- (b) In light of this, agree that the tender evaluation criteria should be revisited and re-drafted to take account of factors such as:
  - (i) The impact on availability of Pupil Transport minibuses for use by schools in delivering curricular/extra curricular activities.
  - (ii) The impact on the availability of Pupil Transport minibuses for community use outwith operational periods.
  - (iii) Incorporating like for like service requirements in tender specifications; and
- (c) Agree a further report on revisions to tender evaluation criteria come to a future meeting

In deciding the best course of action to take when assessing future tenders which involve testing the cost of in-house operations against private sector tenders it will be necessary to ensure that

- (i) competition is not being restricted.

- (ii) the Council is still achieving best value
- (iii) in insisting on like for like between in-house and private sector there is no loss of flexibility which could result in an increase in costs.

The assessment will only apply where a private sector tender price is less than the in-house. It is proposed that the tender be evaluated in the normal manner by taking into account factors in addition to price and of which tenderers will have been made aware in their tender documentation. A suggested breakdown is as follows:-

40% Price  
30% Quality  
30% Additionality

This latter percentage factor will take into account the following factors.

Whether or not :-

- (i) the Council vehicle is available for curricular, extra curricular and community activities?
- (ii) the Council vehicle is actually used for these purposes and how often.
- (iii) the tenderer will operate to the same route as the Council vehicle.
- (iv) the tenderer has merged more than one journey into one vehicle.
- (v) the tenderer's timings are acceptable.
- (vi) the tenderer's proposed pick-up and set-down points are acceptable.
- (vii) the tenderer has any self drive mini-buses for hire in the area.
- (viii) the tenderer has any mini-buses or coaches for hire in the area, with driver.

#### 4. CONCLUSION

If tenders are evaluated in this manner it should be possible to continue to test the value of in-house work against the private sector while taking into account the social value to the community of the particular Council vehicle wherever it is based.

There is no mention of TUPE although tenderers are pre-warned in the tender letter they receive with their documentation that TUPE may apply and that they should take this into consideration as it is their responsibility, not that of the Council.

#### 5. IMPLICATIONS

- 5.1 Policy – Complies with Council policy agreed on 18<sup>th</sup> September 2008.
- 5.2 Financial – Potential savings depending on the placing of work with the most economically advantageous tender whether in house or external.
- 5.3 Personnel – Additional staff for the Council if the work is taken in house and possibility of Council moving to external contractors under TUPE.
- 5.4 Equal Opportunities – None
- 5.5 Legal – None.

For further information please contact D Blades, Public Transport Officer (01546 604193).

George Harper  
Director, Development Services

Douglas Hendry  
Director, Community Services

27<sup>th</sup> February 2009