

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Customer Services
Executive Director: Douglas Hendry



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22 November 2011

NOTICE OF MEETING

A meeting of the **ECONOMY THEMATIC CPP GROUP** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **TUESDAY, 29 NOVEMBER 2011** at **1:30 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 31 August 2011 (Pages 1 - 8)
4. **BUDGET PRESENTATION**
5. **ECONOMY THEMATIC CPP GROUP SCORECARD**(Pages 9 - 16)
6. **PARTNER UPDATES ON CPP PLAN**
7. **PROGRESS REPORT ON CONTRACTING FOR GET READY FOR WORK**
Report by Anthony Standing, Skills Development Scotland (to follow)
8. **REPORT ON COMPLETION AND DROP OUT RATES IN RESPECT OF APPRENTICESHIPS**
Report by Anthony Standing, Skills Development Scotland (to follow)
9. **RURAL BROADBAND**
Report by Gerry Wilson, IT Infrastructure Services Manager, Argyll and Bute Council (to follow)

10. COMMUNITY PLAN/SOA 2012-2013 SUCCESS MEASURES

Report by Community Planning Manager (Pages 17 - 20)

11. THE ROLE OF COMMUNITY PLANNING PARTNERSHIPS IN ECONOMIC DEVELOPMENT

Report by Audit Scotland (Pages 21 - 32)

12. HIGHLIGHT AND EXCEPTION REPORTS

(a) Argyll and Bute Strategic Housing and Communities Forum (Pages 33 - 34)

(b) Argyll and the Islands LEADER Local Action Group (Pages 35 - 38)

(c) Argyll and Bute Social Enterprise Network (Pages 39 - 42)

13. ITEMS ON AGENDA FOR INCLUSION ON CPP WEB PAGE

14. FUTURE WORK PROGRAMME(Pages 43 - 46)

ECONOMY THEMATIC CPP GROUP

John Binning, SPT

David Cannon, Cal Mac

Douglas Cowan, HIE (Thematic Lead)

Bill Stewart, SEN

Jane MacLeod, Mid Argyll Chamber of Commerce

Councillor Donald MacMillan, ABC

Anthony Standing, SDS

Robert Pollock, ABC

Councillor Ron Simon, ABC (Chair)

Ishabel Bremner, ABC

Allan Comrie, SPT

Linda Haig, ACHA

Councillor Alister MacAlister, ABC

Councillor Alex McNaughton, ABC

Frances Webster, SDS

Councillor Elaine Robertson, ABC

Iain Jackson, ABC

Gerry Wilson, ABC

David Clements, ABC

Eileen Wilson, CPP

Jane Fowler, ABC

Contact: Fiona McCallum Tel: 01546 604406

**MINUTES of MEETING of ECONOMY THEMATIC CPP GROUP held in the COUNCIL
CHAMBER, KILMORY, LOCHGILPHEAD
on WEDNESDAY, 31 AUGUST 2011**

Present: Councillor Ron Simon (Chair)
Councillor Alister MacAlister
Councillor Donald MacMillan
Councillor Alex McNaughton
Douglas Cowan, Highland and Islands Enterprise (Thematic Lead)
Robert Pollock, Argyll and Bute Council
David Cannon, Calendonian MacBrayne
Jane MacLeod, Mid Argyll Chamber of Commerce
Bill Stewart, Argyll and Bute Social Enterprise Network

Attending: Shirley MacLeod, Area Governance Manager
Ishabel Bremner, Economic Development Manager
Eileen Wilson, Community Planning Manager
Jonathan Welch, Transport Planner
Mike Johnston, Best Value Officer
Bill Dundas, SG Rural Payments and Inspections Directorate

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated from Councillor Elaine Robertson, Frances Webster, Skills Development Scotland, Anthony Standing, Skills Development Scotland and David McGilp, Visit Scotland.

Having noted the apologies of both Frances Webster and Anthony Standing, it was agreed to continue consideration of the reports regarding Completion and Drop Out Rates of Apprenticeships and Contracting for Get Ready for Work to the next meeting of the Group scheduled to take place on 29 November 2011.

2. DECLARATIONS OF INTEREST

None declared.

3. MINUTES

The Minutes of the Economy Thematic CPP Group meeting held on 25 May 2011 were approved as a correct record.

4. PRESENTATION ON THE AGRICULTURE INDUSTRY/SRDP GRANT SCHEME

The Group welcomed Bill Dundas to the meeting and heard a very informative presentation from him on Agriculture in Argyll and Bute. He presented some statistical information in respect of Agriculture in Argyll and Bute ranging from the numbers and different types of farming/crofts across the area as well as employment figures. He also advised on the challenges faced by the industry as well as the opportunities in the current

economic climate. Bill also provided information on the SRDP Grant Scheme, a programme for delivering public support to land managers and communities of rural Scotland from 2007 – 2013.

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

Decision

Noted the contents of the presentation.

5. ECONOMY THEMATIC CPP GROUP SCORECARD

Consideration was given to the new layout and content of the Economy Thematic CPP Group Scorecard on Pyramid which provided links to the EDAP 2011 and included a number of Economic Indicators.

Decision

Noted the contents and agreed that a hard copy of current information would be circulated to the Group in advance of the next meeting.

6. PARTNER UPDATES ON CPP PLAN

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

Argyll and Bute Council

CHORD Programme

Robert Pollock advised on progress with each of the following projects:-

Rothesay - he advised that good progress was being made with the Rothesay Townscape Heritage Initiative (THI) and that £2.6m had been secured for the regeneration of Rothesay. He also advised that the FBC for the redevelopment and refurbishment of Rothesay Pavilion was now complete.

Helensburgh - the Council planned to invest £6.5m in Helensburgh for environmental, streetscape and waterfront improvements and that the FBC was going before the Council's Executive in September 2011 for approval.

Campbeltown – he advised that work had begun on the Old Schoolhouse in Campbeltown with funding from Campbeltown THI and ERDF and he also referred to the reconfiguration of the Kinloch Road and confirmed that the land transfer agreement had been concluded with ACHA allowing the Campbeltown Infrastructure improvements for road and harbour facilities to move forward.

Dunoon – Robert referred to a successful workshop which had been held in Dunoon on 30 August 2011 to look at developing the FBC for Dunoon and advised that approximately £9m of investment was planned to

refurbish the Queens Hall and landscaping around this, road realignment and that harbour facilities including the old Dunoon Pier would also be looked at.

The Lorn Arc Project

Robert advised the Group of a Scottish Government and Scottish Futures Trust initiative to deliver economic growth by enabling Local Authorities to fund public infrastructure to encourage regeneration and growth. The approach is known as Tax Incremental Finance and Robert advised of the Council's bid for TIF Funding which relates to infrastructure investment that will stimulate the economic development within Oban (the extension of Oban's North pier and the road infrastructure) which was submitted on 19 August 2011 following approval by the Executive on 11 August 2011. He advised that this package of infrastructure has been named the Lorn Arc and will aim to stimulate economic development in the Oban, Dunstaffnage, Dunbeg, North Connel and Barcaldine area. He concluded that confirmation on whether or not the Council's bid would be successful to enable to progress to the development of a business case for the project would be known towards the end of September 2011.

Renewables

Robert advised that the second meeting of the Argyll and Bute Renewable Alliance (ABRA) had taken place on 22 June 2011 and that this meeting had focussed on issues relating to transmission (capacity and charging), the work undertaken by the HIE Renewables team and port and infrastructure requirements relating to the off-shore wind sector.

Business Gateway

Ishabel Bremner advised that for the first quarter of 2011/12, business start ups supported was 33 against a target of 35 and that they were broken down as follows:

- 6 MAKI versus a target of 7; compared with 4 last year
- 3 OLI versus a target of 7; compared with 11 last year
- 3 B & C versus a target of 7; compared with 15 last year
- 17 H & L versus a target of 14; compared with 19 last year

She also advised that the number of existing businesses supported with advice or workshops was 115 (excluding H & L) in the first quarter of 2011/12 and that they were broken down as follows:

- 58 MAKI versus an annual target of 84
- 46 OLI versus an annual target of 83
- 11 B&C versus an annual target of 83

Ishabel also advised that this quarter saw the launch of pilot Procurement workshops in Oban, Dunoon, Inveraray and Islay. These were co-ordinated by Business Gateway but delivered by the Council's Procurement Team. In total, 36 people attended and feedback was

excellent with over 92% of the feedback sheets completed rating the event as good or excellent.

Cal Mac

David Cannon advised that Cal Mac had been won the Public Transport Operator of the Year Award for the second year running. He also advised of the new ship which had been delivered to Islay. He confirmed that CMAL were progressing with works at Kennacraig, Port Ellen and Port Askaig. In respect of the Dunoon – Gourock passenger ferry, he confirmed that David MacBrayne Subsidiaries had won the contract and that they were faced with running a passenger only service from vehicular services and thanked Argyll and Bute Council for their support with this. He referred to the positive meeting held on 23 August 2011 with Argyll and Bute Council, Inverclyde Council and other interested parties regarding the ferry service and advised of a steering group that had been set up to look at infrastructure requirements. He reported that they had successfully transported 7,000 passengers to the Cowal Games on 27 August 2011. David also confirmed that a letter of support for the Council's bid for TIF funding was being sent from Cal Mac to the Scottish Minister.

Argyll and Bute Scottish Enterprise Network (ABSEN)

Bill Stewart advised that he was currently involved with arrangements for the ABSEN AGM and Conference being held in Rothesay on 5, 6 and 7 October 2011. He referred to workshops that ABSEN had run for Children and Families and Recycling Groups. He advised that ABSEN continued to support new, existing and potential Social Enterprises and that 7 new Members had joined in the last 3 months which exceeded targets.

Mid Argyll Chamber of Commerce

Jane MacLeod confirmed that they were also in the process of writing a letter supporting the Council's bid for TIF funding and that this would be forwarded to the Scottish Minister in the next few days. She advised that it was too early to report figures from Members and that more information would be available at the next meeting. Jane also referred to the Housing summit held in Inveraray on 26 August 2011 which looked at housing and construction problems across Argyll and Bute. She advised on a number of issues that had been raised including Procurement and the issue of community benefit clauses. She confirmed that a list of the issues raised would be drawn up and forwarded to the Scottish Government.

HIE

Douglas Cowan confirmed that Wind Towers Ltd were now up and running at the wind turbine tower manufacturing and assembly plant in Machrihanish. He advised that HIE were currently working with the community on the disposal of the base at Machrihanish and he also referred to the European Marine Science Park. Douglas also advised that he expected the new Scottish Government Economic Strategy in a

couple of weeks. In respect of customer facing tourism businesses reports on visitor numbers were mixed. He advised that margins were getting tighter and profitability was down a bit. He reported that engineering, energy and business services were doing well across HIE and that businesses involved in exporting have seen particularly high growth.

Decision

Noted Partner updates.

(Reference: Highlight and Exception report by Argyll and Bute Social Enterprise Network dated 18 August 2011, submitted)

7. HIGHLIGHT AND EXCEPTION REPORTS

(a) ARGYLL AND BUTE STRATEGIC HOUSING AND COMMUNITIES FORUM

Consideration was given to a highlight and exception report provided by the Argyll and Bute Strategic Housing and Communities Forum.

Decision

Noted the activity that was undertaken by the Argyll and Bute Strategic Housing and Communities Forum during the period April – July 2011 and the key challenges and actions to be addressed in the future.

(Reference: Report by Argyll and Bute Strategic Housing and Communities Forum dated 28 July 2011, submitted)

(b) ARGYLL AND THE ISLANDS LEADER LOCAL ACTION GROUP

Consideration was given to a highlight and exception report provided by the Argyll and the Islands LEADER Local Action Group.

Decision

Noted the activity that was undertaken by the Argyll and the Islands Local Action Group during the period 1 May – 31 July 2011 and the key challenges and actions to be addressed in the future.

(Reference: Report by Argyll and the Islands LEADER Local Action Group dated 22 August 2011, submitted)

Bill Dundas and Jane MacLeod left the meeting.

8. INFORMATION TO BE INCLUDED ON CPP WEB PAGES

Eileen Wilson confirmed that the Thematic pages were now on the Council website and that more information on the activities being looked at by the Thematic Groups needed to be included and that it would be

useful to look at the best way of populating the Thematic pages with this information.

Decision

Agreed that at the end of each future meeting of the Group a decision would be taken on whether or not any items discussed at the meeting should be included on the Thematic pages of the Council website and that information on these items would be forwarded to the Web team for inclusion on the web page.

9. ARGYLL TIMBER TRANSPORT GROUP AND STRATEGIC TIMBER TRANSPORT FUNDING

Jonathan Welch spoke to the terms of his report which provided information on the Argyll Timber Transport Group, Agreed Routes Map and Pre Conditions, Strategic Timber Transport Funding and the role of the Argyll Timber Transport Group Project Officer.

Decision

Noted the contents of the report.

(Reference: Report by Transport Planner, Argyll and Bute Council, submitted)

10. UPDATING OF SINGLE OUTCOME AGREEMENT

Eileen Wilson confirmed that Officers were currently looking at combining the CPP and SOA for 2012/13 which would be more outcome driven. She explained that the plan was for this to be a one year document and that it would be ready to implement by April 2012. She confirmed that once the new Council was in place following the May 2012 elections the combined Plan would be revisited.

Decision

Noted the update and that a further report would be brought on progress with this to the next meeting.

11. ROAD EQUIVALENT TARIFF (RET) BRIEFING NOTE

Consideration was given to a report advising of the background to the Scottish Government's RET pilot, the impact to date on those communities involved and the costs of extending the pilot in the future.

Decision

Noted the contents of the report.

(Reference: Report by Strategic Transport Manager, Argyll and Bute Council, submitted)

12. THE ARGYLL AND BUTE RENEWABLE ALLIANCE - PROGRESS REPORT

Consideration was given to a progress report on the Argyll and Bute Renewable Alliance which had previously been before the CPP Management Committee.

Decision

Noted the contents to the report.

(Reference: Report by Development Projects and Renewables Manager, Argyll and Bute Council, submitted)

13. FUTURE WORK PROGRAMME

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

Decision

Agreed that the following items would be included on the agenda for the next meeting on 29 November 2011:-

Partner Updates
Performance Management – Scorecard
Future Work Programme
Highlight and Exception Reports
Completion and Drop Out Rates of Apprenticeships
Contracting for Get Ready for Work
Info to be included on Thematic web page
SOA/ CPP
Rural Broadband

The Chair advised that consideration would be given to moving the Theme of Housing and Planning to the February 2012 meeting.

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Argyll and Bute Community Planning Partnership**Economy Theme Group
Scorecard
29th November 2011**

Performance Management

Summary

The CPP Economy Theme Group Scorecard has undergone repeated change over the past two years. This has been due in part to the agreement to have one Scorecard to serve both the Council's Policy and Performance Group (PPG) and the CPP Economy Theme Group. The Groups then determined that separate scorecards were necessary.

As the local economy is affected by a range of issues, both within and outwith the influence of the Theme Group and the PPG, the Theme Group and PPG may best be served by a generic Economy Scorecard.

Screenshots of the current suite of Economy Scorecards are attached.

Recommendation

It is recommended that the Economy Theme Group adopts a unified Economy Scorecard with the Council's Policy and Performance Group, including thereon any and all pertinent information.

For further information, please contact:

David Clements
Performance Manager
Chief Executive's Unit
Argyll and Bute Council

01465 604205

Economy PPG Scorecard

FQ2 11/12

Key Performance Indicators Target Actual Status Trend

Growth in the number of business start ups supported	67	85		
Number of Events/Meet Business Advisor Achieved	40	49		
BG Customer Satisfaction Overall ABC excl H&L	85.0 %	86.0 %		
Grants to LEADER projects in rural areas of Argyll & Islands	£ 4,901,760	£ 5,697,673		
Customer Satisfaction LEADER	85.0 %			
ARCHIVE Rolling year % job outcomes attained by long term unemployed	25 %			

Economic Development Service Scorecard 2011

Economic Indicators Target Actual Status Trend

- (Unemployment charts Scorecard)
- (Economic Activity Scorecard)
- [Link to economic impact data on Council web site](#)

Economic Development Action Plans Status Trend

EDAP 2011	EDAP 2011 Scorecard		
Maintain planned rate of delivery of the EDAP	Target%	Actual%	Status Trend
	50 %	54 %	
Renewable Energy Action Plan			
Maintain the planned rate of delivery of the REAP	Target%	Actual%	Status Trend
	34 %	34 %	

Council Outcomes 2011 Status Trend

1.1	Argyll and Bute has more new businesses operating in the area, creating more jobs.	
2.1	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.	
3.1	We have contributed to an environment where existing and new businesses can succeed.	A
3.3	Our transport infrastructure...meets the economic and social needs of our communities.	A

(Navigate Scorecards)

EDAP 2011 Plan & Scorecard FQ1 11/12
 Scorecard approved by **Ishabel Bremner** No



EDAP Scorecard Theme - Competitive A&B A →

Business Gateway	A ↓	R ↓	G ↓		
Startup and Growth	R →	R ↓	R ↑	G ↓	R ↑
CHORD	G →	G →	G →	G →	G →
Rural & Islands	G →		G ↑	G ↓	
Dunstaffnage					
Renewable Energy	G		G		
Tourism, Food & Drink, Forestry	A		R ↑		

EDAP Scorecard Theme - Connected A&B G →

Transport Infrastructure			
Road Safety	G →	G ↓	

EDAP Scorecard Theme - Collaborative A&B

SRDP	G →		G ↑
European Policies & Funding			
Employability & Skill Development			
Profile			
Social Enterprise			

EDAP Scorecard Risks TO BE AMENDED	H = 0	M = 7	L = 1
Risk - % exposure	FQ4 10/11 38 %	FQ1 11/12 34 %	↑

Business Gateway	Target	Actual	Status	Trend
Business start ups supported A&B	39	54		
Business Start Ups H&L	28	31		
Number of Events/Meet Business Advisor Achieved	40	49		

Unemployment Charts Scorecard

Economic Development Action Plan	Actions due	On track	Status	Trend
EDAP 2010 Theme - Competitive A&B	18	5		
EDAP 2010 Theme - Connected A&B	3			
EDAP 2010 Theme - Collaborative A&B	7	1		

EDAP Scorecard

Renewable Energy Action Plan	Target	Actual	Status
Maintain the planned rate of delivery of the REAP	34 %	34 %	

Transport Strategy	Target	Actual	Status	Trend
% Increased patronage of Council subsidised Bus Services	3.0 %			
Annual % Increase using Community Transport Schemes	1 %	-31 %		
Transportation External Funding - % of Planned Income Achieved				
Road Casualties				
ABC07aA1 - Implement LTS action plan				
ABC07aM1 - Schemes on A816				
ABC07aM2 - Schemes on A818				
ABC07aM6 - Other schemes				
Oban Development Road				

Economy Scorecard 2010

Scorecard approved by **Robert Pollock** FQ2 11/12

Argyll & Bute Council Corporate Plan	Actions due	On track	Status	Trend
ABC07 - Transport/Improving access	1			
ABC08 - Waterfronts and TCs	42	25		
ABC09 - Supporting growing businesses	2	1		

Council Thematic Risks	= 0	= 5	= 0
Risk - % exposure	FQ1 11/12 37 %	FQ2 11/12 37 %	

Community Plan Risks	=	=	=
Risk - % exposure	FQ1 11/12	FQ2 11/12	

National Outcomes (SOA)	Actions due	On track	Status	Trend
01 We live in a Scotland, attractive for business				
02 Economic potential, better employment opportunities				
03 We are better educated and skilled				

Community Plan - Economy	Outcomes	Total No 5	On track 2		
SOA Economy Outcomes	Outcomes	Total No 2	On track		
Community Engagement	Outcomes	Total No 12	On track 3		
Economic Development Action Plan	Outcomes	Total No 56	On track 12		
Corporate Plan Outcomes	Outcomes	Total No 45	On track 26		

(Navigate Scorecards)



Economy Thematic Scorecard

FQ2 11/12

Partnership Success Measures

Target Actual Status Trend

Growth in the number of business start ups supported	67	85		
Number of Events/Meet Business Advisor Achieved	40	49		

Economy Thematic proposed measures

Economic Indicators

Target Actual Status Trend

(Unemployment charts Scorecard)

(Economic Activity Scorecard)

[Link to economic impact data](#)

Economic Development Action Plans

Status Trend

EDAP 2011

EDAP Scorecard

Maintain planned rate of delivery of the EDAP	Target%	Actual%		
	50 %	54 %		

Renewable Energy Action Plan

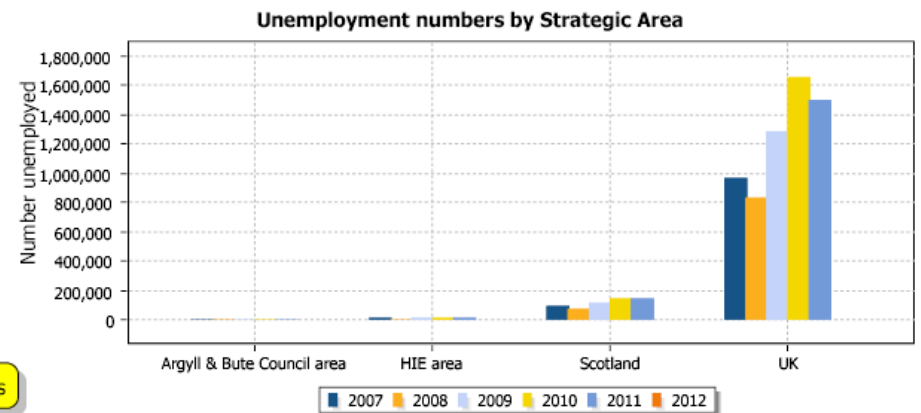
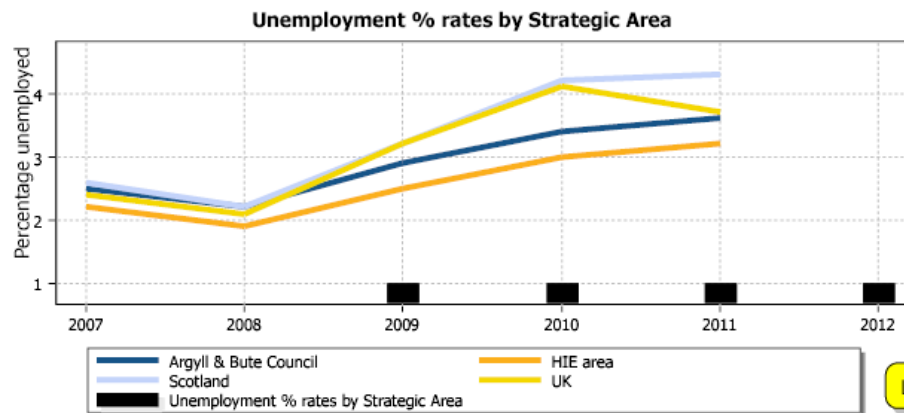
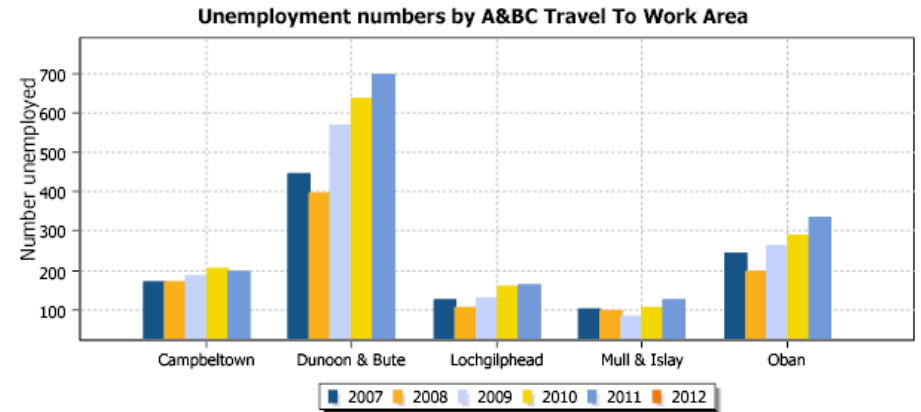
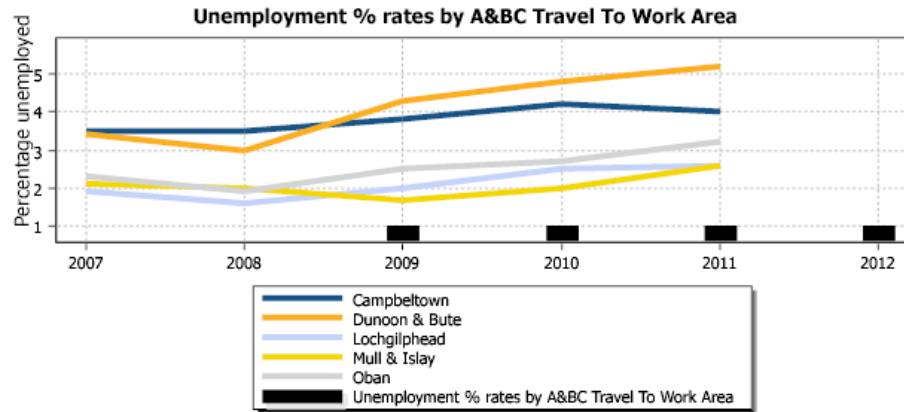
Maintain the planned rate of delivery of the REAP	Target%	Actual%		
	34 %	34 %		

National Outcomes (SOA)

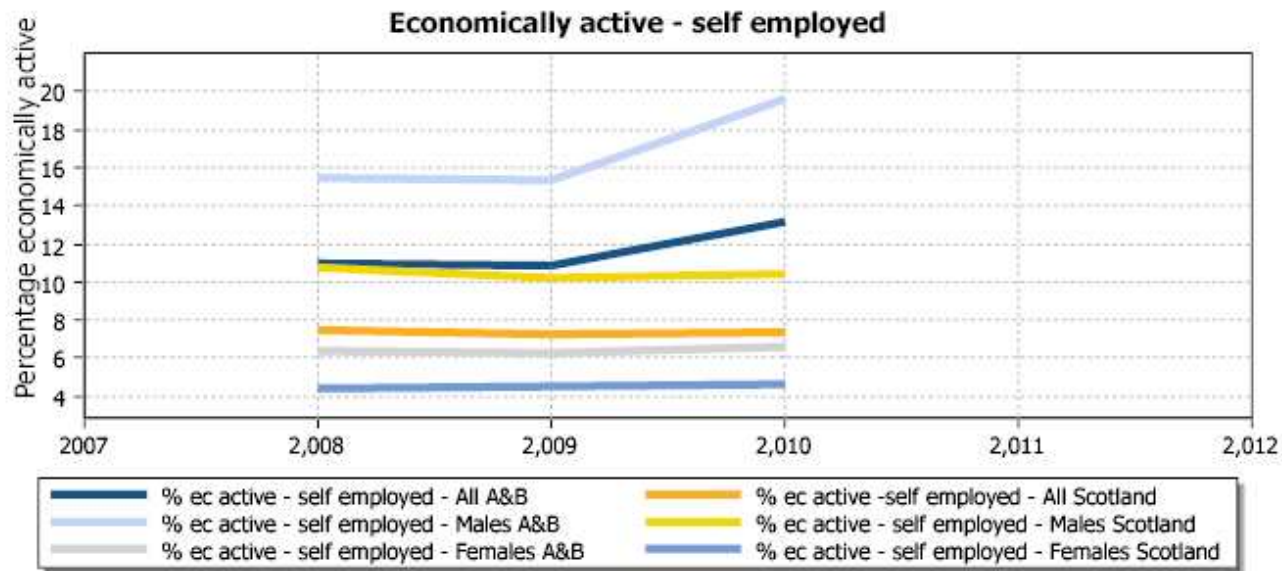
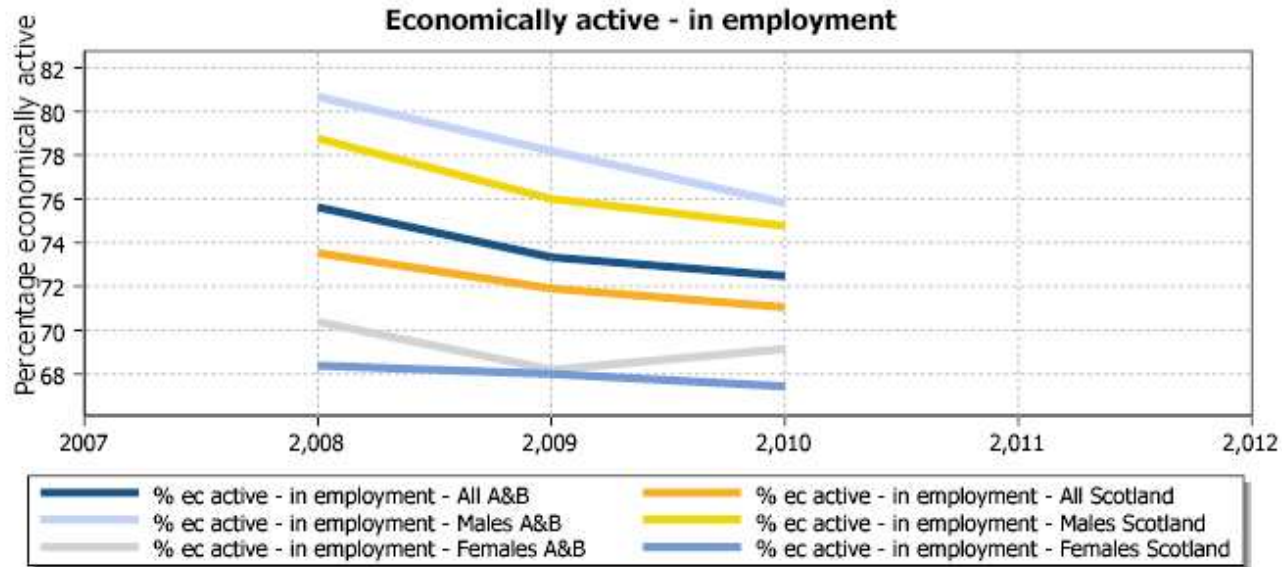
Date of latest data # of measures # on track Status Trend

01 We live in a Scotland, attractive for business	FQ4 10/11	4	3		
02 Economic potential, better employment opportunities	FQ4 10/11	9	6		
03 We are better educated and skilled	FQ4 09/10	1	0		

(Navigate Scorecards)



[Link to figures](#)



[Link to figures](#)

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Argyll and Bute Community Planning Partnership**Economy Thematic Group**
Date: 29th November 2011argyll and bute
communityplanningpartnership

Title: Community Plan / SOA 2012-13 Success Measures

1. SUMMARY

- 1.1** The Community Planning Partnership is currently working on the new combined Community Plan / SOA 2012-13. The new plan will bridge the year from the end of the current SOA to the end of the current community plan. Although new outcomes have been agreed the CPP Themes will remain the same and many of the success measures already being used for the current thematic scorecards will still be relevant to the new outcomes.

2. RECOMMENDATIONS

- 2.1**
- That the Thematic Group considers the attached table and notes the outcomes. (agreed at Management Committee 19th October 2011)
 - That the Thematic Group consider the success measures and agree an appropriate number of relevant measures that they will monitor.
 - That partners supply additional success measures to populate the table.
 - That the Thematic Group identifies where a success measure can be measured at a local level (i.e. the four administrative areas).

3. NEXT STEPS

- 3.1**
- All four CPP Thematic Groups will review outcomes and agree success measures. (7th – 29th November)
 - The completed tables will be added to the draft plan and submitted to Management Committee on the 14th of December.
 - Once approved the new plan will be launched in February 2012.

For further information contact: Eileen Wilson
Community Planning Manager

Telephone 01436 658726

CPP Economy Thematic Group – Outcomes and Success Measures

Code	Outcome	Success measure	Target/timescale	Benchmark	Lead
CPP 01	Argyll and Bute has more new businesses operating in the area, creating more jobs.	% job outcomes attained by long term unemployed	25%		ABC
		No of new growth plans	24 (2010/11)		HIE
		Total no of account managed businesses	60 (2010/11)		HIE
		Total no of account managed social enterprises	16 (2010/11)		HIE
		% delivery of Demonstration Project Action Plan			ABC
		No of business start ups supported	135		ABC
		No of existing businesses supported	250		ABC
CPP 02	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute	No of people in employment and self employment rate			ABC
		No of unemployed and long term unemployed			ABC
		No of adults achieving accredited learning outcomes through CBAL (Community Based Adult Learning)	100		ABC
CPP 03	We have contributed to an environment where existing and new businesses can succeed.	% progress on waterfront and town centre regeneration – progress on key CHORD programme projects	50% (2010/11)		ABC
		% CHORD full business cases complete	100%		ABC
		% delivery of Economic Development Action Plan	67%		ABC
		% delivery of European Team Action Plan	50%		ABC
		Grants awarded to LEADER projects in rural areas of Argyll and the Islands	£6.5m	13.7%	ABC

CPP 04	Our transport infrastructure adapts and develops to meet the social and economic needs of our communities.	Align roads N&E with corporate priorities re major planning applications	100%		ABC
		Roads asset capital & maintenance programmes in place	100%		ABC
		Roads asset management strategies - approved	100%		ABC
		Roads asset management strategies- complete	100%		ABC
		Integrated transport – school/local transport bus contracts	150		ABC
		Maintain provision of ferry services – MAKI Jura/Islay	100%		ABC
		Maintain provision of ferry services – OLI OBC for Lismore	100%		ABC
		Maintain provision of ferry services – OLI OBC for Luing	100%		ABC
		All ferry timetables - % sailings as timetabled	85%		ABC
		% flights on schedule	85%		ABC
		Maintain provision of ferry services – planned maintenance	90%		ABC
		Streetscene - Increased use of car parks			ABC
		Streetscene - % overall street cleanliness	74%		ABC

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Key messages

The role of community planning partnerships in economic development



Prepared for the Auditor General for Scotland and the Accounts Commission
November 2011



Auditor General for Scotland

The Auditor General for Scotland is the Parliament's watchdog for helping to ensure propriety and value for money in the spending of public funds.

He is responsible for investigating whether public spending bodies achieve the best possible value for money and adhere to the highest standards of financial management.

He is independent and not subject to the control of any member of the Scottish Government or the Parliament.

The Auditor General is responsible for securing the audit of the Scottish Government and most other public sector bodies except local authorities and fire and police boards.

The following bodies fall within the remit of the Auditor General:

- directorates of the Scottish Government
- government agencies, eg the Scottish Prison Service, Historic Scotland
- NHS bodies
- further education colleges
- Scottish Water
- NDPBs and others, eg Scottish Enterprise.

The Accounts Commission

The Accounts Commission is a statutory, independent body which, through the audit process, requests local authorities in Scotland to achieve the highest standards of financial stewardship and the economic, efficient and effective use of their resources. The Commission has four main responsibilities:

- securing the external audit, including the audit of Best Value and Community Planning
- following up issues of concern identified through the audit, to ensure satisfactory resolutions
- carrying out national performance studies to improve economy, efficiency and effectiveness in local government
- issuing an annual direction to local authorities which sets out the range of performance information they are required to publish.

The Commission secures the audit of 32 councils and 45 joint boards and committees (including police and fire and rescue services).

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. It provides services to the Auditor General for Scotland and the Accounts Commission. Together they ensure that the Scottish Government and public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds.

Key messages

Background

1. Community planning is the process by which councils and other public sector bodies work together, with local communities, the business and voluntary sectors, to plan and deliver better services and to improve the lives of people who live in Scotland.

2. Community planning was given a statutory basis by the Local Government in Scotland Act 2003 (the Act). Under the Act:

- councils have a duty to initiate, facilitate and maintain community planning
- NHS boards, the police, fire and rescue services, and enterprise agencies (Scottish Enterprise and Highlands and Islands Enterprise (HIE)) have a duty to participate in community planning. This duty was later extended to Regional Transport Partnerships
- Scottish ministers (through the Scottish Government and its agencies) have a duty to promote and encourage community planning.

3. Councils can invite other bodies, such as colleges, higher education institutions, business groups, voluntary organisations and community groups to take part in community planning, although these are not statutory partners.

4. All councils have established a community planning partnership (CPP) to lead and manage community planning in their area. CPPs are not statutory committees of a council, or public bodies in their own right. They do not directly employ staff or deliver public services.

5. The structure of CPPs and the areas they cover vary considerably, depending on the size and geography of the council area, its economy, socio-demographic factors and local political priorities.

6. There have been significant changes to the environment within which CPPs operate since they were given a statutory basis in 2003. In 2007, the Scottish Government and the Convention of Scottish Local Authorities (COSLA) signed a concordat, which had a direct impact on community planning, in particular:

- the removal of ring-fenced funding to local government
- the introduction of Single Outcome Agreements (SOAs). SOAs outline each CPP's strategic priorities, expressed as local outcomes, and set out how CPPs will contribute to achieving the Scottish Government's national outcomes.

7. In addition to these policy changes, the economic downturn and subsequent reductions in public sector funding present further challenges for CPPs and their local communities.

Our work

8. Our audit aimed to assess whether CPPs have made a difference to local communities. As CPPs cover a wide range of activity, we focused our audit on examining their contribution to economic development. We chose this policy area because CPPs have an important role in coordinating local economic development activity and it has a direct link to the Scottish Government's purpose of increasing sustainable economic growth.

9. Using this specific focus allowed us to look in more depth at how CPPs operate in one policy area. The findings in our report primarily relate to CPPs' role in economic development, although there are some messages which can be applied more generally to all CPP activity.

10. In 2006, Audit Scotland published *Community planning: an initial review*, which found there had been some progress with community planning but the complexity of community planning structures and different accountabilities could be a barrier to effective working. Performance management also needed to improve. While this audit was not intended to be a direct follow up to the 2006 report, it provides an update on how these issues have been addressed within the context of CPPs' role in economic development.

11. Our evidence is based on a survey of all 32 CPPs, a detailed examination of partnership working in four CPPs and interviews with a range of other stakeholders. We also reviewed CPPs' SOAs and economic development strategies, and analysed economic data.

Key messages

1 Economic development covers a wide range of activities from local training initiatives to major inward investment. CPPs have an important role in planning and coordinating improvements to local economies. Other aspects of economic development are better planned at a national or regional level. This means a more joined-up approach is needed to deliver the Scottish Government's overall purpose of achieving sustainable economic growth.

12. Economic development covers a number of different activities including: large-scale inward investment projects; support for businesses; employment, skills and training programmes; tourism; environmental and transport projects; and regeneration.

13. It contributes towards a number of national outcomes in the Scottish Government's National Performance Framework, and three in particular:¹

- We live in a Scotland that is the most attractive place for doing business in Europe.
- We realise our full economic potential with more and better employment opportunities for our people.
- We are better educated, more skilled and more successful, renowned for our research and innovation.

14. A large number of bodies are directly involved in economic development, and operate at different levels ([Exhibit 1](#)). We estimate that the main public sector bodies involved

in economic development (colleges, councils, HIE, Scottish Enterprise, Skills Development Scotland and VisitScotland) spent around £1.3 billion on this in 2009/10.²

15. The activities of many other public bodies also contribute to economic development, for example Jobcentre Plus. However, it is not possible to estimate what proportion of these bodies' expenditure can be attributed to economic development, so it is difficult to calculate the total public sector expenditure on economic development across Scotland.

16. The range of national and local bodies in Scotland and the diverse nature of economic development mean that CPPs have adopted different structures to take forward local economic development ([see paragraphs 36–40 of the main report](#)):

- Over two-thirds of CPPs have one economic theme group reporting to the CPP board, that coordinates all economic development activity.
- In five CPPs, responsibility for economic development activity is split between two or more theme groups, for example separating out responsibility for employability and regeneration.
- Five CPPs have established other arrangements, for example adopting a regional approach across more than one CPP.

17. In 2007, the Scottish Government introduced reforms to support its national economic strategy.³ These changes to the enterprise structure have had a significant impact on CPPs and their economic theme groups ([Exhibit 2, overleaf](#)). In particular, there was an initial loss of economic

development skills to support CPPs and councils in improving local economies. ([See paragraphs 41–43 of the main report.](#))

18. Economic growth is dependent on activity that may take place at national, regional or local levels. Some economic development activity is more effective when planned on a regional level, for example transport infrastructure projects. Other developments may be more focused on local communities.

19. Developments which are particularly effective when targeted at a local level include improving employability and providing skills advice to local businesses and people. These services are currently delivered by a range of different bodies ([Exhibit 3, page 5](#)). CPPs have an important role in bringing these services together in a way which maximises the benefit to the local economy, minimises duplication and ensures public investment is effectively targeted.

20. As well as the 32 CPPs and the national bodies, there are a range of national and regional partnership approaches. For example, the National Economic Forum brings together senior business groups, the Scottish Government and the wider public sector, to debate issues that affect economic growth throughout Scotland.

21. The different levels of planning, the wide range of activities and the various bodies and partnerships involved create risks that services may be duplicated or there may be gaps in provision. It also emphasises the importance of ensuring that there is effective coordination of activity at national, regional and local levels. ([See paragraphs 49–52 of the main report.](#))

1 In 2007, the Scottish Government established a National Performance Framework setting out 15 national outcomes which all parts of the public sector should work towards. The Scottish Government tracks progress towards these outcomes through 45 national indicators.

2 Figures taken from *Survey of National Economic Development Investment in Scotland*, the Scottish Local Authorities Economic Development Group (SLAED), January 2011. Spend by colleges – *Main Grant Letter, Main grants to colleges for academic year 2009-10*, Scottish Funding Council, April 2009.

3 *The Government Economic Strategy*, Scottish Government, 2007. The Scottish Government updated its economic strategy in September 2011.

Exhibit 1**The main public sector bodies involved in economic development**

Economic development is the responsibility of a number of national, regional and local bodies.


National economic development
Scottish Government

Develops Scotland's economic strategy. Funds major economic development projects.

Jobcentre Plus

UK-funded organisation – provides support and advice to individuals looking for work.

VisitScotland

Works with businesses and public bodies to maximise the economic benefits of tourism.

Skills Development Scotland

Delivers the Scottish Government's skills strategy.

Provides support and training programmes to individuals and businesses.

Transport Scotland

Improves transport networks to attract businesses and to enable people to get to work.

Scottish Development International

Promotes international trade and encourages overseas companies to invest in Scotland.

Higher Education Institutions

Provide learning to help people secure high-quality jobs.

Scottish Enterprise

Helps Scotland become more globally competitive by: supporting high-growth companies; building globally competitive sectors; and building a business environment which supports growth and attracts investment.


Regional economic development
Highlands and Islands Enterprise (HIE)

Supports the Highlands and Islands to be a competitive region by: supporting businesses; strengthening communities; and developing key sectors.

Strategic Development Planning Authorities

Prepare strategic development plans for four city regions, to coordinate infrastructure planning for cross-boundary land use.

Regional Transport Partnerships

Plan and deliver regional transport activity to help develop the economy by: improving connectivity for businesses; and providing access to employment and education.

Regional Advisory Boards

Advise Scottish Enterprise on the best way to maximise the contribution of each region to economic growth.

Ensure the private sector and key stakeholders have a role in developing Scottish Enterprise's strategy.


Local economic development
Councils

Responsible for local economic development and regeneration, including local transport projects, licensing and planning.

Business Gateway services

Delivered through 12 lead councils in lowlands Scotland and six councils in the HIE area.¹ The service, which is currently outsourced to a number of suppliers, includes advice to businesses, start-up courses, workshops and marketing events.

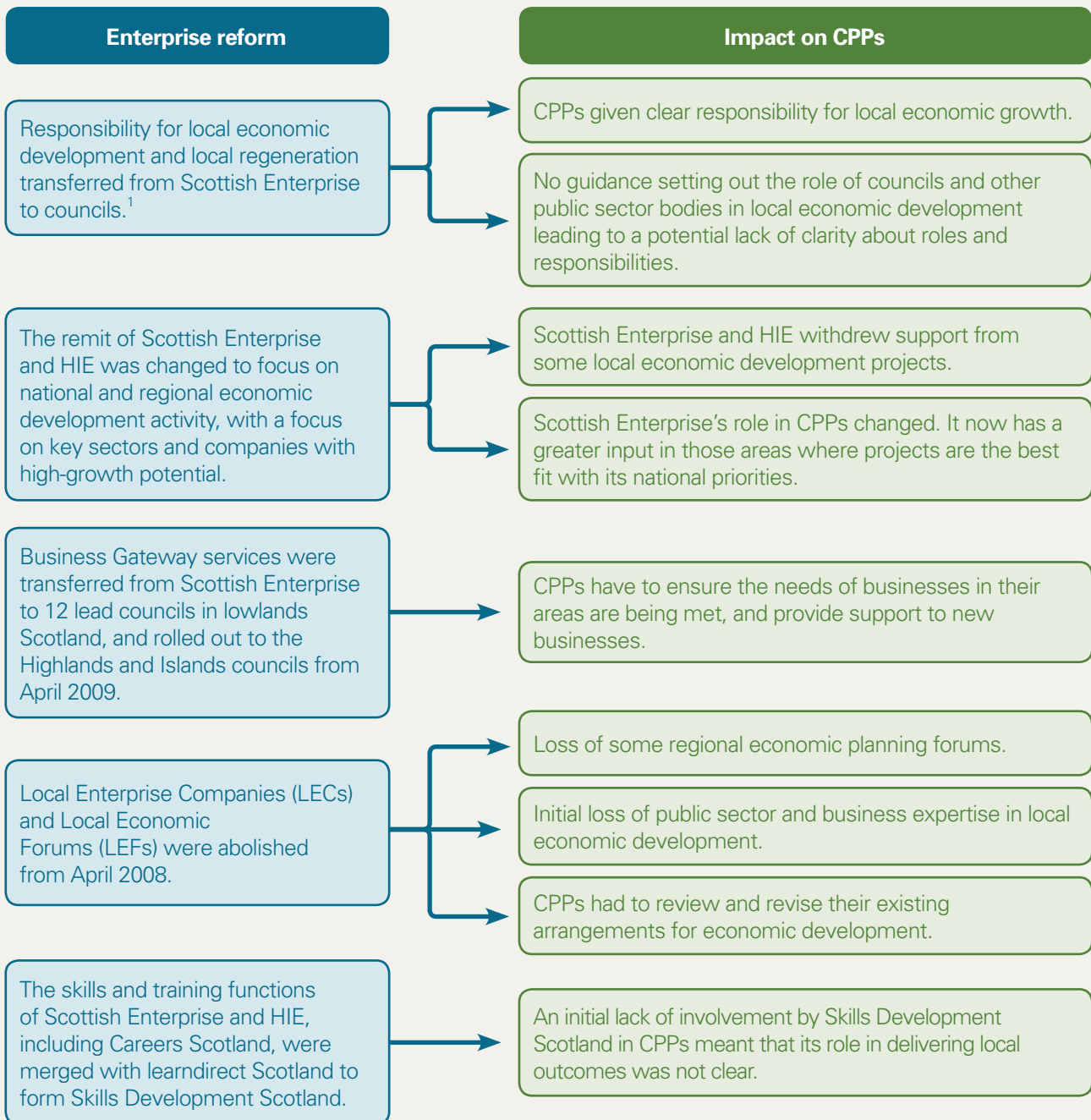
Colleges

Provide education to over 16s, including school-level, degree-level and vocational qualifications, to improve job prospects.

Note: 1. Aberdeenshire, City of Edinburgh, Dumfries & Galloway, Dundee City, Falkirk, Fife, Glasgow City, North Ayrshire, North Lanarkshire, Renfrewshire, Scottish Borders, West Dumbartonshire; Argyll and Bute, Highland, Moray, Orkney Islands, Shetland Islands and Western Isles.

Exhibit 2**The impact of Scottish Government enterprise reforms on CPPs**

The enterprise reforms reduced national bodies' role in providing local economic expertise and support.



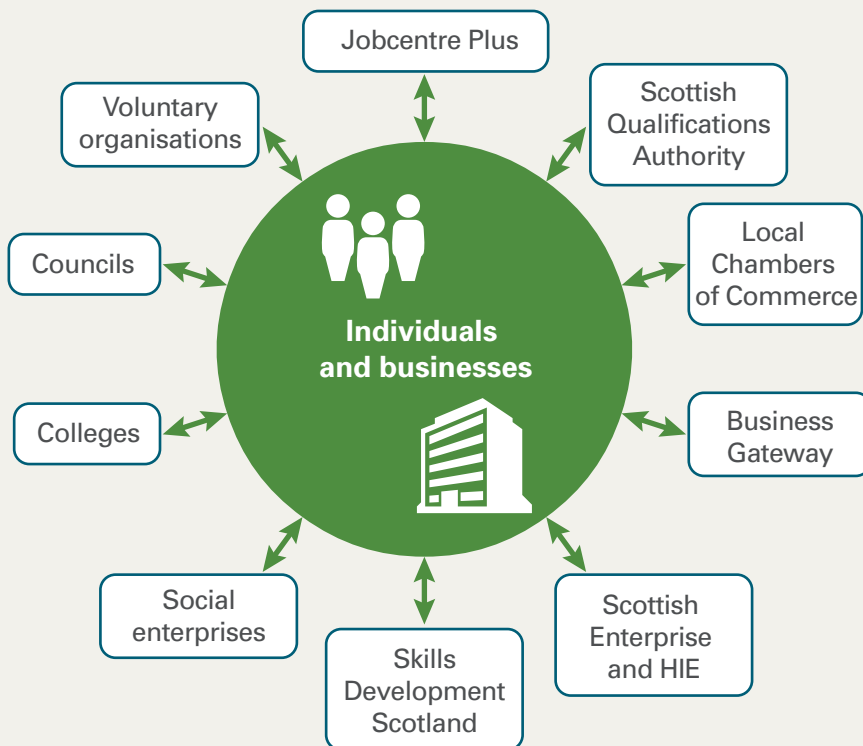
Note: 1. HIE has retained responsibility for local regeneration under its 'Strengthening Communities' remit.

Source: Audit Scotland, 2011

Exhibit 3

Bodies that provide employment and skills advice to individuals and businesses

CPPs have an important role in coordinating services for individuals and businesses.



Source: Audit Scotland, 2011

2 The economic development component of SOAs and local economic development strategies need to be better aligned and based on good information about local economies. They should include outcomes and indicators that enable progress to be assessed and managed. SOAs and economic development strategies should also be developed in close consultation with local businesses. While there are examples of CPPs performing well in these areas, this is not consistent across Scotland.

22. In developing their strategies for improving local economies, CPPs need to have a good understanding of the economic needs of their areas. Each strategy should be based on analyses of social, economic and

environmental conditions that set out the future economic challenges and opportunities for the area.

23. We reviewed the economic development content of all SOAs and all the available local economic development strategies. We found variation in the coverage and quality of the analysis underpinning these documents. Although economic analysis was more comprehensive in economic development strategies than in SOAs, there were weaknesses in both sets of documents. For example, we found:

- limited or inconsistent use of comparative information to identify areas for improvement (for example, comparisons against Scotland or other CPPs)

- limited analysis of the needs of different population groups (for example, the needs of long-term unemployed people)
- little use of trend analysis.

24. Some CPPs demonstrated a good use of economic data in their SOA. East Ayrshire is an example of how local research and consultation can be used to develop a more detailed understanding of the economic needs of the local area. (See paragraphs 53–58 of the main report.)

25. Links between SOAs and economic development strategies are not always clear. Many economic development strategies pre-date the introduction of SOAs. However, even where they were developed after the SOA, there are often poor connections between them.

26. CPPs have chosen a wide range of local outcomes for the three national outcomes that relate to economic development. These are supported by an even wider range of local indicators to measure progress. The 32 SOAs include a total of 274 local outcomes and 574 local indicators linked to the three national outcomes relating to economic development.

27. We found limited links between the economic profile of the CPP areas and the outcomes and indicators in their SOAs, and only a small number of local outcomes address the needs of local businesses or specific groups (with the exception of children and young people).

28. SOAs are intended to reflect local circumstances and priorities and they were never intended as a way of comparing performance across different CPPs. However, as a result there is currently no mechanism to assess how effectively CPPs are performing in relation to economic development. The variability of local economic outcomes also means that CPPs' performance cannot be

aggregated to assess their overall contribution to achieving national outcomes. (See paragraphs 61–65 of the main report.)

29. The Scottish Local Authorities Economic Development Group (SLAED) has developed a series of economic indicators to help measure the impact of economic development activity across Scotland. Use of these indicators could help improve consistency and allow performance to be compared across CPPs.

30. Engagement with local businesses is important in helping to improve local economies. However, the involvement of the business sector in community planning varies among CPPs. There is a business representative on half the CPP boards and on 27 out of 31 economic theme groups.⁴

31. CPPs reported that they often found it difficult to engage effectively with the business sector; and business sector representatives reported that the way community planning is managed did not always encourage their involvement. We identified a number of ways CPPs could improve business sector engagement. For example, by:

- demonstrating that views are being listened to and acted upon, so businesses know they are not wasting their time and effort
- reducing bureaucracy by streamlining and summarising paperwork
- arranging meetings at times that fit in with business hours, for example business breakfasts. (See paragraphs 68–75 of the main report.)

3 CPPs have supported successful local economic developments. However, the reduction in ring-fenced funding and the current economic climate increase the need for CPPs to improve their understanding of the costs of delivering agreed outcomes and what this means for individual partners' budgets. The introduction of SOAs led to improvements in how CPPs monitor and report performance. However, partners need to share responsibility for managing performance against the SOAs.

32. CPPs have supported successful local economic developments. For example, in Dumfries and Galloway, businesses in the food and drink industry were supported by a number of initiatives that have created new jobs and protected existing ones.

33. In the current financial climate, partner bodies need to understand the cost of delivering agreed local priorities and what this means for their individual budgets. However, there is limited evidence that CPPs understand either these costs or what resources are available locally. There is limited, if any, joint financial planning and CPP managers report that there needs to be better alignment of partners' budgets, resources and activity if agreed local outcomes are to be achieved. (See paragraphs 76–80 of the main report.)

34. The introduction of SOAs improved how CPPs monitor and report performance. In our survey, nearly all CPPs reported that they had made improvements to performance monitoring as part of their overall approach to improving

governance. However, the extent to which performance is actively managed is not clear.

35. We reviewed the minutes of a number of CPP board meetings and found that almost all economic theme group reports submitted to the board were only 'noted'. Few of the minutes identified any action taken as a result of these reports or presentations, although there were exceptions, for example East Ayrshire and West Lothian CPP boards.

36. Performance management within individual organisations has traditionally focused on improving how efficiently and effectively resources are used to achieve agreed objectives, usually within that organisation's control. Managing performance in a partnership context, where improvements require input by several different organisations, is more complex.

37. CPPs differ in how they manage performance. For example, some CPPs acknowledge that some outcomes are not being achieved as effectively as planned but take little further action. Sometimes this is because they consider that the reasons for lack of progress are outwith the CPP's control. In other CPPs, members of the CPP board may work 'behind the scenes' to find out why outcomes are not being achieved, often by using long-standing relationships among partners, and may informally agree actions to address this.

38. We also found that some CPPs adopt a more collective and transparent approach to managing performance. CPP board and/or theme group members work together

⁴ Aberdeen City and Aberdeenshire CPPs have one joint economic theme group.

to try and understand why outcomes are not being achieved and identify what further support different partner organisations can provide to address the problem. Building a culture of mutual respect and trust to enable partners to challenge each other when action is not being taken in relation to agreed outcomes increases collective responsibility for SOAs.

39. Audit Scotland has previously commented on the good governance principles for partnership working.⁵ These are set out in [Appendix 3](#) of our main report and CPPs should consider these principles when reviewing their performance. (See paragraphs 81–87 of the main report.)

4 Existing accountability arrangements should be used to hold all statutory partners to account for their contribution to delivering SOAs. However, the tensions, between national and local priorities mean this does not always happen in practice. These tensions, and the differences in accountability, mean there are limits to the extent to which CPPs can hold partners to account for their contribution to agreed outcomes or be held to account themselves for delivery of their SOA.

40. The statutory guidance supporting the Local Government in Scotland Act 2003 makes it clear that the process of community planning should not alter the basic accountability structures already in place for individual partner bodies. This was further clarified in guidance prepared in 2008 following the introduction of SOAs.⁶

41. In 2009, the Concordat Oversight Group published further advice on the governance and accountability for SOAs. This stated that statutory

public sector partners are ultimately accountable on an individual basis to ministers and Parliament, or elected members, and not to the CPP. It highlights that, upon signing, statutory partners agree to:

- sign up to the whole SOA
- adopt the SOA as a formal corporate commitment
- support delivery of the SOA compatible with duties and responsibilities
- review pre-existing structures/ processes and resource deployment to optimise delivery of outcomes.

42. Holding partner bodies to account for their contribution towards achieving local economic development outcomes is therefore expected to be undertaken through existing, statutory arrangements.

43. All CPP partners have their own responsibilities and duties clearly articulated in their corporate plans, which are agreed with their governing bodies and/or the Scottish Government. Councils use SOAs as the basis for their corporate plan and prepare an SOA annual report, on behalf of their CPP, outlining progress against local outcomes. This report is considered by elected members and made publicly available. Council officers and members consider that these arrangements demonstrate clear accountability to their electorate in relation to SOAs.

44. We also reviewed a number of corporate plans of other CPP partners that had signed SOAs and found that few of them contained any detailed commitments to achieving

the agreed local outcomes. Without a clearly articulated commitment to the SOA in their corporate plans, it is difficult to see how those partners are being held to account for the SOA through the existing accountability arrangements outlined in [Exhibit 4 \(overleaf\)](#).⁷ (See paragraphs 88–93 of the main report.)

45. Since 2007, the Scottish Government has given an increased role to CPPs as the main vehicle for delivering improvements to local communities and thereby contributing to national outcomes. This has been welcomed by those working locally to deliver better services. However, there are inherent tensions between local and national priorities which CPPs have to deal with.

46. Another area of tension is linked to the different local and national democratic structures operating in Scotland. This is reflected in the different accountability arrangements faced by CPPs. Councils are accountable through local democratic processes while other partners are accountable to ministers and ultimately to the Scottish Parliament.

47. However, little has been done to address the inherent tensions between national and local priorities and national and local accountability arrangements. CPPs are therefore limited in the extent to which they are able to hold partners to account for their contribution to achieving agreed outcomes. While partners work together under the statutory guidance, the partnerships themselves are not statutory bodies. This means that the extent to which they can be held to account for the delivery of SOAs is limited to the individual partners' own governance arrangements.

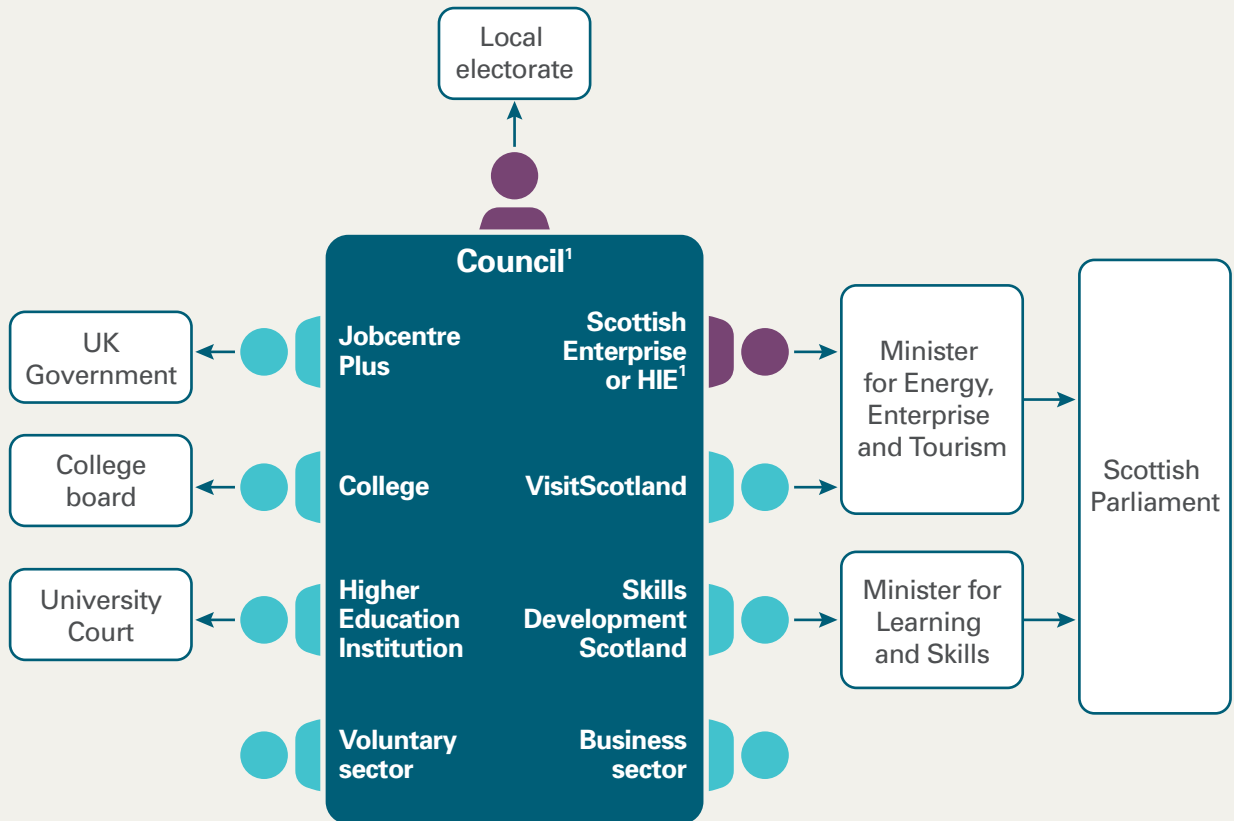
⁵ *Review of community health partnerships*, Audit Scotland, June 2011.

⁶ *Single Outcome Agreements – Guidance for Community Planning Partnerships*, High Level Steering Group, October 2008.

⁷ The 2009 governance and accountability guidance provided some clarity on the role of HIE and Scottish Enterprise in SOAs. It stated that these bodies should contribute to the delivery of local outcomes where national and local outcomes are complementary.

Exhibit 4

The accountability arrangements for CPP partners typically involved in economic development
Partners involved in CPP economic theme groups have different accountabilities.



Note: 1. Bodies highlighted in purple represent statutory partners and those in blue represent non-statutory partners. The business and voluntary sectors have various accountability arrangements

Source: Audit Scotland, 2011

48. Different governance and accountability arrangements for individual partners are still considered by CPP managers to be a barrier to effective partnership working. Around 70 per cent of CPP managers reported this as an issue which creates challenges at CPP board level, while around the same percentage reported that this issue also affects the success of their CPP economic theme group.

49. *The Commission on the Future Delivery of Public Services* (Christie Commission) report also highlighted this area of tension. It recommended that the Scottish Government should work with local government and other partners to put in place an appropriate set of common powers and duties, focused on the common pursuit of outcomes.⁹ (See paragraphs 94–98 of the main report.)

50. CPPs' annual reports on progress against their SOAs are intended to provide the Scottish Government with a summary of the local contributions towards national outcomes. Following submission of the first set of SOA annual reports in 2009, the Scottish Government published an overview report in February 2010.

51. This report summarised CPP activity to support each national outcome. It noted that it will take time before progress can be robustly measured against each of the 15 national outcomes, and that future SOA reports should increasingly allow the Scottish Government to measure progress on CPPs' contribution to the national outcomes. However, our findings showing the variation of economic outcomes and indicators used in SOAs demonstrate that this will continue to be difficult to measure.

52. We found little evidence of action taken by the Scottish Government as a result of any SOA annual report. A number of CPPs reported that they received no feedback from the Scottish Government following submission of their 2009/10 annual report.

53. The current limitations associated with the availability of robust performance information and an absence of accountability for delivery of SOAs, combined with a lack of a clear picture of SOAs' contribution towards achieving the national outcomes, create significant challenges for Scotland in achieving its national economic priorities. (See paragraphs 99–105 of the main report.)

About our recommendations

54. Our recommendations can be divided into those which apply to CPPs as a whole and those which are specific to their role in economic development. Our more general recommendations relate to:

- clarifying the role of CPPs in achieving national outcomes
- the need for better use of data and more consistency in the use of local indicators in SOAs

- the particular challenges associated with managing performance in a partnership context
- the need to resolve the tensions between national and local priorities and between different accountability arrangements.

Summary of key recommendations

The Scottish Government should:

- ensure that central government and NHS bodies that are involved in CPPs are held to account for their performance in community planning and contribution to SOAs
- further clarify its expectations on the alignment of local and national priorities, and the contribution of CPPs to achieving national outcomes
- work with CPP partners and other relevant bodies to improve the coordination of economic development at national, regional and local levels. This should support the national priority of increasing sustainable economic growth.

CPPs should:

- challenge lack of progress in meeting agreed local outcomes identified in the SOA
- develop a better understanding of the costs of delivering agreed outcomes and what this means for individual partners' budgets
- ensure they are working effectively both within and across CPP boundaries, where appropriate, to help improve local economies

- take a more systematic approach to understanding their local economies and use this as a basis for developing evidence-based local economic development outcomes
- improve the quality and consistency of economic indicators used in SOAs and economic development strategies, for example by using the indicators developed and agreed by the Scottish Local Authorities Economic Development Group (SLAED)
- align local economic development strategies with outcomes in the SOA
- ensure that they engage effectively with businesses to improve local economic development.

All CPP partners should:

- ensure that SOA commitments are reflected in their own plans.

The role of community planning partnerships in economic development

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You can also download this document in PDF, black and white PDF or RTF at:
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Strategic Partnership Highlight

& Exception Report



Strategic Partnership	ARGYLL & BUTE STRATEGIC HOUSING & COMMUNITIES FORUM
CPP Thematic Group	SOCIAL AFFAIRS
CPP Outcome	<p><input type="checkbox"/> CPP/CP01 – competitive and successful businesses</p> <p><input checked="" type="checkbox"/> CPP/CP02 – sustainable economic assets</p> <p><input checked="" type="checkbox"/> CPP/CP03 – vibrant towns that are centres of economic growth</p> <p><input type="checkbox"/> CPP/CP04 – promoting our cultural, social and natural heritage</p> <p><input type="checkbox"/> CPP/CP05 – Utilising our environment to create employment and prosperity</p> <p><input type="checkbox"/> CPP/CP06 – Protecting our unique area</p> <p><input checked="" type="checkbox"/> CPP/CP07 – services are planned and delivered based on local need</p> <p><input checked="" type="checkbox"/> CPP/CP08 – overall health, wellbeing, independence and social inclusion are improved</p> <p><input checked="" type="checkbox"/> CPP/CP09 – people feel safe and secure</p> <p><input type="checkbox"/> CPP/CP10 – our diverse culture is celebrated</p>

Activity Summary in Period	<p>August 2011 – October 2011</p> <p>The Forum met on 9th September 2011 & considered following:</p> <ul style="list-style-type: none"> • Feedback on the consultative draft Local Housing Strategy and its annexes was assessed as mainly positive and minor amendments were approved. A further review of housing supply targets will be undertaken prior to submission of the final LHS to Council's Executive and Scottish Government by end of year. • It was agreed not to participate in the Scottish Government's National Housing Trust initiative at the current time but the Forum recommended further consideration of the Local Authority Mortgage Scheme to assist first time buyers into permanent home ownership. • It was noted that the Scottish Government is due to issue revised SHIP guidance and that the timetable for submission of next SHIP will be February 2012. • Argyll & Bute achieved significant success in the first round of the IIF with a total of 7 projects being approved over 2 tranches. 137 new or refurbished homes will be delivered by RSLs and local community partnerships in Dunbeg, Helensburgh, Lochgilphead, Dalmally, Ormsary, Gigha and Ulva on Mull. Argyll & Bute has secured £2,951,648 to deliver 77 units via the RSL Investment fund & £2,172,586 to enable 60 units via the Innovation Fund. • Forum members also attended a workshop on the Future of Older People's Services and the implications for Housing, with a particular focus on models of extra care accommodation. • 18 new RSL completions were scheduled in this quarter with developments in Lochgilphead and Kilmelford coming on stream in October 2011. • Repeat homelessness within 12 months of case being completed has actually risen this quarter to around 5% (this is a proportionate increase rather than an actual numerical increase, due to overall reduction in homeless applications while repeat cases remained static).
Key Challenges & Actions to Address	<p>Uncertainty over future funding and the strategic investment framework for housing development remains a key challenge although it is likely that the competitive bidding process introduced via the Investment & Innovation Fund will continue in future years.</p> <p>The impact of current economic trends and national policy drivers such as welfare reform, the 2012 homeless target, the 2015 SHQS target, and the 2016 Fuel Poverty target all present major challenges.</p>
Name	Moira MacVicar
Date	11 th October 2011

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Economy Fiona.mccallum@argyll-bute.gov.uk

Social Affairs Fiona.mccallum@argyll-bute.gov.uk



Strategic Partnership Highlight & Exception Report

Strategic Partnership (Name of Partnership you are reporting on)	Argyll and the Islands LEADER Local Action Group
CPP Thematic Group (i.e Economy, Environment or Social Affairs)	Economy
CPP Outcome (please select – you can select more than one outcome)	<p><input checked="" type="checkbox"/> CPP/CP01 – competitive and successful businesses</p> <p><input checked="" type="checkbox"/> CPP/CP02 – sustainable economic assets</p> <p><input checked="" type="checkbox"/> CPP/CP03 – vibrant towns that are centres of economic growth</p> <p><input checked="" type="checkbox"/> CPP/CP04 – promoting our cultural, social and natural heritage</p> <p><input checked="" type="checkbox"/> CPP/CP05 – Utilising our environment to create employment and prosperity</p> <p><input checked="" type="checkbox"/> CPP/CP06 – Protecting our unique area</p> <p><input checked="" type="checkbox"/> CPP/CP07 – services are planned and delivered based on local need</p> <p><input checked="" type="checkbox"/> CPP/CP08 – overall health, wellbeing, independence and social inclusion are improved</p> <p><input type="checkbox"/> CPP/CP09 – people feel safe and secure</p> <p><input type="checkbox"/> CPP/CP10 – our diverse culture is celebrated</p>

**Activity
Summary in
Period**
(please state
period you are
reporting on)

During the second quarter of 2010/11 at the September LEADER LAG (fifteenth round) a total of 18 projects were awarded funding totalling £633,856. A few examples to highlight are as follows:

- a) Argyll and Bute Council Argyll – Community Access Links – Phase 1 £145,000. This project will create new shared use footpaths within the communities of Dalmally, Oban, Tarbert and Lochgilphead
- b) Ardentinny Community Trust Ltd Glenfinart Walled Garden Project £10,795. The funding will enable the development work required to re-establish the Grade B listed garden as a working garden producing affordable fruit and vegetables alongside a more formal, leisure garden
- c) Dunoon Burgh Hall Trust Dunoon Burgh Hall Capital Works Development £78,390. The project will enable the group to move the overall project onto the next stage by procuring a professional team including a full design team, a business / arts venue consultant and a heritage / training advisor to undertake the specialist development work required.

Full details all projects funded are available on our website

www.argyllandtheislandsleader.org.uk

THE NEXT FUNDING MEETING WILL BE HELD ON 15th of December 2011

Subsequent meetings will be held quarterly throughout the life of the programme.

Initial enquiries can be made to Project Coordinators: Lorna Elliott 01631 563016

lorna.elliott@argyll-bute.gov.uk or Sheila McLean 01631 564424

sheila.mclean@argyll-bute.gov.uk

The Argyll and the Islands LEADER LAG Annual Report 2010/11 was published at the end of August. A report highlighting the work of all 20 LEADER Local Action Groups in Scotland was also published at the end of August. Please contact the project coordinators if you would like a copy of either publication.

Key Challenges & Actions to Address		
	Challenge	Action to Address
	The current economic situation continues to have an impact on the funding available to groups developing projects	Continue to signpost projects to the most appropriate funder to maximise resources
	Ensuring that there is a good level of awareness of the LEADER programme throughout Argyll and the Islands so that groups are aware of the types of project that can be funded by the programme and how to apply if relevant	Ensuring that information about LEADER is widely available so that groups are aware of the types of project that can be funded by the programme and how to apply if relevant
	The development of the new LEADER Programme for 20014 – 2020	Participate in the development of the new programme at a local, National and European level
Name	Lorna Elliott Argyll and the Islands LEADER Project Coordinator	
Date	22/8/11	

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Strategic Partnership Highlight & Exception Report

argyll and bute

communityplanningpartnership



Strategic Partnership (Name of Partnership you are reporting on)	Argyll & Bute Social Enterprise Network
CPP Thematic Group (i.e Economy, Environment or Social Affairs)	Economy
<p>CPP Outcome (please select – you can select more than one outcome)</p> <p>Please refer to attached table for more detail on each CPP Outcome.</p>	<p><input checked="" type="checkbox"/> CPP/CP01 – competitive and successful businesses</p> <p><input checked="" type="checkbox"/> CPP/CP02 – sustainable economic assets</p> <p><input checked="" type="checkbox"/> CPP/CP03 – vibrant towns that are centres of economic growth</p> <p><input checked="" type="checkbox"/> CPP/CP04 – promoting our cultural, social and natural heritage</p> <p><input checked="" type="checkbox"/> CPP/CP05 – Utilising our environment to create employment and prosperity</p> <p><input type="checkbox"/> CPP/CP06 – Protecting our unique area</p> <p><input checked="" type="checkbox"/> CPP/CP07 – services are planned and delivered based on local need</p> <p><input checked="" type="checkbox"/> CPP/CP08 – overall health, wellbeing, independence and social inclusion are improved</p> <p><input type="checkbox"/> CPP/CP09 – people feel safe and secure</p> <p><input type="checkbox"/> CPP/CP010 – our diverse culture is celebrated</p>

Activity Summary in Period

(please state period you are reporting on)

August 2011 – November 2011

- **11 New Social Enterprises established**
- **3 Social Enterprises securing extension to SLA funding**
- **14 Future Jobs in Enterprise extended**
- **3 Community Jobs posts created**
- **15 Community Jobs posts submitted to next phase**
- **105 e-mail/telephone enquiries handled from Social Enterprise Contacts**
- **Work continues with Argyll & Bute Local Services Initiative (ABLSI) on key themes of Procurement & Risk Management, Funding & Open Book Budgeting, Skills assets & Physical Assets.**
 - **Children & Families Workshops held on 5th August, 27th September and 31st October. Draft proposal on funding process now been taken through Council Mgmt team. groups on risk & procurement**
 - **ABSEN attended meeting with A&B Council and Recycling groups to review funding cuts and future business plans.**
 - **Attendance at 6 ABLSI sub group and steering group meetings.**
 - **Learning visit to Wales with Recycling Organisations.**
- **Support visits to 11 potential/new and existing social enterprises.**
- **ABSEN Conference held in Rothesay on 5th/6th and 7th October.**
 - **3 training workshops held (24 organisations attended)**
 - **2 learning visits – 15 organisations attended)**
 - **1 Consultation event – 15 organisations attended**
 - **Dragon's Den Competition – 4 winners (one organisation has gone on to obtain 2nd level Firstport Award)**
 - **Scottish Social Enterprise Coalition held Policy Breakfast on last day of conference. Attendees included Rory Colville – Spokesperson Third Sector & Communities, and Mike Russell MSP. .**
- **ABSEN has just appointed a Graduate as their Communications and Outreach Officer. The Officer will assist in the following –**
 - **Developing capacity to gather and communicate information to a wide audience to assist the development of Social Enterprise in Argyll and Bute and the UK**
 - **Improving the communications with members and the wider community of practitioners across the UK**
 - **Provision of regular case studies and information and highlight opportunities for Social Enterprises**

	<p>and partners.</p> <ul style="list-style-type: none"> ○ Upgrading ABSEN website.
Key Challenges & Actions to Address	<ul style="list-style-type: none"> ● Continue support to recycling organisations in preparation for, and attending meetings with Argyll & Bute Council. ● Continuing to develop a skills bank of ABSEN Associates to support member organisations. ● Continue to support social enterprises impacted by current economic situation through - <ol style="list-style-type: none"> 1. Provision of appropriate training/alerting organisations to other training available. 2. General business support through ABSEN Associates. 3. Provision of networking opportunities through Regional Meetings. Next meeting (Tarbert) 13th December, 2011. 4. Regular communication with social enterprises through twice monthly newsletters, bulletins, and web site. 5. Representing ABSEN & members at appropriate meetings, workshops, conferences, training events etc. 6. Development Manager support through visits to potential, new and existing social enterprises. 7. Promoting work of social enterprises in Argyll & Bute ● Increase ABSEN Membership ● Create & maintain a relevant, responsive, interactive ABSEN web site
Name	Bill Stewart
Date	16 th November, 2011

Please complete and return to:

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Economy Fiona.mccallum@argyll-bute.gov.uk

Social Affairs Fiona.mccallum@argyll-bute.gov.uk

Third Sector and Communities Rebecca.stokes@argyll-bute.gov.uk

If you require any more information please contact

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ECONOMY THEMATIC CPP GROUP WORK PROGRAMME

	2011 23 February Repopulating Argyll and Bute	2011 25 May Youth Employment	2011 31 August Transportation	2011 29 November Housing and Planning (?)	2012 29 February
RET			X Report on outcome of evaluation of RET. Noted.		
Review of Economy Community Plan Actions/ Partner Updates	X Noted. Agreed to SDS giving presentation on Youth Destinations.	X Noted. ABSN to liaise with Isabel Bremner on measures to be included on Scorecard. HIE arranging to put their targets for 2011/12 on Scorecard also.	X Noted.	X	
Performance Management	X Noted revisions being made to Scorecard.	X Noted. Agreed that further request to be made to Partners to include measurers. Scorecard will be finalised at August meeting.	X Noted. Agreed that hard of current info would be circulated to Group in advance of next meeting.	X	
Future Work Programme	X Noted and agreed.	X Noted and agreed August theme to be Transportation and November theme to be Planning and Housing. Presentation from HITRANS (provisional) for Aug meeting.	X Noted and agreed.	X	
Business Improvement Districts	X Presentation Noted.				

Updated 31 August 2011

ECONOMY THEMATIC CPP GROUP WORK PROGRAMME

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Agriculture Funding/SRDP	X Presentation. Officer unable to attend agreed that this presentation be given at May meeting.	X Presentation. Officer did not attend agreed to invite to August meeting.	X Presentation Noted.		
Strategic Timber Transport Funding			X Noted.		
Public Sector Budget Cuts and the impact on the Argyll and Bute Economy	Noted.				
Highlight and Exception Reports	X Noted reports from Strategic Housing and Communities Forum and from Argyll and Isles LEADER Local Action Group	X Noted and agreed as Housing having an impact on economy and construction that the theme for November should be Housing and Planning.	X Noted.	X	
Local Employability Partnership Group/Get Ready for Work and Training for Work	X Noted and agreed that progress report be brought to May meeting re SDS Get Ready for Work and Training for Work contract.	X Progress report. On Contracting for Get Ready for Work. Noted.	X Continued to next meeting.	X Progress report on Contracting for Get Ready for Work.	
Community Planning Audit 2011	X Noted.				
Support to Redundant Council Employees	X Noted.				

ECONOMY THEMATIC CPP GROUP WORK PROGRAMME

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Youth Destinations/Modern Apprenticeships		X Presentation by SDS. Noted. Agreed that full survey report on Leaver Destinations should be circulated to Group by SDS along with copy of results of follow up survey due for publication in June. Noted contents of SDS SLA with ABC and SDS work plan for 2011/12. Noted that SDS would provide for next meeting completion and drop out rates in respect of Apprenticeships. Agreed would be useful to track on Pyramid on a monthly basis take up of Modern Apprenticeships and track School Leaver Destinations measures annually.	X Report on completion and drop out rates in respect of Apprenticeships. Continued to next meeting.	X Report on completion and drop out rates in respect of Apprenticeships.	
Info to be included on CPP Web Pages		X Continued to next meeting.	X Agreed to consider items for inclusion on Thematic Web page at the end of each meeting.	X	X
ABRA			X Progress Report Noted.		

ECONOMY THEMATIC CPP GROUP WORK PROGRAMME

SOA/ CPP Plan			<p style="text-align: center;">X</p> <p>Noted that CPP and SOA will be a single year combined plan for 2012. Progress on this to be reported to next meeting.</p>	<p style="text-align: center;">X</p> <p>Progress report on preparation of new SOA/ CPP Plan</p>	
UPDATE ON RURAL BROADBAND				<p style="text-align: center;">X</p> <p>Progress report</p>	