

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

Customer Services  
Executive Director: Douglas Hendry



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

16 November 2010

## NOTICE OF MEETING

A meeting of the **ECONOMY THEMATIC CPP GROUP** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **TUESDAY, 23 NOVEMBER 2010** at **1:00 PM**, which you are requested to attend.

Douglas Hendry  
Executive Director - Customer Services

## BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST (IF ANY)**
3. **MINUTES**  
Economy Thematic CPP Group 25 August 2010 (Pages 1 - 6)
4. **ARGYLL AND THE ISLES BRAND/LAUNCH OF WEBSITE**  
Presentation by Fergus Younger, Argyll Agricultural Strategy Development Manager and Jane MacLeod, Mid Argyll Chamber of Commerce
5. **DESTINATION ORGANISATIONS**  
Presentation by David Adams McGilp, Regional Director, Visit Scotland
6. **THE PRINCE'S SCOTTISH YOUTH BUSINESS TRUST**  
Presentation by Sharita Padaruth, Regional Manager, PSYBT
7. **OFFSHORE WINDFARM DEVELOPERS CONSULTATION EVENT**  
Joint report by Planning/Development Manager, Argyll and Bute Council and Community Planning Manager (Pages 7 - 14)
8. **SERVICE DELIVERY AGREEMENT WITH SKILLS DEVELOPMENT SCOTLAND**  
Report by Economic Development Manager, Argyll and Bute Council (Pages 15 - 24)

**9. ECONOMY THEMATIC CPP GROUP SCORECARD**

Issues/questions to be submitted in advance of meeting to Shirley MacLeod, Area Customer Services Manager, Argyll and Bute Council

Email: [shirley.macleod@argyll-bute.gov.uk](mailto:shirley.macleod@argyll-bute.gov.uk) – if none raised this will be an item for noting (Pages 25 - 26)

**10. PARTNER UPDATES ON ACTIONS LINKED TO DELIVERY OF SCORECARD/COMMUNITY PLAN**

**11. ECONOMY THEMATIC CPP GROUP PARTNERSHIP AGREEMENT**

Finalised document prepared by Community Planning Manager for signing off by Group (Pages 27 - 46)

**12. EXCEPTION AND HIGHLIGHT REPORTING**

Report by Community Planning Manager (Pages 47 - 48)

**13. FUTURE WORK PROGRAMME(Pages 49 - 54)**

**14. PROPOSED MEETING DATES FOR 2011/12**

Wednesday 25 May 2011

Wednesday 31 August 2011

Tuesday 29 November 2011

Wednesday 29 February 2012

**ECONOMY THEMATIC CPP GROUP**

John Binning, SPT

David Cannon, Cal Mac

Douglas Cowan, HIE (Thematic Lead)

Councillor Alister MacAlister, ABC

David Adams McGilp, Visit Scotland

Councillor Alex McNaughton, ABC

Councillor Andrew Nisbet, ABC

Councillor Elaine Robertson, ABC

Frances Webster, Skills Development Scotland (SDS)

Anthony Standing, SDS

Rep from ABSEN

Ishabel Bremner, ABC

Allan Comrie, SPT

Councillor Robin Currie, ABC

Jane MacLeod, Mid Argyll Chamber of Commerce

Councillor Donald MacMillan, ABC

Councillor Ellen Morton, ABC

Robert Pollock, ABC

Councillor Ron Simon, ABC (Chair)

Scotland (SDS)

Linda Haig, ACHA

David Clements, ABC

Eileen Wilson, CPP

Fergus Younger, SAC

Shirley MacLeod, ABC

Sharita Padaruth, PSYBT

Contact: Fiona McCallum Tel: 01546 604406

**MINUTES of MEETING of ECONOMY THEMATIC CPP GROUP held in the COUNCIL  
CHAMBER, KILMORY, LOCHGILPHEAD  
on WEDNESDAY, 25 AUGUST 2010**

**Present:** Councillor Ron Simon, Argyll and Bute Council (Chair)

Councillor Alister MacAlister, Argyll and Bute Council  
Councillor Donald MacMillan, Argyll and Bute Council  
Councillor Alex McNaughton, Argyll and Bute Council  
Jane MacLeod, Mid Argyll Chamber of Commerce  
David Adams McGilp, Visit Scotland  
Sue Gledhill, HIE  
Linda Haig, ACHA

**Attending:** Shirley MacLeod, Area Customer Services Manager, Argyll and  
Bute Council  
Ishabel Bremner, Economic Development Manager, Argyll and  
Bute Council  
David Clements, Performance Manager, Argyll and Bute Council  
Eileen Wilson, Community Planning Manager  
Michael Levack, Chief Executive, Scottish Building Federation

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were intimated from Councillors Robin Currie, Ellen Morton and Elaine Robertson and from Douglas Cowan, HIE, Robert Pollock, Argyll and Bute Council, James Hilder, Argyll and Bute Social Enterprise Network, Frances Webster, Skills Development Scotland and David Cannon, Caledonian MacBrayne.

**2. DECLARATIONS OF INTEREST**

None declared.

**3. MINUTES**

The Minutes of the Economy Thematic CPP Group meeting held on 8 June 2010 were approved as a correct record.

**4. PRESENTATION BY MICHAEL LE VACK, CHIEF EXECUTIVE,  
SCOTTISH BUILDING FEDERATION**

The Chair welcomed Mr Michael Levack, Chief Executive of the Scottish Building Federation (SBF) to give a presentation on the role of the SBF, the challenges faced by the building industry both nationally and locally and the impact of the current economic climate on the Scottish construction sector. Mr Levack also set out the Federation's Recovery Plan and sought support from the Thematic CPP Group on this.

Mr Levack also responded to a number of questions arising from his presentation.

**Decision**

1. Noted the contents of the presentation;
2. Noted that the Economy PPG would arrange to have a discussion with appropriate Officers of the Council at their next meeting regarding the possibility of placing a greater weighting on local firms during the PQQ tendering process with a view to enabling small, local firms to have a fairer opportunity of winning tenders for public sector works;
3. Agreed that the Scottish Government should have capital borrowing powers and noted that Mr Levack would arrange to raise this issue at his forthcoming meeting with the Secretary of State for Scotland; and
4. Noted that arrangements would be made for a copy of the presentation to be circulated to the Group.

**5. ECONOMY THEMATIC CPP GROUP SCORECARD**

Consideration was given to the contents of the Economy Thematic CPP Group Scorecard on the Council's Performance Management System, Pyramid.

**Decision**

1. Noted that some of the data on the Scorecard was missing or out of date from Partners in terms of targets for the Community Plan and that there was a process in place for having this information populated onto the system;
2. Noted the Chair's request that Partners arrange to have their information updated; and
3. Noted the request from Partners that during the process of reviewing the criteria for the Strategic Housing Investment Programme fund consideration be given to small grants for developers to use in the local economy.

(Reference: Report by Performance Manager, submitted)

**6. PARTNER UPDATES ON ACTIONS LINKED TO DELIVERY OF SCORECARD/COMMUNITY PLAN**

Partners provided information on work currently being undertaken in respect of the Economy Community Plan Actions.

Argyll and Bute Council

Ishabel Bremner reported that delivery of the Economic Development Action Plan (EDAP) was going well and that 10% of the actions had been

delivered in the first quarter for 2010/11 against a target of 8%. She advised that five producers had signed up to Food for Argyll and confirmed that the glossy EDAP brochure was at the printers and would be ready for distribution in early September 2010.

Ishabel advised that the Council's Executive had approved the Renewable Energy Action Plan on 12 August 2010.

Ishabel also advised that Business Gateway road shows will be held in early September to highlight the Competitive Business Growth Programme for Argyll and Bute enabling up to £500 to be granted for business start ups and up to £3,000 to be granted for business growths.

### Highlands and Islands Enterprise

Sue Gledhill reported that the HIE Board had approved the budget for the Argyll Marine Science Initiative at Dunstaffnage which will attract up to 40% EU funding.

Sue advised that the Welcon extension was on target and scheduled to be completed this year. She also advised that there had been management changes at Skycon and that HIE were currently working with the new Managers.

It was noted that HIE and Argyll and Bute Council had granted an additional £5,000 each to enable the Tayvallich - Jura Passenger Ferry Service to complete the entire 3 years of its pilot phase.

### Chamber of Commerce

Jane MacLeod reported that the launch of the Argyll and the Isles website would take place on 15 September 2010

### ACHA

Linda Haig advised that as this was her first meeting she would arrange to bring a report to the next meeting in November.

### Argyll and Bute Social Enterprise Network (ABSEN)

Shirley MacLeod reported that due to a change in his role Mike Geraghty would no longer be representing ABSEN at this Group. Arrangements were currently being made to recruit a new Manager and it was hoped that the new Manager would be able to attend the next meeting of the Group in November.

Shirley advised that James Hilder, Chair of ABSEN had hoped to attend the meeting today but due to other engagements had to submit his apologies. He did however prepare a short note of work currently being undertaken by ABSEN which Shirley read out to the meeting.

Growth – there has been significant growth of social enterprise initiatives in the region with significant new initiatives in part being brought about by

the Council's own Service Level Review process as well as dealing with requests from NHS Highland.

Carnegie UK Trust – ABSEN is working closely with the Council and Carnegie to deliver a support package to support social enterprises emerging from Council reviews and to share good practice. This is a significant initiative supported by HIE for the next three years and a full update should be available for the next meeting.

Third Sector Partnership – ABSEN is also heavily involved in working alongside CVS' in Argyll, Bute and Islay to finalised the Third Sector Partnership Business Plan. Progress is very positive so that a new method of delivery will be in place for next year.

Events – ABSEN has been commissioned by the Council, on behalf of the Third Sector Partnership to organise four road shows focussing on income generation for the Third Sector and these will be held in Campbeltown (29 September), Dunoon (6 October), Oban (7 October) and Helensburgh (13 October). The event in Campbeltown incorporates the ABSEN Annual Conference and Dragons Den on 30 September and 1 October.

### **Decision**

1. Noted the updates provided by Partners; and
2. Agreed to invite Fergus Younger to attend the next meeting to give a presentation on progress with the Argyll and the Isles brand and on the launch of the Argyll and the Isles website.

## **7. PRINCIPLES OF REPRESENTATION AT CPP**

A report reminding Partners of what their role in Community Planning is was considered.

### **Decision**

Noted and agreed the contents of the report.

(Reference: Report by Community Planning Manager, submitted)

## **8. REPORTING TO MANAGEMENT COMMITTEE**

Shirley confirmed to the Group that following each Thematic CPP Group meeting she prepares a report for the Community Planning Partnership (CPP) Management Committee detailing the current work activities of the Group. She advised that there was the opportunity for the Group to make recommendations to the Management Committee and that both she and Douglas Cowan, Economy Thematic Lead, attended the meetings of this Committee. It was noted that the Chair of the Economy Thematic CPP Group was also invited to attend meetings of the full Partnership which met three times per year.

### **Decision**

Noted the arrangements in place for reporting to the CPP Management Committee.

**9. PARTNERSHIP AGREEMENT FOR ECONOMY THEMATIC CPP GROUP**

The draft Partnership agreement for the Economy Thematic CPP Group was considered.

**Decision**

Agreed the amendments to be made to the draft document and that Eileen Wilson would arrange for the final document to be circulated to the Economy Thematic CPP Group.

(Reference: Draft Partnership Agreement for Economy Thematic CPP Group, issued)

**10. TOURISM IN ARGYLL AND BUTE**

Consideration was given to a report prepared by David Adams McGilp which outlined the activities currently being undertaken by Visit Scotland across Argyll and Bute. David also spoke to a supplementary report which related specifically to actions agreed at the previous meeting.

**Decision**

1. Noted the contents of the report;
2. Agreed that David would prepare a report on Destination Management Organisations for the next meeting in November 2010;
3. Agreed that a report on Business Improvement Districts would be brought to the meeting scheduled to take place in February 2011; and
4. Agreed that arrangements would be made to circulate a copy of the supplementary report to the Group.

(Reference: Report by Regional Director, Visit Scotland, issued)

**11. FUTURE WORK PROGRAMME**

Consideration was given to the future work programme of the Economy Thematic CPP Group.

**Decision**

1. Agreed that the following items would be included on the agenda for the November 2010 meeting:-

Presentation on Argyll and the Isles Brand and launch of Website

Destination Management Organisations

Partner Updates on Actions Linked to Delivery of  
Scorecard/Community Plan

Economy Thematic CPP Group Scorecard

Future Work Programme

2. Agreed that the next meeting scheduled for Wednesday 24 November 2010 would now take place on Tuesday 23 November 2010.



---

**Argyll and Bute Community Planning Partnership****Management Committee**  
**Date: 8 September 2010**

---

**Title: REAP – sub group update**

---

**1. SUMMARY**

- 1.1 The Renewable Energy Action Plan (REAP), which was approved by the CPP on the 16 June, was developed from a key action in the Argyll and Bute Community Plan 2009-2013 in order to facilitate a co-ordinated partnership approach to renewable development in Argyll and Bute. In light of the implications on public sector resources from the onshore requirement from off shore wind and marine renewables the management committee recommended the establishment of a sub-group to look specifically at these implications.
- 1.2 The group met on the 20 July and discussions centred around the links with REAP, responsibilities of partners, infrastructure issues, communications and the potential impact on existing service provision and resources.
- 1.3 We have the opportunity to work in a proactive manner with the key developers to ensure that we are in a position to influence the outcome.

**2. RECOMMENDATIONS**

- 2.1 That the Management Committee agree to the planning and delivery of a CPP consultation event with the off shore wind developers and marine consenting authority, Marine Scotland, to take place on the 10 February 2011 following the CPP full partnership meeting.
- 2.2 In advance of the meeting on the 10 February 2011 the Management Committee consent to the sub group approaching the CPP thematic groups and Local Area Community Planning Groups requesting that they give consideration to the questions that should be asked and issues that should be raised at the consultation event.

**3. BACKGROUND**

- 3.1 As partners will be aware there are significant renewable development proposals coming forward in our area. Argyll and

Bute has three proposed off shore windfarm sites, the Argyll Array, off Tiree, being the largest consisting of anywhere between 300 and 500 turbines and having a capacity to generate enough power for 1,000,000 households (1.8GW). These developments can only be described as transformational projects given their scale and potential impact on our communities. In addition the recent Scottish Government Saltire Prize Scoping study proposed a number of wave and tidal sites within Argyll and Bute which may well form part of a future Scottish commercial wave and tidal leasing round by the Crown Estate. Scottish Power Renewables are also proposing a 10MW tidal device in the Sound of Islay with an application due to be submitted to Marine Scotland in the near future. If consent is given for this later this year and further testing in Orkney is successful in 2011 then the ten tidal turbines would be manufactured in 2012 and installed in 2013. This is likely to be a world-leading development and would help to put Islay and Argyll at the centre of the marine renewables industry.

- 3.2** There could well be implications on public sector resources from the on shore requirements associated with these off shore wind and marine renewable developments however we are still at an early stage in the development of these projects, with construction not anticipated to start until 2015 at the earliest. There is therefore still an opportunity to proactively engage with the developers and to discuss the implications and influence the outcome. It was for this reason that the sub group was established.

## **4. CONCLUSION**

- 4.1** The Renewable Energy sector has the potential to fundamentally and positively transform the economy and communities of Argyll and Bute. The scale of the off shore developments as well as potential future wave and tidal developments that are being considered for Argyll and Bute are significant and could be described as transformational projects in their own right. However, it is critical that the CPP partners work with the developers and key stakeholders at a local and national level to ensure that these developments happen in a sustainable and co-ordinated manner, that we are all fully aware of the implications, including public sector resource implications, and requirements and the optimal benefits for our communities are secured. In order to achieve this outcome there is a need to proactively engage with the developers to ensure that we minimise the impact on our limited resources but maximise the benefit to our communities..

For further information contact: Audrey Martin, Argyll and Bute Council  
Eileen Wilson , Community Planning  
Manager

Telephone 01546 604180

This page is intentionally left blank

## **1. BACKGROUND**

- 1.1** The purpose of this paper is to provide background information in relation to the proposed off shore wind and marine renewable development within Argyll and Bute to allow the CPP thematic groups and Local Area Community Planning Groups to give consideration to the questions that should be asked and issues that should be raised at the CPP Off shore wind renewable consultation event at the beginning of next year. This background paper should be read in conjunction with the report that went before the CPP Management Group on the 8 September.
- 1.2** Argyll and Bute has a significant renewable energy resource which if harnessed and managed correctly could offer significant economic opportunities for some of our more remote and fragile communities. The opportunities offered through manufacturing, research and development and the commercial and community application of a range of technologies including, wind, wave, tidal and biomass to exploit these renewable forms could play a significant role in securing economic development for some of our communities and businesses.
- 1.3** Whilst to date the majority of commercial renewable development has been concentrated on onshore windfarm development that focus is now shifting to other forms of renewables such as off shore wind and marine and tidal development. Recent studies have highlighted that the west coast of Argyll offer some of the best tidal resource within Scotland after the Pentland Firth. It is imperative that we ensure that our communities are in a position to take advantage of this and to realise local economic benefit from these.
- 1.4** In relation to offshore wind and marine renewable developments it is recognised that many of these developments could be described as transformational however it is also recognised that there could well be implications on public sector resources from the on shore requirements associated with these off shore wind and marine renewable developments. It was for this reason that the CPP sub group was formed to look at this issue and to bring partners in the public sector together to seek to address this issue.
- 1.5** In February 2009 the Crown Estate granting exclusivity to two

separate developers (Scottish and Southern Energy Renewables and Scottish Power Renewable) to take forward the development of three off shore wind farm wind sites in Argyll and Bute. These sites are of a significant scale with the site off Tiree (the Argyll Array) being the largest sites and could generate enough power for 300,000 and 1,000,000 households. These sites will have a 5 – 8 year project development and a 15 – 20 operational life span.

### Kintyre

Location: 3km from the coastline of the Kintyre Peninsula (west of Machrihanish)

Approx area: 70 km<sup>2</sup>

Capacity: up to 378MW

Approx no. of turbines: 126 (3MW each)

### Islay

Location: 13km off the Rhinns of Islay

Approx area: 93 km<sup>2</sup>

Capacity: up to 690MW

Approx no. of turbines: 138 (5MW each)

### Tiree (Argyll Array)

Approx area 361.00 kmsq

Capacity: up to 1,500MW

Approx no of turbines: 200+

- 1.6** The potential economic impact of the development of these sites, in terms of construction, installation and maintenance will be significant. In addition the impact of this development on our communities could be significant. It is estimated that the Tiree development, depending on the project model adopted, could bring with it the need to provide some 100 additional homes on the island, upgraded/new infrastructure, and will impact on educational and healthcare needs on the island. There is a need to ensure that CPP partners properly plan for these requirements through the development plan process, REAP action plan and that we work closely with the Community and the developers.
- 1.7** The capital expenditure of these 3 off shore wind farm sites is estimated to be in the region of £7.7 billion, £3,000 per kW. The operational expenditure is estimated at £115 million per year, £40-50 per kW/year. Supply chain and employment opportunities to our businesses and communities could be significant.
- 1.8** Since the granting of the exclusivity awards for these three sites Marine Scotland has issued a draft Off Shore Wind Plan within Scottish Territorial Waters (STW) for consultation. This draft Plan identifies the above three sites as short term options. In addition a further four sites are identified as medium term options within the Argyll and Bute area. In addition the recent Scottish Government Saltire announcement in September also proposed a number of wave and tidal sites within Argyll and Bute which may well form

part of a future Scottish commercial wave and tidal leasing rounds by the Crown Estate. In addition we have the existing Wavegen 500kW site on Islay (Limpit) and a 10MW tidal site planned in the Sound of Islay by Scottish Power Renewables.

- 1.9** It is important to remember that there is still time to work with partners, the developers and key stakeholders in the development of these transformational projects as it is not anticipated that construction will start until 2015 at the earliest. There is therefore still an opportunity to proactively engage with the developers and to discuss the implications and influence the outcome. It was for this reason that the CPP sub group was established. In order to achieve this outcome, there is a need for co-ordinated partner action at the local and national levels hence the decision by the CPP management Committee to arrange an off shore renewable event at which the key developers and Marine Scotland, the consenting authority for these developments, will be asked along . The input of the CPP thematic groups in identifying key questions that partners would like addressed at this event is a critical element of ensuring that we get the best output from this event.

For further information contact:     Audrey Martin, Argyll and Bute  
  Council  
  Eileen Wilson , Community  
  Planning Manager

Telephone 01546 604180





---

**SERVICE DELIVERY AGREEMENT WITH SKILLS DEVELOPMENT SCOTLAND**

---

**1. SUMMARY OF ISSUES**

Argyll and Bute Council, with input from appropriate Community Planning Partners with a skills development remit, has developed a Service Delivery Agreement (SDA) with Skills Development Scotland (SDS) to provide a clear focus for ongoing partnership working for the skills development agenda across Argyll and Bute.

The actions contained within the SDA will contribute towards achieving the outcomes presented in the Single Outcome Agreement and those within the Argyll and Bute Community Plan, 2009-2013.

**2. RECOMMENDATION**

The attached SDA (see **Appendix 1**) is for noting. The SDA was approved by the Council's Executive Committee on 4<sup>th</sup> November 2010.

**3. BACKGROUND**

Created in 2008, SDS is a non-departmental public body (NDPB) which brought together the careers, skills, training and funding services of Careers Scotland, Scottish University for Industry (learndirect scotland) and the Skills Intervention arms of Scottish Enterprise and Highlands and Islands Enterprise (HIE).

SDS is currently putting in place SDAs with Community Planning Partnerships across Scotland with local authorities being their main point of contact.

Initial discussions on the SDA approach took place during a video conference between the SDS senior management team and the CEO, Council Leader and Economic Development officers from Argyll and Bute Council in November 2009. A workshop session to discuss the required direction and content of this SDA which was held in Lochgilphead in February 2010, attended by senior staff from SDS, officers from Argyll and Bute Council and local Community Planning Partnership organisations.

Further to the completion of a draft SDA by SDS during April 2010 initial comments were provided by the Argyll and Bute Council's Economic Development Manager with a particular focus on aligning and complementing the activities of SDS with that of the Argyll and Bute Employability Team and Business Gateway.

It was then appropriate to consult with from other council teams such as Community Learning and Development and with other Community Planning Partners, such as HIE, Argyll College, JobCentre Plus and Argyll Training.

A partnership meeting on 30<sup>th</sup> August 2010 provided an opportunity for all to input comments directly to SDS representatives. It was agreed that the actions outlined in the SDA should be fairly strategic in nature and would require detailed discrete action plans to be prepared on a skills development project-by-project basis. In addition the SDA clearly outlines the required inputs, actions and responsibilities of SDS and those for appropriate Argyll and Bute Community Planning Partners. The incorporation of timescales and progress indicators will allow all partners to monitor progress with regard to actions on the ground. In particular, the Council's Economic Development Manager will monitor the progress of the SDA on a monthly

basis with appropriate success measures related to Argyll and Bute Council's input being incorporated within the Economic Development Action Plan scorecard on Pyramid linked to the scorecard being developed for the Economy Thematic Community Planning Partnership Group. The agreed SDA is appended to this paper for approval.

In addition, it should be noted that it was appropriate to progress some of the actions noted in the SDA outlined in **Appendix 1** prior to the partnership meeting at the end of August. These actions have been included in the SDA for completeness. Indeed many are still ongoing. Moreover, there will be a requirement for the SDA to evolve over time aligned to the Scottish Government's refreshed Skills for Scotland Strategy (launched 5<sup>th</sup> October 2010) and any ongoing changes to the national and UK skills policy environment.

#### **4. CONCLUSION**

The agreed SDA will ensure we can progress the skills development agenda within Argyll and Bute in partnership with SDS and appropriate Community Planning Partners.

**For further information contact:**

Ishabel Bremner, Economic Development Manager, tel: 01546 604375

**Appendix 1: Service Delivery Agreement for Argyll and Bute Council with Skills Development Scotland**

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<b>Outcome</b> Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities.	2. We will realise our full economic potential with more and better employment opportunities for our people.	Employers are more productive as a result of investment in skills and development of their employees.  More effective labour supply.	Collaborative working with key partners to deliver on key outcomes.	<b>1.</b> To coordinate key representatives from A&BC & HIE to work towards developing an integrated and cohesive offer to employers /businesses for skills development.  Key Actions: <ul style="list-style-type: none"> <li>• Arrange initial meeting to map out relationships and existing links to businesses</li> <li>• Define and agree each others' roles &amp; responsibilities</li> <li>• Identify gaps &amp; blind spots in services</li> <li>• Identify unique contribution of each partner to help shape the 'joined up offer'</li> </ul> To Include: <ul style="list-style-type: none"> <li>• Forms of financial support to business</li> <li>• Workforce training</li> <li>• Business directory / signposting locally</li> <li>• Recruitment route ways &amp; services</li> <li>• Identifying / sourcing training provision</li> </ul>	Anthony Standing	End of Sept 2010 for initial meeting.	Initial meeting with A&BC Employability Team, Jobcentre Plus (JCP) and SDS – arranged for 29 <sup>th</sup> September 2010 to map out relationships and existing provision.  Subsequent meetings to be held with AB&C Adult Learning (AL), Adult Literacy & Numeracy (ALN) Managers, HIE and partners.  Presentation to key A&BC, HIE & appropriate Community Planning Partners on SDS Workforce Development offer.  Local meetings between appropriate AB&C, SDS, HIE, Argyll College (AC) and JCP involved with Skykon – have taken place in July and August. Ongoing meetings to continue (next, 6 <sup>th</sup> October 2010) to develop and deliver a Tailored Joint Action Plan.  Initial presentation to Economy Thematic CPP Group by Frances Webster in June 2010 on Tourism.  Development of joined up offer to business from SDS, A&BC including Employability, Business Gateway, AL & ALN services and HIE by Dec 2010.  Reducing confusion and improving knowledge and understanding within businesses around support available within workforce development.  SDS is working with A&BC to ensure skills issues are built into community benefit clauses.
				<b>2.</b> To promote the agreed business offer using outcomes from the first action point e.g. a 'common repository,' produce relevant materials, use of e-links to advertise and promote identified services and key contacts. Will also include: <ul style="list-style-type: none"> <li>• Briefing for all Argyll and Bute SDS staff</li> <li>• Updating all partners on emerging SDS services.</li> </ul>		Anthony Standing, Frances Webster, Susan English	Jan 2011

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<p><b>Outcome</b> Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities.</p>	<p>2. We will realise our full economic potential with more and better employment opportunities for our people.</p>	<p>Employers are more productive as a result of investment in skills and development of their employees</p> <p>More effective labour supply</p>	<p>Collaborative working with key partners to deliver on key outcomes.</p>	<p>3. To provide key skills interventions with each of the identified A&amp;BC four priority sectors – Renewables, Tourism, Quality Food &amp; Drink, and Forestry by:</p> <ul style="list-style-type: none"> <li>Establishing skills needs of each sector</li> <li>Discuss skills needs with the Council's AL &amp; ALN local staff to develop future joint working</li> <li>Match the need to available support organisations and flag up capacity issues where identified</li> <li>Identify gaps in local provision and consider capacity building actions</li> <li>Harness national SDS resources where required to meet specific need</li> <li>Contribute to co-ordinated partner action to deliver on the Argyll and Bute Renewable Energy Action Plan</li> <li>Work with others to build capacity to deliver new provision as required</li> </ul>	<p>Anthony Standing, Frances Webster, Susan English, Janey Finan, Paul Anfield</p>	<p>From Sept 2010</p>	<p>National SDS key sector managers providing support locally in Argyll and Bute e.g. informing local Tourism Strategic Partnership of national skills plan for tourism.</p> <p>SDS Energy Manager (Rob Orr) to link in with Skykon working group. To link Argyll and Bute with national skills plan for Renewables.</p> <p>Council's AL &amp; ALN staff continue to play an active role with key skills interventions, e.g. through local partnership meetings.</p> <p>Participation by Anthony Standing and Frances Webster at Environmental CPP Thematic Group meeting convened to discuss REAP (May 2010).</p> <p>SDS is committed to working with CPP partners to maximise the socio-economic benefits from renewables, particularly the offshore wind developments proposed for Islay, Kintyre and Tiree.</p> <p>Regular feedback to Economy Thematic CPP Group on skills and capacity issues within sectors and more widely.</p> <p>SDS &amp; A&amp;BC including Employability, Business Gateway, AL &amp; ALN Managers will meet with Argyll College and other relevant colleges to discuss links to private sector providers and identifying local capacity issues.</p>
<p><b>Outcome</b> Well balanced demographically with young people choosing to stay or move to the area.</p> <p>Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities.</p>	<p>3. We are better educated, more skilled and more successful, renowned for our research and innovation.</p>	<p>More people progress, achieve and sustain positive destinations.</p>	<p>Create new levels of connectivity between learning and jobs.</p>	<p>4. Jointly plan, procure and review provision for Get Ready for Work and Training for Work for 2011/12.</p>	<p>Anthony Standing, Frances Webster</p>	<p>Plan from Sept 2010.</p>	<p>Initial Bid Statement for Employability programmes 2011/12 issued to CPP partners – 16<sup>th</sup> Sept 2010.</p> <p>Briefing paper for CPP, and deeper discussion, to follow.</p>

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<p><b>Outcome</b> Well balanced demographically with young people choosing to stay or move to the area.</p> <p>Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities.</p>	<p>3. We are better educated, more skilled and more successful, renowned for our research and innovation.</p>	<p>More people progress, achieve and sustain positive destinations.</p>	<p>Create new levels of connectivity between learning and jobs.</p>	<p>5. Working in an innovative way with local secondary schools and A&amp;BC Education and AL &amp; ALN staff through the Curriculum for Excellence to increase awareness of the identified key local sectors using:</p> <ul style="list-style-type: none"> <li>• STEM Ambassadors</li> <li>• The Path is Green programme (TPG)</li> <li>• Community based Rich Tasks – involving a range of local learning partners in support of pupils’ acquisition of skills for life, learning and work</li> <li>• Argyll and Bute Council’s ‘Growing our Own’ Workforce Planning through the Council’s Modernisation Programme</li> <li>• School College Collaboration funding</li> </ul>	<p>Frances Webster, Susan English</p>	<p>From Aug 2010</p>	<p>STEM Ambassador programme established with schools.</p> <p>TPG programme up and running in schools. Key partners briefed and included in delivery.</p> <p>Development of Rich Tasks within learning communities that link to Career Management Skills and key sector opportunities.</p> <p>Share with key partners the evaluation from the Oban High Rich task around renewables and the acquisition of Career Management Skills (skills for life, learning and work).</p> <p>Development and cascading of case studies on early success to build confidence e.g. Rich Task Pilot in Oban High school.</p> <p>Working in partnership with A&amp;BC AL &amp; ALN staff to develop provision for 16-19 years clients for Curriculum for Excellence (for school age young people and beyond).</p> <p>Awareness of A&amp;BC’s ‘Growing our Own’ Workforce Planning initiative is disseminated to secondary schools throughout Argyll and Bute.</p>
				<p>6. Work with appropriate agencies to explore and establish the nature of the ‘opportunity gap’ in the Isle of Bute. To include:</p> <ul style="list-style-type: none"> <li>• LMI analysis</li> <li>• Current island training profile</li> <li>• Exploring nature of hidden labour and opportunities market</li> <li>• Establishing employer demand</li> <li>• Assessing young people’s aspirations</li> <li>• Assessing skills requirement of employers</li> <li>• Establishing match or lack of match between skills/aspirations of local unemployed and labour market opportunities</li> </ul>	<p>Anthony Standing</p>	<p>Completed by end of Nov 2010</p>	<p>SDS pulled a team together during September 2010 to focus on this task.</p> <p>Key findings submitted and discussed with key partners including AL &amp; ALN Managers December 2010.</p>
				<p>7. Encourage smaller employers in the construction industry to recruit and invest in training, development and support of young people through a piloted Targeted Pathways to Work programme in Oban, Mull and Lochgilphead.</p>	<p>F Webster, S English</p>	<p>Starts 30/8/2010</p>	<p>Council’s AL &amp; ALN staff can provide workplace skills support including workplace literacy.</p> <p>Through monitoring to assess uptake and progress / outcomes (10 places available).</p>

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<p><b>Outcome</b> Well balanced demographically with young people choosing to stay or move to the area.</p> <p>Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities.</p>	3. We are better educated, more skilled and more successful, renowned for our research and innovation.	More people progress, achieve and sustain positive destinations.	Create new levels of connectivity between learning and jobs.	<p><b>8.</b> To explore feasibility of a co-ordinated campaign aimed at tackling perceptual skills issues identified in Feb SDA workshop including Modern Apprenticeship take up by small employers, career opportunities and progression in key sectors.</p>	Frances Webster, Susan English	From Nov 2010	AB&C ALN staff able to provide ongoing support to tackling perceptual issues around literacy for employers and employees, e.g. from Big Plus for Business campaign.
				<p><b>9.</b> To explore and identify suitable platforms to promote this campaign, including the use of My Learning Space (MLS) and other relevant channels.</p>	Frances Webster, Susan English	From 2010	Scoping exercise with key partners to establish parameters.
				<p><b>10.</b> To work with Argyll College, other partners and A&amp;BC AL &amp; ALN staff to consider the opportunities for the promotion of further learning through data sharing, e.g. joint referral procedures.</p>	Anthony Standing, Frances Webster, Susan English	From Nov 2010	Utilisation of MLS (phase 1 release) Oct 2010.  Utilisation of Survey Monkey technology.  Focus Group activity with key customer groups.
				<p><b>11.</b> To review best practice from colleges, other partners and providers in other areas to look at different options for the delivery of training programmes to meet the requirements of the local labour market.</p>	Anthony Standing, Frances Webster, Susan English	Ongoing from Nov 2010	The Enterprise Roadshows (Sept 2010) across Argyll and Bute have afforded the opportunity for SDS, Business Gateway, the Council's Social Enterprise Team and ABSEN to make connections and consider future joint working.
				<p><b>12.</b> Work with the Argyll and Bute Social Enterprise Network (ABSEN) and the Social Enterprise Team within the Council to build the capacity of communities and community organisations to harness the potential of social enterprise activity.</p>	Anthony Standing, Frances Webster, Susan English	From Sept 2010	Intention reflected in Joint Initial Bid Statement 2011/12 for Employability Programmes with Argyll and Bute CPP.

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<b>Outcome</b> Communities that encourage lifelong learning.	4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	Equalities in learning are improved across Scotland.	Good practices and co-ordination by Argyll & Bute SDS team.  Contribution to Curriculum for Excellence (CfE) and the integration of Career Management Skills.	<b>13.</b> SDS and partners to identify real-life case studies through MAs, other programmes and employment examples to highlight career opportunities and progression in key sectors and then use to promote opportunity for young people.	SDS Careers Advisers, key workers, personal advisers, skills investment advisers.	Build in to each project.	Case studies identified already from Oban High School Rich Task project and Options Unlimited Initiative in Campbeltown. AL & ALN case studies include Dunoon Driving Academy and Employability Programme.
				<b>14.</b> Review the learning from pilot projects in schools to develop a career management approach in young people and promote opportunities in key sectors.	Iain Eisner Mairi Rule Frances Webster	Pilot in Oban launched 19/4/10.	Interdisciplinary Learning pilot in Oban High School is promoting awareness of the Renewable sector.  Project completed June 2010. Evaluation currently underway. School committed to continuing approach in next session. Feedback to national SDS project team to inform development of national career Management Skills Policy.
				<b>15.</b> SDS is committed to working in partnership with Argyll and Bute Council to support the delivery of the upper stage of CfE, 16+ Learning Choices.	Anthony Standing, Susan English, Frances Webster	Dec 2010.	Monitor success of CfE, 16+ Learning Choices.
				<b>15.1</b> SDS will work with the Throughcare and Aftercare Central Forum to ensure looked after and accommodated children and young people are identified and supported through the transition from school into a positive opportunity.	A Standing, S English, Frances Webster. Local advisers and key workers.	From Aug 2010	SDS is represented on the central and local Throughcare Aftercare fora.
<b>Outcome</b> High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute.	7. We have tackled the significant inequalities in Scottish Society.	Equalities in learning are improved across Scotland.	Partnership working through the Community Planning Partnership and associated Theme Groups.	<b>16.</b> To explore feasibility of a co-ordinated campaign aimed at tackling perceptual skills issues identified in Feb SDA workshop including Modern Apprenticeship take up by small employers, career opportunities and progression in key sectors.	Anthony Standing, Susan English, Frances Webster	From Sept 2010	Monitor Modern Apprenticeship take up.



Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<b>Outcome</b> High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute.	7. We have tackled the significant inequalities in Scottish Society.	Equalities in learning are improved across Scotland.	Partnership working through the Community Planning Partnership and associated Theme Groups.	<b>17.</b> To explore and identify suitable platforms to promote this campaign, including the use of My Learning Space (MLS) and other relevant channels.	Anthony Standing, Susan English, Frances Webster	Ongoing	Monitor use of My Learning Space.
				<b>18.</b> Rollout of Integrated Employment and Skills (IES) initiative with Jobcentre Plus to provide equal access for disadvantaged to career planning, career management skills and employability enhancing services. Liaise with AL & ALN staff as appropriate.	Anthony Standing, Susan English, Frances Webster	From Aug 2010.	Initial phase of joint SDS/JCP staff training took place week commencing 19/4/10 for Dunoon and Rothesay staff and on 17/6/10 for staff in Campbeltown, Lochgilphead, Islay and Oban.  Council's AL & ALN staff continue to provide ALN and workplace skills provision, for example through the Employability Group in Oban (JCP led) Live from Aug 2010.
				<b>19.</b> Discussions to be held with Argyll & Bute Employability Team to explore areas alignment and added value to services.	France Webster, Susan English		Discussion with Council's Employability Team to take place before end of Sept 2010. Now arranged for 29 <sup>th</sup> September 2010.  Clear statement of alignment or otherwise for key partners including A&BC AL & ALN.
<b>Outcome</b> High quality environment that is valued, recognised and protected.	14. We reduce the local and global environmental impact of our consumption and production.	SDS achieves its goals and delivers its services in ways that minimise environmental impacts.	Consideration to the impact of all activities and appropriate action taken.	<b>20.</b> Use of video and audio conferencing where appropriate.	All SDS staff	As required.	All centres have VC capability and staff trained in how to use. AL & ALN staff to access A&BC VC facilities.
				<b>21.</b> Use of public transport, car sharing etc.	All SDS staff	As required.	

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<b>Outcome</b> Partnership working across all sectors to co-ordinate developments, market Argyll and Bute and remove constraints.	15. Our public services are high quality, continually improving, efficient and responsive to local needs.	SDS is valued and has a strong reputation with customers and key stakeholders.  SDS influences and stimulates a high performing skills system.	Cohesive partnership working - acting as catalyst for positive change.	<b>22.</b> SDS and Argyll and Bute Council (including AL & ALN staff ) to arrange to meet with colleges and other partners to discuss the links to private sector providers and identifying capacity issues.	Anthony Standing, Frances Webster, Susan English	Sept 2010.  Summer 2010.	Initial meetings following Kintyre Initiative Working Group (KIWG) meeting re: Skykon in July and August 2010. Approach to be adopted for further sectors. Next meeting, 6 <sup>th</sup> October 2010.  Outcome from Skykon meeting with HIE (Account Management role) i.e. acceptance of company buy in to proposed skills development/training/recruitment package Aug 2010. Endorsed by Skykon attendance at KIWG meeting on 27 <sup>th</sup> August 2010.
				<b>23.</b> To work with Argyll College, other partners and A&BC AL & ALN staff to consider the opportunities for the promotion of further learning through data sharing, e.g. joint referral procedures.	Anthony Standing	Summer 2010.	AL & ALN staff continue to provide ALN and workplace skills provision.
				<b>24.</b> To review best practice from colleges, other partners and providers in other areas to look at different options for the delivery of training programmes to meet the requirements of the local labour market.	Anthony Standing, Frances Webster, Susan English	Ongoing from Nov 2010	The Enterprise Roadshows (Sept 2010) across Argyll and Bute have afforded the opportunity for SDS, Business Gateway, the Council's Social Enterprise Team and ABSEN to make connections and consider future joint working.
				<b>25.</b> Work with relevant key partners to ensure that, where appropriate, skills acquisition/ deployment/needs issues are built into relevant economic development contracts / opportunities i.e. Community Benefit Clauses. For example, this may include clauses around taking on Modern Apprentices or /and support to workplace skills development such as ALN.	Anthony Standing, Frances Webster, Susan English	Ongoing	AL & ALN staff continue to provide ALN and workplace skills provision.

Business Gateway	Target	Actual	Status Trend	On track	Actions due	On track	Status Trend
Business start ups supported A&B	21	33	↑	↑			
Business Start Ups H&L	14	32	↑	↑			
Number of Events/Meet Business Adviser Attended	38	54	↑	↑			
<b>Economic Development Action Plan</b>							
Business Gateway	1	1	↔	↔			
Start-up and Growth Programme	3	1	↓	↓			
CHORD	1	0	↓	↓			
Rural and Islands	4	4	↔	↔			
LI&T National Park	1	0	↓	↓			
Dunstaffnage	1	1	↔	↔			
Renewable Energy	3	3	↔	↔			
Sustainable Economic Assets: Tourism	2	1	↓	↓			
Sustainable Economic Assets: Food and Drink	1	0	↓	↓			
Sustainable Economic Assets: Forestry	1	1	↔	↔			
Infrastructure: Road, Sea/Ferry, Air & Rail Transport	1	1	↔	↔			
Connectivity: Grid	1	1	↔	↔			
Road Safety	1	1	↔	↔			
Scottish Rural Development Programme	1	1	↔	↔			
European Policies	1	1	↔	↔			
European Funding	1	1	↔	↔			
Employability	2	1	↓	↓			
Profile	1	1	↔	↔			
Social Enterprise and Community Driven	1	1	↔	↔			
<b>Economy Scorecard</b>							
<b>Corporate Plan</b>				FQ2 10/11		On track	
ABC07 - Transport/Improving access	2	2	↔	↔			
ABC08 - Waterfronts and TCS	41	21	↓	↓			
ABC09 - Supporting growing businesses	2	1	↓	↓			
Council Thematic Risks	M = 3		M = 2				
Risk - % exposure	FQ1 10/11	FQ2 10/11					
	28.80%	28.80%					
<b>Transport Strategy</b>				Target		Actual	
% Increase using Council subsidised Bus Services	3.00%		3.00%				
Annual % Increase using Community Transport Schemes	0.50%		0.78%				
Transportation External Funding - % of Planned Income Achieved	80.00%		80.00%				
Road Casualties							
ABC07AA1 - Implement LT's action plan							
ABC07A11 - Schemes on A816			Concerns being addressed				
ABC07A12 - Schemes on A818			Critical				
ABC07A16 - Other schemes							
Urban Development Road			Concerns being addressed				
<b>Economic Development Action Plan</b>				FQ2 10/11		On track	
EDAP Theme - Competitive A&B	18	7	↓	↓			
EDAP Theme - Connected A&B	3	1	↓	↓			
EDAP Theme - Collaborative A&B	7	2	↓	↓			
EDAP Risks	M = 8		M = 2				
Risk - % exposure	FQ1 10/11	FQ2 10/11					
	36.40%	36.40%					
<b>National Outcomes (SOA)</b>							
01 We live in a Scotland, attractive for business				Actions due		On track	
02 Economic potential, better employment opportunities							
03 We are better educated and skilled							
Community Plan - Economy	Total No	On track					
	5	2					
SOA Economy Outcomes	Total No	On track					
	12	1					
Community Engagement	Total No	On track					
	56	20					
Economic Development Action Plan	Total No	On track					
	45	22					
Corporate Plan Outcomes	Total No	On track					
	45	22					
<b>Renewable Energy Action Plan</b>							
REAP A.1 Connected Argyll and Bute/Transmission network							
REAP A.2 Connected Argyll and Bute/Ports & Transport							
REAP B.1 Competitive Argyll and Bute/Business Development							
REAP B.2 Competitive Argyll and Bute/Supply chain & skills							
REAP B.3 Competitive Argyll and Bute/Research & Analysis							
REAP B.4 Competitive Argyll and Bute/Places: Kintyre hub							
REAP B.5 Competitive Argyll and Bute/Communities: rural & Islands							
REAP C.1 Collaborative Argyll and Bute/National Policy & Funding							
REAP C.2 Collaborative Argyll and Bute/Partnerships - ABRA							
REAP C.3 Collaborative Argyll and Bute/Profile and Identity							
% delivery of Renewables Energy Action Plan				2.00%		2.00%	
REAP Risks				R = 0		A = 1	
Risk - % exposure				FQ1 10/11		FQ2 10/11	
				32.00%		32.00%	

This page is intentionally left blank



# **Economy Thematic Group Partnership Agreement**

**(Agreed by the Economy Thematic Group on 25<sup>th</sup> August 2010)**

## 1. Introduction

- 1.1 This Partnership Agreement forms part of the Governance and Accountability Framework for the Argyll and Bute Community Planning Partnership. The Agreement is not a legal document but sets out a set of principles and working arrangements to which members of the CPP Economy Thematic Group are committed. The Partnership Agreement is intended to take effect from 25/08/10 and to further strengthen partnership working in Argyll and Bute.
- 1.2 The CPP Economy Thematic Group is referred to as the Economy TG throughout this document and encompasses the partners contained within the governance structure, namely:
- Argyll and Bute Council
  - Highlands and Islands Enterprise
  - Strathclyde Partnership for Transport/HiTrans/Transport Scotland
  - CMAL
  - Caledonian MacBrayne
  - Skills Development Scotland
  - Argyll and Bute Social Enterprise Network
  - Visit Scotland
  - Chamber of Commerce

The Economy TG is underpinned by a broader network of stakeholder groups, including the contribution of all CPP partner organisations and communities that feed into the main community planning structure. The Economy TG is also linked with the Local Area Community Planning Groups that will further progress the delivery of services and engagement of communities across Argyll and Bute.

## 2. Purpose of Economy Thematic Group

- 2.1 Argyll and Bute Community Planning Partnership was set up in 2001 to coordinate the delivery of services and other activities in Argyll and Bute to improve the quality of life and physical environment for residents and visitors to the area. The purpose of the Economy TG is to coordinate the activities of the Partnership to ensure that the action plan agreed by the Full Partnership is delivered.
- 2.2 The ambition of the Economy TG is to create employment and prosperity by developing competitive and successful businesses, sustainable economic assets and vibrant towns that are centres of economic activity  
*(Argyll and Bute Community Plan 2009-2013)*
- 2.3 Argyll and Bute Community Plan, Action Plan 2009-2013
- CPP/CP01 – Competitive and successful businesses
- Provide advice and support to assist business to grow

- Target support for businesses with the greatest potential for growth
- CPP/CP02 – Sustainable economic assets
  - Maximise economic benefits from renewable energy sector
  - Assist in the development of the marine science sector
- CPP/CP03 – Vibrant towns that are centres of economic activity
  - CHORD projects

### **3. Governance arrangements for Economy TG**

- 3.1 The Economy TG has been established to meet the requirements of the Argyll and Bute Community Plan and SOA.
- 3.2 The Economy TG is a sub-group of the Argyll and Bute Community Planning Partnership and is currently referred to as the Economy Thematic Group within the Council's strategic partnership arrangements. The Economy TG will ensure it delivers all requirements as a thematic group of the Argyll and Bute Community Planning Partnership in terms of delivery against Argyll and Bute Community Plan, the SOA, performance management requirements, including risk assessment, national indicators and maintenance of effective links with other Community Planning Partnership thematic groups (Environment TG, Social AffairsTG).
- 3.3 A summary of the roles, responsibilities, accountabilities and membership of the component parts of the governance structure is attached to the Agreement as an appendix. (appendix 1....CPP Partnership agreement)

### **4. Leadership**

- 4.1 The Local Government of Scotland Act 2003 requires local authorities to take the lead in arrangements for community planning. The Act means all local authority areas have to have a 'Community Planning Partnership'. Councils have a statutory obligation to lead the Partnership: In Argyll and Bute Argyll and Bute along with NHS Highland, Strathclyde Police, Strathclyde Fire and Rescue Highlands and Island Enterprise/Scottish Enterprise/Skills Development Scotland and SPT have a statutory obligation to participate in the Partnership:
- 4.2 In Argyll and Bute other agencies and organisations are committed to the Community Planning process and co-operate to improve outcomes for everyone living and working in Argyll and Bute. These include:
- Argyll Voluntary Action
  - Islay and Jura CVS
  - Bute Community Links
  - Association of Argyll and Bute Community Councils
  - Argyll and Bute Social Enterprise Network
  - Argyll College
  - Fyne Homes

- Argyll Community Housing Association
- West Highland Housing Association
- Dunbritton Housing Association
- Scottish Government Housing and regeneration
- Scottish Government Rural Payments and Inspection
- HiTrans
- Cal Mac (CMAL)
- Scottish Environmental Protection Agency
- Scottish Natural Heritage
- Crofters Commission
- Loch Lomond and the Trossachs National Park
- Scottish Water
- M.O.D.
- Job Centre +
- Visit Scotland

In addition, other stakeholder interests can be represented on the Economy TG, by agreement.

- 4.3 In Argyll and Bute, the Elected Member for the Council's Policy and Performance Group (PPG) has been appointed as chair and carries the political accountability for ensuring the Economy TG fulfils its responsibilities. A Lead Officer has been appointed to ensure that CPP arrangements are consulted, established, monitored and changed in order to meet the requirements of the CPP.

## **5. Accountability of partner organisations and agencies and Performance Management**

- 5.1 Each partner organisation and agency represented in the governance arrangements retains their own existing lines of accountability and management control. However, all partners are together responsible for delivering the priorities defined and agreed in the Community Plan and SOA.

- 5.2 Partner organisations and agencies agree to share and review information and intelligence to support robust needs assessment and performance management arrangements within an agreed framework and cycle of monitoring and review at both an Argyll and Bute wide and local level to support the delivery of the Community Plan and SOA. On the basis of performance monitoring, the Economy TG agree actions to address areas of required improvement. The governance arrangements allow the CPP Sub-groups, the CPP Management Committee and ultimately the Full Partnership to monitor the impact of partnership working and will ensure that monitoring arrangements to review actions in the Community Plan and SOA are in place with a focus on outcome and impact.

- 5.3 All Core Partners and Strategic Partnerships, by way of signing this Partnership Agreement, agree to work within the Governance Framework of the CPP, and are thereby committed to the principles of good governance,



namely openness and inclusivity, integrity and accountability. They recognise that establishing and developing effective working relationships across partnerships is of critical importance, and commit corporately to joint working, with the practical arrangements they put in place within their own organisations allowing a true focus on joint delivery of outcomes.

- 5.4 The Economy TG will measure performance and report progress as required. The following lead partners/partnerships will be responsible for reporting progress against the outcomes as outlined in the Community Plan.

**Argyll and Bute Council**

CPP-CP01

- Number of start ups assisted – 135pa
- Existing Businesses assisted – 200+pa

CPP-CP02

- Provision of infrastructure to facilitate growth of renewable opportunities in Kintyre
- Agreement of Renewable Action Plan for Argyll and Bute to promote economic development

CPP-CP03

- Approval of Full Business Case for CHORD projects

**HIE**

CPP-CP01

- Number of account managed businesses (HIE1b) – 80
- Number of agreed growth plans (HIE1a) – 30

CPP-CP02

- Expansion of Welcon wind turbine manufacturing plant and associated employment growth
- Design and Development of marine science park at Dunstaffnage
- Development of UHI campus at Dunstaffnage and associated sustainable growth of SAMS – extend teaching facilities and research capacity
- Business growth/attraction of new businesses at Dunstaffnage

**Strategic Housing and Communities Forum**

CPP-CP02

- Provision of housing and business developments at Dunbeg corridor to support growth of marine science sector, growth of Oban, provision of housing and business and community property

- 5.5 Formal performance and risk reporting will be as follows:

- The Economy TG will report to the Argyll and Bute Community Planning Partnership Management Committee on a 2 monthly basis.
- The Economy TG will report to the Argyll and Bute Community Planning Partnership Full Partnership on a 4 monthly basis.

(The performance reports will include feedback from stakeholders and be locality specific where appropriate)

Partner organisations should use the performance reports to inform their own governance arrangements of progress with Economy TG arrangements in Argyll and Bute.

- 5.6 In accordance with the principles of Community Planning, the Economy TG is committed to effective community involvement and this will include both direct dialogue between core members and their relevant communities, boards and service users, as well as regular consultation with individual citizens and community representatives (via, for example, the Citizen's Panel and the Association of Argyll and Bute Community Councils). The CPP is committed at all levels to ensure that they conduct engagement activities in line with the National Standards for Community Engagement. [www.scdc.org.uk/national-standards-community-engagement](http://www.scdc.org.uk/national-standards-community-engagement)
- 5.7 All members of the Economy TG will ensure that the statutory duties to promote equality and diversity are met through all the functions of TG, for example, in service planning, commissioning and delivery, consultation and procurement. In addition the Economy TG will have due regard to the statutory guidance prohibiting discrimination on the basis of race, gender, sexual orientation, age, religion and belief, pregnancy and maternity and gender reassignment.

## **6. Statement of values and declaration of interest**

- 6.1 In relation to a possible conflict of interest all Economy TG members must declare any organisational or personal prejudicial interest and not be part of discussion and/or decision making on the service area concerned. This would not normally include interests of a strategic or general professional nature that would contribute to and enrich partnership work. In a situation where there could be a possible conflict of interest members of the TG would be expected to leave the meeting for that item. The rule is, 'when in doubt declare openly and leave immediately'.

## **7. Membership of the Economy TG**

- 7.1 Membership criteria - representatives must have a strategic role within their organisation/agency, and be of sufficient seniority to enable them to:
- Speak for their agency with authority;
  - Commit their agency on service development and practice matters;
  - Influence the development of their agency's practices;
  - Ensure that the CPP is represented in agency decision-making regarding resources; and
  - Contribute to the development of robust and effective monitoring and performance functions.

## 7.2 Economy TG Membership

Highlands and Islands Enterprise	Core
Argyll and Bute Council	Core
Strathclyde Partnership for Transport	Non core
HiTrans	Non core
Transport Scotland	Non core
Caledonian McBrayne	Non Core
Skills Development Scotland	Non Core
Argyll and Bute Social Enterprise Network	Non Core
Chamber of Commerce	Non core
Head of Economic Development and Strategic Transportation	In attendance
Corporate Services Manager	In attendance
Economic Development Manager	In attendance
CPP Partnership Manager	In attendance
	Observer

*Core Members* are those identified by the CPP Management Committee as Highlands and Islands Enterprise and Argyll and Bute Council

*Non Core Members* are those organisations who have been invited to be members of the Economy TG. However, non core members enjoy the same level of responsibility and accountability.

*Co-optee* status is reserved for the agreement by the group.

*In attendance* indicates those representatives, mainly local authority officers, who undertake leadership roles within the governance structure and/or are sitting in an advisory capacity.

## 7.3 Duties of Members

- Members must attend regularly and if they are unable to attend must ensure that a deputy, with the power to act and report on behalf of their agency/organisation/group, attends on their behalf.
- Ensure information is fed back to the representative agency or sector.
- Act as a contact point for members of their agency/organisation/group.
- Be committed to equality of opportunity and diversity.
- Display consistency and honesty in achieving consensus through debate.
- Respect the views of other members.
- Respect confidential information.
- Remain focused and strategic.
- Be participative, inclusive and accessible.
- Be prepared to learn from others and good practice elsewhere.

## 7.4 Voting

Voting on an issue as a way of making a decision should be an exception and not the rule in terms of the function of the Economy TG. Voting should also be understood in the context of the Council's statutory function in discharging

local political and democratic accountability. However, if a vote is required, Core and Non Core Members of the Economy TG have a vote. Where there is more than one representative from a specific partner it is the organisation that has the one vote and not the number of representatives. In a situation where the vote is tied the Chair has the casting vote.

## **8. Meeting Arrangements**

8.1 The Economy TG will meet 4 times per annum or more frequently if required.

8.2 The position of Chair will initially be held by the Elected Member responsible for chairing the associated PPG.

8.3 The position of vice-chair will be held by a representative of a partner organisation.

8.4 Housekeeping:

- Papers are to be sent out to TG members at least 7 working days before meeting to allow informed discussion.
- Papers to be tabled only when necessary to avoid members being over-loaded with information.
- Copies of minutes, agendas and all relevant papers to be available on Modern.gov, within 7 working days.

## **8.5 Quorum**

One quarter of the partners represented must be present for any decision making. If after ten minutes no quorum is achieved the meeting will be deemed inquorate and not take place.

## **9. Review of the Partnership Agreement**

9.1 This Economy TG Partnership Agreement, will be subject to an annual review to ensure that it continues to be fit for purpose. The Agreement is also subject to interim amendment to take account of legislative changes and/or any other significant changes that may affect the composition of the TG. The Economy TG will publish an annual report as part of the annual refresh of the Argyll and Bute Community Plan and SOA.



## Constitution and Partnership Agreement

### 1 INTRODUCTION

- 1.1. Effective community partnership working is essential if we are to deliver local outcomes within the new national framework. This document enables us, as a partnership, to demonstrate our commitment to the continuous improvement and effective delivery of Community Planning in Argyll and Bute.
- 1.2. The need to demonstrate how partners work together to achieve common outcomes places a responsibility on partners to effectively integrate their different contributions and deliver a multi-agency approach to planning improved service delivery. We also need to demonstrate that communities are effectively engaged in the community planning process – that they are influencing how services are planned and delivered.
- 1.3. The Local Government in Scotland Act (2003) places a statutory duty on Councils to lead and facilitate Community Planning. There is also a corresponding duty on a range of partners to participate locally.
- 1.4. Argyll and Bute Council is required to ensure financial accountability as the recipient of grants and other community planning funding streams.

### 2 COMMUNITY PLANNING IN ARGYLL AND BUTE

- 2.1. The Argyll and Bute Community Plan is acknowledged as the guiding document for strategic planning by all partners. The Plan sets out the vision for Argyll and Bute to be the Leading Rural Area.
- 2.2. Community Planning partners have also developed the Argyll and Bute Single Outcome Agreement (SOA). The SOA details short and medium term outcomes that the partners will deliver to enable progress towards the longer term vision set out in the Community Plan.
- 2.3. The Single Outcome Agreement is *“the means by which CPPs agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government’s relevant National Outcomes.”* (SOA Guidance for CPPs, IS 2008)
- 2.4. SOA and community plan outcomes will be:

- Directed towards the achievement of the Leading Rural Area vision (detailed below)
- evidence based
- specific, measurable and costed to enable effective performance management
- risk based
- ensure that equalities and sustainability objectives are fully integrated in all plans

## **Argyll and Bute: Leading Rural Area**

### **Vibrant Communities**

---

- safe supportive communities with positive culture and sense of pride in the area
- well balanced demographically with young people choosing to stay or move to the area
- vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
- well connected economically and socially
- a sense of history with a view to the future
- housing that is appropriate and affordable with local people able to participate in the housing market
- high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute

### **Outstanding Environment**

---

- high quality environment that is valued, recognised and protected
- the environment is respected as a valued asset that can provide sustainable opportunities for business
- a high quality image and identity that is recognised and appreciated globally
- an area that is accessible, yet retains its remote character

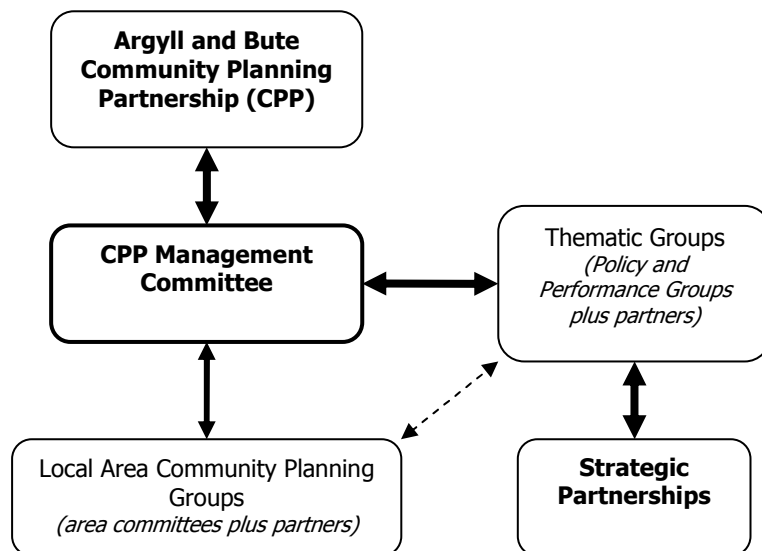
### **Forward Looking**

---

- communities that are culturally rich with a desire to excel
- proactive communities where local people and organisations look for and create opportunities
- dynamic public sector with more delivery of high quality 'professional' services from Argyll and Bute
- partnership working across all sectors to coordinate developments, promote Argyll and Bute and remove constraints
- communities that encourage lifelong learning

### 3 DECISION MAKING STRUCTURES

3.1. The high level CPP structure is detailed below.



3.2. Key parts of the structure operate as follows:

- **Full partnership** - Comprises representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to participate in influencing the strategic direction of the partnership.
- **Management Committee** - Comprises representatives at senior officer level from core partner organisations. The Management Committee is the operational group driving forward the implementation of the Community Plan and the Single Outcome Agreement. The committee is also responsible for the monitoring and evaluation of CPP processes, the SOA and other strategic partnerships.
- **Thematic Groups** (Policy and Performance Groups plus CPP partners) To monitor and review achievement of key outcomes in the Community Plan within the thematic areas noted below by ensuring appropriate performance measures are in place. To support and encourage effective collaboration and coordination between and within public, voluntary and community organisations operating in Argyll and Bute within the relevant thematic area. To give effect to the Community Engagement Strategy at a thematic level.
- **Local Area Community Planning Groups** (Area Committees plus CPP partners) – To develop and maintain Local Area Community Plans within Community Plan outcomes. To monitor and review achievement of the local delivery of key outcomes identified in the Community Plan by ensuring appropriate performance measures are in place. To support, and encourage effective collaboration and co-ordination between and within community based organisations operating in the local area. To give effect to the Community Engagement Strategy at a local level. We will encourage involvement by people from hard to reach and seldom heard groups, including people with disabilities, different ethnic backgrounds, different genders, beliefs and sexual orientations.
- **Strategic partnerships** – Comprising relevant stakeholders, this small number of partnerships are focused on the key strategic issues for the area. Their remit is strongly focused on the outcomes in the Single Outcome Agreement

- 3.3. Further details of these groups in terms of membership, terms of reference and meeting arrangements are detailed in the appendix.
- 3.4. These groups are complemented by **Time Limited Groups** comprising relevant CPP partners with a designated lead. Time limited working groups are formed to address specific issues and make recommendations to the Management Committee or other strategic partnership.
- 3.5. **Conference** – An annual Community Planning conference enables all partners to participate in an information sharing and consultation event. The conference brings community representatives, young people, hard to reach groups and CPP partners together to share good practice and influence the direction of community planning in Argyll and Bute.

#### **4 ENGAGING THE COMMUNITY**

- 4.1. The Argyll and Bute CPP has developed a Community Engagement Strategy to engage with stakeholders. Performance will be monitored by the Management Committee.
- 4.2. All partnerships at all levels are responsible for ensuring that they conduct engagement activities in line with National Standards for Community Engagement.
- 4.3. The Community Engagement Action Plan outlines the activities supported through the CPP
- 4.4. Communications are managed as a subset of actions within the Community Planning Action Plan. Activities will be coordinated by the Council's Communications Team through regular liaison with the managers responsible for communications in each of the partner organisations.

#### **5 PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK**

- 5.1. High level aims within the Community Plan are translated into priorities which influence the corporate plans of the CPP partners. Relevant partner and community planning priorities will form the main content of the Single Outcome Agreement (SOA).
- 5.2. Performance against the Community Plan and SOA will be appraised by each partner monitoring its own performance with details on key success measures shared to enable effective overview of performance. The performance overview will be reported using performance scorecards compiled by the Council on behalf of the CPP and monitored by the Management Committee, thematic groups and local area planning groups.
- 5.3. Different tiers of the Community Planning Partnership will receive performance reports as follows:
  - Management Committee: will monitor all outcomes/actions within the Community Plan. The committee will also monitor the outcomes in the SOA relevant to Community Planning Partners.



- Thematic Groups: will agree a relevant performance scorecard to provide information to CPP Partners and service users. The scorecard will focus on thematic priorities based on national and local outcomes detailed in the community plan and SOA.
- Local Area Community Planning Groups: will agree a relevant performance scorecard to provide information to CPP Partners and service users. The scorecard will focus on local priorities of interest to the area or communities within the area.

5.4. Each level of the CPP will agree performance reporting arrangements using the template below:

<b>Stakeholders</b>	Identification of key stakeholders drawing from formal Community Planning partners; linked partnerships; service users; and communities (geographic and of interest)
<b>Structure</b>	Detail of how the partnership or group relates to the overall CPP structure ensuring links are clear for those who are expected to contribute to the partnership/group and the links where the partnership contributes – e.g. a thematic group will detail which strategic partnership contribute and indicate that it reports to the Management Committee
<b>Vision</b>	This is the main vision to which the partnership contributes – this will either be the overall leading rural area vision or elements of that vision relevant to the partnership
<b>Plan and priorities</b>	The key plans priorities and outcomes relevant to the partnership/group
<b>Translates downwards:</b>	Details which partnerships, partners and plans that are influenced by the key plans and priorities of the partnership/group
<b>Type of report</b>	Performance scorecard or other reporting arrangement
<b>Measurements</b>	The key success measures that will be monitored to ensure that the relevant outcomes are achieved
<b>Report to</b>	Detail of the partnership or group responsible for overseeing the performance of the group
<b>Scorecard themes</b>	These are the high level elements within the performance scorecard and are agreed by each group and the partnership to which it reports

## 6 RISK MANAGEMENT

- 6.1. All partners will manage risk with respect to their own operations via strategic and operational risks as appropriate.
- 6.2. The CPP has a joint risk register built on relevant strategic risks from partners and more general strategic risks that affect the partnership as a whole (e.g. economic and social risks).
- 6.3. Risks are assessed using the standard methodology of separate assessments of likelihood and impact combined to form an overall assessment of whether a risk is high, medium or low. Mitigation measures are then detailed and monitored as appropriate. Risks are reviewed on a regular cycle dependent that is determined by the overall risk rating (i.e. higher risks are reviewed more often).

## 7 PARTICIPATION IN CPP AND STRATEGIC PARTNERSHIPS

- 7.1. CPP partners have responsibility for defining arrangements for Community Planning within their organisation.
- 7.2. It is the responsibility of the individual organisations to ensure appropriate representation at all levels and to demonstrate how they contribute to the implementation of the Community Plan and the Single Outcome Agreement
- 7.3. CPP partners have the responsibility to disseminate relevant Community Planning information to other strategic and operational partnerships in which they participate.
- 7.4. CPP partners are not expected to be responsible for the actions of other partners, but the joint commitment to the CPP implies that each partner will act in the interests of the CPP and other partners. They also have the duty to bring to the CPP any issues arising in other strategic or operational partnerships that affect the CPP.

## **8 FINANCE AND RESOURCES**

The CPP is not a corporate body and so does not hold funds of its own.

- a. All funds will be held by the appropriate officers of the relevant partner organisation
- b. The reporting year for the CPP will be 1<sup>st</sup> of April to the 31<sup>st</sup> of March
- c. It is the responsibility of the relevant CPP partner to ensure that appropriate financial accounting arrangements are in place according to legal or other audit requirements
- d. The allocation of funds by the CPP must contribute to achieving agreed outcomes
- e. Core CPP staff will be employed by the Council on behalf of the CPP
- f. Where a costed plan includes items funded by different partners, each partner will be responsible for ensuring effective management of their funds. The partnership with responsibility for the joint plan will still include financial monitoring as part of the relevant performance scorecard
- g. Partnership groups will recommend funding allocations as appropriate against outcomes based on evidence of need and assessment of relevant risks. Formal allocation of funds will take place through the formal budget process of the relevant partner(s)

## **9 EQUALITIES AND SUSTAINABILITY**

- 9.1. All actions of the CPP will contribute to tackling the significant inequalities in our society and will be subject to equality impact assessment as appropriate. These assessments will be made by the main partner responsible for delivery of an action.
- 9.2. The principles of sustainable development will guide the development and delivery of our projects and services. Sustainability assessments will be undertaken as appropriate.
- 9.3. Impact assessments will be reviewed as required by the appropriate thematic group or Management Committee.

## **10 PARTNERSHIP AGREEMENT**

10.1. Partners are invited to acknowledge the direction of the CPP and to commit to the enhancement of joint working to deliver quality services in Argyll and Bute by signing this agreement.

10.2. This is an agreement amongst the members of the Community Planning Partnership to work together to achieve common goals for the people of Argyll and Bute. It is not a legally binding contract and so nothing in its operation will give rise to legally binding rights and obligations amongst the parties.

Signatories to the agreement:

<b>Name</b>	<b>Designation</b>	<b>Organisation</b>	<b>Signature</b>

**May 2009 (version 9)**

## APPENDIX – detailed arrangements for groups in the high level CPP structure

### 1 FULL PARTNERSHIP

- 1.1. Comprises of representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to participate and influence direction.

CPP Partner Organisations
Argyll and Bute Council
Strathclyde Police
Strathclyde Fire and Rescue
NHS Highland (AB CHP)
Highlands and Islands Enterprise
Scottish Enterprise
Skills Development Scotland
Initiative at the Edge
Argyll CVS
Islay and Jura CVS
Bute Community Links
Argyll and Bute Volunteer Centre
Mull and Iona Community Trist (MICT)
Association of Argyll and Bute Community Councils
Argyll and Bute Social Enterprise network (ABSEN)
Fyne Homes
ACHA
West Highland HA
Dunbritton HA
SG Housing and Regeneration
SG Rural Payments and Inspection
SEPA
Scottish Natural Heritage
Crofters Commission
Forestry Commission
Loch Lomond and the Trossachs National Park
HiTrans
SPT
Cal Mac
Scottish Water
M.O.D.
Job Centre +

Note: Depute Council Leader and Council Directors may also be in attendance, as are the Council's Policy and Strategy Manager and the Community Planning Manager. Note: Silent Observers can also attend meetings and contribute when invited to.

### 1.2. Terms of Reference

The Full Partnership provides a forum for full partner participation to:

- a. Ensure effective partnership working at strategic level
- b. Give strategic direction for community planning in Argyll and Bute
- c. Engage communities in decision making processes
- d. Ensure accountability of community planning related grants and funding streams

## 2 MANAGEMENT COMMITTEE

- 2.1. Comprises representatives at senior officer level from core partner organisations. The Management Committee is the operational group driving forward the implementation of the Community Plan and Single Outcome Agreement. The committee is also responsible for the monitoring and evaluation of CPP processes.

Partner Organisation	No of Delegates
Strathclyde Police	1
Argyll and Bute Council	1
Strathclyde Fire and Rescue	1
NHS Highland (AB CHP)	1
Highlands and Islands Enterprise	1
Scottish Enterprise	
Skills Development Scotland	
Initiative at the Edge	
Argyll CVS	2
Islay and Jura CVS	
Bute Community Links	
Argyll and Bute Volunteer Centre	
Mull and Iona Community Trist (MICT)	
Association of Argyll and Bute Community Councils	
Argyll and Bute Social Enterprise network (ABSEN)	
Fyne Homes	1
ACHA	
West Highland HA	
Dunbritton HA	
SG Housing and Regeneration	
SG Rural Payments and Inspection	2
SEPA	
Scottish Natural Heritage	
Crofters Commission	
Forestry Commission	
Loch Lomond and the Trossachs National Park	
HiTrans	1
SPT	
Cal Mac	
Scottish Water	
M.O.D.	
Job Centre +	
Total number of delegates	

Note: Relevant Council Directors are also in attendance, as are the Council's Policy and Strategy Manager and the Community Planning Manager. In the event that the substantive representative is unable to attend he/she may nominate a substitute and must notify the Community Planning Manager.

## 2.2. Terms of Reference

The Management Committee has been established to:

- a. Ensure implementation of the Community Plan and the Single Outcome Agreement
- b. Agree processes for monitoring and evaluating action/delivery
- c. Disseminate information ensuring all partners are aware of and able to participate in community planning process
- d. Enable community participation through agreed structures
- e. Monitor and evaluate the effectiveness of the Community Planning process

## 3 MEETINGS

### 3.1. Full Partnership

- a. The Full Partnership will meet three times a year.
- b. The Full partnership will be chaired by the Leader of Argyll and Bute Council. In her/his absence the meeting will be chaired by the Vice-chair (Depute Leader of Argyll and Bute Council). If both are absent, a person will be appointed to chair the meeting.
- c. The Full partnership will be responsible for the appointment of Management Committee chair and vice-chair from partner organisations at 2 year intervals. The new chair will normally be from a different partner organisation.

### 3.2. Management Committee

- a. The Management Committee will meet six times a year. Dates for meetings will be agreed by the final meeting of each year
- b. The Management Committee will be chaired by a partner organisation.

### 3.3. General

- a. Dates for meetings will be agreed at the final meetings of each calendar year.
- b. The Chair can convene additional meetings at the request of four or more partners or if he/she considers there is good reason.
- c. At least seven clear days before CPP meetings public notice will be given on the Council's website
- d. Agendas and all related papers will be available on the Council website [www.argyll-bute.gov.uk](http://www.argyll-bute.gov.uk) or through a link on the Community Planning website [www.argyllandbutecpp.net](http://www.argyllandbutecpp.net)
- e. Items not on the agenda will only be considered if they are urgent and with the agreement of the chair and members of the partnership/ committee present
- f. Meetings will be open to the public. The members of the partnership/ committee can resolve to exclude the public if an item is deemed sensitive.

- g. Quorum - One quarter of the partners represented must be present for any decision making. If after ten minutes no quorum is achieved the meeting will be deemed inquorate and not take place.
- h. Minutes of meetings will be taken by a member of Council and will be made available on the Council's website [www.argyll-bute.gov.uk](http://www.argyll-bute.gov.uk) or through a link on the Community Planning website [www.argyllandbutecpp.net](http://www.argyllandbutecpp.net)
- i. Members of the CPP must declare any interest, financial or non-financial, if any contract is to be discussed

#### **4 THEMATIC GROUPS**

4.1. **Comprising of Council PPG members and relevant CPP partners Thematic groups** will monitor and review achievement of key outcomes in the Community Plan within the thematic areas noted below by ensuring appropriate performance measures are in place. Thematic Groups will support and encourage effective collaboration and coordination between and within public, voluntary and community organisations operating in Argyll and Bute within the relevant thematic area.

4.2. **The relevant thematic provisions relate to -**

**4.2.1. Social Affairs -**

health, housing and local area regeneration, poverty, voluntary sector issues, school and pre-school education, young people and lifelong learning, social work services, and matters relating to culture and sport

**4.2.2. Economy -**

Economy, business and industry, vocational training, tourism and matters relating to transport and transportation, and matters relating to the strategic regeneration of the Council area.

**4.2.3. Environment –**

Environment and sustainable development, natural heritage, the land use planning system and building standards, environmental and protective services, energy agriculture, forestry and fisheries.

#### **5 LOCAL AREA COMMUNIT PLANNING GROUPS**

5.1. Local Area Community Planning Groups will develop and maintain Area Plans within Community Plan outcomes. To monitor and review achievement of the local delivery of key outcomes identified in the Community Plan by ensuring appropriate performance measures are in place. To support, and encourage effective collaboration and co-ordination between and within community based organisations operating in the local area. To give effect to the Community Engagement Strategy at a local level.

#### **6 TIME LIMITED GROUPS**

- 6.1. Comprising of relevant CPP partners with a designated lead. Time Limited Groups are formed to address specific issues and make recommendations to the Management Committee.
- 6.2. Time Limited Groups will agree their own operating arrangements assuming that they:
  - a. Follow the guidance given by the Management Committee in terms of their operational remit
  - b. Reach decisions by consensus
  - c. Report back to Management Committee at agreed times
- 6.3. Terms of Reference  
Time Limited Groups will be created to:
  - a. Take forward an issue that requires more focused attention
  - b. Make recommendations to Management Committee within time agreed
  - c. Minutes or action notes of Time Limited Groups must be recorded and distributed to all group members. How minutes are recorded and distributed will be agreed by the group
- 6.4. Links to the Management Committee
  - a. Lead officers of Time Limited Groups will attend Management Committee meetings as required
  - b. Short written progress reports will be submitted as required



---

**Argyll and Bute Community Planning  
Partnership**

**Economy PPG  
Date: 23<sup>rd</sup> November 2010**

argyll and bute  
**communityplanning**partnership



---

**Title: Highlight and Exception Reporting**

---

## **1. SUMMARY**

- 1.1** The purpose of this paper is to propose a process to enable the integration of relevant Strategic Partnerships with CPP Thematic Groups.

## **2. RECOMMENDATIONS**

- 2.1** That the CPP Economy Thematic Group acknowledges the importance of existing partnerships and networks in helping achieve Community Planning Outcomes.
- 2.2** That the CPP Economy Thematic Group agree to the use of the attached pro-forma to gather information on progress being made on CPP Outcomes by relevant Strategic Partnerships.
- 2.3** That the CPP Economy Thematic Group identify which partnerships they would like to submit reports.

## **3. BACKGROUND**

- 3.1** CPP Thematic Groups were established in November 2009 to co-ordinate the activities of CPP Partners to ensure the agreed CPP Action Plan is delivered .
- 3.2** For each CPP Thematic group there are many existing partnerships delivering on CPP Outcomes and a reporting mechanism is required to enable relevant partnerships to report progress and to highlight challenges
- 3.3** The Highlight and Exception Report format has been developed to enable other partnerships to give detail of how they are helping us achieve our overall community planning outcomes.

For further information contact:

Eileen Wilson  
Community Planning Manager  
Eileen.wilson@argyll-bute.gov.uk

Telephone

01436 658726

# Local Partnership Highlight & Exception Report



Network/Partnership	
Thematic Group	Economy
CPP Outcome	<input type="checkbox"/> CPP/CP01 – Competitive and successful businesses <input type="checkbox"/> CPP/CP02 – Sustainable economic assets <input type="checkbox"/> CPP/CP03 – Vibrant towns that are centres of economic activity
Activity Summary in Period	
Key Challenges & Actions to Address	
Name	
Date	

## Guidance

### **Strategic Partnership**

What is the name of your Partnership?

### **CPP Thematic Group**

What Thematic Group are you reporting to?

### **CPP Outcome**

What CPP Outcome are you reporting on?

### **Activity Summary in Period**

In this section we want to know about events and activities that have taken place that progress CPP Outcomes.

### **Key Challenges & Actions to Address**

In this section we want to know about any challenges there are to progressing CPP Outcomes and if there's anything the Thematic Group or group members can be doing to help.

**Thematic Groups** have associated scorecard enabling partners to see progress made against agreed actions, address problems and mitigate risk. By gathering information through **Highlight and Exception** reporting we can ensure that the scorecards give the most accurate and up to date picture possible.

**ECONOMY THEMATIC CPP GROUP WORK PROGRAMME**

	<b>24 February 2010</b>  <b>Transport Theme</b>	<b>29 March 2010</b>	<b>8 June 2010</b>  <b>Tourism Theme</b>	<b>25 August 2010</b>  <b>Construction and Housing Industry Theme</b>	<b>23 November 2010</b>	<b>2011 23 February</b>	<b>2011 May</b>	<b>2011 August</b>	<b>2011 November</b>
<b>REAP</b>	X  Agreed to discuss at joint seminar with Environment Thematic CPP Group on 29 March 2010	X			X  Report on Offshore Windfarm Developers Consultation Event				
<b>Local Transportation Strategy</b>	X Report and Presentation Noted.  Cal Mac to provide info on ticketing arrangements to Group.  Agreed to invite SPT and Cal Mac to each meeting.								
<b>RET</b>	X Presentation from HIE noted. Further update to be brought to group on completed of Evaluation in Spring 2011.						X Report on outcome of evaluation of RET.		
<b>Review of Economy Community Plan Actions/ Partner Updates</b>	X Updates noted. Agreed to have as item at all meetings. Report to come to next meeting on Business Gateway.		X Noted	X Noted & agreed to invite F Younger to give presentation on Argyll and the Isles Brand and launch of website.	X	X	X	X	X

Updated 25 October 2010

**ECONOMY THEMATIC CPP GROUP WORK PROGRAMME**

	24 February 2010 Transport Theme	29 March 2010	8 June 2010 Tourism Theme	25 August 2010 Construction and Housing Industry Theme	23 November 2010	2011 23 February	2011 May	2011 August	2011 November
<b>Business Gateway</b>			X Progress Report – Noted as part of Partner Updates						
<b>Performance Management</b>	X Noted contents of Scorecard. Agreed to ask Head of ICT and Financial Service to bring report on progress with getting external Partners access to Pyramid.		X Report from Head of ICT and Fin Services re: progress with getting external Partners access to Pyramid. Noted & Agreed. Update report to come to future meeting.	X Noted	X Scorecard and Highlight/Exception Reporting				

## ECONOMY THEMATIC CPP GROUP WORK PROGRAMME

	24 February 2010  Transport Theme	29 March 2010	8 June 2010  Tourism Theme	25 August 2010 Construction and Housing Industry Theme	23 November 2010	2011 23 February	2011  May	2011  August	2011  November
<b>Future Work Programme</b>	X Agreed Performance Management and Updates from Partners be discussed at each meeting. Agreed Tourism as theme for May meeting. Agreed Construction and Housing Industry Theme for Aug meeting and to extend invite to Housing Associations. Agreed discussion on REAP to take place at joint meetings with Environment Thematic CPP Group.		X  Noted.	X  Noted.	X	X	X	X	X
<b>Integration of Strategic Partnerships/ Partnership Agreement</b>	X Report noted and agreed that E Wilson, I Bremnar and S MacLeod discuss further and bring back report to next meeting.		X Agreed to continue consideration to next meeting.	X Agreed. E Wilson to circulated final doc to Group.	X Final Partnership Agreement for signing off.				

**ECONOMY THEMATIC CPP GROUP WORK PROGRAMME**

	<b>24 February 2010</b>  <b>Transport Theme</b>	<b>29 March 2010</b>	<b>8 June 2010</b>  <b>Tourism Theme</b>	<b>25 August 2010</b>  <b>Construction and Housing Industry Theme</b>	<b>23 November 2010</b>	<b>2011 23 February</b>	<b>2011 May</b>	<b>2011 August</b>	<b>2011 November</b>
<b>Visit Scotland</b>			<p>X Presentation by Regional Director (RD) noted. Agreed that Visit Scotland (VS) be included as Partner on Group. Pls for VS to be added Scorecard. RD to provide report to next meeting on SLA with Council. RD to give presentation to DMOs to future meeting. Agreed that presentation on BIDS come to future meeting.</p>	<p>X Noted – supp report tabled at mtg to be circulated to Group.  Agreed to have report on DMOs.  Agreed to but BIDS report back to Feb 11 mtg.</p>	<p>X Presentation on Destination Organisations</p>				

## ECONOMY THEMATIC CPP GROUP WORK PROGRAMME

	24 February 2010  Transport Theme	29 March 2010	8 June 2010  Tourism Theme	25 August 2010 Construction and Housing Industry Theme	23 November 2010	2011 23 February	2011 May	2011 August	2011 November
<b>Skills Development Scotland</b>			X Presentation to SDS input to Tourism Sector noted. PIs for SDS to be added to Scorecard.		X Report on SLA with SDS				
<b>Business Improvement Districts</b>						X Presentation			
<b>Argyll and the Isles Brand</b>					X Update on brand and launch of website.				
<b>Presentation by Michael Levack CE, SBF</b>				X Noted. Agreed that Economy PPG would discuss with Officers of Council criteria for assessing PQQs. Copy of presentation to be circulated to Group.					
<b>PSYBT</b>					X Presentation on PSYBT				
<b>Agriculture Funding/SRDP</b>						X			
<b>Strategic Timber Transport Funding</b>						X			

**ECONOMY THEMATIC CPP GROUP WORK PROGRAMME**

	<b>24 February 2010</b>  <b>Transport Theme</b>	<b>29 March 2010</b>	<b>8 June 2010</b>  <b>Tourism Theme</b>	<b>25 August 2010</b> <b>Construction and Housing Industry Theme</b>	<b>23 November 2010</b>	<b>2011 23 February</b>	<b>2011 May</b>	<b>2011 August</b>	<b>2011 November</b>
<b>Public Sector Budget Cuts and the impact on the Argyll and Bute Economy</b>						X			