

# Public Document Pack



A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD** on **WEDNESDAY, 27 MARCH 2013** at **10:00 AM**.

Agenda Items	Time	Item Titles	Expected Outcome
1.	10.00	WELCOME AND APOLOGIES	
2.	10.10	MINUTES OF THE FULL PARTNERSHIP MEETING HELD ON 28TH NOVEMBER 2012	Minutes to be approved
3.	10.20	AREA COMMUNITY PLANNING GROUP UPDATES - Shirley MacLeod	Note Report
4.	10.30	MANAGEMENT COMMITTEE MEETINGS UPDATE - DEREK LESLIE (Pages 15 - 40) a) Minute of Management Committee Meeting held on 12 <sup>th</sup> December 2012 b) Minute of Management Committee Meeting held on 6 <sup>th</sup> February 2013 c) Minute of Management Committee Meeting held on 6 <sup>th</sup> March 2013	Note Minutes
5.	10.45	PARTNER UPDATES	
6.	11.00	NEW COMMUNITY PLAN - BRUCE WEST	Paper for comments/noting
7.	11.20	PARTNERSHIP AGREEMENT - Eileen Wilson	For approval
8.	11.35	UPDATE ON POLICE AND FIRE REFORM - Verbal	
9.	11.50	INSPECTION OF CHILDREN'S SERVICE UPDATE - Louise Long	For noting
10.	12.05	ARGYLL AND BUTE ALCOHOL AND DRUG PARTNERSHIP STRATEGY (2013-16) - Cleland Sneddon	For information/comment
11.	12.20	CITIZENS' PANEL - Chris Carr	For information
12.	12.30	MEETING DATES	For approval
13.	12.40	AOCB	
14.	12.50	DATE OF NEXT MEETING - 27TH NOVEMBER 2013	
* Please note times are indicative			

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**COMMUNITY PLANNING PARTNERSHIP – FULL PARTNERSHIP MEETING**

**27March 2013**

**APOLOGIES RECEIVED**

Councillor Roddy McCuish

Argyll and Bute Council

Andrew Campbell

Scottish Natural Heritage

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## MINUTE of MEETING of

## ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP – FULL PARTNERSHIP

28 NOVEMBER 2012

Held in the Council Chambers, Kilmory, Lochgilphead

**Present**

Derek Leslie (Chair)	NHS Highland
Jane Fowler	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Shirley MacLeod	Argyll and Bute Council
Bruce West	Argyll and Bute Council
Cllr George Freeman	Argyll and Bute Council
Andrew Campbell	Scottish Natural Heritage
Douglas Cowan	Highlands and Islands Enterprise
Theresa Correia	Scottish Enterprise
Dave Pettigrew	Strathclyde Police
Frazer Durie	Argyll College
Bill Stewart	ABSEN
Donald Henderson (via vc)	Scottish Government

**In Attendance**

Sonya Thomas (Minutes)	Argyll and Bute Council
Judy Orr (Item 6)	Argyll and Bute Council
Chris Carr (Item 8)	Argyll and Bute Council
Louise Long (Item 9)	Argyll and Bute Council
Janne Leckie (Item 10)	Argyll and Bute Council

**Apologies**

Elaine Garman	NHS Highland
Sally Loudon	Argyll and Bute Council
Cllr John Semple	Argyll and Bute Council
Cllr Roddy McCuish	Argyll and Bute Council
Robert Pollock	Argyll and Bute Council
Neil Francis	Scottish Enterprise

Item No	Detail	Action
1.	<p><b>WELCOME / APOLOGIES</b></p> <p>Derek Leslie chaired the meeting and apologised for the delay in starting. Derek welcomed Theresa Correia from Scottish Enterprise, Frazer Durie from Argyll College and noted that Donald Henderson from the Scottish Government has replaced Jonathon Pryce and will be joining us via vc shortly.</p> <p>Donald joined the meeting at 10.33 and gave a brief overview of his remit, he is the Head of Public Health Policy and the Community Planning Partnerships link</p>	

	with the Scottish Government. Donald is planning a visit in mid-December when he hopes to meet some of the Partners	
2.	<p><b>MINUTES OF THE FULL PARTNERSHIP MEETING HELD ON 20 JUNE</b></p> <p><b>Matters Arising</b>  <b>Ag Item 3: NEW COUNCIL</b>  It was noted that 'environment' now recognised within the job titles of Councillors.</p> <p><b>Ag Item 7: STRATEGIC GUIDANCE FOR COMMUNITY PLANNING PARTNERSHIPS</b>  <b>COMMUNITY LEARNING AND DEVELOPMENT</b>  This item has been further deferred to Management Committee meeting in the new year. Donald MacVicar has indicated that further information is yet to be received from the Scottish Government.</p> <p><b>Ag Item 8: CITIZENS PANEL</b>  The survey was collated sent out and a full report of findings will be going to Management Committee in December.</p> <p>Minutes were agreed as a true record.</p>	
3.	<p><b>MANAGEMENT COMMITTEE MEETINGS – VERBAL UPDATE – Derek Leslie</b>  <b>MEETING HELD ON 22 AUGUST 2012</b>  <b>MEETING HELD ON 17 OCTOBER 2012</b></p> <p>Derek Leslie gave a verbal overview of the last two Management Committee meetings noting that all issues were making good progress and that some items would be further discussed at this meeting.</p>	
4.	<p><b>SCOTTISH GOVERNMENT REVIEW OF COMMUNITY PLANNING – INCLUDING FEEDBACK FROM COSLA MEETING HELD ON 19 OCTOBER – Jane Fowler, Head of Improvement and HR.</b></p> <p>The report updates the CPP on the progress of the Scottish Government review of Community Planning and the timescales involved along with background information and links to documents on the Scottish Government website.</p> <p>Although we are still waiting for details on the new Single Outcome Agreement a National Group has been established, the groups remit is a leadership role which will be pivotal in implementing and communicating the vision for community planning and SOA's</p> <p>The National Group had its first meeting on 14 August 2012 where terms of reference were agreed, with a second meeting on 23 October 2012 where they agreed the following 6 key national priorities –</p> <ul style="list-style-type: none"> <li>• Early years and early intervention</li> <li>• Outcomes for older people</li> <li>• Employment</li> </ul>	

	<ul style="list-style-type: none"> <li>• Economic recovery and growth</li> <li>• Health improvement</li> <li>• Safer and stronger communities</li> </ul> <p>Following discussion, the National Group - Agreed the proposals, set out in the paper and Annexes A and B, for what Community Planning Partnerships must do and the approach to new SOAs for 2013, and that this should form the basis of guidance to CPPs.</p> <p>A note of the meeting is now on the Scottish Government website - <a href="http://www.scotland.gov.uk/Topics/Government/local-government/CP/communityplanningreview/NCPG231012">http://www.scotland.gov.uk/Topics/Government/local-government/CP/communityplanningreview/NCPG231012</a></p> <p>This item links into the new Community Plan paper for discussion at this meeting.</p> <p><b>Report Noted.</b></p>	
<p>5.</p>	<p><b>AREA COMMUNITY PLANNING GROUP UPDATES – Shirley Macleod, Area Governance Manager.</b></p> <p>A report covering the progress made by each ACPG (Area Community Planning Group) as they work to become key partnership groups for each of their local areas was presented.</p> <p>The ACPG’s will continue to focus on issues of concern that reflect their local priorities whilst also covering broader subject matter such as the Community Resilience Project, Population Projections, Economic Development and NHS Screening.</p> <p>Work continues with building the positive momentum of the Groups, which in turn should further enhance attendance of Partners and community representatives. It was noted that the NHS are attending the meetings on a more proactive basis.</p> <p>The four Groups are all functioning well but differently; Oban has scheduled some meetings for evenings and afternoons in a bid to achieve better representation and has set up a Short Life Working Group to look at the whole CPP framework and how it fits together. MAKI successfully used video conferencing yesterday in Jura and it was generally felt to be the way forward.</p> <p><b>Report noted.</b></p>	
<p>6.</p>	<p><b>WELFARE REFORM – Douglas Hendry, Executive Director of Customer Services/Judy Orr, Head of Customer and Support Services.</b></p> <p>Judy Orr presented the paper which outlines the biggest changes to the welfare system in 60 years that are being introduced and highlights the impact that these reforms will have on Argyll and Bute.</p> <p>The main objectives of the Welfare Reform are:</p>	

- To reduce worklessness and make work pay.
- To support financial inclusion and independence helping to end child and adult poverty.
- To simplify the welfare system and reduce the ever increasing cost of welfare in the UK.

The UK Government is introducing a new simplified benefit from October 2013 which will be known as Universal Credit (UC), a number of restrictions have already been introduced to reduce the cost of Housing Benefit (HB) and Council Tax Benefit (CTB), which are currently administered by local authorities on behalf of the Department of Work and Pensions (DWP). HB will be abolished and delivered through UC which will come into force incrementally from 1 October 2013 to 31 March 2017.

From 1 April 2013 CTB is being replaced by a new Local Tax Reduction Scheme (LTRS) which also be implemented locally.

The changes in the benefit schemes, amounts payable and their administration will mean a reduction in income of nearly £600K for claimants and Argyll and Bute.

#### **Housing Benefit Restrictions**

Some cuts have already been made to the amount of HB that can be paid to claimants; the removal of the £15 excess Local Housing Allowance (LHA) which claimants could previously keep, the LHA has also been reduced from 50% to the lowest 30% of market rents, and is set for one year and increased by CPI rather than RPI.

A Size Criteria / Bedroom Tax is being introduced as the government is trying to achieve better value from the social sector housing stock. The size criterion affects working age social tenants who are under occupying their homes, (restriction of 14% for 1 bedroom and 25% for 2 or more). Argyll and Bute has a high level of households that will only require one bedroom under the new rules, coupled with a shortage of one bedroom properties in the area will have significant impacts for the Council and RSL's regarding strategies, policies and tenancy agreements.

At present we have an estimated 928 households that could be affected, both the Council and the RSL's are contacting affected tenants and looking at ways that we can support them. The DWP has pledged £30M nationally to mitigate against these reductions, of which we will see a small share.

In April 2012 we saw an increase in the 'shared room' calculation from age 25 to 35.

There will also be an overall cap on benefits of £500 pw by April 2013 and at present there remain 12 households within Argyll and Bute that are potentially affected by the cap.

As a result of changes and restrictions coming into force this is creating a significant amount of work for both the Registered Social Landlords (RSL's) and the welfare rights team.

#### **Universal Credit**

This is a new simplified benefit replacing 6 of the current benefits and will be administered by the DWP through the Job Centre Plus offices. Universal Credit



(UC) will be digital by default and online only with payments made monthly via BACS to a single member of the household. The issue of one member of the household receiving the direct payment is of great concern for the Council, RSL's and Social Services due to the significant risk of rent and council tax arrears and increasing the hardship and vulnerability of claimants.

Three significant concessions have been agreed in Northern Ireland, payments will be made fortnightly, they can be made to more than one member of the household and will be made direct to RSL's, No similar concessions have been made for Scotland.

The timetable for migration to UC is being done in stages from October 2013 to March 2017 with an expected 80% still being administered by the Council in March 2015, although there are no assurances regarding the level of administration subsidy that will be paid in the future.

#### **Council Tax Reduction Scheme**

Council Tax Benefit (CTB) will be replaced with a local Council Tax Reduction Scheme (CTRS); the Scottish Government has been working with COSLA to come up with a national scheme. Councils are currently tasked to ensure the software is in place prior to February 2013, we are currently in talks with our software provider regarding this issue.

#### **Local Authority administration of the discretionary elements of the Social Fund**

As from 1 April 2013 this will become the responsibility of local authorities, the Scottish Government and COSLA are working together to implement a national scheme with some local flexibility. Work still needs to be done to ensure that the Social Fund (SF) can be implemented locally.

#### **Discretionary Housing Payments**

As from 1 April 2013 there will be additional funds for Discretionary Housing Payments (DHP) to specifically address the issues that may arise relating to HB / Benefit Cap / Size Criteria. We expect to know how much we will receive by 31 December 2012 but it is unlikely to cover our £556K reduction in HB. The DWP have issued guidance to assist local authorities with writing a new DHP policy which is being taken forward by the Welfare Reform Working Group (WRWG)

#### **Replacing Disability Living Allowance with Personal Independence Payments**

The reform will start to be phased in from 1 April 2013 and from March 2016 all claimants will be on Personal Independence Payments (PIP). We expect there to be a significant loss of income some to households.

#### **New Single Fraud Investigation Service**

The Council currently employs 3 FTE to investigate Housing and Council Tax Benefit Fraud, in 2013 the team will become part of the Single Fraud Investigation Service (SFIS), initially employed by the Council but working to SFIS policies and procedures. There is uncertainty surrounding the longer-term position of these posts which is now being challenged by COSLA.

A Welfare Reform Working Group (WRWG) has been set up to mitigate the proposed changes. The Group is multi-agency and has met 4 times to respond to government consultations and look at the impact of the proposed changes.

	<p>The Council has recently agreed to dedicate resources for a project team which will report into the WRWG</p> <p>Discussion followed the report and it was acknowledged that the Scottish Government has little impact on the proposed changes and there may be a greater impact on the economy and environment in some areas more than others. It was generally felt that the full impact of the proposed changes are not realised by everyone at present and although we are not disproportionately affected our geography could increase our challenges.</p> <p>It was noted that at present there is no Police representation on the WRWG but felt it would be of benefit. Dave Pettigrew agreed to be the representative and would be sent the previous minutes of the meetings.</p> <p><b>Action Points</b></p> <ul style="list-style-type: none"> <li>• <b>Report Noted</b></li> <li>• <b>Judy Orr to send all previous WRWG minutes to Dave Pettigrew, Strathclyde Police</b></li> </ul>	Judy Orr
7.	<p><b>NEW COMMUNITY PLAN – Bruce West, Head of Strategic Finance.</b></p> <p>The report set out the progress to date, the approach to developing outcome planning and the timescales involved. We should ensure the Plan is multi-partner and shows clear evidence based outcomes linking to the national outcomes and improve our performance management reporting at both Argyll and Bute level and the 4 area levels.</p> <p>Appendix 1 notes that although we are behind schedule at present it is expected the Plan will be available in March 2013.</p> <p>Appendix 2 notes the progress to date of the Strategic Needs Assessment. Working is currently underway on this, there has been a fairly good response but as anticipated the analysis will take some time and this will need to come to the Management Committee meeting in December.</p> <p>Appendix 3 notes the proposed engagement and consultation approach.</p> <p><b>Action Points</b></p> <ul style="list-style-type: none"> <li>• <b>Progress noted</b></li> <li>• <b>Item on the CPP Management Committee agenda for December.</b></li> </ul>	CPP Admin
8.	<p><b>POPULATION PROJECTIONS – Chris Carr, Improvement and Organisational Development Project Officer.</b></p> <p>Chris gave a presentation on Argyll and Bute population projections. In February the National Records of Scotland (NRS) produced 2010 based projections which are projected forward 25 years. It was agreed that this information is very useful to inform future policies and service planning. Argyll and Bute’s projected population is set to decline, it was agreed that it would be helpful to calibrate this data with the 2011 census data which should be available in Spring 2013.</p> <p>It was noted that these projections do not take into account the increase in population that The Maritime Change Programme will bring and that although these projections are assumptions situations can change that would change the projections and that all partners can have an influence on raising the profile of Argyll and Bute making it a choice to live and work here.</p>	

	<p>It was agreed that as a partnership we need to have clear goals and therefore develop a Strategic Action Plan.</p> <p><b>Action Point</b></p> <ul style="list-style-type: none"> <li>• <b>All Partners take this back to their organisations</b></li> <li>• <b>Email presentation to all Partners</b></li> <li>• <b>Item to come back to Management Committee early 2013</b></li> </ul>	<p><b>CPP Admin</b></p>
<p>9.</p>	<p><b>INSPECTION OF CHILDREN’S SERVICES AND CORPORATE PARENTING – Louise Long, Head of Children and Families.</b></p> <p><b>Inspection of Children’s Services</b>  Louise Long tabled this item at the meeting.  The Care Inspectorate developed an inspection plan for a pilot phase of 5 Community Planning Partnership areas, Argyll and Bute is included in this initial pilot phase.  We have been informed that we will have a full inspection of our Children’s Services in March 2013; the approach is a multi-agency, multi-disciplinary one building upon the successful model of the joint inspections of services to protect children with the aim of achieving the following -</p> <ul style="list-style-type: none"> <li>• improves outcomes for all children and young people</li> <li>• provides assurance about the quality of services for children (particularly vulnerable children and young people)</li> <li>• helps to improve services and build capacity</li> </ul> <p>After the inspection report is published the CPP will have 6 weeks to present a joint action plan. Partners will shortly be invited to attend a briefing meeting attended by inspectors</p> <p>The Partners agreed that this was a very useful presentation and would welcome the opportunity to link outcomes from the CPP SOA to the Children’s Services Plan</p> <p><b>Action Point</b>  <b>Email presentation to all Partners</b></p> <p><b>Corporate parenting</b>  Louise Long presented this report which advised the CPP of the recent signing of ‘Give Me a Chance – Be Fair to a Child’ campaign and requested the CPP endorsement. The Leader of the Council Cllr Roddy McCuish and the Chief Executive of Argyll and Bute Council, Sally Loudon signed the ‘promise’ to reduce and combat the stigma of looked after children.</p> <p><b>Action Point</b></p> <ul style="list-style-type: none"> <li>• <b>All Agree – CPP signed up to ‘Promise’</b></li> <li>• <b>New promise to be written up with new signatories</b></li> <li>• <b>Look at the possibility of a public ceremony focusing on young people</b></li> <li>• <b>Signing information and details to come back to the CPP</b></li> </ul>	<p><b>CPP Admin</b></p> <p><b>Louise Long</b></p>

10.	<p><b>LOW CARBON VEHICLE PROCUREMENT SUPPORT SCHEME – Janne Leckie, Integrated Transport Manager.</b></p> <p><b>Low carbon vehicle procurement support scheme</b> This is tabled as a reminder of the decisions made at CPP in May where the CPP agreed to continue to support the scheme and encourage partners to explore opportunities for funding and the introduction of Low Carbon vehicles. The Council has drawn down funding and procured low carbon and then electric vehicles</p> <p><b>Plugged-in-place electric vehicle charging infrastructure procurement support scheme – phase two</b> This report is to bring to the attention of the CPP phase two of the scheme, which has now been renamed the Plugged in Places Electric Vehicle Charging Infrastructure Procurement Support Scheme. The CPP are being asked to consider the viability of pursuing an application for phase 2, the focus of which is Infrastructure, and note their commitment to participate. There is up-to £85,000 of funding available to be drawn down for Partners who agree to electric vehicle chargers being located at their premises, the public can use the chargers for free and the cost of the electricity will be met by the Partner. The charging facilities are quick charging, between 20 mins to 30 mins. And cost approx. £1 to charge a car. There are currently enough funds for 3 charging units and the Scottish Government would agree their location, the priority would be the best 2 or 3 places geographically. It was mentioned that the siting of the chargers may be better placed at commercial premises, if this is the case an approach would need to be made by the Chief Executive.</p> <p><b>Action Points</b></p> <ul style="list-style-type: none"> <li>• <b>The CPP endorsed its continued support of the green agenda.</b></li> <li>• <b>A follow-on paper to go to the CPP Management Committee meeting in December 2012.</b></li> <li>• <b>Enquire as to the location and number of electric vehicles currently owned / operated within Argyll and Bute.</b></li> </ul>	Dave Pettigrew
11.	<p><b>23½ HOURS –Derek Leslie, Director of Operations.</b></p> <p>Presentation by Derek Leslie – A Health Improvement Message The simple powerful message that has many health benefits - is to try to limit your total sleeping and sitting time to 23½ hours per day.</p> <p>Having been shown at some meetings previously this message is already being is now being circulated as widely as possible, being taken forward by the following:- Sally Loudon previously noted she would bring this to the attention of her Strategic Management Team Shirley McLeod agreed to take forward to the ACPG's Glenn Heritage agreed to take forward to AVA</p> <p>The presentation was accessed via You Tube which could cause access issues for some Partners.</p>	

	<a href="http://www.youtube.com/watch?v=aUalnS6HIGo">http://www.youtube.com/watch?v=aUalnS6HIGo</a>	
12.	<b>AOCB - none</b>	
13.	<b>DATE OF NEXT MEETING – 27 MARCH 2013.</b>	
14.	Meeting closed at 12.30	

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**Argyll and Bute Community Planning Partnership**

argyll and bute  
communityplanningpartnership

**Date: 27<sup>th</sup> March 2013**

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**Title: Update Report on Area Community Planning Groups**

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**1. SUMMARY**

- 1.1** This report summarises progress which Area Community Planning Groups are making as they progress to becoming key partnership groups for local areas to plan and monitor aims and objectives and delivery of services within local communities.

**2. RECOMMENDATIONS**

- 2.1** That the Partnership note the progress which the Area Community Planning Groups are making.

**3. BACKGROUND**

- 3.1** The Area Community Planning Groups have had two positive rounds of recent meetings, with all of them being generally better attended by partners and also by community groups and representatives. Their agendas have been focussed on items of partnership significance to areas, and on items brought forward by community groupings, resulting in meetings which have engaged in lively and positive debate. In Helensburgh in particular there has been positive discussion about the improved effectiveness of the meeting, and the need to encourage more Community Councils to attend and participate in the work of the group.
- 3.2** Bute and Cowal's December meeting had its bi annual update from the Chief Executive of ACHA, and considered economic activity in Argyll and Bute. They also dealt with a number of issues raised by the Caucus of Community Councils. The March meeting had update on NHS Highland health screening programmes, a very informative presentation on the work of the Cowal Elderly Befrienders Group and had updates from a range of partners including Strathclyde Police, Strathclyde Fire and Rescue, Scottish Water and Argyll Voluntary Action.
- 3.3** The December MAKI meeting had a very informative presentation on Health screening programmes and also on Economic Development Activity in Argyll and Bute. They had very useful updates from core partners including Strathclyde Police, Strathclyde Fire and Rescue and NHS Highland. They also progressed a number of issues relating to Broadband and mobile phone coverage of the MAKI area. In March the group had updates from ACHA and on the recent HM Inspection of the Tarbert Academy Learning Community, as a result of which they asked that this item be taken forward to the full Partnership meeting to

enable replication of this effective process in other learning communities in Argyll and Bute.

- 3.5** The Oban Lorn and the Isles meeting in December, which was an evening meeting, focused on updates on service delivery and development issues from various partners and had detailed and informative presentations on the Change Fund, on the proposed new Oban High School, on core path development including Oban to Ganavan, Oban to Fort William and path projects being taken forward by Ardchatten Community Council. They also had discussion about wider economic activity in the Oban Lorn and the Isles area, and the benefits of an integrated approach to core path planning being taken to ensure sustainable economic tourism development. The March OLI meeting had input in relation to NHS screening programmes, and to some of the economic development activities being taken forward in the area including the Lorn Arc Project, Oban Airport and Oban High School. The meeting also benefitted from an input by AVA on the Survive and Thrive Project.
- 3.6** The December meeting of the Helensburgh Lomond Group was well attended and heard updates on economic activity in the area and on the Maritime Change Programme currently underway at HMNB Faslane. Partner updates were provided by AVA, Strathclyde Police and Strathclyde Fire and Rescue, and a number of issues raised by Community Councils were progressed. Health updates were given regarding health screening programmes. The Helensburgh Lomond March meeting had an update presentation on the work of ACHA and very good updates and interaction from and by core partners. Discussion took place on the generally increased effectiveness and purpose of the CPG and the need to encourage more Community Councils to attend.
- 3.7** In addition to the matters noted above, items which were discussed at all of the meetings included the forthcoming Area Forums as part of the Community Planning Partnership Community Engagement Strategy, the draft Single Outcome Agreement and the Review of the Scheme for the Establishment of Community Councils. Agendas are now being formulated for the next round of meetings in June, items for discussion will include presentation of education performance information.

#### **4. CONCLUSION**

- 4.1** Area community planning meetings will continue to focus on issues of local concern which reflect local priorities and provide partners and community representatives with the opportunity to oversee local service issues. The generally positive momentum which the groups have developed over recent months continues to be built on in the expectation that this will further enhance attendance by both partners and community representatives.

For further information contact: Shirley MacLeod, Area Governance  
Manager, Customer Services

Telephone 01369 707134



**ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP****MINUTES of CPP MANAGEMENT COMMITTEE MEETING held in the  
COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD  
on WEDNESDAY 12<sup>th</sup> DECEMBER 2012****Present**

Sally Loudon	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Joyce Cameron (Minutes)	Argyll and Bute Council
Derek Leslie	NHS Highland
Andrew Campbell	Scottish Natural Heritage
Glenn Heritage	Third Sector Partnership/Argyll Voluntary Action
Graham Whitefield	Argyll and Bute Council
Jane Fowler	Argyll and Bute Council
Aileen Goodall	Argyll and Bute Council
Louise Long	Argyll and Bute Council
Douglas Cowan	Highlands and Islands Enterprise
Anne Paterson	Argyll and Bute Council
Chris Carr	Argyll and Bute Council
Shirley MacLeod	Argyll and Bute Council
Donald Henderson	Scottish Government
Katriona Carmichael	Scottish Government
Bruce West	Argyll and Bute Council
David Pettigrew	Strathclyde Police
Fergus Byrne	Strathclyde Police
Jim Scott	Strathclyde Fire & Rescue
Moya Ingram	Argyll and Bute Council
Cleland Sneddon	Argyll and Bute Council

**Apologies:**

Eileen Wilson	Argyll and Bute Council
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ITEM	DETAILS	ACTIONS
1.	<b>WELCOME AND APOLOGIES</b>  Derek Leslie welcomed everyone to the meeting and intimated apologies.	
2.	<b>MINUTES OF THE MANAGEMENT COMMITTEE MEETING HELD ON 10<sup>th</sup> OCTOBER 2012</b>  The minutes of 10 <sup>th</sup> October were approved as an accurate record.	

	<p><b>Matters Arising:-</b></p> <p>No matters arising.</p>	
3.	<p><b>INSPECTION OF CHILDREN'S SERVICES</b></p> <p>Louise Long, Head of Children and Families at Argyll and Bute Council updated partners on the forthcoming children's services joint inspection.</p> <p>She highlighted the important role that CPP have strategic lead for the Children's Service Inspection.</p> <p>It was noted that Inspectors want to meet with the CPP partners on 21<sup>st</sup> January. Prior to the meeting Louise Long is happy to meet to answer any questions with regard to challenges facing young people in Argyll and Bute.</p> <p><b><u>Action Points:-</u></b></p> <p><b>Cross section of participants to be identified for a sub group of Community Planning Partners to meet inspectors on 21 January– Louise Long</b></p> <p><b>Jim Scott of Strathclyde Fire &amp; Rescue to advise a representative.</b></p> <p><b>Glenn Heritage to represent third sector.</b></p> <p><b>Cleland Sneddon to liaise with Housing Associations re a representative</b></p> <p><b>Carol Evans to represent education.</b></p> <p><b>Andrew Campbell to represent SNH</b></p> <p><b>It was agreed that each partner would prepare a Corporate Parenting Statement including the Third Sector forum, which is due to meet in early January. Louise Long to meet with Glenn Heritage.</b></p> <p><b>Community Planning statements will be issued to the CPP for comments once it is endorsed at the Young People Forum.</b></p> <p><b>Louise Long to provide an update report to Management Committee on 6 February on progress for inspection.</b></p> <p><b>Cleland Sneddon – Dates to be identified for sub groups to meet.</b></p>	<p><b>Louise Long</b></p> <p><b>All Partners</b></p> <p><b>Louise Long</b></p> <p><b>Cleland Sneddon</b></p>

<p><b>4.</b></p>	<p><b>SCOTTISH GOVERNMENT REVIEW OF COMMUNITY PLANNING AND SINGLE OUTCOME AGREEMENTS</b></p> <p>This report updates the CPP with progress made to date and in particular the newly established National Group.</p> <p>Scottish Government have published guidance for the next SOA. Statement of Ambition was agreed on 15 March 2012, when the National Group agreed set of priorities and considered approaches on Cultural Leadership, policy priorities. Approaches are very important and very clear guidance has been given.</p> <p>Community Planning to look at a 10 year programme of outcomes. It was agreed that good examples of co-production are being carried out and they should be promoted in order to improve and develop partnership working.</p> <p>The timescale of the SOA is April 2013, and we are well within timescale.</p> <p>Douglas Cowan suggested that we should look at the 10 year horizon as we develop the plan.</p> <p>Andrew Campbell advised that statistics around population are on a 20 year horizon and we should take this into consideration and find the gaps.</p>	
<p><b>5.</b></p>	<p><b>NEW COMMUNITY PLAN</b></p> <p>Bruce West advised that feedback from the exercise that has been taking place over the last month.</p> <p>Chris Carr took the partners through the presentation, she advised that the headings were not necessarily the ones that would be used. Key priorities have been detailed as the plan has developed.</p> <p>For each return that was received, information was sorted by range of criteria.</p> <p>Each of the key priorities had been coloured differently on the diagram presented for ease of interpretation. Emphasis was on partnerships, co-production, models of service delivery and align housing with health and social services.</p> <p>It was advised that there was very positive feedback with regards to police presence.</p> <p>Andrew Campbell intimated that there were very positive outcomes in the environment theme. Protecting and enhancing the environment that we have, remains a long term priority.</p>	

	<p>Sally Loudon pointed out that the survey is only as good as the data that's been input but if it doesn't reflect this, how do we as a partnership look at the challenges we have collectively?</p> <p>Bruce West intimated that the first stage in this exercise is to identify people that we need to have discussions with to enhance the information and ensure that we have identified the challenges.</p> <p><b>Action Points:-</b>  <b>Draft proposals to February Management Committee to include Issues from consultation and any final partner comments.</b>  <b>Sally Loudon urged partners to attend the February meeting.</b></p> <p>b) – <b>Report and Presentation on Consultation</b></p> <p>Bruce West will be developing some questions to put forward to the Area Community Planning Group meetings.</p> <p>Plans will be distributed to partners' offices. Document to be put on the CPP website and local tv.  Bruce West is also planning to carry out webchat session and to have some form of webcast where a representative can access the CPP website.</p> <p>Glenn Heritage agreed to carry out consultation with harder to reach groups.</p> <p>If partners have any key messages, it would be helpful if they could be received as soon as possible.</p> <p>It was agreed that the plan should be promoted/consulted on via partners intranet sites.</p> <p><b>Action Points:-</b>  <b>Bruce West will bring feedback back to Management Committee on 6<sup>th</sup> February 2013.</b></p>	<p><b>Bruce West</b></p> <p><b>Bruce West</b></p>
<p><b>5.</b></p>	<p><b>MEDI VAC FACILITIES ON COLL/COLONSAY</b></p> <p>Moya Ingram advised that issues had been raised regarding the local aerodrome be utilised.</p> <p>Derek Leslie thanked Moya for her attendance.</p>	

	<p><b>Action Points:-</b>  <b>It was agreed that the Scottish Ambulance Service, NHS and the Coll Local Voluntary Fire Service would work in partnership to agree suitable protocols for medical air evacuations on Coll and investigate potential funding streams for any infrastructure upgrades that are required.</b></p>	<p><b>Scottish Ambulance Service, Strathclyde Fire &amp; Rescue</b></p>
<p><b>6.</b></p>	<p><b>FUTURE GOVERNANCE ARRANGEMENTS</b></p> <p>This update builds on a report that went to Management Committee in October. In future the Full Partnership would meet once a year, looking at mid- year progress. The Meeting would take place in Sept/Oct.</p> <p>Chief Officers Group will report to the Full Partnership.</p> <p>Councillors and Non-Exec members would be invited to future meetings of the Full Partnership.</p> <p>The Community Planning Partnership considered the issue raised by Shirley MacLeod relating to MAKI and recognised that with a new administration in place at the Council, a further discussion will need to take place. In the meantime the Management Committee endorsed the current position.</p> <p><b>Action Point:-</b></p> <p><b>Bruce West to draft a set of terms of reference for each group, outline agendas, structures, more detailed plan for each of the meetings.</b></p>	<p><b>Bruce West</b></p>
<p><b>7.</b></p>	<p><b>OUTCOME PLANNING</b></p> <p>Report noted.</p>	
<p><b>8.</b></p>	<p><b>OPPORTUNITIES FOR ALL – ARGYLL AND BUTE COUNCIL PAPER ON SKILLS PIPELINE AND YOUTH PIPELINE AND YOUTH EMPLOYMENT ACTION PLAN</b></p> <p>Aileen Goodall updated partners on the work being done on youth employment. Organisations came together through Employability group to tackle this issue. The aim is to try to improve opportunities for young</p>	

	<p>people. 2010/11 figures show that almost 10% are in a negative position due to unemployment not being in further education. Skills pipelining has been put together in 5 stages. It is a working document so feedback on any gaps was invited.</p> <p>Partners welcomed the initiative, discussed the plan and made some comments.</p> <p>Cleland Sneddon had a meeting with ACHA on 11<sup>th</sup> December, and was advised that they require 9 individual work experiences.</p> <p>Derek Leslie advised that he will take proposals back to NHS.</p> <p><b>Action Point:-</b></p> <p><b>Individual Community Planning Partnership organisation to consider how they could contribute to work experience.</b></p> <p><b>Item to come back to Management Committee on 6<sup>th</sup> February.</b></p>	<p><b>All</b></p> <p><b>CPP Admin</b></p>
<p><b>9.</b></p>	<p><b>EARLY YEARS COLLABORATIVE NOMINATION OF EARLY YEARS CHAMPION FOR ARGYLL AND BUTE</b></p> <p>Anne Paterson was delighted to hear Early Years being mentioned throughout the morning as we want Scotland to be the best place for our children to be brought up in.</p> <p>Anne Paterson took the partners through the Early Years presentation. Early Years is very much on a journey in each local authority, and partnership working with Community Planning Partnership is essential to get the best deal in our communities for our children.</p> <p>Sally Loudon proposed Louise Long as the Early Years Champion, all partners were happy to endorse.</p> <p><b>Action Point: –</b></p> <p><b>Similar to the list that Louise provided early. Provide nominations to Anne/Louise week commencing 17 January.</b></p> <p><b>Most senior representation requested.</b></p> <p><b>Cleland Sneddon advised that partners should be appointed for 21/22.</b></p>	<p><b>All Partners</b></p>

10.	<p><b>ARGYLL AND BUTE COUNCIL BUDGET 2013-14 – PRESENTATION ON COUNCIL BUDGET CONSULTATION</b></p> <p>Bruce West advised that there are proposed savings from the Council's budget. The consultation this year will be based on general views around expenditure on services. It was intimated that information can be accessed on the Council's website.</p> <p><b>Action Point</b> <b>Presentation to be circulated to partners.</b></p>	CPP Admin
11.	<p><b>ARGYLL AND BUTE LOCAL SERVICES INITIATIVE</b></p> <p>A project that has been joint funded built on better relationships with third sector and Carnegie. It was proposed and agreed by the partners that we have an event in March to launch the findings of this collaborative project.</p> <p><b>Action Point</b> <b>Paper to come back to Management Committee on 6<sup>th</sup> February.</b></p>	CPP Admin
12.	<p><b>STRATHCLYDE POLICE AND STRATHCLYDE FIRE &amp; RESCUE</b></p> <p>a) <b>PATHFINDER UPDATE</b> b) <b>STRATEGIC POLICE PRIORITIES CONSULTATION</b></p> <p>Pathfinder event had been recently held in Edinburgh. There is no change proposed in front facing service and same policing plans will be in place across 32 councils.</p> <p>Jim Scott advised that he was attending the next pathfinder event in Edinburgh and would update partners in due course.</p> <p><b>Action Point:-</b> <b>The Council has a paper in next Council meeting – once papers become public. Argyll and Bute Council to circulate around partners advising any comments to chair.</b></p>	CPP Admin

13.	<p><b>PLUGGED IN PLACES – ELECTRIC VEHICLES</b></p> <p>Report was noted.</p> <p><b>Action Point</b> David Pettigrew has not yet got a response but will chase up.</p>	David Pettigrew
14.	<p><b>EMERGENCY RESPONDERS UPDATED POSTAL CODES AND ADDRESSES</b></p> <p>Graham Whitefield raised an issue regarding emergency services, postcodes and addresses in rural areas.</p> <p><b>Action Point</b> Invite to go to Scottish Ambulance Service for Management Committee attendance on 6<sup>th</sup> February.</p> <p>Joint letter to go to Scottish Ambulance Service with a copy of letter to be sent to Donald Henderson.</p> <p>Graham Whitefield to liase with Jim Scott, Strathclyde Fire &amp; Rescue.</p>	<p>Jane Fowler/Eileen Wilson</p> <p>Graham Whitefield/Jim Scott, SFR</p>
15.	<p><b>CITIZEN'S PANEL</b></p> <p>Survey was carried out in September and the report from Hexagon. If anyone requires a copy of the report please advise Chris Carr – <a href="mailto:Chris.Carr@argyll-bute.gov.uk">Chris.Carr@argyll-bute.gov.uk</a></p> <p>All partners were asked to provide questions/themes for the Spring Citizen's Panel Survey.</p> <p><b>Action Point:-</b> Questions for Spring to come back to Chris Carr.</p>	All Partners



16	<p><b>ACPG UPDATES</b></p> <p>It was noted that extra meetings had been put in place for all of the groups for January to carry out consultation on the Council's budget and on the new Community Plan.</p> <p><b>Bute &amp; Cowal</b> Concerns had been raised about "projectitis" and the need for mainstreaming of work by the Third Sector rather than short term projects/contracts. Concern had also been raised about lack of consultation with communities over health and social care integration. 23 half hours presentation went to B &amp; C.</p> <p><b>MAKI</b> There was concerns that the report on future governance of Community Planning Partnership does not fully address how this would be taken forward within the MAKI context.</p> <p><b>H &amp; L</b> There was no concerns raised.</p> <p><b>OLI</b> No concerns raised.</p> <p>All groups had focussed on agenda items on Health Screening Programmes, Economic Development Activity and the Economic Development Action Plan, and on the local issues including Broadband/mobile coverage in the MAKI area, key partnership groups in Helensburgh and Lomond, and core paths/national cycle paths and the opportunity for these to be key economic/tourism drivers in Oban, Lorn and the Isles.</p> <p>NHS won't be ready to discuss Budget at January meetings.</p>	
17.	<p><b>SOA SCORECARD (1<sup>ST</sup> AND 2<sup>ND</sup> FQ) – THEME LEADS –</b></p> <p><b>Action Point:-</b> <b>Defer to 6 February and put to top of agenda.</b></p>	<b>CPP Admin</b>
	a) <b>ECONOMY</b>	
	b) <b>SOCIAL AFFAIRS</b>	
	c) <b>ENVIRONMENT</b>	
	d) <b>THIRD SECTOR AND COMMUNITIES</b>	

<b>18.</b>	<p><b>CPP BUDGET</b></p> <p>It was agreed that the partners would remain the same as in previous years.</p> <p>Police/Strathclyde Fire and Rescue/Argyll and Bute Council and NHS happy to contribute.</p> <p>A more detailed budget proposal would be tabled at the next meeting.</p> <p><b>Action Point:-</b>  <b>Paper to go to Management Committee on 6 February</b></p>	<b>CPP Admin</b>
<b>19.</b>	<p><b>REVISED MEETING DATES FOR 2013</b></p> <p>Paper Noted. The meetings on 6<sup>th</sup> March and 11<sup>th</sup> March are subject to change.</p>	
<b>20.</b>	<p><b>AOCB</b></p> <p>Health Inequalities in Scotland – CPP short presentation to a MC in 2013</p> <p>Jane Fowler advised that the Communications Team have been involved in the feature on Oban Airport to be televised in the BBC Landward programme on Friday, 14 December 2012.</p> <p>Operation Archer – attendance – 23 January</p>	
<b>21.</b>	<p><b>DATE OF NEXT MEETING</b></p> <p>Wednesday 6<sup>th</sup> February, 2013</p>	

**ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP****MINUTES of CPP MANAGEMENT COMMITTEE MEETING held within  
COMMITTEE ROOM 1, KILMORY, LOCHGILPHEAD  
on WEDNESDAY 6<sup>th</sup> February 2013****Present**

Sally Loudon	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Joyce Cameron (Minutes)	Argyll and Bute Council
Derek Leslie (Chair)	NHS Highland
Andrew Campbell	Scottish Natural Heritage
Glenn Heritage	Third Sector Partnership/Argyll Voluntary Action
Jane Fowler	Argyll and Bute Council
Louise Long	Argyll and Bute Council
Douglas Cowan	Highlands and Islands Enterprise
Donald Henderson (VC)	Scottish Government
Bruce West	Argyll and Bute Council
Fergus Byrne (VC)	Strathclyde Police
Jim Scott	Strathclyde Fire & Rescue
Cleland Sneddon	Argyll and Bute Council
Fraser Durie	Argyll College

**Apologies:**

Shirley MacLeod	Argyll and Bute Council
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ITEM	DETAILS	ACTIONS
1.	<p><b>WELCOME AND APOLOGIES</b></p> <p>Derek Leslie welcomed everyone to the meeting and intimated apologies.</p>	
2.	<p><b>MINUTES OF THE MANAGEMENT COMMITTEE MEETING HELD ON 12<sup>th</sup> December 2012</b></p> <p>The minutes of 12<sup>th</sup> December 2012 were approved as an accurate record.</p> <p><b>Matters Arising:-</b></p> <p><b>Agenda Item 4 – Scottish Government Review of Community Planning and Single Outcome Agreements.</b></p> <p>It was agreed that the note of the meeting held on 5<sup>th</sup> December and</p>	

	<p>the letter from Derek MacKay can now be circulated.</p> <p><b>Agenda Item 12 – Strathclyde Police and Fire and Rescue Reform Report.</b> The report submitted to Council has been circulated .</p> <p><b>Agenda Item 13 – Plugged In Places.</b> It was agreed that the Community Planning Partnership would support the Council with the Plugged in Places funding application.</p> <p><b>Agenda Item 14 – Emergency Responders Update.</b> Jane Fowler advised that the CPP would approach the Ambulance Service along with all other partners when the terms of reference have been agreed and the new partnership agreement is prepared.</p>	<p><b>CPP Admin</b></p> <p><b>CPP Admin</b></p>
<p><b>3.</b></p> <p><b>a)</b></p> <p><b>b)</b></p>	<p><b>SOA SCORECARDS (1<sup>ST</sup> AND 2<sup>ND</sup> FQ) – THEME LEADS</b></p> <p>Sally Loudon pointed out that some measures contained in the CPP Scorecard are no longer being measured or are no longer appropriate. She recommended that the partnership should decide if some of these measures should remain in the system.</p> <p>Derek Leslie questioned why some health measures were not shown on the scorecard and suggested a full review of the scorecards and all associated measures.</p> <p><b><u>Action Point</u></b> <b>Sally Loudon advised that the presentation of data needs to be looked at.</b></p> <p><b>Admin issues need to be ironed out to ensure data is gathered and reported. Clear instruction were given for Jane Fowler to liaise with theme leads to ensure that there are no gaps in data.</b></p> <p><b>Economy</b></p> <p>Douglas Cowan advised that his scorecard did not reflect on 3<sup>rd</sup> quarter. He pointed out that the vast majority of measures are on or above target.</p> <p><b>Social Affairs</b></p> <p>Cleland Sneddon highlighted that Welfare Reform should be monitored closely. Changes in Adult Care management have taken place. It was advised that an Employee Equalities Forum has to be formed.</p>	<p><b>Jane Fowler/David Clements</b></p> <p><b>CPP Admin/Jane Fowler/Theme Leads</b></p>

<p>c)</p> <p>d)</p>	<p><b>Environment</b> Andrew Campbell advised that most of the measures are going in the right direction.</p> <p><b>Third Sector and Communities</b> Glenn heritage advised that all targets are on track. There is likely to be a red with regards to organisational equal opportunities measure not reaching target by year end.</p> <p>It was agreed that we need to look closely at measures for the new Community Plan/SOA and identify those that are going to be of high impact.</p>	
<p>4.</p>	<p><b>SOA ANNUAL REPORT</b></p> <p>This 2011/12 report brings to a close the Argyll and Bute Single Outcome Agreement 2009 – 2012, and highlights the progress made towards the national outcomes made by Argyll and Bute CPP.</p> <p>The report contains performance information on 13 of the 15 national outcomes that were included in the SOA. During the period of the SOA, some actions measured have been completed, some removed from partner operating plans and some are measured on a 2 yearly basis. Those that would present repeat information to last year's SOA are not included.</p> <p>Discussion took place around the report and it was agreed that Jane Fowler would need to input more data around ABC04c before the report is submitted to the Scottish Government</p> <p><b>Action Point</b> <b>Jane Fowler to input more data around ABC04c before the report is submitted to the Scottish Government</b></p>	<p>Jane Fowler</p>
<p>5.</p>	<p><b>THIS PLACE MATTERS – RETHINKING LOCAL LEADERSHIP</b></p> <p>The University of Glasgow School of Social and Political Sciences has been carrying out research to explore the importance of local leadership in achieving the sustainable development of localities within Scotland.</p> <p>There is an opportunity for the Argyll and Bute Community Planning Partnership to take part in a half day facilitated workshop in March or</p>	

	<p>April, offered by the University, to explore the role of local leadership in shaping places.</p> <p>Jane Fowler advised that around 20 places are for Argyll and Bute. To date a number of elected members have been nominated to attend.</p> <p>All partners agreed to consider nominations.</p> <p><b><u>Action Point</u></b>  <b>It was agreed that partners are to nominate participants (10) with feedback to Jane Fowler by 13<sup>th</sup> February 2013.</b></p>	<p><b>All Partners</b></p>
<p>6.</p>	<p><b>HEALTH INEQUALITIES IN SCOTLAND – AUDIT SCOTLAND REPORT</b></p> <p>The report outlines the scale and effects of health inequalities, how much is spent by the public sector on reducing health inequalities and the quality of the evaluations used. The report also looks at whether access to health services is equitable across all groups within the population. The report contains a number of recommendations for Scottish Government, NHS Boards, Councils, CHPs and CPPs.</p> <p>CPP were asked to ensure that all partners are clear about their respective roles, responsibilities and resources in tackling health inequalities, and to take shared ownership and responsibility for actions aimed at reducing health inequalities.</p> <p>The full report was emailed out to all partners prior to the meeting. Partners were asked to comment on the key recommendations for CPPs and feed back to Eileen Wilson for collation prior to this meeting. The attached response document contains all the information received to date.</p> <p><b><u>Action Point</u></b>  <b>It was agreed that each of the partners’ responses should be collated and a draft version passed to Derek Leslie, Sally Loudon and Donald Henderson before submitting to the Audit Committee and the Scottish Government.</b></p>	<p><b>All Partners</b></p>
<p>7.</p>	<p><b>PARTNER PLANS</b></p> <p><b>a) NHS HIGHLAND – ARGYLL AND BUTE CHP LOCAL OPERATIONAL PLAN</b>  Derek Leslie presented the NHS Highland, Argyll and Bute CHP Local Delivery Plan for 2013/14.</p>	

	<p><b>b) POLICE – DEVELOPMENT OF LOCAL POLICE PLAN</b></p> <p>Fergus Byrne presented the Argyll and Bute Local Policing Plan 2013/2014. Fergus also advised that there was a new community investigation unit starting mid-February.</p> <p><b>c) FIRE REFORM – DEVELOPMENT OF FIRE AND RESCUE PLAN</b></p> <p>Jim Scott presented Strathclyde Fire and Rescue’s local Fire and Rescue Plan for Argyll and Bute.</p> <p><b><u>Action Point</u></b></p> <p><b>Both Fergus and Jim Scott would like to hear back from partners if they’re happy with the Police and Strathclyde Fire &amp; Rescue plans and priorities.</b></p> <p><b>Draft Fire and rescue document to be passed to Derek Leslie(Chair) with feedback to Jim Scott.</b></p>	<p>CPP Admin</p>
<p>8.</p>	<p><b>NEW COMMUNITY PLAN – UPDATE</b></p> <p>It was advised that 3 groups have had discussions and the content that is tabled in the papers is a first draft. Cleland Sneddon further advised the Management Committee that group 2 will get together again to refine the draft outcomes into something that better reflects their requirements.</p> <p>Discussions took place and it was noted that there was still feedback to be passed to Eileen Wilson.</p> <p>All were in agreement that this item should be on the next Management Committee agenda for discussion.</p> <p>Eileen Wilson also advised the Management Committee that all three groups are scheduled to meet again. Groups 1 and 2 on the 22<sup>nd</sup> of February and group 3 on the 18<sup>th</sup> of February. This next round of meeting is to further refine the outcomes and to consider action areas.</p> <p><b><u>Action Point</u></b></p> <p><b>Fraser Durie (Argyll College) to be invited to join Group 1.</b></p> <p><b>Item to be included on the Management Committee agenda for 6<sup>th</sup> March 2013.</b></p> <p><b>Final draft of the new Community Plan/SOA to go to the Full Partnership on 27<sup>th</sup> March 2013.</b></p>	<p>Eileen Wilson</p> <p>CPP Admin/Eileen Wilson</p>

	<b>Draft plan to be tabled at the Council meeting scheduled for 21<sup>st</sup> March 2013.</b>	
<b>9.</b>	<p><b>DRAFT TERMS OF REFERENCE FOR NEW GOVERNANCE ARRANGEMENTS</b></p> <p>It was agreed at the CPP Management Committee on 12 December 2012 that draft terms of reference and a draft meeting schedule be prepared for consideration by the Management Committee</p> <p>The draft partnership agreement, incorporating the terms of reference and full operational and support arrangements will be reviewed by the Management Committee on the 6<sup>th</sup> of March and a final version submitted for approval to the Full Partnership meeting on 27 March.</p> <p>The succession of chair was discussed as Derek Leslie is approaching the end of his two year appointment as chair of the Management Committee. Further consideration will be given to this matter and a proposal put to the Management Committee on the 6<sup>th</sup> of March with a recommendation made for approval by Full Partnership on the 27<sup>th</sup> of March.</p> <p><b>Action Point</b>  <b>A revised Partnership Agreement is draft for the Management Committee on the 6<sup>th</sup> of March and a final version prepared for the Full Partnership meeting on 27<sup>th</sup> March 2013.</b></p>	<b>CPP Admin/Eileen Wilson</b>
<b>10.</b>	<p><b>INSPECTION OF CHILDRENS SERVICE UPDATE</b></p> <p>The Report submitted informed the Management Committee that the Inspection will be conducted over 13 days between Monday 4th March 2013 and Friday 19th April 2013.</p> <p>The Inspection Lead who will have overall responsibility for the pilot inspection and the reporting of findings is Judith Tait, Senior Inspector, Care Inspectorate.</p> <p>The Lead Officer for the partnership during the inspection is Liz Strang Argyll and Bute Council.</p> <p>Louise Long advised that Elaine Mead, Chief Executive of NHS Highland had agreed to attend an Early Years collaborative workshop.</p> <p>The partners were further advised that at the conclusion of Phase 1 of the inspection, 30 activities had taken place and all grades have gone up. A pre-inspection return had been submitted and at least 100 files</p>	



	<p>are active.</p> <p>The partners agreed that they were happy to endorse the two statements and supporting evidence circulated.</p> <p>The question was raised as to how the signing off of the other 7 statements would be done. The signing off of the final statements will be by Barry McEwan, Sally Loudon and Derek Leslie. It was advised that any concerns regarding the signing off should be direct to Louise Long.</p>	
11.	<p><b>EARLY YEARS COLLABORATIVE UPDATE</b></p> <p>Paper circulated. This item will be given further consideration at the management Committee meeting on the 6<sup>th</sup> of March.</p> <p><b>Action Point</b>  <b>Item to be included on the Management Committee agenda for 6th March 2013.</b></p>	CPP Admin
12.	<p><b>OPPORTUNITIES FOR ALL – ARGYLL AND BUTE COUNCIL PAPER ON SKILLS PIPELINE AND YOUTH PIPELINE AND YOUTH EMPLOYMENT ACTION PLAN</b></p> <p>Cleland gave a verbal update to the partners on recent progress, and it was noted that detail around opportunities is required to match young people's needs. This information is required as soon as possible.</p>	
13.	<p><b>ARGYLL AND BUTE LOCAL SERVICES INITIATIVE</b></p> <p>The report submitted provides details of the Argyll and Bute Local Services (ABLSI) launch event which will follow the full Community Planning Partnership meeting on 27th March 2013, as agreed at the CPP Management Committee on 12th December 2012.</p> <p>ABLSI is a partnership of statutory and third sector organisations, and the Carnegie UK Trust project. It has provided reports to the CPP Management Committee on activities, the most recent in February 2012.</p> <p>The aim of the event is to launch the final report which contains findings and recommendations from the work of ABLSI. This work took place over a two year period and included working with managers and third sector organisations through the Council's Service Review Process and researching case studies of social enterprise in Argyll and Bute.</p>	

	<p>Jane Fowler asked that the Management Committee encourage a target audience to attend the launch event which will follow the full Community Planning Partnership meeting on 27<sup>th</sup> March 2013, and provide contact details of those within their organisations to invite.</p> <p><b>Action Point</b>  <b>All partners to provide contact details of those to be invited.</b></p>	<b>All Partners</b>
<b>14.</b>	<p><b>REVISED MEETING DATES</b></p> <p>Following discussions at agenda item 9 (Terms of Reference) it was agreed that the Full Partnership would meet once each year in September or October, further meetings could be called with the agreement of the Chair and subject to the required notice being given.</p> <p>The Management Committee will meet once each quarter (4 times a year) with the meetings normally taking place in February, June, August and November. If required, further meetings could be called with the agreement of the Chair and subject to the required notice being given.</p> <p>The CPP Chief Officers Group (COG) will normally meet once every 2 months (6 times per year). These meetings will normally be in February, April, June, August, October and December.</p> <p><b>Action Point</b>  <b>Meeting dates to come back to Management Committee meeting on 6<sup>th</sup> March 2013.</b></p>	<b>CPP Admin</b>
<b>15.</b>	<p><b>AOCB</b></p> <p><b>ACPG report</b>  The management Committee noted the role which the Area Community Planning Groups can play in facilitating effective local community engagement.</p> <p><b>Citizen's Panel</b>  Partners were reminded that the spring survey will be due soon and were asked to consider any possible subjects and/or questions for inclusion. It was agreed that this items be included on the March meeting agenda.</p> <p><b>Action Point</b>  <b>Item to be included on the Management Committee agenda for 6th March 2013.</b></p> <p><b>Strathclyde Fire and Rescue</b>  Jim Scott, Strathclyde Fire and Rescue advised that Paul Connelly</p>	<b>CPP Admin</b>

	would be returning to Argyll and Bute.	
<b>16.</b>	<b>Date of next meeting – 6<sup>th</sup> March 2013</b>	

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**ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP**

**MINUTES of CPP MANAGEMENT COMMITTEE MEETING held within  
COMMITTEE ROOM 1, KILMORY, LOCHGILPHEAD  
on WEDNESDAY 6<sup>th</sup> March 2013**

**Present**

Sally Loudon	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Joyce Cameron (Minutes)	Argyll and Bute Council
Derek Leslie (Chair)	NHS Highland
Glenn Heritage	Third Sector Partnership/Argyll Voluntary Action
Jane Fowler	Argyll and Bute Council
Louise Long (Item 6 and 7)	Argyll and Bute Council
Douglas Cowan	Highlands and Islands Enterprise
Donald Henderson (VC)	Scottish Government
Bruce West	Argyll and Bute Council
Fergus Byrne	Strathclyde Police
John Rae	Strathclyde Fire & Rescue
Fraser Durie	Argyll College

**Apologies:**

Shirley MacLeod	Argyll and Bute Council
James Scott	Strathclyde Fire and Rescue
Cleland Sneddon	Argyll and Bute Council
Andrew Campbell	Scottish Natural Heritage
Ross Lilley	Scottish Natural Heritage

ITEM	DETAILS	ACTIONS
1.	<p><b>WELCOME AND APOLOGIES</b></p> <p>Derek Leslie welcomed everyone to the meeting and intimated apologies.</p> <p>Derek thanked Jim Scott of Strathclyde Fire and Rescue for his commitment to Community Planning Partnership and wished him all the best for the future.</p>	
2.	<p><b>MINUTES OF THE MANAGEMENT COMMITTEE MEETING HELD ON 6<sup>th</sup> FEBRUARY 2013</b></p> <p><b>Matters Arising:-</b></p> <p><b>Agenda Item 4 – SOA Annual Report</b></p> <p>The SOA Annual Report has been submitted to the Scottish Government.</p>	

	<p><b>Agenda Item 5 – This Place Matters – Rethinking Local Leadership</b> Nominations have not yet been received from partners. Names should be put forward to Jane Fowler as soon as possible.</p> <p><b><u>Action Point</u></b> <b>Reminder to be sent out to partners with regards to nominations</b></p> <p><b>Agenda Item 6 – Health Inequalities in Scotland – Audit Scotland Report</b> A draft of the combined responses to the Audit Scotland Health Inequalities Report was submitted to the Audit Committee for consideration. It was felt that the response was too general and there should be more information in terms of actions with identified lead organisations and target dates.</p> <p><b><u>Action Point</u></b> The response will be circulated again and partners asked to identify actions in response to the recommendations. Response will be required by the end of March</p> <p><b>Agenda Item 7(a) – NHS Highland – Argyll and Bute CHP Local Operational Plan</b> Derek Leslie advised that the NHS Implementation Committee was held on Monday. Derek had copies of the NHS Highland, Argyll and Bute CHP balanced scorecards with him should anyone have any questions. The reporting period is March 2013 and this should be on track to populate.</p> <p><b>Agenda Item 7(b) – Police – Development of Local Police Plan</b> Fergus Byrne advised of a typo, this should read as community investigation unit, and not point.</p> <p><b>Agenda Item 13 – Argyll and Bute Local Services Initiative</b> Jane Fowler advised that the planned launch event will not take place on the 27<sup>th</sup> of March. There is to be a meeting on 7<sup>th</sup> March to finalise the draft document for the launch. It was agreed that the timescale would be revised for the event with the possibility of it following on from the Management Committee meeting scheduled for the 8<sup>th</sup> of May. A date will be confirmed in due course.</p>	<p>All</p> <p>CPP Admin/Eileen Wilson</p>
3.	<p><b>SOA SCORECARDS</b></p> <p>A live presentation of the SOA Scorecards was presented to the partners, with hard copies being issued at the meeting. The Management Committee discussed the scorecards in detail and took the opportunity to explore the measures in more detail using the Council's performance management system. There was a concern that some measures appeared to be amber or red but when further explored they were found to be mostly green. This was explained as some measures are annual and some quarterly. It was agreed that this</p>	

	<p>needs to be addressed when building the scorecards for the new community plan/SOA.</p> <p>Sally Loudon advised that the risk register for Community Planning needed to be updated.</p> <p><b>Action Point</b>  <b>It was agreed that this item should come back to Management Committee on 8<sup>th</sup> May 2013 with final reports from all theme leads.</b></p> <p><b>It was also agreed that David Clements of the Council's performance management team should be invited along to the next Management Committee meeting on 8th May 2013.</b></p> <p><b>It was further agreed that this item be referred to the new CPP Chief Officers Group scheduled to meet on the 10<sup>th</sup> of April.</b></p>	<p><b>CPP Admin/Eileen Wilson</b></p>
<p><b>4.</b></p>	<p><b>NEW COMMUNITY PLAN</b></p> <p>The Management Committee considered the outcomes and priority action areas outlined in appendix 1 of the Draft SOA 2013-23  Bruce West talked the partners through the short term outcomes and it was agreed that the table needed to be redrafted to reduce the number of outcomes. It was also agreed that the reduced number of outcomes could be listed without the need for the sub headings of People, Place and Partnership Working.</p> <p>Further discussion took place on the detail contained in the table and it was noted that elected members will also have an opportunity to comments on the outcomes and priority action areas for the SOA 2013-23 at the council meeting scheduled for 21<sup>st</sup> March 2013.</p> <p>A further draft of the SOA 2013/23 will be presented to Full Partnership on 27<sup>th</sup> March 2013.</p> <p><b>Action Point</b>  <b>It was agreed that we need to get further feedback from partners. Bruce West to send a draft to Management Committee by the middle of week commencing 11<sup>th</sup> March 2013.</b></p>	<p><b>Bruce West/ CPP Admin</b></p>
<p><b>5.</b></p>	<p><b>CPP PARTNERSHIP AGREEMENT</b></p> <p>The Community Planning Partnership has recently agreed a number of changes to both the structure of the partnership and associated governance arrangements. The new arrangements were first discussed in June 2012 and subsequent reports and papers have been submitted to the Management Committee who have refined the arrangements.</p> <p>It was agreed at Management Committee on 6<sup>th</sup> February that a new partnership agreement should be drafted to reflect changes.</p>	

	<p>Once finalised all partners will be invited to adopt the agreement.</p> <p><b>Action Point</b> Partners were asked to give some thought to the organisations that are represented at CPP and give feedback to Eileen Wilson as soon as possible.</p> <p>It was agreed that a further draft of the CPP Partnership Agreement should be considered by the Full Partnership with a final draft coming back to Management Committee on 8<sup>th</sup> May 2013.</p>	<p>All</p> <p>CPP Admin/Eileen Wilson</p>
6.	<p><b>INSPECTION OF CHILDREN'S SERVICES UPDATE</b></p> <p>This report provided the partners with a brief update relating to the Inspection of Children's Service in Argyll and Bute.</p> <p>Key agency leads are actively writing leadership statements which form part of the Inspection. These statements set out the progress of the Partnership in relation to improving outcomes for children and young people across Argyll and Bute.</p> <p>There are 9 statements in total covering a range of topics including corporate parenting, involvement, GIRFEC, getting the best start, achieving, nurtured, healthy and active, children are safe and our children are included.</p> <p>Louise Long advised that the inspection has been co-ordinated through Community Planning. The inspection will be conducted over 13 days between Monday 4<sup>th</sup> March and Friday 19<sup>th</sup> April 2013.</p> <p>The Inspection Lead who will have overall responsibility for the pilot inspection and the reporting of findings is Judith Tait, Senior Inspector, Care Inspectorate. The Lead Officer for the partnership during the inspection is Liz Strang, Argyll and Bute Council.</p> <p>Louise advised that all 9 statements are available through the Share Point repository which is now live and available to CPP members on request.</p> <p>There is a list of 90 cases that Inspectors will read across for evidence of our practice. This is a substantial piece of work. To date there has been a very positive start and there are now 3 officers supporting this on a full-time basis.</p> <p>Derek Leslie gave credit to everyone's teams that are working on the inspection.</p> <p><b>Action Point</b></p>	



	<b>It was agreed that the Management Committee would have access to the presentation.</b>	<b>Louise Long/ CPP Admin</b>
<b>7.</b>	<p><b>EARLY YEARS COLLABORATIVE UPDATE</b></p> <p>The Community Planning Partnership was asked to consider appointing an Early Years Collaborative Programme Manager funded through Early Years funding allocated to Argyll and Bute Council. Partners were asked to confirm staff to support collaborative and attend Scottish Government events in May and October.</p> <p>The Management Committee agreed in principal to the next steps outlined in the report. It was also agreed that the Early Years Group would provide regular updates on progress of the Early Year Collaborative through Argyll and Bute's Children and the Community Planning Management Committee.</p> <p><b><u>Action Point</u></b>  <b>Donald Henderson, Scottish Government asked Louise Long to confirm dates for future events.</b></p>	<b>Louise Long</b>
<b>8.</b>	<p><b>CITIZEN'S PANEL</b></p> <p>The Citizens' Panel membership and the Citizens' panel surveys are available as resources that all Community Planning partners may use.</p> <p>CPP Management Committee and its members are being asked for suggestions regarding themes and questions for inclusion in the Spring 2013 survey.</p> <p><b><u>Action Point</u></b>  <b>The Management Committee should send any suggestions for themes and questions to be included in the Spring Citizens' Panel survey to Chris Carr, Argyll and Bute Council by 21 March 2013.</b></p>	<b>All</b>
<b>9.</b>	<p><b>SUCCESSION OF CHAIR</b></p> <p>Barry McEwan of Strathclyde Police will be taking on the role of chair of the Management Committee. Barry will take up the chair form April 1<sup>st</sup> 2013.</p> <p>Strathclyde Fire and Rescue will continue to hold the position of vice chair.</p>	
<b>10.</b>	<p><b>MEETING DATES</b></p> <p>It was pointed out that some of the proposed dates for future Management Committee meetings still clash with Area Committee</p>	

	<p>meetings.</p> <p>The Management Committee agreed to the proposed meeting dates.</p>	
11.	<p><b>AOCB</b></p> <p>ESOL Bid – Community Planning Partnerships are being asked to take the lead co-ordinating role in submitting the 2013/14 bid for funding. The CPP is also required to liaise with Scottish Government / Scottish Funding Council (SFC).</p> <p>It was advised that the bid is to be submitted to Education Scotland by the 15<sup>th</sup> March. All were in agreement that the bid should be submitted.</p> <p><b><u>Action Point</u></b>  <b>Eileen Wilson to submit bid to Education Scotland</b></p>	Eileen Wilson
16.	<b>Date of next meeting – 8<sup>th</sup> May 2013</b>	

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**Argyll and Bute Community Planning  
Partnership**

**CPP Full Partnership  
Date: 27<sup>th</sup> March 2013**

argyll and bute  
**communityplanning**partnership



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**Title: Draft Single Outcome Agreement 2013-2023**

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**1. PURPOSE**

- 1.1** The Community Planning Partnership (CPP) has been developing a new Community Plan / Single Outcome Agreement in line with Scottish Government guidance. The draft is attached for comment by the Full Partnership.

**2. RECOMMENDATIONS**

It is recommended that the CPP-

- 2.1** approves the format of the document and the draft outcomes for the SOA 2013-23.
- 2.3** notes that a final draft of the SOA will be submitted to the Scottish Government at the end of March 2013. There will then be a period of discussion with the Scottish Government culminating in a final SOA being approved and signed off in June 2013.

**3. BACKGROUND**

- 3.1** In light of recommendations made in the Christie Commission Report the Scottish Government and CoSLA have reviewed Community Planning Partnership arrangements and Single Outcome Agreements. The findings of the review and subsequent guidance published in December 2012 has made clear the requirement for transformational change in service delivery to improve outcomes for people, tackle inequality and maintain financial sustainability in the face of continuing social and economic challenges. The key drivers behind the review are the broad principles of prevention, integration and greater collaboration of partners and delivery of public services and clear local outcomes supported by a joint performance framework with clear lines of accountability across the partnership.
- 3.4** Local agreements are now being developed by all Community Planning Partnerships in Scotland, setting out 10 year outcomes, supported by 3 year interim term outcomes, and short term action areas. Single Outcome Agreements will be complemented by local Police and Fire Plans.
- 3.5** Greater integration of public service delivery across the partnership remains a priority in Argyll and Bute's Single Outcome Agreement.

This should allow us to continue to improve effectiveness and efficiency of our public services and partnerships. The Single Outcome Agreement for 2013-2023 fulfils the national expectations as set out in the 'Statement of Ambition' from the national review.

- 3.6** This draft Community Plan / Single Outcome Agreement sets out the partnership's vision for securing long term outcomes for Argyll and Bute. It has been drawn up in consultation with our Community Planning partners, Area Community Planning Groups and other interested parties. This included themed discussion groups which took place throughout January and February 2013.
- 3.7** The draft Community Plan / Single Outcome Agreement sets out proposals on how the CPP will deliver on the outcomes agreed for Argyll and Bute. Transformational change is expected, therefore, the CPP is proposing key areas of action that will provide the framework to enable Argyll and Bute to deliver the level of ambition required.
- 3.7** The new Community Plan / Single Outcome Agreement has to cover the period 2013 to 2023. It has to be based around a set of long term outcomes backed up by short term outcomes and actions to deliver these. The Community Plan / Single Outcome Agreement needs to set out an understanding of place, there needs to be a focus on 6 policy priorities and prevention and it needs to set out how equalities, engagement and performance management will be taken forward. The 6 policy priorities are:
- Economic recovery and growth
  - Employment
  - Early years
  - Safer and stronger communities and reducing reoffending
  - Health inequalities and physical activity
  - Outcomes for older people
- 3.8** Work on updating the new Community Plan and Single Outcome Agreement commenced in June 2012 with an initial but detailed collection and analysis of local and national data around the performance of Argyll and Bute including use of the (national) menu of local outcome indicators. Partners then had the opportunity to identify key issues for the CPP to consider going forward. An issues paper was prepared and feedback sought from Area Community Planning Groups. This along with the Scottish Government guidance has now been considered and the draft plan attached as an Appendix has been prepared.
- 3.8** The first draft was considered by the Management Committee on the 6<sup>th</sup> of February. Following feedback from Partners and further themed discussions a second draft was presented to the Management Committee on the 6<sup>th</sup> of March. This latest draft of the proposed document is now being presented to the Full Partnership for consideration (Appendix 1).

**3.9** The draft Community Plan needs to be submitted to the Scottish Government by the 1<sup>st</sup> of April 2013. Over the period between April and June there will be ongoing dialogue between the CPP and Scottish Government in terms of commenting on, revising and finalising the Community Plan / Single Outcome Agreement. It is expected there may be changes to the Community Plan / Single Outcome Agreement over this period. The CPP will be given further opportunity to comment on the final draft following this negotiation process.

#### **4. CONCLUSION**

**4.1** The development of the new community plan/SOA is on track. Following discussion at the Management Committee and at the themed discussion groups the plan has continued to be developed. Following further discussions at Full Partnership on the 27<sup>th</sup> of March a final draft will be submitted to the Scottish Government.

For further information contact: Eileen Wilson  
Improvement and Organisational  
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Telephone Tel: 01436 658726

# Appendix 1 – Draft Community Plan / SOA

## Argyll and Bute Community Plan and Single Outcome Agreement 2013-2023

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GOVERNANCE AND PERFORMANCE	

## INTRODUCTION

This Community Plan / Single Outcome Agreement 2013-2023 is a joint statement from the Argyll and Bute Community Planning Partnership. It sets out the partnership's vision for achieving long term outcomes for communities in Argyll and Bute.

The CPP recognise that the context for delivering outcomes is challenging, with public sector reform, welfare reform and poor economic forecasts all impacting nationally and locally.

This Community Plan/Single Outcome Agreement sets out the vision, priorities and objectives for Argyll and Bute over the next ten years. It also gives the partnership a focus for priority actions and activities over the next three years.

Planning for the Argyll and Bute Community Plan and Single Outcome Agreement commenced in June 2012, instigated by the Scottish Government's desire to have all Community Planning Partnerships develop strategic plans in close consultation with their communities.

This is the first ten year Community Plan and Single Outcome Agreement; the Plan will be reviewed internally in three years' time to see how the implementation of the Plan is tracking, community reviews will be undertaken on an annual basis through local Community Planning engagement events.

Having participated in the development of the Plan communities are encouraged to monitor the implementation process by visiting the CPP's web site at <http://www.argyll-bute.gov.uk/council-and-government/community-planning-partnership>

Community planning partners, their staff, elected members, and members of the wider community are to be congratulated on the tremendous joint effort and commitment of time that has been invested in the preparation of this Plan. In ten years' time, through the implementation process and future reviews, it is hoped that our aspirations will have come to fruition and have improved the quality of life for communities throughout Argyll and Bute.

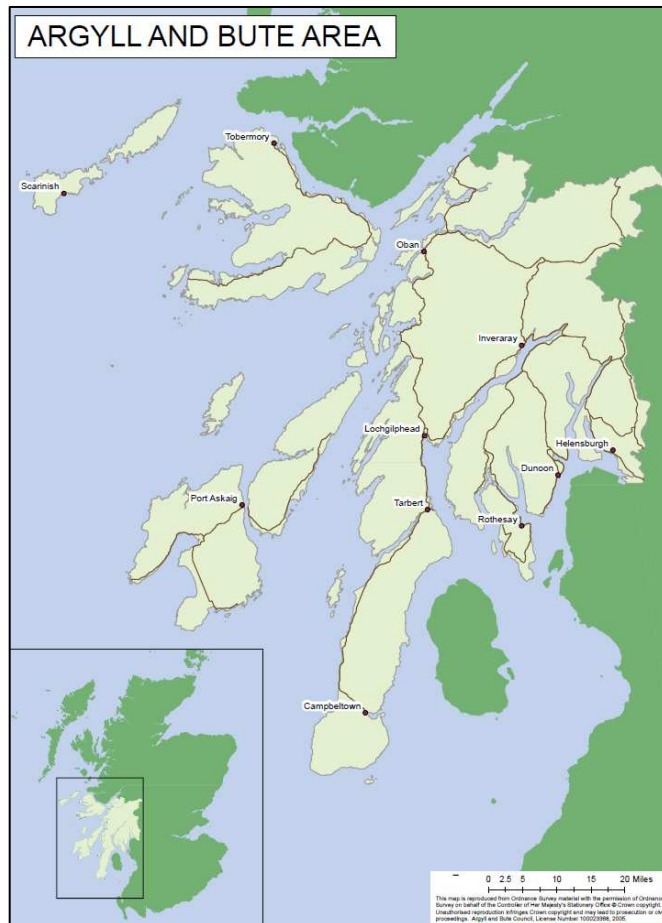
### **Community Plan Vision**

- The strengths in Argyll and Bute's social, natural and built environment can be turned into opportunities for our communities to prosper.
- Argyll and Bute's greatest assets are its people and its stunning and diverse environment. If we are to realise the potential of our people and environment, then the community, business and education providers must work together.

## UNDERSTANDING PLACE – ABOUT ARGYLL AND BUTE

### Argyll and Bute in brief

Argyll and Bute is bounded by the urban areas of Helensburgh and Dunoon along the Clyde, Loch Lomond to the East, the Mull of Kintyre to the south, Atlantic Islands to the west, and the Sound of Mull and Appin to the north. The area's population of 89,590 (NRS 2011 Mid-Year Estimate) is spread across the second largest local authority area in Scotland. Our area has the third sparsest population density of the 32 Scottish local authorities, with an average population density of just 13 persons per square kilometre.



Approximately seventeen per cent of Argyll and Bute's population live on Islands (Census 2001). Forty-eight per cent live in settlements of 3,000 or more people; conversely, 52 per cent of Argyll and Bute's population live in settlements smaller than 3,000 people, or outwith settlements altogether (NRS 2011 Mid-Year Estimates; SG Urban-Rural Classification 2011-2012). 80 per cent of Argyll and Bute's population live within one kilometre of the coast (Scottish Coastal Forum, 2002).

Argyll and Bute has 25 inhabited islands (Census 2001), including Bute, Islay, Jura, Mull, Iona, Coll and Tiree, more than any other local authority in Scotland. The area is also home to Loch Awe (at 41 kilometres, the longest freshwater body in Britain) and several long sea lochs, which bisect the landscape. The physical geography of the area has limited development of the road network in the area, and leads to high levels of reliance on ferries for travel.

The importance of the natural environment is indicated by the 121 Sites of Special Scientific Interest (SNH, as at December 2012) that have been designated within the area. Combined, these cover almost ten per cent of Argyll and Bute's land area. Additionally, almost thirty per cent of the Loch Lomond and the Trossachs National Park area falls within the local authority's boundaries.



The changing demographic profile of the area presents one of the area's greatest challenges. Over the twenty-five year period from 2010, the proportion of 0-15 year olds is projected to fall by 8.7 per cent, working age population by 14.4 per cent, and the proportion of the population of pensionable age to increase by 9.8 per cent. (These figures take account of changes to the state pension age.)

Average gross weekly pay for full-time workers living in Argyll and Bute is lower than in Scotland (£462.00, compared to a Scottish average of £498.30) (ONS Annual Survey of Hours and Earnings by residence, 2012). An estimated 15 per cent of jobs in Argyll and Bute are tourism-related. This compares to 9 per cent of Scottish jobs (ONS Annual Business Inquiry, 2009 (NOMIS 2012)).

In 2008, service sector jobs accounted for 86 per cent of all employee jobs in Argyll and Bute, compared to 82 per cent across Scotland. Forty per cent of employee jobs in Argyll and Bute were in 'public administration, education and health'. This compared to thirty per cent for Scotland (ONS Annual Business Inquiry, 2008 (NOMIS 2012)).

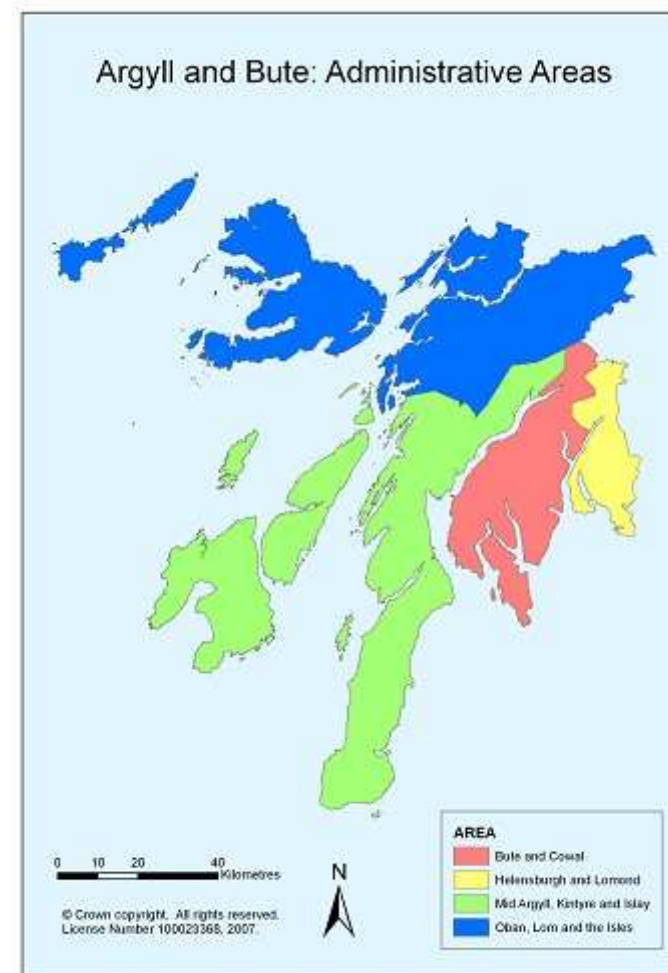
The Scottish Index of Multiple Deprivation 2012 identified ten datazones in Argyll and Bute as being in the 15 per cent most overall deprived datazones in Scotland. These ten are all located in towns (Helensburgh, Dunoon, Rothesay, Campbeltown and Oban). None of Argyll and Bute's rural datazones fall into the 15 per cent most overall deprived datazones in Scotland.

INSERT PICTURE OR DIAGRAM

## Our communities

The Council area is divided up into four Administrative Areas, which are frequently used for service planning within the area.

Administrative area		Population*	% of land area**
Bute and Cowal		21,678	14.9
	<b>Main settlements</b>		
	Dunoon, Settlement of	9,400	
	Rothesay	4,750	
	Tighnabruaich	660	
	Port Bannatyne	1,230	
	Innellan	1,180	
Helensburgh and Lomond		25,984	6.0
	<b>Main settlements</b>		
	Cardross	2,110	
	Garelochhead	2,610	
	Helensburgh, Settlement of	15,430	
	Kilcreggan	1,340	
	Rosneath	780	
Mid Argyll, Kintyre and the Islands		21,494	40.3
	<b>Main settlements</b>		
	Ardrishaig	1,280	
	Bowmore	860	
	Campbeltown	4,810	
	Lochgilphead	2,280	
	Inveraray	650	
	Tarbert	1,300	
	Port Ellen	850	
Oban, Lorn and the Isles		20,434	38.8
	<b>Main settlements</b>		
	Oban	8,180	
	Tobermory	970	
	Dunbeg	660	
Total		89,590	100.0
*NRS 2011-based SAPEs			



**2001 Census ***NRS 2010-based Settlement Estimates)			

There are 25 inhabited islands in Argyll and Bute (Census 2001). These are: Bute; Coll; Colonsay; Danna; Davaar; Easdale; Erraid; Gigha; Gometra; Inchtavannach; Innischoonan; Iona; Islay; Jura; Kerrera; Lismore; Luìng; Lunga (Luìng); Mull; Oronsay; Sanda; Seil; Shuna (Luìng); Tiree; Ulva. Argyll and Bute's inhabited islands had, at the time of the 2001 Census, a total population of 15,889, over 17% of the total population of Argyll and Bute.

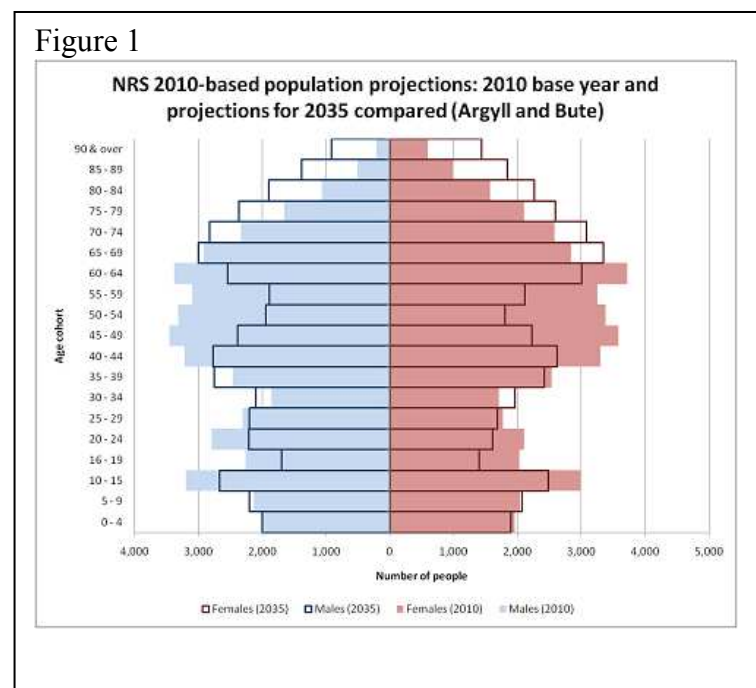
Population statistics from the late 19th Century (1887) show that while the area's overall population has remained fairly constant over the last century or more, there have been marked declines in island populations. In 1887 there were over five thousand people on Mull, by 2001 that figure had fallen to 2,667. Islay's population fell from 7,559 to 3,457 over the same period. This trend is repeated for all the islands that are mentioned in the 1887 Bartholomew Gazetteer.

## Demographic change

NRS's 2010-based population projections for Argyll and Bute, there will be a decrease in the total population of 7.2% over the 25 year projection period (2010 to 2035). This overall decrease will be accompanied by changes to the age profile of the population (figure 1).

The number of 0-15 year olds is projected to fall by 8.7% and the number of working-age people is projected to fall by 14.4%. The proportion of older, pensionable age people is projected to rise by 9.8% with a projected increase in the over 75 year olds of 73.6%. These figures take account of changes in pensionable age.

The projected decline in Argyll and Bute's total population is because the projected numbers of deaths are higher than projected births. Assumed future migration flows are not sufficient to compensate.



## Our economy

Argyll and Bute's economy is predominantly service-based. Over 85% of employee jobs in the area are provided within the service sector. 14.9% of employee jobs in Argyll and Bute are in tourism-related activities (Office for National Statistics (ONS) Annual Business Inquiry employee analysis, 2008 data (NOMIS, March 2013)).

Argyll and Bute has relatively high levels of employment in agriculture and fishing, and low levels of employment in manufacturing and public administration, education and health.

Unemployment rates in Argyll and Bute are below the national average although, because of the high levels of seasonal employment in the area, rates vary according to time of year.

## Employment

Because of the rural nature of the area, the pattern of employment in Argyll and Bute is different to the Scottish average. The proportions of people working in the agriculture, forestry and fishing sectors (see table 1) and tourism-related activities are higher than Scottish averages.

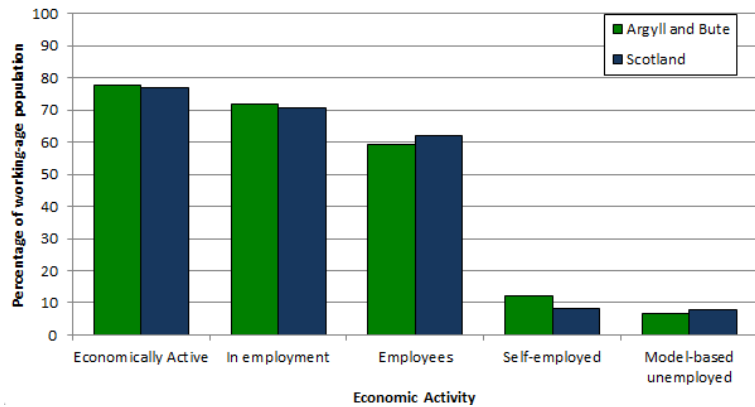
Economies with a high dependence on seasonal industries, such as tourism, agriculture, forestry and fishing, face many challenges. Workers may be presented with only a small window of time to make their income for the entire year. As a result, some people will take multiple jobs during the summer period to maximise their income. Alternatively, workers look for other jobs when the "season" is over. Many opt to commute to other areas to seek employment and reap the benefits of higher earnings. These types of economies are unstable as the impact of the weather plays an important role in tourism, farming and fishing, and can make or break a season.

	Argyll and Bute % aged 16-64 in employment in...	Scotland % aged 16-64 in employment in...
Agriculture and fishing	6%	2%
Energy and water	2%	3%
Manufacturing	3%	8%
Construction	9%	7%
Distribution, hotels and restaurants	19%	19%
Transport and communications	8%	8%
Banking, finance and insurance	13%	15%
Public administration, education and health	36%	31%
Other services	4%	6%

(Source: Annual Population Survey 2012 (NOMIS, 2013))

Figure 2

**Economic Activity in Argyll and Bute and Scotland  
(Oct 2011-Sep 2012)**



(Source: ONS Annual Population Survey (October 2011-September 2012) (NOMIS, March 2013))

An estimated 5,500 (14.9%) of Argyll and Bute’s employees work in tourism-related jobs. This is a higher proportion than either the Scottish (8.9%) or British (8.2%) averages (ONS Annual Business Inquiry, employee analysis, 2008 data (NOMIS, March 2013)).

**Economically Active and Inactive Populations**

In 2009 there were 55,800 people of working age (males and females aged 16-64) in Argyll and Bute. Of these, 78% (42,400) were economically active. This proportion is similar to the Scottish average of 77% (ONS Annual Population Survey, October 2011-September 2011 data (NOMIS, March 2013)).

People are described as economically active if they are either in employment or unemployed. In turn, unemployed people are those who do not have a job but who are looking for

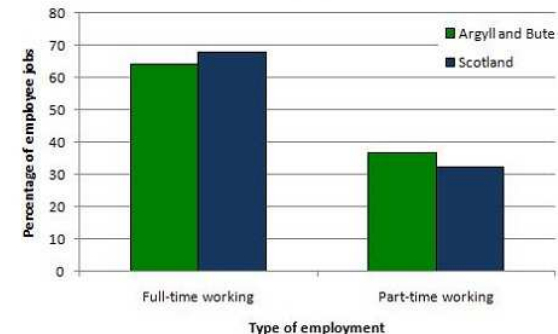
work, waiting to start a job, and who would be available to start work within two weeks of an interview. Economically inactivity covers groups such as people looking after the family home or the retired.

Within Argyll and Bute, economic activity rates run at 84% for men and 72% for women, compared to 82% and 72% respectively across Scotland. Within this group, the majority of workers (59%) were employees. Nonetheless, rates of self-employment (12%) are noticeably higher than the Scottish average (8%) (figure 2).

Within the economically inactive group, 28.5% of people would like to get a job (figure 3). This compares to a Scottish average of 24.8% (ONS Annual Population Survey (October 2011-September 2012 (NOMIS, March 2013)). (Economically inactive people who would like to work are not classified as unemployed because they either had not actively been looking for work in the four weeks prior to the data

Figure 3

**Employee jobs in Argyll and Bute  
(2008)**



(Source: ONS annual population survey (2008) (NOMIS, May 2012))

being collected or they were not available for work.)

## **Working patterns**

The incidence of part-time working is higher in Argyll and Bute than across Scotland as a whole (figure 3). Part-time employment is affected by seasonal changes as many of these jobs are tourism-related. There is also a higher than average rate of seasonal employment more generally within the Council area.

## **Occupations**

According to the 2001 Census, Argyll and Bute had a higher proportion of managers and senior officials than does Scotland as a whole. There is a suggestion that the high level of self-employment in the area impacted on these figures because proprietary workers in small businesses are classified as managers.

Figures from the ONS Annual Population Survey (October 2011-September 2012 (NOMIS, March 2013)) suggest that Argyll and Bute has a slightly higher proportion of directors, managers and senior officials amongst its workforce than the Scottish average (Argyll and Bute: 10.0%; Scotland: 8.3%).

A relatively high proportion of employment in skilled trades (15% in Argyll and Bute (ONS Annual Population Survey (October 2011-September 2012 (NOMIS, March 2013))) is driven by the agricultural sector. The proportion of people employed as process, plant and machine operatives is low (5.6% in Argyll and Bute), in line with the low proportion of people employed in manufacturing.

The relatively high percentages of associate professional and technical jobs in the Commuter Belt identified in the Census result from the presence the naval base at Faslane, as service men and women fall into this group.

## **Income and Earnings**

According to the Annual Survey of Hours and Earnings (ASHE) (NOMIS, May 2012), in 2012 the average worker in Argyll and Bute earned £468.30 per week (earnings by workplace).

The ASHE also records earnings according to workers' places of residence. According to the latter, suggest that Argyll and Bute's residents earned on average £462.0 per week, 7% lower than the average for Scotland.

## Unemployment and Employment Benefit Claim Rates

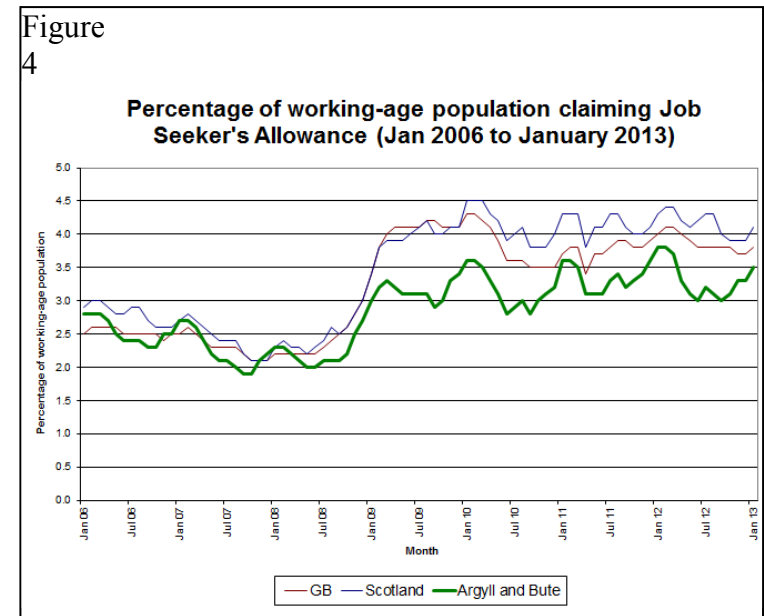
Numbers of Jobseekers Allowance Claimants (JSA) claimants in Argyll and Bute in January 2013 suggest that levels of unemployment within the area are slightly lower than Scottish averages. However, unemployment rates vary across the year (figure 4).

Inevitably, seasonality impacts on employment patterns and unemployment within the area. As many jobs stop for the winter season, spikes in unemployment rates and benefit claims occur. These spikes can be easily identified in figure 4, as can the impact of the economic downturn on the numbers of jobseekers within Argyll and Bute, Scotland and Great Britain.

## Deprivation

The Scottish Index of Multiple Deprivation (SIMD), produced by the Scottish Government, identifies small-area concentrations of multiple deprivation across Scotland. The SIMD is produced at data zone level, with datazones being ranked from 1 (most deprived) to 6,505 (least deprived). The SIMD calculates deprivation across seven 'domains'. The results from each Domain are weighted (see below), then combined to give Overall Deprivation rankings and scores:

- Current Income (weighting of 28%)
- Employment (28%)
- Health (14%)
- Education, Skills and Training (14%)
- Geographic Access to Services (9%)
- Housing (2%)
- Crime (5%).



Patterns of Geographic Access Deprivation tend to be the reverse of other types of deprivation. In Argyll and Bute, all the datazones that are in the 15% most Overall, Income, Employment and Health deprived datazones in Scotland are in our main towns. Conversely, Geographic Access Deprivation is most pronounced in our rural areas.

The SIMD 2012 ranked ten datazones in Argyll and Bute in the 15% most overall deprived datazones in Scotland. Nine datazones are among the 15% most income deprived datazones in Scotland, eight datazones are in the most employment deprived datazones, and twelve datazones are in the 15% most health deprived datazones.

Fifty-three of Argyll and Bute's 122 datazones (43%) are amongst the 15% most geographic access deprived datazones in Scotland. These 53 datazones cover 495,700 hectares, 71% of Argyll and Bute's land area (SIMD 2012; 2001 Census). Thirteen of Argyll and Bute's datazones – more than 10% – are in the 1% most access deprived datazones in Scotland. **The** most access deprived datazone in Scotland covers the islands of Coll and Tiree.

41,738 people (47% of Argyll and Bute's population) (2011 SAPEs) live in the 53 datazones in Argyll and Bute that are among the 15% most geographic access deprived datazones in Scotland (SIMD 2012).

## Our challenges

The key challenges we face relate to:

- **Our geography** – a highly rural area with many small communities, often separated by water. Access to the area and to key services are perennial challenges.
- **Changing population** – with more extremes than most of Scotland and the differences are getting greater we face increasing costs and challenges to deliver services to older people and the need to encourage younger people to move to the area so that our economy can grow
- **People on the fringe** – many of our communities are very isolated and risk collapsing as population changes take affect alongside urban communities where deprivation can create real hardships
- **Housing** - Pressure on affordable housing as many communities feature high levels of second and holiday homes which inflates the cost of housing in those market areas



- **Current financial situation** - the financial pressure on public services as we have to find efficiencies for services directed to communities that are costly to support

## PLANNING FOR OUTCOMES

The National Review of Community Planning and Single Outcome Agreements has identified six key policy priority areas to be reflected in agreed outcomes for community planning partnerships. The key areas are:

PP1 - Economic recovery and growth;

PP2 - Employment;

PP3 - Early years;

PP4 - Safer and stronger communities, and reducing offending;

PP5 - Health inequalities and physical activity; and

PP6 - Outcomes for older people.

Outlined below are the Community Planning Partnership's priority outcome areas. The context detailed in the previous sections of this document directly shapes our strategic priorities. The following outcome areas are what we want to achieve for the people of Argyll and Bute. The relationship to the national priorities is also referenced. These represent our long term outcomes and further detail in terms of the 3 year short term outcomes and priority action areas are set out in the Appendix.

- Our population is stable with an increase in economically active people (PP1, PP2).
- Thriving and diverse businesses create wealth and employment across all of Argyll and Bute (PP1, PP2).
- People have the skills, attitudes and achievements to succeed throughout their lives (PP2, PP4).
- We have the infrastructure and assets to make Argyll and Bute an attractive choice to do business, live and visit (PP1 PP2).
- Thriving and sustainable communities (PP1-6).
- Children in Argyll and Bute have the best possible start (PP3).
- People live active, healthier and independent lives and are safe from harm (PP3, PP4, PP5, PP6).

- The impact of inequalities on people and communities is reduced making Argyll and Bute a fairer place (PP3, PP5, PP6).
- We are empowered and work in partnership to deliver outcomes in an effective and efficient way (PP1-6).

The menu of local outcome indicators will be utilised to identify as far as possible appropriate indicators to assess progress against the long term outcomes.

## **PREVENTION PLAN**

The CPP is committed to early intervention and prevention. Preventative spend is defined as “Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money”. Such an approach is essential if the challenges facing Argyll and Bute are to be addressed successfully and in a sustainable manner. The range of challenges facing Argyll and Bute is significant and wide ranging and a multi-faceted approach to prevention is required. Rather than identify a specific outcome related to prevention the CPP has embedded prevention in the Community Plan and Single Outcome Agreement. It is a key aspect of each of the long term outcomes.

The proposals set out in the Community Plan and Single Outcome Agreement seeks to address prevention in terms of:

- Addressing population sets out to prevent the difficulties that will arise based on projected demographic change and population reduction.
- Ensuring a more economically active Argyll and Bute that contributes financially
- Improving the skills and attitudes of people to sustain success should improve resilience and flexibility
- Investing in thriving and sustainable communities will help reinforce the social, civic and community back up to support a preventative approach.
- The commitments on inequalities will see effort directed to improve the lives of the most vulnerable

- The specific outcomes around children and people living active healthier lives are consistent with the objectives of prevention and early intervention.
- Our commitment and approach to partnership working, working with third sector and co –production will further embed early intervention and prevention at all level in Argyll and Bute.

The approach to performance management will provide the evidence to allow us to assess our progress in relation to prevention and where it is necessary to change our approach to achieve better results.

## **EQUALITIES**

The long term outcome set down for reducing inequalities is aimed at making Argyll and Bute a fairer place for everyone. This outcome cannot be achieved on its own and like many of the outcomes in the Community Plan and Single Outcome Agreement its success is interlinked with the other long term outcomes. The CPP will monitor its progress in terms of reducing inequalities based on the overall approach to governance and performance set out later.

All public sector partners are required to develop equality outcomes. Partners are required to comply with equalities duties in their own corporate, operating, business and service plans. The clear line of sight through the long and short term outcomes and down to individual partner contributions to priority action areas will mean individual partners equality responsibilities will cover the actions underpinning the Community Plan and Single Outcome Agreement.

## **ENGAGEMENT AND EMPOWERMENT**

This Community Plan and Single Outcome Agreement has been informed by community engagement which has taken place in all four administrative areas of Argyll and Bute, facilitated by a wide range of partner organisations promoting maximum participation. It strikes a balance between what communities have identified as priorities and what partners have evidenced as priorities.

Partners have set out their priorities in their key operational, business and service plans, and these have been reflected in the development of the 2013 Community Engagement Strategy. Three over-arching aims have been identified. Under each of the aims specific priorities have been identified. All three aims are of equal importance and the achievement of each aim will impact on the

achievement of the others.

### **AIM 1 - Improve engagement activity that enhances the lives of people and their communities**

We will do this by

- Maximising opportunities for individuals and communities to take control over the issues that affect their lives in order to:
  - meet their needs
  - contribute to their economic and social opportunities
  - build active and inclusive communities based on mutual respect
- Providing individuals and communities with the information, advice and support they need to develop their confidence, skills, knowledge and ability to:
  - participate in community life
  - engage with services
  - engage in local decision-making
  - understand and engage with democratic processes
  - come together to take action for themselves

### **AIM 2 - Improve engagement activity that ensures opportunity for all**

We will do this by

- Promoting and supporting processes for effective representation of communities in local and area-wide strategic planning and decision-making
- Developing more creative, tailored approaches that encourage engagement opportunities for all sections of the community

### **AIM 3 - Improve engagement activity that drives up the quality of services and makes better use of resources**

We will do this by

- Improving collaboration between residents, community and voluntary groups, business groups and public organisations to ensure that issues and priorities are identified and action taken
- Improving co-ordination between all partners to ensure more effective planning and implementation of engagement initiatives which take into account existing knowledge, structures and groups and reduces duplication
- Developing the capacity of community planning partners to carry out high quality community engagement that meets the National Standards of Community Engagement
- Ensuring that learning from engagement activity is captured and used to support continual improvement of community engagement in Argyll and Bute

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

## GOVERNANCE AND PERFORMANCE

The structure of the Community Planning Partnership in Argyll and Bute is set out in the chart opposite. Leading the CPP is the Full Partnership. The other groups responsible to the Full Partnership are Area Community Planning Groups, Management Committee and Chief Officer Group.

The Full Partnership of the CPP is responsible for overall development of community planning in Argyll & Bute. It has a key role in strategic oversight of community planning and developing the community plan to set the overall direction for community planning partners in Argyll & Bute. To allow it to remain strategic the Full Partnership delegates responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.



Argyll & Bute is a large and diverse area. Communities can have different issues even within the overall umbrella of a community plan for the whole area. It is important that there continues to be effective governance over the CPP at a local level. This includes engagement, effective partnership working and performance management and this is the role of Area Community Planning Groups.

Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role of Community Planning. This is the main focus of the Management Committee and means taking a strategic approach to performance management, continuous improvement, partnership working, planning and prioritisation and engagement.

The role of the Chief Officer Group to ensure effective working across community planning partners, continuous improvement and effective performance management to ensure delivery of the community plan. It does this by:

- Ensuring issues are being raised and actioned on behalf of the Management committee of the CPP.

- Ensuring partners are working efficiently together.

The CPP is committed to effective performance management. The outcomes and priority action will be translated into a specific set of commitments for partners. This will give a clear line of sight on the contribution each partner is making to the Community Plan and Single Outcome Agreement.

Performance management will take place for the CPP as a whole and also locally through Area Community Planning Groups. It will be based around the cycle of annual planning, in year reporting and annual reporting. There will be different views of performance measurement, reporting and management tailored to long term outcomes, short term outcomes and priority actions areas. Risk management will also be a key element of performance management and it is planned to develop more detailed financial reporting for the CPP.

- Longer term outcomes – Long term view. Trends tracked annually. Based on menu of local outcome indicators.
- Short term outcomes – These cover a 3 years period Trends tracked annually. Combination of menu of local outcome indicators and specific local measure.
- Priority actions areas – Locally developed indicators. Based on clear line of sight to partners/partners contributions. Reviewed quarterly.
- Performance scorecards will be used to support reporting of performance information with exceptions highlighted and areas for action flagged.
- An annual performance report will provide an overview of key performance each year.
- Within the framework of the overall Community Plan and Single Outcome Agreement previous years performance will be considered each year prior to developing the detailed plans for the next year.

**APPENDIX 1 OUTCOMES AND PRIORITY ACTION AREAS DRAFT FOR FULL PARTNERSHIP 27 MARCH**

Ref	Long term Outcomes – 10 years	Short term Outcomes – 3 years	Priority Action Areas – Years 1 -3
1	<p><b>Our population is stable with an increase in economically active people. (PP1, PP2) .</b></p>	<ul style="list-style-type: none"> <li>• Quality of life improved.</li> <li>• Performance on education and health metrics improved.</li> <li>• Income levels increased to become closer to national average.</li> <li>• More people choose to live in Argyll and Bute.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote Argyll and Bute as a great place to live, work and learn seeking to attract business and people due to business and employment opportunities, high quality of life and accessibility.</li> <li>• Increase the proportion of our young people going into positive destinations in Argyll &amp; Bute.</li> <li>• Develop and begin delivery of a long term population / demographic strategy and action plan focused on desired long term outcomes.</li> <li>• Develop CPP communication strategy which will enable the promotion of positive perceptions and improvements.</li> </ul>
2	<p><b>Thriving and diverse businesses create wealth and employment across all of Argyll and Bute. (PP1, PP2) .</b></p>	<ul style="list-style-type: none"> <li>• National and international recognition as a location for marine science education, research and business.</li> <li>• A thriving, sustainable renewable energy sector with well-developed</li> </ul>	<ul style="list-style-type: none"> <li>• Secure tenants for European Marine Science Park phase 1 and secure land for road improvements for future phases.</li> <li>• Encourage further development of research and excellence (in science and technology/industry) and development of</li> </ul>



		<p>local supply chains.</p> <ul style="list-style-type: none"> <li>• A robust tourism sector with an extended season, a higher value proposition and increased turnover.</li> <li>• More businesses of scale.</li> <li>• Existing businesses realise potential for growth.</li> <li>• An increase in business starts particularly those with higher growth potential.</li> </ul>	<p>support facilities.</p> <ul style="list-style-type: none"> <li>• Work to attract private funding and European and other resources to support development and growth of the renewable energy industry.</li> <li>• Progress with Renewable Energy Action Plan.</li> <li>• Develop potential of Machrihanish facility as part of national plan for renewables.</li> <li>• Agree Lorn Arc TIF and investments to facilitate growth.</li> <li>• Develop a proposition recognising Oban as a university town.</li> <li>• Work with key tourism industry partners to further develop the tourism value chain.</li> <li>• Support businesses with the greatest potential for growth of turnover and employment</li> <li>• Increase international turnover with more Argyll and Bute businesses trading internationally.</li> <li>• Increase the number of business start ups supported and the expansion of small</li> </ul>
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			<p>businesses</p> <ul style="list-style-type: none"> <li>• Levels of entrepreneurship are increased.</li> <li>• Progress with Economic Development Action Plan.</li> <li>• Support local employers to do business with the CPP Partners maintaining local jobs and encouraging local enterprise.</li> </ul>
3	<b>People have the skills, attitudes and achievements to succeed throughout their lives. (PP2, PP4).</b>	<ul style="list-style-type: none"> <li>• Children are successful learners.</li> <li>• Learning and education opportunities are better matched with the aspirations of our young people</li> <li>• Vulnerable young people are supported to move from school to a positive destination (e.g. family firm approach for LAAC).</li> <li>• People are ambitious and realise their full potential.</li> <li>• People are better skilled, trained and ready for employment.</li> <li>• People have flexible skillsets that enables them to achieve positive destinations and career paths that respond to market opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement the curriculum for excellence and introduction of the new national qualifications.</li> <li>• Reduce attainment and achievement gap between LAAC and general population.</li> <li>• Increase number of young people gaining accredited achievement awards.</li> <li>• Promote skills for work, making sure that every young person has the opportunity to undertake tertiary education or training when they leave school, where possible, in Argyll and Bute.</li> <li>• Encourage people to participate in learning throughout their life.</li> <li>• Work with local employers, training and education providers to review current and future skills requirements (strategic skills</li> </ul>

			<p>pipeline) and address gaps.</p> <ul style="list-style-type: none"> <li>• Encourage local apprenticeships and training programmes which align with the demands of the local job market.</li> <li>• Increase employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc. across all sectors</li> <li>• Increase skills and capacity through the work of the Argyll and Bute Employability Partnership.</li> </ul>
4	<p><b>We have the infrastructure and assets to make Argyll and Bute an attractive choice to do business, live and visit. (PP1 PP2).</b></p>	<ul style="list-style-type: none"> <li>• Improved transport infrastructure (including strategic roads A82/A83/A85, ferry services, marine facilities and air services).</li> <li>• Deliver roll out of high speed broadband.</li> <li>• Improved coverage and quality of mobile phone signals.</li> <li>• People can access a choice of suitable, high quality and affordable housing.</li> <li>• Improved local access to education</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a long term integrated transport policy.</li> <li>• Develop and deliver a comprehensive plan for upgrading and maintaining the road system that targets investment in infrastructure.</li> <li>• Engage with community and local transport operators to improve joint working and develop a more cost effective transport provision.</li> <li>• Investigate tunnels or fixed links at key strategic points.</li> <li>• Build on the success of existing small</li> </ul>

		<p>and skills provision</p>	<p>scale air services.</p> <ul style="list-style-type: none"> <li>• Campaign on a local and national level for high speed broadband.</li> <li>• Campaign for improved mobile phone coverage.</li> <li>• Provide assistance that allows first time buyers access to mortgages.</li> <li>• Increase the number of affordable houses within Argyll and Bute.</li> <li>• Extend range of provision available in communities for education and skills development.</li> </ul>
<p><b>5</b></p>	<p><b>Thriving and sustainable communities. (PP1-6).</b></p>	<ul style="list-style-type: none"> <li>• Our towns and communities are dynamic, sustainable and connected.</li> <li>• Satisfaction with public services has increased.</li> <li>• Argyll and Bute is a safer place and people and communities feel safer.</li> <li>• Agencies and partners are able to respond to critical incidents and support communities within Argyll and Bute.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop regeneration plans for key centres including Inveraray, Rothesay and Dunoon.</li> <li>• Communities in fragile areas become stronger and self sustaining.</li> <li>• Co-production and community capacity building principles are utilised to enable all communities to become stronger and achieve greater resilience</li> <li>• Work in partnership to ensure third sector and community councils have access to</li> </ul>

		<ul style="list-style-type: none"> <li>• We make the best use of our natural and built environment.</li> <li>• We contribute to a sustainable environment.</li> <li>• Our commercial, industrial and leisure premises are safe places for our residents and visitors to visit.</li> </ul>	<p>information and support, including training.</p> <ul style="list-style-type: none"> <li>• CPP partners support completion of community resilience plans.</li> <li>• Agencies develop clear contingency and resource plans for emergencies which are exercised accordingly.</li> <li>• Regular Fire Safety audit of business premises</li> <li>• Working in partnership with the business community, licensing and other enforcing authorities, to promote the required safety standards and to reduce the number of Unwanted Fire Alarm Signals to support business continuity.</li> </ul>
6	<b>We have developed culture and heritage as an asset to make Argyll and Bute an attractive choice to do business, live and visit. (PP1, PP2).</b>	<ul style="list-style-type: none"> <li>• Increased business turnover.</li> <li>• Increased visitor numbers.</li> <li>• Increased cultural and heritage activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Support key events and festivals that draw people to Argyll and Bute.</li> <li>• Work with key tourism industry partners to further develop the tourism value chain linked to the area's unique heritage.</li> <li>• Gaelic language plan</li> </ul>
7	<b>Children in Argyll and Bute have the best possible start (PP3).</b>	<ul style="list-style-type: none"> <li>• All babies experience the best possible pre, peri and antenatal</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in early years services and through targeted and collaborative support</li> </ul>

		<p>environment.</p> <ul style="list-style-type: none"> <li>• Children have all the developmental skills and abilities expected at the start of primary school</li> <li>• Children and young people in need of protection are identified and receive help to keep them safe.</li> <li>• Improve the engagement of children and young people in extracurricular physical activity.</li> <li>• Reduce the number of children and young people experiencing serious injury.</li> <li>• All LAAC leaving care are appropriately housed with a tenancy.</li> </ul>	<p>programmes.</p> <ul style="list-style-type: none"> <li>• Support the early year collaborative programme.</li> <li>• Develop school risk matrix to identify and track pupil's learning and development to trigger earlier intervention.</li> <li>• Improve child protection processes through effective partnership working.</li> <li>• Reduce number of looked-after children.</li> <li>• Support the development of parenting skills through targeted services.</li> <li>• Achieve child healthy weight targets.</li> <li>• Targeted breast feeding promotion work is carried out in the areas with poorer breast feeding rates.</li> <li>• Reduce infant mortality and still births.</li> <li>• Smoking cessation work is carried out with all pregnant mothers who smoke.</li> <li>• Develop children and families services in order to support good parenting and help families through difficult situations.</li> </ul>
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8	<p><b>People live active, healthier and independent lives and are safe from harm. (PP3, PP4, PP5, PP6).</b></p>	<ul style="list-style-type: none"> <li>• People are more active and healthy.</li> <li>• People live more independent lives.</li> <li>• Mental health and wellbeing is improved.</li> <li>• People are safe from violence, antisocial behaviour, and disorder.</li> <li>• Road users are able to travel on our roads safely.</li> <li>• Fewer fires and fire casualties</li> </ul>	<ul style="list-style-type: none"> <li>• Develop more opportunities for people to participate in physical exercise/activity</li> <li>• Increase support for leisure and sports provision by encouraging social enterprise and community-owned initiatives.</li> <li>• Work in partnership to tackle obesity and diabetes.</li> <li>• Work in partnership to develop local tobacco control plans.</li> <li>• All service providers use an approach which encourages mobility and promotes strength and balance reducing falls in older people</li> <li>• Continue to shift the balance of care from institutional to community based settings.</li> <li>• Promote and develop care and support at home that contributes to preventing avoidable admissions to hospital or residential care.</li> <li>• Promote and build social networks and community led initiatives that may sustain people to live more independently for longer.</li> <li>• Remodel services to reflect increased</li> </ul>
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			<p>personalisation through self directed support.</p> <ul style="list-style-type: none"> <li>• Develop strategies to improve prevention and referral and access to alcohol and drug services through coordinated partnership working.</li> <li>• Voluntary and statutory sector staff use all interventions as opportunities to promote an individual's mental health and wellbeing.</li> <li>• As evidence for prevention of cognitive decline is established the CPP incorporates it into appropriate strategies.</li> <li>• The CPP takes a lead role in driving the Community Safety Strategy forward.</li> <li>• Provide support and assistance to all victims of domestic violence and robustly manage offenders.</li> <li>• Responding to national policing events</li> <li>• Increase public confidence and local engagement in policing</li> <li>• Reduce serious and organised crime through targeting offenders and groups.</li> <li>• Increase the number of home fire safety</li> </ul>
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			<p>visits through effective referral pathways to the Fire &amp; Rescue Service.</p> <ul style="list-style-type: none"> <li>• A reduction in accidental dwelling fires.</li> <li>• A reduction in fires in Non Domestic Premises.</li> <li>• A reduction in fire casualties.</li> <li>• A reduction in deliberate Fire Setting.</li> <li>• Work in partnership to reduce the incidences and severity of Road Traffic collisions.</li> </ul>
9	<p><b>The impact of inequalities on people and communities is reduced making Argyll and Bute a fairer place. (PP3, PP5, PP6) .</b></p>	<ul style="list-style-type: none"> <li>• The gap in health inequalities is narrowing.</li> <li>• Health conditions most closely associated with deprivation are reduced.</li> <li>• The life chances of looked after children are improved.</li> <li>• There is an increase in school leavers from our most deprived communities who enter a positive destination.</li> <li>• A lower proportion of the Argyll &amp; Bute population lives within the most</li> </ul>	<ul style="list-style-type: none"> <li>• Improve access to opportunities for physical exercise.</li> <li>• Work in partnership to provide health promoting education and initiatives.</li> <li>• Positive lifestyle choices are promoted through education.</li> <li>• Integrate positive lifestyle choices with parenting support and other early intervention initiatives.</li> <li>• Promote the improvement of housing stock across all tenures.</li> <li>• Maintain a new build social housing</li> </ul>

		deprived datazones in Scotland	programme including care-housing to enable people to live more independently.
10	<b>We are empowered and work in partnership to deliver outcomes in an effective and efficient way. (PP1-6).</b>	<ul style="list-style-type: none"> <li>• The economic impact of the public sector is maximised.</li> <li>• Partnership working across the CPP at strategic and operational levels evident.</li> <li>• More effective working as partners demonstrated.</li> <li>• More efficient working as partners demonstrated.</li> <li>• Community engagement in central to service design and delivery.</li> <li>• Third sector service providers contribute to the community and economic wellbeing of Argyll and Bute.</li> </ul>	<ul style="list-style-type: none"> <li>• Review current practices in public sector procurement policies and processes to give a more accurate reflection of best value (community benefit clauses, etc).</li> <li>• Implement co-production as the principle for equal, reciprocal and responsible partnerships for delivery of services.</li> <li>• Always engage with service users before changes are made and take into account people's views in making decisions.</li> <li>• The Third Sector is robust and well governed.</li> <li>• The Third Sector attracts resources into local communities supporting economic, environmental and social ambitions.</li> <li>• The Third Sector produces more flexible and responsive local services based on evidenced demand.</li> </ul>

			<ul style="list-style-type: none"><li>• The third sector works to achieve sustainability and improve resilience (eg breadth of income streams)</li><li>• Third sector organisations who deliver services enter into 3 year service agreements where this is appropriate.</li><li>• Provide opportunities for local communities to buy unused public assets for community use.</li></ul>
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## References

Moffat Centre for Travel and Tourism Business Development (2010) Visitor Attraction Monitor 2009 (PDF) (Accessed 21 March 2011)

NOMIS Labour Market Profile: Argyll and Bute, (May 2012 profile accessed May 2012)

ONS (2011) Regional Economic Activity (GVA) (Accessed May 2012)

NOMIS: source: National Statistics (Nomis: [www.nomisweb.co.uk](http://www.nomisweb.co.uk))

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ONS data: Source: National Statistics website: [www.statistics.gov.uk](http://www.statistics.gov.uk)

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**Argyll and Bute Community Planning  
Partnership****CPP Full Partnership  
Date: 27<sup>th</sup> March 2013**

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**Title: Partnership Agreement 2013 - 2023**

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**1. SUMMARY**

- 1.1** The Community Planning Partnership has recently agreed a number of changes to structure and governance arrangements. This new Partnership Agreement reflects these changes.

**2. RECOMMENDATIONS**

- 2.1** That the Full Partnership considers the attached draft Partnership Agreement. (Appendix 1)

**3. BACKGROUND**

- 3.1** The Community Planning Partnership has recently agreed to a number of changes to both the structure of the partnership and associated governance arrangements.
- 3.4** The new arrangements were first discussed in June 2012 and subsequent reports and papers submitted to the Management Committee have refined the arrangements.
- 3.5** Draft Terms of Reference were considered at the Management Committee meeting on the 6<sup>th</sup> of February 2013 and it was agreed that a new partnership Agreement should be drafted to reflect the changes.

**4. CONCLUSION**

- 4.1** This new Partnership Agreement is being presented to the Full Partnership on the 27<sup>th</sup> of March for approval.

For further information contact: Eileen Wilson  
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**APPENDIX 1 – Draft Partnership Agreement**

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**Partnership Agreement  
April 2013**

**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 and 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.

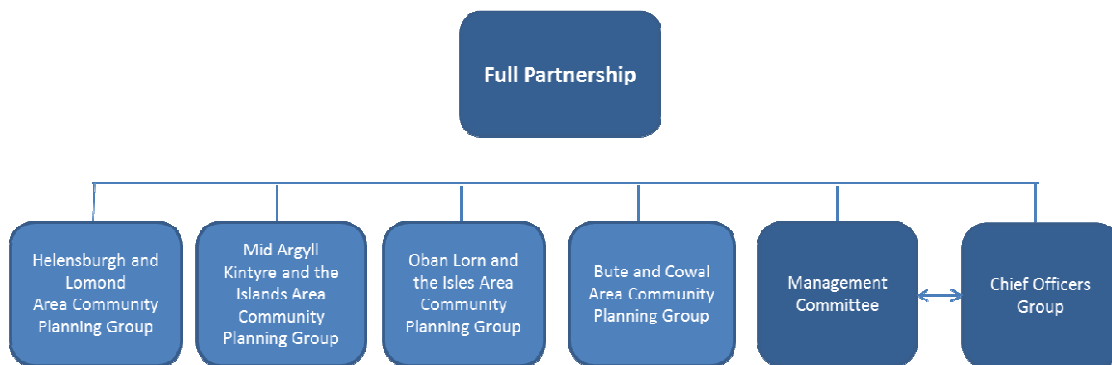
**2 COMMUNITY PLANNING IN ARGYLL AND BUTE**

- 2.1. The Argyll and Bute Community Plan and Single Outcome Agreement 2013-2023 is acknowledged as the guiding document for strategic planning by all partners.
- 2.2. The Argyll and Bute Community Plan and Single Outcome Agreement details medium term outcomes and short term actions that the partners will deliver to enable progress towards the longer term outcomes set out in the Community Plan and Single Outcome Agreement.
- 2.3. “Community Planning and Single Outcome Agreements will provide the foundation for effective partnership working within which wider reform initiatives, such as the integration of health and adult social care and the establishment of single police and fire services, will happen.”  
(Scottish Government/COSLA Statement of Ambition, 15 March 2012)
- 2.4. The Community Plan and Single Outcome Agreement:

- Demonstrates a clear and evidence-based understanding of place and communities including the inequalities facing different areas and population groups;
- Outlines how local communities and the business and third sectors have been involved in developing and influencing that understanding; and
- Shows a clear and robust link and strong line of sight between that understanding and the priorities, outcomes, and performance commitments (i.e. indicators and targets) set out in the new Community Plan and Single Outcome Agreement.

### 3 DECISION MAKING STRUCTURES

3.1. The Community Planning structure is detailed below.



3.2. Key parts of the structure operate as follows:

#### Area Community Planning Groups

Argyll & Bute is a large and diverse area. Communities can have different issues even within the overall umbrella of a community plan for the whole area. It is important that there continues to be effective governance over the CPP at a local level. It is the role of Area Community Planning Groups of the CPP to discharge this function. The role of Area Community Planning Groups of the CPP is to:

- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at an area level.
- Ensure effective working across community planning partners at an area level.
- Ensure continuous improvement in the effectiveness of the CPP at an area level.
- Manage performance to ensure delivery of the community plan at an area level.

Area Community Planning groups meet four times a year.

#### The Management Committee

Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role of Community Planning. This is the main focus of the Management Committee. The role of the Management Committee is to:

- Have a strategic oversight of community planning at a strategic level.

- Develop the community plan to set the overall direction for community planning partners in Argyll & Bute at a strategic level.
- Develop policy across community planning partners that support the delivery of the community plan at a strategic level.
- Engage with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at a strategic level.
- Respond/react to national policy developments at a strategic level.
- Working effectively across community planning partners at a strategic level.
- Facilitate the sharing of information between community planning and strategic partnerships and identifying opportunities for improved joint working.
- Promote continuous improvement in the effectiveness of the CPP at a strategic level.
- Performance management with an accountable lead identified for each SOA outcome to ensure delivery of the community plan/SOA at a strategic level.
- Report performance to the public

The Management Committee meets four times a year.

### **The Full Partnership**

Responsibility for the overall development of community planning in Argyll & Bute lies with the Full partnership. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group. The activities of the CPP can be broken down into the following:

- Strategic oversight of community planning.
- Developing the community plan to set the overall direction for community planning partners in Argyll & Bute.
- Policy development across community planning partners that support the delivery of the community plan.
- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP.
- Responding / reacting to national policy developments.
- Effective working across community planning partners.
- Continuous improvement in the effectiveness of the CPP.
- Performance management to ensure delivery of the community plan.
- Reporting performance to the public.

The Full Partnership of the CPP will normally meet once each year to:

- Review the annual report for the previous year.
- Review progress to date for the current year.
- Set direction for the next year.

### **Chief Officers Group (COG)**

The role of the CPP COG is to:

- ensure issues are being raised and actioned on behalf of the Management committee of the CPP
- ensure partners are working efficiently together.

The first role covers action/support to make real/action/operationalise the actions and activities agreed by the Management Committee and thereby to underpin effective delivery of the community plan. The second role relates to continuous improvement identifying and taking forward opportunities for collaboration, joint working and



shared service at a strategic level. This would address the following key aspects of community planning:

- Effective working across community planning partners.
- Continuous improvement in the effectiveness of the CPP.
- Performance management to ensure delivery of the community plan

The Chief Officers Group meets six times a year.

3.3. Further details of these groups including membership, terms of reference and meeting arrangements are detailed in **appendix A**.

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, Chief Officers Group and other strategic partnerships.

#### 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 and Single Outcome Agreement are translated into priorities, outcomes and agreed actions.

5.2. Performance against the Community Plan and Single Outcome Agreement will be appraised by each partner monitoring its own performance with details on key success measures shared to enable an 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, Chief Officers Group, and the Full Partnership.

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 and Single Outcome Agreement.

- 5.4. Area Community Planning Groups: will agree a relevant performance scorecard to provide information to CPP Partners and service users. The scorecard will focus on strategic priorities that can be measured at a local level.

## **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 support will be provided 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. Equality and Sustainability Impact assessments will be reviewed as required by the appropriate CPP group.

## 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.
- 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.

**Date:** April 2013

**END**

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## APPENDIX A

### ARGYLLAND BUTE COMMUNITY PLANNING PARTNERSHIP TERMS OF REFERENCE FOR GROUPS

This page sets out the key role of each group within the Community Planning Partnership and the diagram below sets out the relationship between each group.

The Full Partnership of the CPP is the body responsible for overall development of community planning in Argyll & Bute.

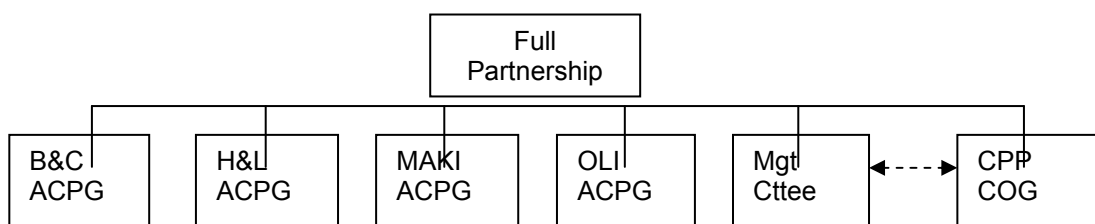
Argyll & Bute is a large and diverse area. Each of the communities can have different issues even within the overall umbrella of a community plan for the whole area. It is important there is effective governance over the CPP at a local level. It is the role of the Area Community Planning Groups to discharge this function.

Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role. This requires a degree of focus outwith the Full Partnership of the CPP. This role is carried out by and is the main focus of the Management Committee.

The CPP Chief Officer Group has 2 roles:

- Ensuring issues are being raised and actioned on behalf of the Management Committee.
- Working efficiently together.

All groups are accountable to and report to the Full Partnership. The CPP COG and Management Committee sit alongside each other and should have a partnership approach to working together. There is a 2 way relationship in terms of each group CPP Management Committee and CPP COG advising and informing each other. Based on this it is proposed that the CPP COG is accountable to the Full Partnership but there is a 2 way information flow between the Management Committee and CPP COG.



<b>Argyll and Bute Community Planning Partnership</b>	
<b>Terms of Reference</b>	<b>Full Partnership</b>
<b>Purpose, Role and Remit</b>	
<p>The Full Partnership of the CPP is responsible for overall development of community planning in Argyll &amp; Bute. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group. The activities of the CPP can be broken down into the following:</p> <ul style="list-style-type: none"> <li>• Strategic oversight of community planning.</li> <li>• Developing the community plan/SOA to set the overall direction for community p</li> <li>• Policy development across community planning partners that support the delivery of the community plan/SOA.</li> <li>• Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP.</li> <li>• Responding / reacting to national policy developments.</li> <li>• Effective working across community planning partners.</li> <li>• Continuous improvement in the effectiveness of the CPP.</li> <li>• Performance management to ensure delivery of the community plan/SOA.</li> <li>• Reporting performance to the public.</li> </ul> <p>The Full Partnership of the CPP will normally meet once each year to:</p> <ul style="list-style-type: none"> <li>• Review the annual report for the previous year.</li> <li>• Review progress to date for the current year.</li> <li>• Set direction for the next year.</li> </ul> <p>The Full Partnership of the CPP will also review at the annual meeting the effectiveness of the operation of each of its committees Area Community Planning Groups, Management Committee and CPP Chief Officer Group and consider any changes required.</p>	
<b>Membership</b>	
<p>Membership of the Full Partnership of the CPP is as follows:</p> <p>Argyll and Bute Council  NHS Highland (AB CHP)  Strathclyde Police  Strathclyde Fire and Rescue  Highlands and Islands Enterprise  Scottish Enterprise  Skills Development Scotland  Job Centre Plus  Argyll Voluntary Action  Islay and Jura CVS  Argyll and Bute Social Enterprise network (ABSEN)  Fyne Homes  ACHA</p>	

West Highland HA  
 Dunbritton HA  
 Argyll College  
 Scottish Government's Rural Payments and Inspections Directorate (SGRPID)  
 SEPA  
 Scottish Natural Heritage  
 Crofters Commission  
 Forestry Commission  
 Loch Lomond and the Trossachs National Park  
 HiTrans  
 SPT  
 Cal Mac  
 CMAL  
 Scottish Water  
 Association of Argyll and Bute Community Councils  
 Visit Scotland  
 M.O.D.  
 Bòrd na Gàidhlig

The following will normally attend meetings of the Full Partnership of the CPP in an advisory capacity.

Head of Improvement and HR, Argyll and Bute Council  
 Improvement and Organisational Development Project Officer (Community Planning),  
 Argyll and Bute Council

Observers can attend meetings of the Full Partnership of the CPP with the agreement of Chair.

#### **Chair**

The Full Partnership of the CPP will be chaired by the Leader of Argyll and Bute Council. The Vice Chair will be the Depute Leader of Argyll and Bute Council. Where neither Chair or Vice Chair are present the Full Partnership will select from the membership present someone to chair the meeting.

#### **Quorum**

The quorum for a meeting of the Full Partnership of the CPP will be 5. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point after a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

#### **Frequency of Meetings**

The Full Partnership of the CPP will normally meet once each year in September or October. Where business requires further meetings can be called with agreement of the Chair subject to the required notice being given.

#### **Issue Of Papers**

The agenda and papers for the Full Partnership of the CPP will normally be issued 7 days prior to the date of the meeting. The Chair can agree to accept late papers.

The agenda and papers will be published on the Council's website and available from a link through the community planning partnership website.

### **Conduct Of Meetings**

Meetings of the Full Partnership of the CPP will normally held in public but the members of the Full Partnership of the CPP can decide to hear and discuss any item of business in private session.

Members must declare any financial or non financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website and available from a link through the community planning partnership website.

Meetings of the Full Partnership of the CPP will be conducted in accordance with the Council's standing orders for meetings subject to any necessary changes as set out above (mutatis mutandis).

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

### **Terms of Reference**

### **Area Community Planning Groups**

#### **Purpose, Role and Remit**

Argyll & Bute is a large and diverse area. Communities can have different issues even within the overall umbrella of a community plan for the whole area. It is important that there continues to be effective governance over the CPP at a local level. It is the role of Area Community Planning Groups of the CPP to discharge this function. The role of Area Community Planning Groups of the CPP would be:

- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at an area level.
- Effective working across community planning partners at an area level.
- Continuous improvement in the effectiveness of the CPP at an area level.
- Performance management to ensure delivery of the community plan/SOA at an area level.

#### **Membership**

Membership of the Area Community Planning Groups of the CPP is as follows:

#### **Helensburgh and Lomond**

Argyll and Bute Council  
 NHS Highland (AB CHP)  
 Strathclyde Police  
 Strathclyde Fire and Rescue  
 ACHA  
 Third Sector Partnership  
 Loch Lomond and the Trossachs National Park  
 Dunbritton HA

#### **Bute and Cowal**

Argyll and Bute Council  
 NHS Highland (AB CHP)  
 Strathclyde Police  
 Strathclyde Fire and Rescue  
 ACHA  
 Third Sector Partnership  
 Loch Lomond and the Trossachs National Park  
 Community Councils

M.O.D.  
SPT  
Community Councils

**Mid Argyll Kintyre and the Islands**

Argyll and Bute Council  
NHS Highland (AB CHP)  
Strathclyde Police  
Strathclyde Fire and Rescue  
ACHA  
Third Sector Partnership  
Community Councils

**Oban Lorn and the Isles**

Argyll and Bute Council  
NHS Highland (AB CHP)  
Strathclyde Police  
Strathclyde Fire and Rescue  
ACHA  
Third Sector Partnership  
West Highland HA  
Community Councils

The following will normally attend meetings of the Area Community Planning Groups of the CPP in an advisory capacity.

Head of Improvement and HR, Argyll and Bute Council  
Improvement and Organisational Development Project Officer (Community Planning),  
Argyll and Bute Council

Observers can attend meetings of the Area Community Planning Groups of the CPP with the agreement of Chair.

**Chair**

The Chair of the Area Community Planning Groups of the CPP will be the Area Lead Councillor from Argyll and Bute Council. Where the Chair is not present the Depute Area leader will chair the meeting.

**Quorum**

The quorum for a meeting of the Area Community Planning Groups of the CPP will be 5. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point after a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

**Frequency of Meetings**

The Area Community Planning Groups of the CPP will normally meet once each quarter ( 4 times each year. These meetings will normally be in March, June, September and December. Where business requires further meetings can be called with agreement of the Chair subject to the required notice being given.

**Issue Of Papers**

The agenda and papers for the Area Community Planning Groups of the CPP will normally be issued one month prior to the date of the meeting. The Chair can agree to accept late papers. The draft Agenda detail will normally be circulated four weeks in advance to allow partners to propose items for inclusion

The agenda and papers will be published on the Council's website and available from a link through the community planning partnership website.



### **Conduct Of Meetings**

Meetings of the Area Community Planning Groups of the CPP will normally held in public but the members of the Area Community Planning Groups of the CPP can decide to hear and discuss any item of business in private session.

Members must declare any financial or non financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website and available from a link through the community planning partnership website.

Meetings of the Area Community Planning Groups of the CPP will be conducted in accordance with the Council's standing orders for meetings subject to any necessary changes as set out above (*mutatis mutandis*).

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

#### **Terms of Reference**

#### **Management Committee**

#### **Purpose, Role and Remit**

Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role. This is the main focus of the Management Committee of the CPP. The proposed role of the Management Committee is set out below.

- Strategic oversight of community planning at a strategic level.
- Developing the community plan/SOA to set the overall direction for community planning partners in Argyll & Bute at a strategic level.
- Policy development across community planning partners that support the delivery of the community plan/SOA at a strategic level.
- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at a strategic level.
- Responding / reacting to national policy developments at a strategic level.
- Effective working across community planning partners at a strategic level.
- Facilitate the sharing of information between community planning and strategic partnerships and identifying opportunities for improved joint working.
- Continuous improvement in the effectiveness of the CPP at a strategic level.
- Performance management with an accountable lead identified for each SOA outcome to ensure delivery of the community plan/SOA at a strategic level.
- Reporting performance to the public

#### **Membership**

Membership of the Management Committee of the CPP is as follows:

Argyll and Bute Council  
 NHS Highland (AB CHP)  
 Strathclyde Police  
 Strathclyde Fire and Rescue  
 Highlands and Islands Enterprise

Third Sector Partnership  
 Scottish Natural Heritage  
 Elected Members X 2  
 Non-executive representatives from partner boards.

The following will normally attend meetings of the Management Committee of the CPP in an advisory capacity.

Head of Improvement and HR, Argyll and Bute Council  
 Improvement and Organisational Development Project Officer (Community Planning),  
 Argyll and Bute Council

Observers can attend meetings of the Management Committee of the CPP with the agreement of Chair.

#### **Chair**

The Management Committee of the CPP will select a chair from its membership to serve for a 2 years period. Where the Chair is not present the Management Committee will select from the membership present someone to chair the meeting.

#### **Quorum**

The quorum for a meeting of the Management Committee of the CPP will be 5. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point after a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

#### **Frequency of Meetings**

The Management Committee of the CPP will normally meet once each quarter ( 4 times each year. These meetings will normally be in February, June, August and November. Where business requires further meetings can be called with agreement of the Chair subject to the required notice being given.

#### **Issue Of Papers**

The agenda and papers for the Management Committee of the CPP will normally be issued 7 days prior to the date of the meeting. The Chair can agree to accept late papers.

The agenda and papers will be published on the Council's website and available from a link through the community planning partnership website.

#### **Conduct Of Meetings**

Meetings of the Management Committee of the CPP will normally be held in public but the members of the Management Committee of the CPP can decide to hear and discuss any item of business in private session.

Members must declare any financial or non financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website and available from a link through the community planning partnership

website.

Meetings of the Management Committee of the CPP will be conducted in accordance with the Council's standing orders for meetings subject to any necessary changes as set out above (mutatis mutandis).

## Argyll and Bute Community Planning Partnership

<b>Terms of Reference</b>	<b>Chief Officer Group (CPP COG)</b>
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### **Purpose, Role and Remit**

The role of the CPP COG is

- To ensure issues are being raised and actioned on behalf of the Management committee of the CPP
- To ensure partners are working efficiently together.

The first role covers action/support to make real/action/operationalise the actions and activities agreed by the Management Committee and thereby to underpin effective delivery of the community plan/SOA.

The second role relates to continuous improvement identifying and taking forward opportunities for collaboration, joint working and shared service at a strategic level.

This would address the following key aspects of community planning:

- Effective working across community planning partners.
- Continuous improvement in the effectiveness of the CPP.
- Performance management to ensure delivery of the community plan/SOA.

### **Membership**

Membership of the CPP COG is as follows:

Chief Executive, Argyll and Bute Council

Director of Operations (Argyll and Bute), NHS Highland

Divisional Commander, Scottish Police Force

Divisional Commander, Scottish Fire and Rescue Service

Area Manager (Argyll and Bute), Highlands and Islands Enterprise

Chief Executive Officer, Argyll Voluntary Action, Third Sector Partnership

Other partners as and when appropriate.

The CPP COG will identify and nominate as required persons to attend meetings of the CPP COG in an advisory capacity.

Observers can attend meetings of the CPP COG with the agreement of Chair.

### **Chair**

The CPP COG will select a chair from its membership to service for a 2 year period. Where the Chair is not present the CPP COG will select from the membership present someone to chair the meeting.

### **Quorum**

The quorum for a meeting of the CPP COG will be 3.

**Frequency of Meetings**

The CPP COG will normally meet once every 2 months (6 times each year). These meetings will normally be in February, April, June, August, October, December but can be varied to suit business requirements. Where business requires further meetings can be called with agreement of the Chair subject to X days notice being given.

**Issue Of Papers**

The agenda and papers for the CPP COG will normally be issued 4 days prior to the date of the meeting. The Chair can agree to accept late papers. Papers will be emailed to members of CPP COG

**Conduct Of Meetings**

Meetings of the CPP COG will normally held in private.

Members must declare any financial or non financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute circulated to members of CPP COG.

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**Argyll and Bute Community Planning  
Partnership**

**Management Committee**  
**Date:**



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**Title:            **Inspection of Children's services In Argyll and Bute****

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## **1. SUMMARY**

- 1.1**    This report provides the CPP Management Committee with a brief update relating to the Inspection of Children's Service in Argyll and Bute.

A copy of the two important timeline reports is attached at Appendix 1 and 2.

- 1.2**    Key agency leads are actively writing leadership statements which form an important part of the Inspection. These statements set out the progress the Partnership are making in relation to improving outcomes for children and young people across Argyll and Bute.

There are 9 statements in total covering a range of topics including Corporate Parenting, Involvement, GIRFEC, Getting The Best Start, Achieving, Nurtured, Healthy and Active, Children are Safe, and Our Children are Included.

## **2. RECOMMENDATIONS**

- 2.1**    The CPP note that the Inspection will be conducted over 13 days between Monday 4th March 2013 and Friday 19<sup>th</sup> April 2013.

The CPP note the Inspection Lead who will have overall responsibility for the pilot inspection and the reporting of findings is Judith Tait, Senior Inspector, Care Inspectorate.

The CPP note the Lead Officer for the partnership during the inspection is Liz Strang Argyll and Bute Council.

### 3. BACKGROUND

**3.1** Inspections of care services for children will be used to obtain evidence of:-

- the quality of care services within the Community Planning Partner area
- the experiences of and outcomes for individual children and young people within a care service
- the views of carers – for example foster carers
- the views of staff

### **3.2 Phase 1**

In advance of the Joint Inspection, careful scheduling of a series of short notice or unannounced inspections of regulated care services have been conducted and completed prior to the inspection commencing. A selection of the most relevant services have been selected. This scoping phase of the inspection is currently on-going.

### **3.3 Phase 2 and 3**

**Phase Two** will be carried out by inspectors on-site and start on the inspection date. Together, the team will carry out a series of scrutiny events.

**Phase Three** will comprise a review of practice by reading the core records of a statistically valid sample of children. This activity is a core element for each inspection and is designed to provide evidence of the quality of practice.

Proportionate scrutiny will then be carried out in relation to areas of uncertainty about the quality of outcomes for children currently being achieved after the scoping and core phase of the inspection is completed.

### 3.4 Findings

At the conclusion of the inspection, the findings of Inspectors will be shared with Chief Officers and the CPP.

### 4.0 Latest Update

Since the last report to CPP on 6<sup>th</sup> March 2013 the following progress has been made;

- Our nine joint statements were completed and uploaded onto Share Point on 4<sup>th</sup> March 2013 for the start of Phase Two scrutiny events
- Inspectors arrived on 4<sup>th</sup> March to begin reading the statements and our evidence of the impact of collaborative leadership and partnership working
- Our Share Point repository site holds our full supporting evidence in relation to the nine statements.
- Inspectors facilitated a range of Focus groups with staff across the partnership on the ICSP, the 9 position statements, self- evaluation and Corporate Parenting during 5<sup>th</sup>-8<sup>th</sup> March
- We have delivered the records of 90 cases for Inspectors to read for evidence of our practice. The file reading and access to care first electronic data base is being conducted over 18<sup>th</sup> -22<sup>nd</sup> March.
- We have confirmed the names of the 18 cases of " Teams round the Child" Focus Groups during Scoping Week 3
- We have sent a list of potential venues to Inspectors for their consideration for the Teams Round the Child Meetings.
- Inspectors will identify a sample of children and families/carers to follow up during Scoping Week 3
- We are continuing to update our Inspection blog to ensure staff have up to date information relating to our inspection activity.

## **5.0 CONCLUSION**

CPP Management Committee note the Inspection of Children's services is progressing across Argyll and Bute.

CPP note the content of section 4 of this report as key update relating to progress to date.

For further information, please contact:

Liz Strang  
Lead Officer Child Protection and Integrated Children's Services.



**CARE SERVICE INSPECTION - 2013**

PREPARATION								PHASE 1		
WEEK 1 w/b 17.12.12	WEEK 2 w/b 24.12.12	WEEK 3 w/b 31.12.12	WEEK 4 w/b 07.01.13	WEEK 5 w/b 14.01.13	WEEK 6 w/b 21.01.13	WEEK 7 w/b 28.01.13	WEEK 8 w/b 04.02.13	WEEK 9 w/b 11.02.13	WEEK 10 w/b 18.02.13	WEEK 11 w/b 25.02.13
					On-site - 0.5 days 1. Brief Community Planning Partners 2. Receipt of PIR material for scoping phase including position statements on corporate parenting and involvement. 3. A&B Issue survey to staff. 4. CI - Selection of case sample					
Develop multi-agency inspection plan. ✓	Confirmation of template. ✓	Development of Corporate parenting statement - Alex Taylor/ Mark Wilson. ✓		Consultation on corporate parenting statement with support forum.			Update progress to CP Partners at CPP.	Multi-agency briefing.	Multi-agency briefing.	
Sharepoint site confirmed suitable. ✓	Allocate worker. ✓	Development of involvement statement - Bryan Evans/ Mark Lines. ✓		Consultation with 3rd Sector on involvement statement.			Activities identified for inspectors for wk beginning 04.03.13.	Focus groups on statements arranged.	Confirm timetable and send to Inspectors.	
Lead for each agency identified. ✓		Structures on each agency submitted. ✓		2 x Statements signed off by partners.					New A&B Children	
Agree high level outcomes. ✓		Structure A&B. ✓		2 x Statements signed off by Community Planning.				Timetable for inspectors created.	Statements to CPC (safe statement confirmed) (21.02.13)	
Development of templates for statements. ✓				Briefing dates arranged for staff.						
Sample date to be confirmed. ✓				Paper on process ICSP.	Meeting for ICSP. X			Implementation Plan for ICSP	ICSP consultation event (19.02.13)	
Assign statement to lead professionals. Development of 6 statements. ✓					Submit PIR. ✓					
Template for activities for Inspectors. ✓					Community Planning partners sign CP Promise. ???	List of Sample cases to Carefirst trainers for data cleansing.	HOS takes 2 x statements to CPP.			
					Business meeting re New A&B Children	List of allocated workers to DH.				
						9 Statement catch up.				
						Corporate Parenting statement submitted.				
						Sharepoint evidence repository started.				

PHASE 2		PHASE 3						REPORTING OF FINDINGS
WEEK 12 w/b 04.03.13	WEEK 13 w/b 11.03.13	WEEK 14 w/b 18.03.13	WEEK 15 w/b 25.03.13	WEEK 16 w/b 01.04.13	WEEK 17 w/b 08.04.13	WEEK 18 w/b 15.04.13	WEEK 19 w/b 22.04.13	WEEK 20 w/b 29.04.13
On-site 3 days - Scoping phase 2 1. Receipt of remaining position statements. 2. Activity in relation to strategic leadership, planning and delivery of services for children including corporate parenting and involvement.		On-site 5 days - Scoping Phase 3 1. Review practice through reading children's records				On-site 5 days Core/ proportionate phase 1. Network supports		On-site 0.5 days - Reporting of findings
Note - need to book activity for Inspectors						Focus Groups		
Arrange network supports						Network supports		

<b>Pilot Joint Inspection of Services for children ( Argyll and Bute Local Authority)</b>			
<b>On-site 3 days</b>	<b>On-site 5 days</b>	<b>On-site 5 days</b>	<b>On-site 0.5 day</b>
(Mon – depending on access to evidence) Tues 5th Wed 6th Thurs 7th	w/b 18/03/13	w/b 15/04/13	w/b 29/04/13 – date tbc
<b><u>Scoping phase 2</u></b>  Judith Tait Joan Lafferty Jacqui Rennie Trish Gillespie Isobel Dumigan John Brown (ES) Young Inspector/s	<b><u>Scoping phase 3</u></b>  Judith Tait Joan Lafferty Jacqui Rennie/HMICS Secondee Trish Gillespie Isobel Dumigan Ruth Swanston (HIS) John Brown (ES) Linda Connelly Helen Happer Paul Silk Alisdair Dawson	<b><u>Core/Proportionate phase</u></b>  Judith Tait Joan Lafferty HMICS Secondee Trish Gillespie Isobel Dumigan Ruth Swanston (HIS) John Brown (ES) Linda Connelly Helen Happer Paul Silk Alasdair Dawson Young Inspector/s	<b><u>Reporting findings</u></b>  Judith Tait Joan Lafferty Other members of the team - tbc
<b><u>Activities and requirements</u></b>  Reading documentary evidence and background material you provide that will provide us with evidence of the impact of collaborative leadership and partnership working on improving the wellbeing of children and young people.  Meeting with strategic leaders/strategic groupings around:- <ul style="list-style-type: none"> <li>○ The ICSP and position statements</li> <li>○ Self-evaluation and improvement</li> <li>○ Corporate parenting</li> </ul>	<b><u>Activities and requirements</u></b>  Review of practice by reading children’s records to give us evidence of the impact of services on the wellbeing of children and their families, and the effectiveness of key processes in assessing and planning for children.  This as you know is likely to be the paper and electronic records for a sample of approximately 85 children. We will need an inspection base which can accommodate all of the team.	<b><u>Activities and requirements</u></b>  This week will include a range of meetings with staff – both around the children in the sample and around key groupings/processes e.g. early screening groups etc.  We would want as far as possible to see people in their work base rather than for them to come to us but a balance is probably needed.  I will identify the “teams around the child” we will want to bring together once we have agreed the case sample. We will be mindful of the geography and may need	<b><u>Activities and requirements</u></b>  We have yet to agree a date for reporting findings and I would suggest Wednesday 1 <sup>st</sup> May if you can arrange for Community Planning partners to be available that day.  We don’t need an inspection base that week. We will come to you at an agreed date, meeting place and time.

<ul style="list-style-type: none"> <li>○ Involving young people in service development (across services).</li> </ul> <p>In addition to attending discussions/meetings, we will need an inspection base that will house us for the 3 days – to read material and to have team discussions.</p> <p>I will work on a list of actual activities and suggested inspectors for these.</p>	<p>As we are looking at lead professional files/named persons in the main a venue where we can access health, education and social work electronic records in one place.</p> <p>Enough of our team have experience of accessing SEMIS, but it might be helpful to have a briefing on the social work system you use at the start of the week (we are familiar with the systems in use this but just need a briefing on your particular system).</p>	<p>to base inspectors in different areas. We will identify a sample of children and families / carers we may wish to follow up during scoping week 3.</p> <p>We will follow up on potential examples of good practice that we have identified in the scoping phases.</p> <p>I will work on a full list of activities around an inspector timetable as we go and get this in place soon but this will be need to remain flexible until we complete the case file reading and consider what else we might need to see/seek.</p>	
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**ARGYLL AND BUTE ALCOHOL AND DRUG PARTNERSHIP  
STRATEGY (2013-16)**

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**1. SUMMARY**

- 1.1 The Argyll & Bute Alcohol and Drug Partnership (ADP) Strategy 2013-16 is the first step in the work of the ADP to reduce the impact of harmful use of alcohol and drugs and to support recovery from addiction. The Strategy was subject to a wide ranging consultation during December 2012 and January 2013. Feedback was received from partners, service-users, community councils and the general public).

**2. RECOMMENDATION**

- 2.1 It is recommended the CPP agree that:
- a) Approve the Argyll & Bute Alcohol and Drug Partnership Strategy 2013-16

**3. BACKGROUND**

- 3.1 The consultation period for the ADP Strategy 2013-2016 ran from 4 December 2012 to 31 January 2013. During the consultation period, events were held in each of the ADP local forum areas (Helensburgh and Lomond, Cowal, Mid Argyll, Bute, Islay, Kintyre and Oban, Lorn and the Isles) as well as consultation meetings with the ADP Implementation group, the ADP Lead Officers Group, and the ADP Third Sector Forum. The ADP Coordinator also attending the Health & Wellbeing Partnership, the Argyll & Bute Addictions Team (ABAT) team meeting and the Encompass team meeting to receive feedback on the draft Strategy. Twenty written responses were received by the ADP coordinator from a range of individuals and organisations.
- 3.2 The ADP Strategy focuses on four priorities:
- Health in Argyll & Bute is maximised and communities feel engaged and empowered to make healthier choices regarding alcohol and drugs
  - Effective integrated care pathway is established, offering a flexible range of services from assessment to recovery is in place in Argyll & Bute
  - Individuals, families and communities in Argyll & Bute are protected against substance misuse harm

- Children affected by parental and personal substance misuse are protected and build resilience through the joint working of adult and children's services in Argyll & Bute

The Strategy details key actions for each of these priorities the ADP will deliver.

- 3.3 The next step in this journey will be to develop a detailed Delivery Plan of the key actions for each Priority. This Delivery Plan will develop timescales for delivery of the key actions, key milestones, SMART performance management and outcome measures and lead officers for the actions. The Delivery Plan will be developed in line with the ADP Outcomes Framework, which is illustrated on page 8, and will inform the ADP Scorecard. The Delivery Plan will also lead to the development of a commissioning plan which will develop service specifics for the delivery of alcohol and drug services in Argyll & Bute.

#### **4. CONCLUSION**

- 4.1 The Strategy outlines the direction of travel for the work of the ADP. The process of developing the Strategy has been a positive development for the partnership and moves beyond historic tensions between providers. It will set the key priorities for our work in this area of service underpinned by themes around prevention, improved joint working, information sharing and referral.

#### **5. IMPLICATIONS**

- |     |                   |  |
|-----|-------------------|--|
| 5.1 | Policy:           | Agreement of this report would be in line with the commitments in the SOA and Community Plan and the national policy direction around Alcohol and Drugs                                      |
| 5.2 | Financial:        | It is anticipated these measures can be implemented within the existing ADP budgets.   |
| 5.3 | Legal:            | None   |
| 5.4 | HR:               | None   |
| 5.5 | Equalities:       | The strategy will help tackle disadvantage through inclusive support services  |
| 5.6 | Risk:             | If the ADP does not have a clear strategy and delivery plan to tackle problem alcohol and drug use, there are significant consequences for individuals, communities and each partner agency. |
| 5.7 | Customer Service: | Implementation of this strategy will improve outcomes for service users.   |

For further information contact: Megan Harris, Argyll & Bute ADP  
Coordinator

Telephone 01546 604948

**Cleland Sneddon**  
**Executive Director of Community Services &**  
**Chair of the Argyll and Bute Alcohol and Drug Partnership**  
**18 March 2013**

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# Argyll & Bute Alcohol and Drug Partnership Strategy 2013-2016



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## **Vision**

The Argyll and Bute Alcohol and Drug Partnership's vision is to work in partnership to prevent, and support recovery, from the harmful use of alcohol and drugs.

## **Aim**

The Argyll and Bute Alcohol and Drug Partnership (ADP) aims to:

- Maintain a clear partnership approach, with trust and honesty among all partners
- Develop and implement an alcohol and drugs strategy based on the analysis of local needs and circumstances
- Ensure services in Argyll & Bute are commissioned in line with this strategy in an open and transparent way
- Monitor the implementation of the strategy through agreed performance outcomes and frameworks
- Ensure that the budget is aligned to the strategic direction of the ADP
- Ensure the strategy is in line with national policy balanced with local need and evidence of effectiveness.
- Engage with service users and practitioners in reviewing the effectiveness of this strategy and developing the next stages of our strategic development.

## Introduction

The Argyll & Bute ADP Strategy is the first step in the direction of travel for the ADP over the next three year to further develop its role as a strategic commissioner with open and transparent working practices. The Strategy outlines the strategic actions to be undertaken. These key actions will be detailed in the ADP Delivery Plan which will be produced following the agreement of the Strategy.

Good partnership working between the key partners of the ADP and with other agencies is required. There are examples of good partnership working between statutory and third sector addiction services who liaise closely to the benefit of service users and their recovery in Argyll & Bute. Past tensions between partners, where they do still exist, will need to be resolved and a new way forward found. An open dialogue is required to maintain the direction outlined in this Strategy. All partners are valued within the ADP and professionalism is required by all to deliver the Strategy for the benefit of the community.

The problematic use of substances, both legal and illegal, is a major concern in Scotland. While the majority of residents in Argyll & Bute do not misuse drugs and consume alcohol responsibly, significant proportions have a problematic relationship with these substances, especially alcohol, causing harm to themselves and others. Due to the level of impact nationally, the Scottish Government has stated that alcohol misuse as the biggest public health challenge that the nation faces<sup>1</sup>.

In March 2009, the Scottish Government published *Changing Scotland's Relationship with Alcohol: A Framework for Action*. The 'Framework' addresses issues around reducing alcohol consumption, tackling the damaging impact alcohol misuse has on our families and communities, encouraging positive attitudes and positive choices and improving the support and treatment available to tackle problem alcohol use. The *Framework for Action* recognised that alcohol misuse is much more prevalent across Scottish society than previously recognised. As a result the Framework adopts a whole population approach, as well as recognising that some vulnerable groups require a more targeted approach.

The drugs strategy, *The Road to Recovery*, was published in May 2008. This sets out a significant programme of reform to tackle Scotland's drug problem. Central to the strategy is the concept of recovery - a process through which individuals are enabled to move on from their problem drug use towards a drug-free life and become active and contributing members of society. The drugs strategy and the alcohol Framework both signalled the need to ensure that local delivery of alcohol and drugs services was effective, efficient, accountable and able to contribute to national and local outcomes.

In January 2008, the Scottish Government established a Delivery Reform Group with the remit of recommending improvements to the then existing

Alcohol and Drug Action Teams (ADAT). In 2009, they published *The National Framework for Alcohol and Drugs Partnerships* (ADPs) which sets out the new arrangements for the strategic governance of alcohol and drugs services across Scotland. This framework provides an emphasis on securing accountability across the wide range of agencies involved in tackling alcohol and drugs issues at a Local Authority level. In particular, there is a focus on ensuring participation from partner agencies at a strategic level to ensure there is commitment to taking forward the strategic direction of the development of alcohol and drug related services. The ADP was to be embedded into the local Community Planning structures.

The Argyll & Bute Alcohol and Drug Partnership (A&B ADP) is co-terminus with Argyll & Bute Council, although some strategic partners cover a wider geographical spread that may impact on the decisions taken at the Argyll & Bute ADP, for example Strathclyde Police (National Police Service from April 2013).

## **Argyll and Bute Context**

Argyll & Bute is one of the 32 unitary council areas of Scotland and is the second largest geographical council area. Argyll & Bute covers 6,909 km<sup>2</sup> (2668 square miles) of the west coast and borders West Dunbartonshire to the east, Stirling to the north-east and Highland to the north. The 2011 mid-year estimated population was 89,950. The Scottish Government Urban-Rural Classification 2009-10 places 52% of the population in 'rural' areas and 45% of these are in 'remote rural' locations. Almost 80% of people live within 1km of the coast and 96% within 10km. Argyll & Bute has 25 inhabited islands, with 17% of the total population living on an island.<sup>ii</sup>

## **Strategy Development**

The Argyll & Bute ADP Strategy has been developed with support from two key pieces of work; the Needs Analysis undertaken during 2011 and a Development Day held in May 2012 with all ADP partners.

In 2011, the Argyll & Bute ADP an independent consultant to undertake a needs assessment. The aim of the needs analysis was to collate and examine information and planning in relation to substance misuse services; assess inputs, outputs and reach of each service and identify differences and gaps in services and coverage; evaluate impact against the agreed objectives of each service; and provide an evidence base of information to identify key outcomes for drug and alcohol services in Argyll & Bute. The needs analysis was published in January 2012<sup>iii</sup>.

The quantitative data in the needs analysis highlighted a lack of national prevalence data in problem alcohol use. However, there has been an increase in alcohol related mortality amongst men and women in Argyll & Bute in the last ten years, with Argyll & Bute council area ranked 16<sup>th</sup> worst out of 32 council areas in Scotland in 2009/10 for general acute hospital and day

case discharge for alcohol related diagnosis, with 2.1% of the total Scottish discharges in this time period.

In 2011, the latest prevalence figures for problem drug use in Scotland estimated that there were 770 problem drug users in Argyll & Bute which was a 40% increase from 2006. Argyll & Bute was therefore placed 23<sup>rd</sup> out of 32 council areas in terms of the overall prevalence with first place having the highest prevalence.

Statistics on the use of alcohol amongst young people in Argyll & Bute show that there is a higher than average experimentation and use of alcohol than the rest of Scotland. The average for 13 year olds in Argyll & Bute who consumed a whole alcoholic drink was 51% compared to the Scottish average of 44% and for 15 year olds it was 84% compared to the Scottish average of 77%.

These findings have been correlated by local research looking at drinking by young people in three schools in Argyll & Bute. The research found that 94% of the 215 respondents had consumed alcohol on at least one occasion, and 20% had consumed alcohol before the age of ten. It also highlighted that boys drank more than girls, but girls binge drink more than boys. The average number of units the respondents consumed in each session was 11 units of alcohol which is more than 1.75 times the UK average and more than 2.5 times the European average.<sup>iv</sup>

There is currently a lack of quantitative data at a localised level across Argyll & Bute that allows the differences within the council area to be identified. There is also a lack of data to provide trends and patterns across the council area, as well as nationally. This information gap will need to be addressed as a priority to ensure the performance monitoring of the Strategy at both local and council areas.

The needs analysis also undertook qualitative research amongst partners, service providers and service users within Argyll & Bute. Service users reported positive feedback on the service provision for both statutory and third sector services, but reported gaps in provision across and between the geographical areas within Argyll & Bute, for example provision of advice on injecting safely and lack of onward referral to other services to receive additional advice. Service providers all highlighted their client centred ethos and were supportive of greater integration with other services. However, there was little evidence to the researcher of structured service plans to ensure integration of services but there was feedback on the need for better working relationships between agencies. The strategic partnership working was seen as often tense especially between the statutory and third sector partners, and there was a criticism of the lack of open and transparent working.

The Strategy Development Day welcomed representatives from partner organisations from across Argyll & Bute. The day was focused on “where we want to be in 2015” and looked at the priorities for actions, strengths and

challenges for the ADP. The Development Day also looked in more depth at the recommendations from the Needs Analysis, and recognised concerns from partners of the robustness of the document and its limitations

The partners who attended the Development Day requested that the Strategy would require actions on statistical information, service mapping, and clarity on the partnership working. These issues are identified in the Strategy outlined below

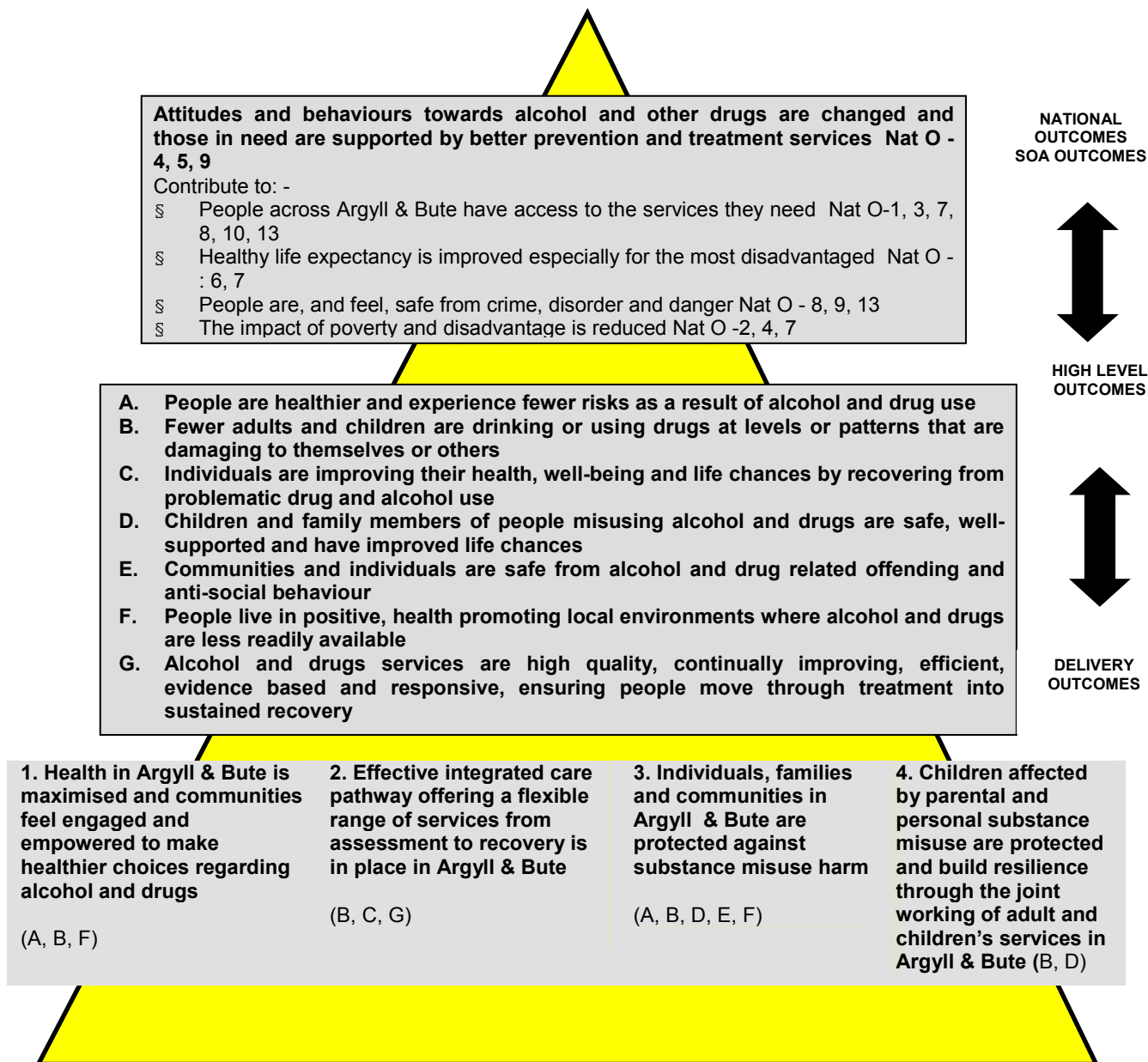
## **Our Priorities**

The Argyll & Bute Alcohol and Drug Partnership (ADP) priorities for 2013-2016 are:

- Health in Argyll & Bute is maximised and communities feel engaged and empowered to make healthier choices regarding alcohol and drugs
- Effective integrated care pathway is established, offering a flexible range of services from assessment to recovery is in place in Argyll & Bute
- Individuals, families and communities in Argyll & Bute are protected against substance misuse harm
- Children affected by parental and personal substance misuse are protected and build resilience through the joint working of adult and children's services in Argyll & Bute

These priorities form part of the outcomes framework for Argyll and Bute ADP shown below in Figure 1. They form part of the delivery outcomes that will underpin the seven core outcomes for Alcohol and Drug Partnerships set by the Scottish Government that are shown in the middle of the triangle and listed separately in Appendix 1, and contribute towards the delivery of the high level Scottish Government outcomes to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth<sup>Y</sup>.

Figure 1: Argyll & Bute ADP Outcomes Framework





## **Priority One: Maximised Health in Argyll & Bute**

Maximising health for residents of Argyll & Bute is a complex process that will require a number of different, inter-related strands to ensure individuals and communities have accessible information, knowledge and skills to make positive choices on their health. Preventing the problematic use of alcohol and drugs is more cost effective and desirable than treating established problems.

These strands include prevention strategies including awareness raising, education and community engagement; embedding screening and information on alcohol and drugs in primary care services, other health services and social setting, and engagement with the Licensing Board in regard to overprovision, temporary licences and the geographical distribution of licensed premises.

Whole population approaches to reduce alcohol related harm were included in the Scottish Government's Alcohol Bill which had legislative measures including regulation of price, restrictions on promotions and availability, and public awareness campaigns. This was part of the Scottish Government's programme developed through the *Changing Scotland's Relationship with Alcohol* framework document which seeks to promote a cultural change to the nation's relationship with alcohol.

The Needs Analysis identified that alcohol related mortality for Argyll & Bute had increased in the last ten years and that young people in Argyll & Bute were drinking above the average for Scotland. Therefore, there needs to be a focus on everyone's behaviours in Argyll & Bute, as most alcohol related harm does not come from those with severe alcohol dependency problems. While binge drinking can cause acute harm and antisocial behaviours that affect the community, the most harm is caused by those who consume above average levels of alcohol over long periods of time that is detrimental to long-term health. Developing a low alcohol consumption culture and reduced acceptability of drunkenness across the entire population will reduce the level of harm in our communities.

The Licensing (Scotland) Act 2005 offers opportunities for greater engagement with Licensing Boards and Forums at a local level. The ADP and partners need to maximise these opportunities to provide evidence and expertise to the Licensing Board to ensure the Polices and Overprovision Statements in Argyll & Bute can impact on the availability and accessibility of alcohol locally.

The terms drug use, dependence and addiction are not interchangeable. It is not always possible to predict who might misjudge the balance between risk and benefit of using drugs and lead to dependency, addiction and problematic drug use which can increase negative long-term health, criminal justice or social consequences. Therefore the provision of trusted and credible

information to help people make informed choices about drug use is relevant to all citizens, not just problematic drug users.

Prevention covers a wide range of activities using many different methods for both focused and whole population approaches. The aims are multiple and include the reduction of initiation to risky behaviours including drug and alcohol use; reduce the number of people at risk of moving to problematic use of drugs and/or alcohol; improving community attitudes and values to drugs and/or alcohol; increasing individual and community resilience; improving the wellbeing of vulnerable populations; and reducing the harm caused by drugs and alcohol to the individual and communities. All these different elements need to be developed further into a comprehensive prevention plan that looks at all aspects. This will be supported by the models being developed by NHS Health Scotland.

The ADP will engage with the different services involved in education from nursery schools through to secondary and youth services to develop appropriate curricula, in terms of both content and delivery methods, to develop knowledge and skills for positive choices on alcohol and drugs. Schools currently provide knowledge and skills on alcohol and drugs within their curriculum. The proposed curriculum development will need build on current work in schools, evaluating its effectiveness and identifying gaps. It should be developed in partnership with teachers, students and parents/carers to ensure a holistic delivery increasing knowledge sharing within families and communities. Youth Services will also need to be a key partner in working with young people outside the educational framework.

There is also a need to ensure that all professionals working within Argyll & Bute are trained on substance misuse to counter stigma and judgemental attitudes. This would include ensure that staff working with the community are able to enforce the consistent messages on alcohol and drugs, as well as have an empathetic and positive attitude to working with substance misuse.

There is existing and emerging evidence of the need for and value of joined up working in areas of health including the impact of inequalities and supporting those most vulnerable in society. The ADP will ensure that cross agenda working at both practice and policy levels are in place to address a number of different issues, for example the Sexual Health and Blood Borne Virus Framework.

The ADP will also have to widen its engagement with the wider community within Argyll & Bute. There are many means of accessing different groups within the community, for example carers' groups, older people's forums, health and wellbeing networks, and parent and toddler groups. The ADP will develop different ways to support information sharing and capacity building within these community groups to build resilience, knowledge and skills within the wider community.

The ADP will continue to work with Primary Care services to support staff in delivery of high quality screening and information on alcohol and drugs within

their practices. The Scottish Government's Health Improvement, Efficiency, Access to Services, and Treatment (HEAT) targets on alcohol brief intervention (ABI) have increased screening and interventions to reduce alcohol consumption within the general population. We need to continue to work with all GP practices to increase the delivery of the ABI programme within Argyll & Bute and to build on the trusted relationship developed by primary care staff with patients to support the concept of "every contact counts" whole population approach to information and support on alcohol and drugs. Also there is a need to develop further links with other NHS and other health settings, to embed every contact counts into the wider health workforce and further develop the ABI programme into wider, evidence-based settings.

Existing links between the ADP and Choose Life will continue and opportunities for joint activities promoted. Addiction services within Argyll & Bute must continue to ensure that staff have skills in regard to suicide prevention and interventions.

### **Key Actions**

- Build strong partnership with Licensing Forum and Licensing Board members to ensure the expertise of ADP partners is available to support decision making on licensing policies and applications
- Develop local evidence to support the development of Licensing Board policies and overprovision statements
- Develop a prevention work stream for Argyll & Bute that uses evidence based best practice and innovative ideas that meet local needs.
- Support the educational curricula for use in all schools in Argyll & Bute to build on evidence based best practice
- Develop training provision for multi-agency professionals to counter stigma and judgemental attitudes.
- Continue to engage with primary health care and other settings, for example youth services, social services and mental health services, to make every contact count in relation to ABIs and the provision of trusted information on drugs and alcohol
- Build and develop strong local networks through which alcohol and drugs information can be disseminated to the wider community
- Develop a communication plan which includes the media.
- Continue link between the ADP and Choose Life, seeking to promote joint activities and ensure that addiction staff are training on suicide prevention and intervention.

## **Priority Two: Integrated Care Pathways**

The Needs Analysis highlighted the lack of structured service plans for integration and the need to provide greater integration between services. Therefore, the ADP will bring together partners to develop integrated care services within Argyll & Bute that recognises that people who have problematic drug and alcohol use also have a range of other difficulties in their lives. Therefore a range of treatment, care and support services will be needed to help individuals move along a recovery journey and to improve their relationships with their family, friends and the wider community.

Recovery is a deeply personal, unique and voluntary journey of change to regain control and move towards a stable and fulfilling life free from addiction. It can be considered to be constructed upon four founding principles: a sense of hope, a sense of purpose, a positive identity and a feeling of belonging. Recovery journeys differ between people and can occur at different times in a person's life. Therefore, services need to provide person-centred care that combines medical, psycho-social interventions and integrates across different organisations to focus on shared outcomes.

Service users have a wide range of needs and treatment options need to be tailored to clients to support their recovery journeys. The ADP will develop a recovery journey which identifies the wide range of options needed to enable the individualised recovery planning with clear referral pathways between the full range of addiction and other services. This will enable people who are ready to start their recovery journey to be supported across the many different areas of their lives, for example housing to mental health, detoxification to money management. There needs to be clear referral pathways for services to understand how to access the different elements of the journey, and the development of reciprocal referral systems. It is also important to ensure that addiction services support individuals within other agencies, for example Criminal Justice Services, to provide expertise with those at risk of re-offending.

The ADP will need to lead the re-orientation of services to become outcomes focused with an overarching Recovery Oriented System of Care with clear routes into, through and out of the system as people progress with their recovery. There is a need to ensure treatment services are reaching all those who need support, working to reach those at risk of unplanned admission to hospital, working with criminal justice to ensure those in need are treated and develop alternative ways of engaging those with problematic use of drugs and/or alcohol who are unlikely to access traditional services. Services need to work to increase service users' ability to help themselves recover, no matter how challenging this may be.

Services need to be developed in line with the Scottish Ministerial Advisory Committee on Alcohol Problems (SMACAP) Essential Services Working Group: Quality Alcohol Treatment and Support (QATS)<sup>vi</sup> stepped care approach embedding the Healthcare Quality Ambitions. Service provision

must also ensure that the Health improvement, Efficiency, Access to services and Treatment (HEAT) target A11 Drug and Alcohol Treatment Waiting Times. The Scottish Government has set the A11 target for specialist drug and alcohol services (tier 3 and 4) in all ADP areas to have 90% of their clients waiting no longer than three weeks from referral to treatment by March 2013.<sup>vii</sup>

As addiction and problematic use does not just affect the individual but also their families, it is important that families have a role in the recovery journey. There is a need to develop opportunities for couples, families and carers to be both involved in and receive support along the recovery journey.

To support the Argyll & Bute recovery journey, clear information sharing protocols between agencies and organisations are needed. These protocols need to be fit for purpose and include issues of confidentiality.

Patients should participate in assessments that are appropriate to their situation and which identifies their individual needs, embedding Getting Our Priorities Right (as outlined in Priority Four). Assessments will be different for different services and recovery journeys. The development and use of the Shared Single Assessment should be embedded in all services, so that service users do not need to repeat standard information required to support their journey.

There is also a requirement to ensure data are used to underpin service delivery, service quality, support best practice development and ensure that outcomes are the focus. The ADP will ensure that the service models and delivery within Argyll & Bute are the best that can be delivered. Therefore, tools such as benchmarking and comparing ourselves with statistical neighbours are important to ensure that we are delivering the best for our service users and their families.

Services also need to exist within a wider recovery community where peer support and mutual aid is readily available and accessible. The ADP will support the development of service user groups in each locality independent of all services that can ensure a clear service user voice in design, delivery and focus of local services, and provide peer support and mutual aid. These service user groups should reflect the different geographical locations but not services, and should be independent. They should be supported by the ADP but run by and for service users, not services, and to develop capacity and capability to be independent.

The ADP will also need to ensure that workforce development is in place across Argyll & Bute to develop high quality, skilled staff to support the recovery journey. This is especially important in Argyll & Bute to ensure that there is equity of service across the geographical diversity. Current skills need to be mapped and a plan to develop the workforce can then be developed.

### ***Key Actions***

- Develop a recovery journey which identifies the wide range of options needed to enable individualised recovery planning with clear referral pathways between the full range of addiction and other services.
- Build on the existing holistic approach to the recovery journey, continue to engage partners with wider services such as employment, money management agencies, etc.
- Embed Healthcare Quality Ambitions into service provision
- Ensure existing Information Sharing Protocols between agencies are up to date and fit for purpose to facilitate seamless movement between services for service users
- Achievement and maintenance of HEAT A11 drug and alcohol waiting time target
- Encourage working practices which include and support the client's social networks including their families.
- Develop clear data to allow benchmarking and comparison with other statistically similar drug and alcohol services
- Develop geographically focused, independent service user groups
- Undertake skills audit to develop a workforce development plan

## Priority Three: Protection from Harm

Problematic substance use can adversely affect those who misuse alcohol and other drugs as well as their family, children and the broader community in which they live. Alcohol is a particular contributory factor to a wide range of social problems. Until such time that those with problematic drug and alcohol use start on their recovery journey, harm reduction strategies, early intervention and effective public protection arrangements are required to keep them, their children, families and communities safe and ensure the best outcomes for the future.

According to the Scottish Prisoner Survey 2011, half of those who completed a questionnaire (50%) reported being drunk and under half (44%) reported being under the influence of drugs at the time of their offence; a quarter (25%) reported that drinking affected their ability to hold down a job and over one third of prisoners (38%) admitted that their drinking affected their relationship with their family. The survey also found that 20% of prisoners reported that they had used drugs in the month prior to the survey while in prison and 18% reported that they had committed their offence to get money for drugs. One quarter (23%) were receiving treatment for drug use before they were imprisoned and 39% stated that their drug use was a problem for them on the outside<sup>viii</sup>.

The Scottish Crime and Justice Survey 2010/11 reported that victims perceived the offender to have been under the influence of alcohol in 63% of violent crime and to have taken drugs in 34% of violent crime.

The ADP will continue to work with criminal justice social work services through the Criminal Justice Social Work Partnership and the Community Justice Authority (CJA) to embed support and recovery in all phases of work, from arrest, custody suites, through the sentencing and aftercare. (Argyll and Bute deliver criminal justice social work services within a formal partnership arrangement with West and East Dunbartonshire councils.) Services need to be responsive to referrals from the police in connection with substance users whom they believe are vulnerable or at risk of harm. Closer working with the police is also required to support people in custody to access specialist services while in custody locally. There also needs to be more interaction with the court systems to provide expertise and evidence for the use of Community Payback Orders (CPOs) rather than custodial sentences and to ensure that the treatment requirements for those with drug and alcohol problems are included to help individuals address the areas of their lives that require change. The ADP will also link with the Scottish Prison Service to provide adequate throughcare and aftercare for liberated prisoners when they return to Argyll & Bute.

The ADP will work with Licensing Standards Officers (LSO) and the Police to ensure that existing alcohol laws are enforced in particular selling alcohol to drunken people, underage sales and adults purchasing alcohol for young people. Since October 2011, all licensed premises have been required to

have an age verification policy, for example the Challenge 25 scheme. The ADP will work with LSOs to ensure this is enforced and support licensees in selling alcohol safely in the community.

The ADP also will support the work of the police in the enforcement of the legislation relating to illicit narcotics.

While alcohol and drugs do not excuse domestic abuse, where these are involved the risks to women and children are greater. These risks include increased severity of abuse by perpetrators and increased dependency on substances as a coping mechanism by victims. The ADP will ensure a more coordinated approach is taken within Argyll & Bute to ensure a consistent response to victims and perpetrators of domestic abuse when substance use is an issue. The ADP will work with the Violence Against Women Partnership to provide specialist expertise to support their work.

The integration of social workers into the Argyll & Bute Addictions Team (ABAT) has provided specialist addiction social workers to support child and adult protection process, including the CAPSUM plan, where substance misuse is involved. 'Adults at risk' who also use substances should be afforded the same level of knowledge, understanding of their needs, situation and access to appropriate support and protection that all clients belonging to a specialist group are entitled to. The Addiction Social Workers, as trained Council Officers, play a primary role in assessing risk and developing plans and interventions to manage risk in which substance misuse plays a major part.

Protection from harm is not just about crime and criminal justice. There are many other areas of risk for individuals and communities from substance misuse. For example, fire risk is greater when there is a link to substance misuse, particularly alcohol.

Harm reduction strategies need to be embedded into service provision – for example access to needle exchange programmes to reduce risk from shared needles and enhance the service where evidence highlights the need; blood-borne virus testing and vaccination programmes need to continue to work to increase the level of uptake of testing and treatment; and substitute prescribing services to support services users to stabilise their lives. The ADP must continue to work closely with the Argyll & Bute Multi-Agency Managed Care Networks (MCN) to support the delivery of the Sexual Health and Blood Borne Virus Framework 2011-15

Drug related deaths in Scotland are increasing, and opiates are implicated in or potentially responsible for 35% of these deaths. The ADP will continue to implement a systematic in-depth investigation for every drug-related death in Argyll & Bute.

Naloxone is a prescription drug that temporarily reverses the effects of opiate overdose. The Naloxone programme seeks to provide Naloxone kits to opiate users to be used in the event of an overdose. The ADP will further develop a



comprehensive Naloxone programme to embed Naloxone training to opiate users, family members, and key staff.

### ***Key Actions***

- Work in partnership with Criminal Justice to further develop and strengthen strong links between specialist services, the police and criminal justice agencies from to develop referral of vulnerable substance users, and support individuals from arrest to throughcare.
- Build relationship with Licensing Standards officers to support their work on enforcing alcohol laws
- Develop links to licensees to support enforcement of alcohol laws
- Develop strong partnership with the Violence Against Women Partnership to provide specialist expertise to support their work with victims of domestic abuse
- Build on current harm reduction work and extend where required programmes such as needle exchange and blood-borne virus testing and treatment
- Support and develop the Naloxone programme to train service users, family, friends and staff and roll out delivery to ensure those at risk of opiate overdose have access to Naloxone
- Work to support child and adult protection processes, for example the CAPSUM plan.

## Priority Four: Children and Young People

Children who live with parents who have alcohol or drug problems are among the most vulnerable in society. Problematic substance use can cause serious disruption to family life and has a major impact on health and wellbeing.

These children are entitled to help, support and protection, within their own families wherever possible. Sometimes they will need agencies to take prompt action to secure their safety. Parents too will need strong support to tackle and overcome their problems and promote their children's full potential. The welfare of the children needs to be paramount and agencies need to assess the needs of children of substance misusing parents, and provide services to safeguard their welfare<sup>ix</sup>. *Getting Our Priorities Right (GOPR)* provides guidance to support this work and needs to underpin work with children affected by parental substance misuse.

The Scottish Government has set out a clear strategy for children, including those in families affected by substance misuse, in *Getting It Right For Every Child (GIRFEC)*. GIRFEC is focused on ensuring that irrespective of where they live or what their needs are, children, young people and families should know what support is available to them and that the services providing that support put the needs of the child, young person or family at the centre. It promotes a shared approach and responsibility across agencies to build solutions with and around children, young people and families, to enable children and young people to get the help they need when and where they need it, to support a positive shift in culture, systems and practice, and to work together to improve life chances for children, young people and families<sup>x</sup>.

Parents are the single most important factor in a child's wellbeing and it is critical that services increase the capacity for parents to provide wellbeing. Working in partnership, specialist services need to ensure that GIRFEC guidelines are embedded in the Single Shared Assessment and where appropriate joint working is quickly established to support the family during the recovery journey.

The ADP will work to support young carers in line with the *Caring Together: The Carers Strategy for Scotland 2010-2015*.

Children Affected by Parent Substance Misuse (CAPSM) is an important area of work, current national estimates for children affected by parental drug misuse are 40-60,000. Of these, 10-20,000, are estimated as living with at least one affected parent. We also estimate that around 65,000 children may be affected by parental alcohol misuse<sup>xi</sup>. However, local data are incomplete in Argyll & Bute to accurately identify the local need; data from child protection where substance misuse is a factor provide some information but does not give the full picture.

The ADP will ensure that strong relationships are in place with Children and Families Services and that specialist services are involved in child protection

case conferences. Closer working with the Child Protection Committee (CPC) will ensure that the cross cutting issues relating to the impact of alcohol and drug misuse for children are shared. The *National Guidance for Child Protection in Scotland*<sup>xiii</sup> recommends that collaboration between the ADP and the CPC is at both operational and strategic levels. The ADP will work more closely with the CPC to ensure these links are embedded into services within Argyll & Bute. These links should also seek to improve understanding of the pressures, ethos and cultures of the different services.

Young people in Argyll & Bute are drinking at levels higher than the Scottish average. Therefore it is important that young people are engaged early to build resilience and skills for positive choices. Diversionary projects are a valuable means of both helping young people breaking the cycle of problematic behaviour and supporting them to change the direction of their lives and futures.

Some young people face increased risks of developing problems with drugs or alcohol, for example looked after children, young offenders and those with parents who misuse drugs or alcohol. These groups will require focused support. A collaborative approach from all organisations working with young people, strong relationships to share best practice and referrals to other services need to be developed to provide holistic support for their needs.

## Key Actions

- Ensure that parents are identified during assessment by drug and alcohol services.
- Embed GIRFEC guidelines in the updated Single Shared Assessment
- Develop local data on children affected by substance misuse
- Build strong links between the ADP and the Child Protection Committee
- Support and further develop existing links between Addiction Services and Children and Families Services
- Review shared policy and procedures on publication of *GOPR* update
- Further research young people's drinking patterns in Argyll & Bute to understand the reasons for the high level of alcohol consumption locally
- Further develop diversionary activities to support alternatives to substance use and to build capacity and resilience in young people
- Support and provide expertise to generic youth services working with at risk groups of young people to support their needs and aspirations

## Conclusion

As mentioned in the introduction, the Argyll & Bute ADP Strategy is the first step in the direction of travel for the ADP in the next three year to further develop its role as a strategic commissioner with open and transparent working practices. It also highlights a great deal of work required by the partnership to deliver on the Vision “to work in partnership to prevent and support recovery from the harmful use of alcohol and drugs”. This includes working to create a complete Delivery Plan for the Key Actions highlighted in this Strategy, with more detail including timescales of delivery, performance and outcome measures, and resource allocation requirements.

To achieve this Strategy, the structures of the ADP will need to be reviewed and altered to ensure the aims and priorities can be advanced. The ADP structures need to support this work, involving all partners of the ADP and other organisations who can provide their knowledge and skills to enhance the work of the ADP.

The ADP will also need to work collaboratively to develop data collection for Argyll & Bute. There is a lack of quality data at local level for key indicators and as the priority workstreams are developed, data collection and performance monitoring will also need to be developed. The move to outcome focused delivery must be underpinned with data to ensure that the Strategy’s Key Actions are being delivered within Argyll & Bute. The ADP is developing a scorecard to provide data on a range of indicators and outcomes. This will also provide feedback to partners and the Community Planning Partnership and the Health and Care Strategic Partnership on the work of the ADP.

## Appendix 1: Core ADP Outcomes (set by the Scottish Government)

**1. HEALTH: People are healthier and experience fewer risks as a result of alcohol and drug use:** a range of improvements to physical and mental health, as well as wider well-being, should be experienced by individuals and communities where harmful drug and alcohol use is being reduced, including fewer acute and long-term risks to physical and mental health, and a reduced risk of drug or alcohol-related mortality.

**2. PREVALENCE: Fewer adults and children are drinking or using drugs at levels or patterns that are damaging to themselves or others:** a reduction in the prevalence of harmful levels of drug and alcohol use as a result of prevention, changing social attitudes, and recovery is a vital intermediate outcome in delivering improved long-term health, social and economic outcomes. Reducing the number of young people misusing alcohol and drugs will also reduce health risks, improve life-chances and may reduce the likelihood of individuals developing problematic use in the future.

**3. RECOVERY: Individuals are improving their health, well-being and life-chances by recovering from problematic drug and alcohol use:** a range of health, psychological, social and economic improvements in well-being should be experienced by individuals who are recovering from problematic drug and alcohol use, including reduced consumption, fewer co-occurring health issues, improved family relationships and parenting skills, stable housing; participation in education and employment, and involvement in social and community activities.

**4. FAMILIES: Children and family members of people misusing alcohol and drugs are safe, well-supported and have improved life-chances:** this will include reducing the risks and impact of drug and alcohol misuse on users' children and other family members; supporting the social, educational and economic potential of children and other family members; and helping family members support the recovery of their parents, children and significant others.

**5. COMMUNITY SAFETY: Communities and individuals are safe from alcohol and drug related offending and anti-social behaviour:** reducing alcohol and drug-related offending, re-offending and anti-social behaviour, including violence, acquisitive crime, drug-dealing and driving while intoxicated, will make a positive contribution in ensuring safer, stronger, happier and more resilient communities.

**6. LOCAL ENVIRONMENT: People live in positive, health-promoting local environments where alcohol and drugs are less readily available:** alcohol and drug misuse is less likely to develop and recovery from problematic use is more likely to be successful in strong, resilient communities where healthy lifestyles and wider well-being are promoted, where there are opportunities to participate in meaningful activities, and where alcohol and drugs are less readily available. Recovery will not be stigmatised, but supported and championed in the community.

**7. SERVICES: Alcohol and drugs prevention, treatment and support services are high quality, continually improving, efficient, evidence-based and responsive, ensuring people move through treatment into sustained recovery:** services should offer timely, sensitive and appropriate support, which meets the needs of different local groups (including those with particular needs according to their age, gender, disability, health, race, ethnicity and sexual orientation) and facilitates their recovery. Services should use local data and evidence to make decisions about service improvement and re-design.

## References

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- <sup>i</sup> Nicola Sturgeon (2012) [www.snp.org/blog/post/2012/mar/dfm-nicola-sturgeons-address-conference](http://www.snp.org/blog/post/2012/mar/dfm-nicola-sturgeons-address-conference)
- <sup>ii</sup> Argyll & Bute Council *Population: Where we live* available at: <http://www.argyll-bute.gov.uk/info/population-where-we-live>
- <sup>iii</sup> McKeganey, N., Barnard, M. & Bain, C. (2012) *Drug and Alcohol services in Argyll and Bute: A Needs Analysis*
- <sup>iv</sup> McNally, C. 2011 *Young People's Drinking Patterns Across One CHP Area*
- <sup>v</sup> Scottish Government 2011 *Scotland Performs* Available at: <http://www.scotland.gov.uk/About/Performance/scotPerforms>
- <sup>vi</sup> Scottish Government 2011 Scottish Ministerial Advisory Committee on Alcohol Problems (SMACAP) Essential Services Working Group: Quality Alcohol Treatment and Support (QATS) Available at: <http://www.scotland.gov.uk/Publications/2011/03/21111515/5>
- <sup>vii</sup> Scottish Government 2012 *HEAT: A11 Drug and Alcohol waiting time target* Available at: <http://www.scotland.gov.uk/Topics/People/Equality/18507/EQIASearch/HEAT A11>
- <sup>viii</sup> Scottish Prison Service 2011 *Prisoner Survey 2011* Available at: <http://www.sps.gov.uk/Publications/Publication-3696.aspx>
- <sup>ix</sup> Scottish Government 2006 *Getting our Priorities Right - Policy and Practice Guidelines for Working With Children and Families Affected by Problem Drug Use* Available at: <http://www.scotland.gov.uk/Resource/Doc/159094/0043262.pdf>
- <sup>x</sup> Scottish Government 2012 *A Guide to Getting it Right For Every Child* Available at: <http://www.scotland.gov.uk/Resource/0039/00394308.pdf>
- <sup>xi</sup> Scottish Government 2010 *CAPSM Strategy 2010-2012* Available at: <http://www.scotland.gov.uk/Topics/People/Young-People/protecting/child-protection/capsm/strategy>
- <sup>xii</sup> Scottish Government 2010 *National Guidance for Child Protection in Scotland* Available at: <http://www.scotland.gov.uk/Publications/2010/12/09134441/0>

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Argyll and Bute Community Planning Partnership

Full Partnership  
27 March 2013



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Citizens' Panel: Spring 2013

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## 1. SUMMARY

1.1 The Citizens' Panel membership and the Citizens' Panel surveys are available as resources that all Community Planning partners may use.

1.2 We are asking the CPP Full Partnership and its members for suggestions regarding themes and questions for inclusion in the Spring 2013 survey.

## 2. RECOMMENDATIONS

2.1 That the members of the Full Partnership should send any suggestions for themes and questions to be included in the Spring 2013 Citizens' Panel survey to Chris Carr by 19 April, 2013.

## 3. DETAIL

3.1 The current Citizens' Panel is made up of approximately 1,250 people who live in Argyll and Bute. Members of the Panel are recruited to be broadly representative of the wider population of the area in terms of their demographic profile and geographic distribution.

3.2 Calls for topics to be included in the Citizens' Panel surveys are usually made through the Community Planning Partnership, with the intention that representatives from the various partner organisations will disseminate the call for themes and questions across their organisations. Therefore, we are asking the Full Partnership and its members to send any suggestions regarding themes and questions for inclusion in the Spring 2013 survey to Chris Carr ([chris.carr@argyll-bute.gov.uk](mailto:chris.carr@argyll-bute.gov.uk)) by 19 April, 2013.

**Jane Fowler**  
**Head of Improvement and HR, Argyll and Bute Council**

### **For further information contact:**

Chris Carr

Improvement and Organisational Development Project Officer

Tel: 4260

Email: [chris.carr@argyll-bute.gov.uk](mailto:chris.carr@argyll-bute.gov.uk)

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## Argyll and Bute Community Planning Partnership

## Meeting Dates 2013/2014

## Full Partnership Meeting Dates:

DATE	VENUE
27 <sup>th</sup> March 2013	Council Chambers, Kilmory
27 <sup>th</sup> November 2013	Council Chambers, Kilmory

## MANAGEMENT COMMITTEE DATES:

DATE	VENUE
6 <sup>th</sup> February 2013	VC Facilities available at: <ul style="list-style-type: none"> <li>• Lochgilphead</li> <li>• Oban</li> <li>• Dunoon/Rothesay</li> <li>• Helensburgh</li> </ul>
6 <sup>th</sup> March 2013	Committee Room 1, Kilmory – As Above
8 <sup>th</sup> May 2013	Committee Room 1, Kilmory (Clash with OLI Business Day)
14 <sup>th</sup> August 2013	Committee Room 1, Kilmory - (Clash with OLI Area Committee)
13 <sup>th</sup> November 2013	Committee Room 1, Kilmory – (Clash with OLI Business Day)
5 <sup>th</sup> February 2014	TBC – (Clash with MAKI Area Committee)

## CPP COG DATES:

DATE	VENUE
Wednesday 10 <sup>th</sup> April 2013	Committee Room 1, Kilmory
Wednesday 19 <sup>th</sup> June 2013	Executive Meeting Room, Kilmory
Wednesday 21 <sup>st</sup> August 2013	Committee Room 1, Kilmory
Wednesday 16 <sup>th</sup> October 2013	Council Chambers, Kilmory
Wednesday 18 <sup>th</sup> December 2013	Committee Room 1, Kilmory

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