

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

Corporate Services  
Director: Nigel Stewart



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3 June 2009

## NOTICE OF MEETING

A meeting of the **ORGANISATIONAL DEVELOPMENT POLICY AND PERFORMANCE GROUP** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **WEDNESDAY, 10 JUNE 2009** at **11:00 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**  
Organisational Development Policy and Performance Group 14 May 2009 (Pages 1 - 4)
4. **ORGANISATIONAL DEVELOPMENT PPG RECOGNITION OF EVENTS UPDATE**  
Report by Business Improvement Officer (Pages 5 - 6)
5. **PROCESS FOR CHANGE - MEMBERS SCRUTINY**  
Report by Head of ICT and Financial Services. (Pages 7 - 10)
6. **GROWING OUR OWN - UPDATE**  
Joint Report by Director of Community Services and Director of Development Services. (Pages 11 - 14)
7. **COMMUNITY ENGAGEMENT STRATEGY**  
Report by Chief Executive (Pages 15 - 32)
8. **DEVELOPMENT OF COUNCIL'S ASSET STRATEGY**  
Report by Head of Facility Services (to follow)

## **9. PROCUREMENT OF LARGE CAPITAL PROJECTS**

Report by Head of Strategic Finance (to follow)

### **ORGANISATIONAL DEVELOPMENT POLICY AND PERFORMANCE GROUP**

Councillor Donald Kelly

Councillor Neil Mackay

Councillor Alex McNaughton

Councillor Andrew Nisbet

Councillor Donald Macdonald

Councillor Roderick McCuish

Councillor Gary Mulvaney

Councillor Douglas Philand (Chair)

Contact: Melisa Stewart Tel: 01546 604331

**MINUTES of MEETING of ORGANISATIONAL DEVELOPMENT POLICY AND PERFORMANCE GROUP held in the MEMBERS ROOM, KILMORY, LOCHGILPHEAD on THURSDAY, 14 MAY 2009**

**Present:** Councillor Douglas Philand (Chair)

Councillor Roderick McCuish                      Councillor Alex McNaughton  
Councillor Neil Mackay                              Councillor Andrew Nisbet  
Councillor Gary Mulvaney

**Attending:** Kenneth Macdonald, Area Corporate Services Manager  
Judy Orr, Head of Financial & ICT Services  
Morag Brown, Business Improvement Manager  
Chris Carr, Research and Policy Officer

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were intimated by Councillor Donald MacDonald

Councillor Mackay raised concerns over attendance and involvement in the Organisational Development Policy and Performance Group.

**2. DECLARATIONS OF INTEREST (IF ANY)**

None

**3. MINUTES**

(a) Organisational Development Policy and Performance Group 11 February 2009

The Minute of the Organisational Development Policy and Performance Group of 11<sup>th</sup> February 2009 was approved as a correct record

(b) Organisational Development Policy and Performance Group 1 April 2009

The Minute of the Organisational Development Policy and Performance Group of 1<sup>st</sup> April 2009 was approved as a correct record

**4. RECOGNITION EVENTS FOR CHANGE MANAGEMENT THEME**

The PPG considered a list of Recognition Events drawn up by the Head of Financial & ICT Services and the Business Improvement Manager following the workshop held on 1<sup>st</sup> April 2009.

**Decision**

The Committee agreed to adopt the List of Recognition Events, subject to the Head of Financial & ICT Services re-ordering the list in a logical order, and putting a date against each event.

(Ref: List of Recognition Events, submitted)

**5. PROCESS FOR CHANGE**

The PPG considered and noted a report by the Head of ICT and Financial Services on the detailed design of the Programme Governance and Management Plan.

**Decision**

It was agreed that the Head of ICT and Financial Services circulate a further updated report, as soon as it is available, on the detailed design of the Programme Governance and Management Plan to Members of the PPG for comment .

(Ref: Report by Head of ICT and Financial Services , submitted)

**6. COMMUNITY PLANNING THEMATIC GROUPS/PPGS - DISCUSSION PAPER**

The PPG considered a discussion paper on Community Planning Thematic Groups by the Director of Corporate Services dated 17<sup>th</sup> April 2009 and noted that there is no role for and Organisational Development Thematic Group at this time.

(Ref: Report by Director of Corporate Services dated 17<sup>th</sup> April 2009, submitted)

**7. ORGANISATIONAL DEVELOPMENT PPG 2009 WORK PROGRAMME**

The PPG agreed to two additional meetings to be added to the work programme for 2009 to monitor progress of the Process for Change project:

- (a) 13<sup>th</sup> August 2009; and
- (b) 22<sup>nd</sup> October 2009

**Appendix 1  
Organisational Development PPG Work programme 2009**

	<b>10 Sept 2008</b>	<b>10 Dec 2008</b>	<b>11 February 2009</b>	<b>10 June 2009</b>	<b>13 August 2009</b>	<b>9 September 2009</b>	<b>22<sup>nd</sup> October 2009</b>	<b>9 December 2009</b>
<b>Councillors Training and Development</b> Charles Reppke	Report considered and noted.				Progress report to be submitted			
<b>Shared Services / Process for Change</b> Judy Orr	Report considered. Seminar 22 Sept, ongoing.	Report considered - ongoing	Report considered – ongoing		Report due		Report due	
<b>Customer First Arrangements</b> Charles Reppke	Report considered and noted.				Report due			
<b>Monitoring Development of Council's Asset Strategy (and how it contributes to Contact Centre, Service Delivery and Other Bodies.</b> Sandy Mactaggart	Report considered and noted, rec to CPP.			Report due				Report due
<b>Human Resource Strategy and Organisational Development Action Plan</b>	Progress report and update considered. HR Strategy to a future meeting.							Report due (HR Strategy)

**Appendix 1  
Organisational Development PPG Work programme 2009**

<b>Monitoring Development of Performance Driven Culture in A&amp;B – Service Outcome Agreement</b> Brian Barker	Update on SOA's, noted. Presentation on Citizens Panel to Dec meeting.	Presentation on Citizens Panel noted.						
<b>Examine Procurement of Large Capital Projects</b> Stewart Turner, Sandy Mactaggart, Donnie Kelly, Bruce West		Report considered – ongoing		Report to be submitted				
<b>Growing Our Own</b> Laura Cameron				Report due				
<b>Inputs from Best Value Review</b> Brian Barker		To be reported within overall Council Improvement Plan						
<b>Review of Corporate Plan</b> Brian Barker	Report considered, ongoing.					Report due		
<b>Community Engagement Strategy</b> Brian Barker				Report due				

## Organisational Development PPG Recognition Events

ID NO	RECOGNITION EVENT™	Projected timescale to evidence and/or first experience the Recognition Event (financial year)
	<b>What will tell me that / what will I see happening that will tell me that my expectation has been met? ('show me')</b>	
14	I review the staff engagement programme for Process for Change. I see that there is a plan for engaging staff at all levels and communicating the changes to staff before the change happens.	Q2 2009/10
11	I speak to a selection of staff at various levels. They all tell me that they are aware of Process for Change and are eagerly anticipating the changes.	Q2 2009/10
12	I speak to staff involved in a pilot project. They tell me about the improvements and or savings that can be made as a result of the proposed changes.	Q2 2009/10
13	I speak to a Trade Union representative. They tell me they are actively engaged in the change and have attended all the ODPPG meetings. They support the changes proposed.	Q2 2009/10
4	I see that the community engagement strategy now reflects the mood of the public. The Council has its finger on the pulse of the community including hard to reach and service specific groups.	Q2 2009/10
10	I review the output from Pyramid. I am confident that the information is accurate. The reports are informative and succinct. I can find what I need easily - the information is appropriate to my needs.	Q3 2009/10

3	I review the approach to customer surveys. I see that the authority is following national standards and techniques in commissioning these surveys.	Q4 2009/10
6	I speak to a member of staff. They tell me that they are enthusiastic about taking part in the staff survey.	Q1 2010/11
7	I speak to a member of staff. They tell me that their ideas for improving the Council are taken seriously. They are listened to and good ideas are taken forward.	Q1 2010/11
8	I speak to a member of staff. They tell me that they are able to discuss issues with colleagues and managers openly. They are encouraged to express their views.	Q1 2010/11
5	I review the results of a staff survey. The results show me that the Council's staff have increasing morale and job satisfaction.	Q2 2010/11
9	I speak to a member of staff. They know what they are expected to do each day. They know what their targets are. Their manager gives them freedom to deliver against their targets.	Q2 2010/11
15	I talk to a customer who tells me that since the introduction of new ways of working, the level of service had improved significantly. Staff are better informed of their cases. Staff were also able to offer a wider range of services than previously - officers are trained and qualified in a wider range of services and can now give advice on additional topics. Staff "own the issue" until they find the right person to deal with the problem.	Q3 2010/11
16	I speak to a selection of staff. They tell me that they see complaints as opportunities to improve service to customers.	Q3 2010/11
2	I review the results of a customer survey. The results show me that the public recognise the improvements in service.	Q3 2010/11
1	I am re-elected	May 2012



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ARGYLL AND BUTE COUNCIL  
CORPORATE SERVICES

ORGANISATIONAL DEVELOPMENT PPG  
10 JUNE 2009

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## PROCESS FOR CHANGE – MEMBERS SCRUTINY

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### 1. SUMMARY

- 1.1 The PPG, at its meeting on 14 May 2009, requested further consideration of its role in relation to the Process for Change programme. This paper sets out proposals for how it might fulfil that role.

### 2 RECOMMENDATIONS

- 2.1 The proposals below are considered by Members and adopted subject to any desired amendments.

### 3 DETAIL

- 3.1 The paper entitled “Programme Governance and Management Plan” presented to the Organisational Development PPG at its meeting of 14 May 2009 set out the governance arrangements in more detail, expanding upon the proposals set out at paragraph 3.7 of the report on Process for Change – High Level Design presented to Council on 5 March 2009. However it did not expand upon the scrutiny role of the OD PPG which had been summarised in that earlier report as “Member level scrutiny will be through the OD PPG which will receive reports on issues and progress during the detailed design stage.” This paper now seeks to fill that gap.

- 3.2 The terms of reference of the OD PPG are:

*“To monitor, review and challenge the Council’s services and activities, at both corporate and service level, to ensure:*

- appropriate performance measures are in place*
- the requirement for the Council to demonstrate Best Value in the use of its resources is met*
- a performance culture within the Council which will drive continuous improvement.*

*To encourage effective collaboration and co-ordination between and within organisations operating in Argyll and Bute; with particular reference to the Community Planning Partnership to provide a link with the relevant CPP theme group to enable a co-ordinated monitoring of the progress and performance of the public body partners.*

*To consider and report on matters relating to the development and operation of the Council, local government and the public sector generally, including corporate and strategic planning, best value, efficient government and shared services, community planning, democratic processes and civic leadership,*

*equal opportunities, public service reform, information and communication technology and procurement.”*

- 3.3 Within this context, the OD PPG has produced its own set of Recognition Events for Process for Change which were presented to the last meeting on 14 May, and have now been ordered into date order. These cover the following aspects:
- Effectiveness of Staff and Trade Union engagement in Process for Change;
  - Consultation and engagement with customers and the wider community, including hard to reach and service specific groups;
  - Improved effectiveness of staff suggestion scheme, with good ideas being implemented
  - Improvement in staff morale and job satisfaction
  - Improvement in customer service levels and efficiencies being made
  - Staff understand their roles and have clear targets
  - Performance information is easy to find, accurate and appropriate to needs
- 3.4 These reflect the characteristics of success from the delivery of the integrated programme. The OD PPG needs to monitor the achievement of these Recognition Events, both the first achievements, and then to monitor the annual trend against these to ensure that there is continuous improvement. The first achievement of each of the Recognition Events can be verified by a combination of reviewing reports and interviews with staff and customers. The Business Improvement Manager will liaise with the Chair of the OD PPG to make arrangements for the required interviews. These will be structured interviews and the reports from them will be written up and presented to the OD PPG. Thereafter, annual surveys of customer and staff will be carried out on a consistent basis so that trends can be measured. Further action plans will be designed in response to any areas of concern which are highlighted by these trends.
- 3.5 There are 3 workstreams within Process for Change:
- Customer Management
  - Workforce Deployment
  - Procurement
- 3.6 These are underpinned by programme level activities of stakeholder engagement, communications, change management, and benefits realisation.
- 3.7 Each workstream will produce an updated project initiation document reflecting changes coming out of the high level design stage and a revised project plan. These plans will identify key milestones. The OD PPG will review progress against these milestones, key risks and issues and deviations from plan, receiving reports from the 3 project boards for this purpose. The chairs of the project boards will attend the OD PPG meetings.
- 3.8 The OD PPG will review the detailed design proposals, the revised business cases and the accompanying implementation plan and resources plan for

Customer management and Workforce Deployment before these are presented to the Executive or Council. These should be presented to the OD PPG at the planned meeting of 22 October 2009 for review.

- 3.9 In terms of the Procurement workstream, which has been approved by the Executive to go straight to implementation rather than going through a detailed design stage first, the OD PPG will receive reports on progress against the agreed implementation plan, review performance against the best practice indicators (BPIs) and the targets set for these, and assess the benefits realised by commodity as against those anticipated in the business case. These reports will be presented on a quarterly basis in line with the frequency for measuring the majority of the BPIs. The OD PPG will also, in reflection of its general responsibilities for Procurement set out at 3.2 above, review the updated Procurement Strategy and associated action plans on an annual basis – firstly at its August 2009 meeting - and ensure that the Process for Change procurement workstream aligns to this.
- 3.10 Similarly, once approval is obtained for the detailed design proposals, the revised business cases and the accompanying implementation plan and resources plan for Customer management and Workforce Deployment, the OD PPG will have a key role in monitoring implementation against planned dates, and achievement of the benefits as against those anticipated in the full business cases. The progress reports will also include details of achievement of the agreed recognition events as verified by the relevant sponsors.
- 3.11 The OD PPG will scrutinise these reports critically and identify any matters where it feels progress is lacking, or where there are risks of not making planned progress, or of deviation from the agreed Corporate Plan. The OD PPG will be entitled to request further reports or explanations on any such matters from the relevant boards and/or the Programme SRO.

#### **4 IMPLICATIONS**

- |     |                     |  |
|-----|---------------------|--|
| 4.1 | Policy              | In line with Council's Improvement plan    |
| 4.2 | Financial           | Within Business Improvement Team resources |
| 4.3 | Personnel           | None                                       |
| 4.4 | Legal               | None                                       |
| 4.5 | Equal Opportunities | None                                       |

Judy Orr  
Head of ICT and Financial Services  
2 June 2009

#### Background reports:

Process for Change – High level design – report to Council 5 March 2009

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**ARGYLL AND BUTE COUNCIL****ORGANISATIONAL DEVELOPMENT PPG****COMMUNITY/DEVELOPMENT SERVICES****10<sup>th</sup> JUNE 2009**

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**GROWING OUR OWN - UPDATE**

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**1. SUMMARY**

- 1.1 The purpose of this paper is to provide an update on the current position in regard to the development of the Growing Our Own (GOO) initiative.

**2. RECOMMENDATIONS**

- 2.1 Members are asked to note the current position.

**3. DETAIL**

- 3.1 At the meeting of the Organisational Development PPG held on 30 June 2008 a report was submitted which provided an overview of what had been achieved to date under the GOO banner and what the initiative hoped to achieve in the future.

- 3.2 Since this meeting a number of developments have taken place. Details of these are noted below.

**3.3 WHAT HAS BEEN ACHIEVED****3.3.1 Recruitment and Retention Strategy**

In order to effectively develop and pursue the GOO initiative, work has been undertaken to create a draft strategy and implementation plan, which will contain a number of recommendations aiming to ensure that the initiative is embedded within the Council's HR Strategy and is seen as a corporate priority. A key recommendation will be that responsibility for GOO will no longer sit within Development Services but will be adopted by Strategic HR. The strategy will also seek to identify the most suitable methods to measure the performance of the GOO scheme with key outcomes identified in line with the Planning and Performance Management Framework. Work on the strategy is ongoing and, once drafted, will be submitted to the Strategic HR Board, the Organisational Development PPG and the SMT for discussion and approval within the next quarter.

A number of the activities undertaken by the GOO working group have been put on hold while this strategy is being developed, for example, school roadshows and the link to succession planning through a school co-ordinator role. It is intended that the strategy will set out how best to develop these activities.

Work, however, is still ongoing in terms of the Management Trainee Scheme, Careers Fairs/ Community Events, Work Experience and Summer Placements. An update on these actions is provided below:

### 3.3.2 Management Trainees

- The two Management Trainees recruited in October 2007 will complete their two year traineeships in September 2009, and it is anticipated that both will secure permanent posts with the Council.
- At the SMT meeting of 30 April 2009 it was agreed that a further two Management Trainees will be recruited, with the host Departments being the Chief Executive's Unit and Community Services. These further appointments will bring the total number of Management Trainees recruited to six.
- An evaluation of the Management Trainee scheme has been undertaken in the form of a questionnaire which was circulated to the four current and past Management Trainees. The results of this review were very positive with common themes emerging, demonstrating that the scheme is very worthwhile. A report will be submitted to the Strategic HR Board and the SMT detailing the full results of this evaluation.

### 3.3.2 Careers Events

- Attendance and participation in school or community careers events has been ongoing and the group will continue to feed into future scheduled events. This information is fed to the GOO working group from Careers Scotland Event Coordinators.
- Three events have been attended since the previous update report;
  - Islay High School Careers Event – 1<sup>st</sup> October 2008
  - Take Time Event – Rothesay – 14<sup>th</sup> January 2009
  - Campbeltown Grammar Careers Event – 11<sup>th</sup> February 2009

### 3.3.5 Work Experience

- The work experience programme has continued to be a success with 15 pupils taking part in placements with the Council. In consultation with schools, we are trying to continually improve work experience placements through better coordination and matching pupils to appropriate departments/ sections based on their interests. This will make the programme more worthwhile for the Council and for pupils.

3.3.6 Summer Placements

- The recruitment of summer students is continuing this summer following the success of the last 2 years. Unfortunately, due to budgetary restrictions, the opportunities within departments appear to be more limited this year. However, where opportunity allows, we are trying to place students in departments/sections based around their interests/studies and where this experience may influence a longer term career choice. The long term goal is that students will return to the area and consider employment with the Council.

**4. CONCLUSION**

- 4.1 Members are asked to note the content of this paper, which provides the current position in regard to the GOO initiative. A further report will be submitted to the PPG once the proposed Strategy and Implementation Plan has been finalised, which will allow us to clearly set out the future direction of GOO.

**5. IMPLICATIONS**

- 5.1 Legal – None  
5.2 Financial – None  
5.3 Personnel – None  
5.4 Equal Opportunities – None  
5.5 Policy – None

**For further information contact:**

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

V7 – DRAFT 14/05/09

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

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

## ***Introduction***

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

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

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

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

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

### **The Community Planning Partnership will work with communities to**

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

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

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

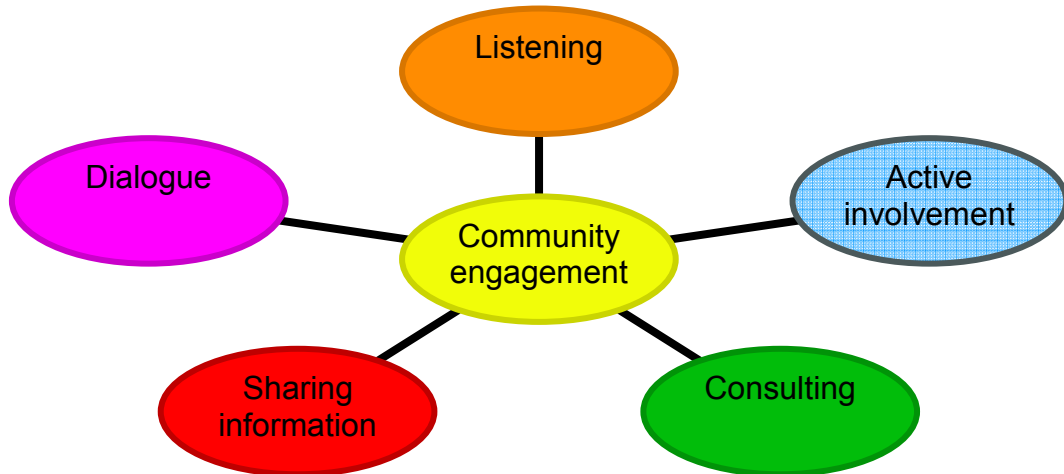
## What is community engagement?

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

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

(Communities’ Scotland, Community Engagement How to Guide)

## Elements of community engagement



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

## Types of engagement

<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

## Benefits

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

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

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

### ***Existing Mechanisms for Community Engagement***

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

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

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

### ***Hard to Reach Groups***

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

### ***Equality Impact Assessment***

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

### ***Developing the Strategy***

Having recognised the number and range of 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 - Community Engagement Framework shows the roles for these different levels within the organisation.

### ***Action Plan***

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

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

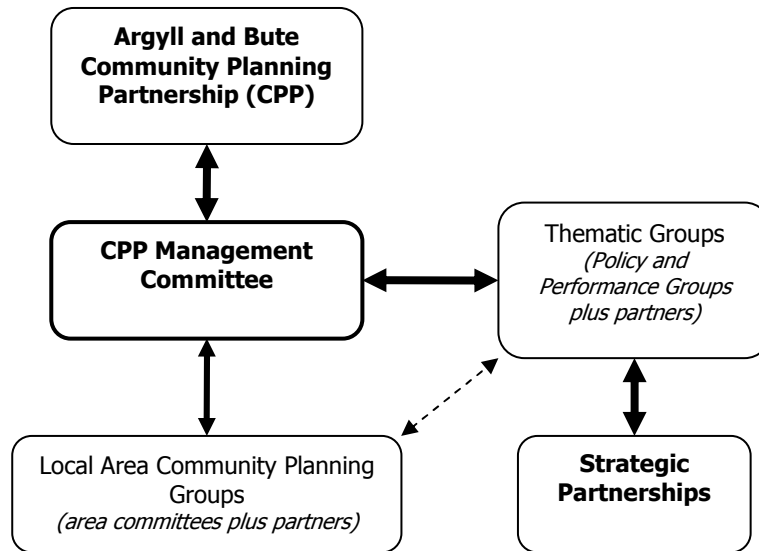
How well we are delivering these actions will be monitored through the CPP's Performance Management Framework and progress will be monitored and reported annually.

### ***Monitoring and Evaluation***

Community Engagement will be monitored and evaluated by creating and monitoring 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 Community Engagement Action Plan linked to the CPP Action Plan will form the basis for monitoring the impact of community engagement, as well as measuring engagement against the National Standards for Community Engagement.

### **Conclusion**

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

## Appendix 1:

**Community Engagement Framework**

<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

Action Plan

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by
CPP-CE01a	Community Planning structures and mechanisms are strengthened	Establish Thematic Groups and Local Area Planning Groups	Groups established with community engagement clearly highlighted in their remit	June 2009	ABC, Corporate Services	ABC 12c IP11 National CPP04	SR 09 – failure to progress community planning partnership	Departmental budgets
CPP-CE01b		Map existing Community Engagement mechanisms	Existing mechanisms are known and information is shared		ABC, CL&R			Departmental budgets
CPP-CE01c		Develop a Communications strategy (including Community Engagement)	A CPP Communications Strategy is developed which includes Community Engagement		ABC, Comms/ P&S			Departmental budgets
CPP-CE01d		Undertake Equality Impact Assessment for Community Engagement Strategy	Impact assessment undertaken	May 2009	ABC, P&S			
CPP-CE02a	Communities are involved at a local level	find out which subjects communities are most interested in	Communities have agreed local priorities	Sept 2009	ABC, CL&R (CB)			Departmental budgets Leader/FSF
CPP-CE02b		Find out the best methods for involvement	Appropriate methods are identified for all levels of involvement	October 2009	ABC, CL&R (CB)			
CPP-CE02c		Extend capacity building work with communities	Communities have the capacity to engage effectively	ongoing	ABC, CL&R (CB)			

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by
CPP-CE02d	Individuals and groups have the capacity to engage in Community Planning	Encourage all organisations to evaluate the way they engage with communities	CPP partners and other organisations have evaluated their community engagement processes	ongoing	ABC, CL&R (CB)			
CPP-CE02e		CPP partners identify staff, time, resources, training and funds to support engagement processes	Resources are identified and committed to support community engagement at all levels	June 2009				
CPP-CE02f		Deliver CPP Annual Conference in partnership with 3 <sup>rd</sup> Sector and other CPP partners	Conference has taken place, evaluated and actions taken forward	Nov 2009	ABC, CL&R (CB), P&S	CPP04a		Departmental budgets
CPP-CE03a		Provide joint training for CPP partners	A training programme is developed across the CPP					Departmental budgets Leader/FSF
			Training materials developed to support training programme					Departmental budgets Leader/FSF
CPP-CE03b		Include Community Engagement courses within partners corporate training programmes	All corporate training programmes include Community Engagement element					
CPP-CE03c		Improve the availability of support to community groups to enable them to participate effectively	Support for community groups is available at all levels					Departmental budgets Leader/FSF
CPP-CE03d	Set up a Community Engagement Tool Kit which includes information on locally available resources, expertise, funding , etc.	Community Engagement Tool Kit developed						

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by
CPP-CE04a	Experience, knowledge, skills, resources and funding is coordinated	Ensure Community Engagement Tool Kit is accessible to all through CPP and other appropriate websites	Community Engagement Tool Kit is easily accessible through a number of appropriate websites					
CPP-CE04b		Improve recording of community engagement activities	Community Engagement activities are recorded and evaluated					Departmental budgets Leader/FSF
CPP-CE04c		Champion successful initiatives of volunteers, communities and service providers						Departmental budgets Leader/FSF

Appendix 3

**National Standards for Community Engagement**

**THE INVOLVEMENT STANDARD**

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

**THE SUPPORT STANDARD**

We will identify and overcome any barriers to involvement

**THE PLANNING STANDARD**

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

**THE METHODS STANDARD**

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

**THE WORKING TOGETHER STANDARD**

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

**THE SHARING INFORMATION STANDARD**

We will ensure that necessary information is communicated between the participants

**THE WORKING WITH OTHERS STANDARD**

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

**THE IMPROVEMENT STANDARD**

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

**THE FEEDBACK STANDARD**

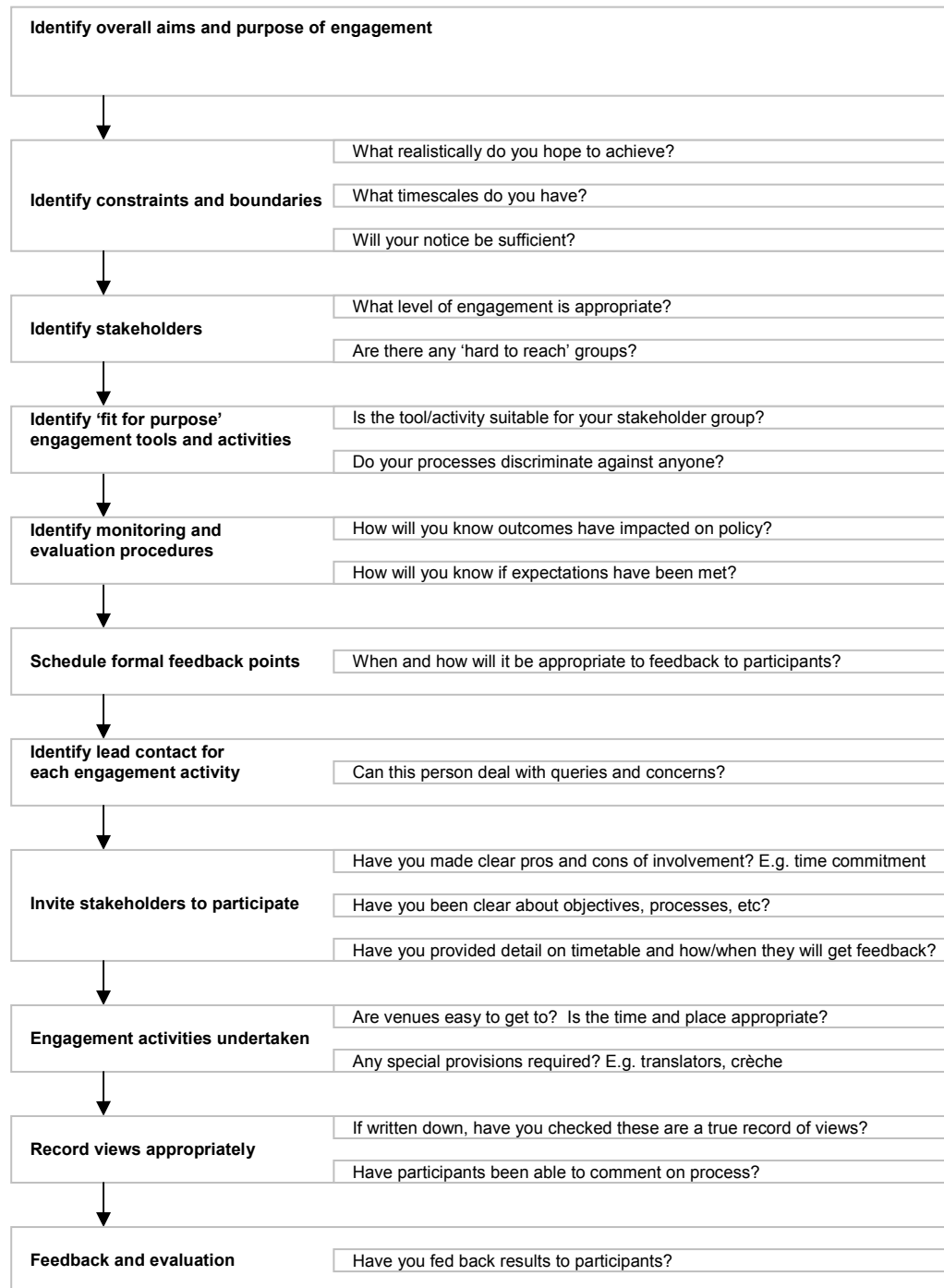
We will feed back the results of the engagement to the wider community and agencies affected

**THE MONITORING AND EVALUATION STANDARD**

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

Appendix 4

**Guidelines for planning community engagement**





## Appendix 5

## Glossary of Terms

<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</b>	<b>Communities of place</b> – the 'community' is defined by an area with physical boundaries, e.g., neighbourhood, ward, village, town, etc. <b>Community of interest</b> – 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). <i>People can belong to more than one community. It is also worth noting that members of defined communities may not necessarily regard themselves as such and consideration must be given to this when approaching different 'communities of interest'.</i>
<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. Consultation, involvement, participation and research are all terms that are regularly used, often interchangeably, to describe community engagement activities.
<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>Equalities Impact Assessment</b>	An assessment tool designed to flag up any detrimental effect a policy or organisational function may have on specific equality target groups.
<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>Hard to reach groups</b>	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.
<b>Local Area Community 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 of 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>	
<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

