

# North Ayrshire Community Planning Partnership

## Induction Pack and Members Handbook February 2012

North Ayrshire  
**A Better Life**



*...working together*

## WELCOME TO THE NORTH AYRSHIRE COMMUNITY PLANNING PARTNERSHIP

The North Ayrshire Community Planning Partnership (CPP) is a body of representatives from key public and voluntary sector organisations, strategic partnerships and community representatives. The Partnership is working together for “A Better Life” for communities in North Ayrshire.

### How this handbook can help you

This handbook contains information about community planning in North Ayrshire. It explains what community planning is about, the role played by North Ayrshire CPP and how you can get involved.

It also contains additional information for those who are already involved to help them get the most out of North Ayrshire CPP.

This handbook should be used alongside the North Ayrshire CPP website [www.north-ayrshire.gov.uk/communityplanning](http://www.north-ayrshire.gov.uk/communityplanning) which contains additional and updated information.

Further information is available by emailing [communityplanning@north-ayrshire.gov.uk](mailto:communityplanning@north-ayrshire.gov.uk) or calling 01294 324177.



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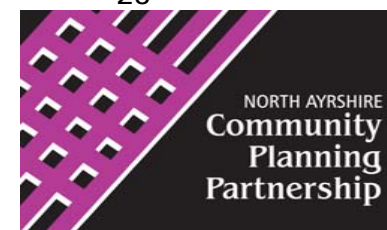
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## **SECTION 1 BACKGROUND**

### **Why work in partnership?**

Effective partnership working should enhance the levels of openness and engagement among partners. It should also maximise the contribution that each partner can make to the quality of service delivery and to the wellbeing of North Ayrshire communities. Partnership working should create a greater impact, with more efficiencies and the potential for working in innovative ways.

### **What is Community Planning?**

Community Planning is the means by which North Ayrshire's public and voluntary organisations work together and with our communities to improve services and the quality of life in North Ayrshire.

By the phrase "community planning" we mean working together to plan and deliver better services.

The two official aims of Community Planning in Scotland are:

- Making sure people and communities are genuinely engaged in the decisions made on public services which affect them; and
- A commitment from organisations to work together, not apart, in providing better public services

The Local Government in Scotland Act 2003 places duties on local authorities to initiate, facilitate and maintain Community Planning. Other partners also have a statutory duty to participate in Community Planning.

The Concordat between the Scottish Government and COSLA agreed in November 2007 set out the terms of a new relationship between the Scottish Government and local government, based on mutual respect and partnership.

A central element of the new relationship was the ending of ring fencing of local government funding and the creation of a Single Outcome Agreement (SOA) between each CPP and the Scottish Government, based on the 15 National Outcomes. A SOA is the means by which CPPs agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government's relevant National Outcomes.

The National Outcomes are part of the Scottish Government's National Performance Framework but they also reflect established corporate and community plan commitments across Scotland's councils and CPPs. Progress on these mutually agreed outcomes for Scotland as a whole cannot in most cases happen unless progress is made at local level. Through the Concordat, local government is committed to supporting progress at national level through improvement in outcomes at local level.

The move to an outcomes approach is a significant change in the way that public services are planned and delivered in Scotland.

### **Community Planning in North Ayrshire**

The Scottish Index of Multiple Deprivation (SIMD) 2009 highlights some of the issues facing North Ayrshire. The SIMD combines 38 indicators of deprivation across 7 different 'domains' (or themes) which are seen as contributing to multiple deprivation. These are:

- Income
- Employment
- Health
- Education, Skills and Training
- Geographic Access to Services
- Housing
- Crime.

The SIMD ranks 6,505 'data zones' across Scotland from most to least deprived, based on these indicators of deprivation. Data zones are small geographical areas and North Ayrshire is divided into 179 data zones. The SIMD 2009 version 2 reports that North Ayrshire has 43 datazones in the 15% most deprived datazones in Scotland. This highlights that North Ayrshire ranks highly in terms of percentage of population living in the most deprived areas.

There are a number of challenges facing North Ayrshire. These issues are often interlinked and require agencies to work together to tackle them effectively. This is represented in our vision of North Ayrshire – A Better Life.

*...working together*

Our shared vision of 'North Ayrshire – A Better Life' is about championing and developing the positive aspects of life in North Ayrshire, whilst also tackling poverty and disadvantage in all of its forms. We have a shared commitment to 'Working Together'. This includes learning from each other; communicating more effectively; focusing on community needs; sharing resources; and jointly planning, developing and delivering services.

### **Single Outcome Agreement**

The Single Outcome Agreement (SOA) is an agreement between the CPP and the Scottish Government on the outcomes which we collectively want to achieve for North Ayrshire. It includes an Action Plan to demonstrate how we will achieve these outcomes on the ground, and a set of performance indicators to measure progress over time.

The Agreement consists of three documents:

Part One: The Agreement: This includes a summary of our Outcomes and Indicators, as well as other background information, for example, on our Shared Vision of 'North Ayrshire – A Better Life', and on the local context and challenges.

Part Two: Outcomes and Indicators: This includes a template for each of the North Ayrshire Outcomes. Specific information relating to each Outcome is included, such as the relevant Community Plan Priority; Local Context; and Indicators to measure progress over time. This is updated annually.

Part Three: SOA Action Plan: This lists the changes and improvements we are going to make. This is updated annually.

Copies of the Single Outcome Agreement are available from [www.north-ayrshire.gov.uk/communityplanning](http://www.north-ayrshire.gov.uk/communityplanning).

In 2011 the CPP Board identified three priorities for the CPP. These are:

- Tackling Worklessness
- Tackling Health Inequalities
- Tackling Community Safety

The 2011-12 SOA Action Plan reflects these priorities.

The current SOA runs until March 2012 and work is underway on developing the next phase of the SOA 2012-15.

The current SOA Outcomes are:

1a	Transport links and services to and from North Ayrshire have improved
1b	North Ayrshire is a more attractive tourist destination
1c	North Ayrshire is a more attractive place to do business
1d	North Ayrshire has more of an enterprise culture
1e	Community capacity has improved
2a	More people are in work and training
2b	More people are in high value, high wage jobs
3a	Opportunities for lifelong learning have increased
3b	People are better skilled to get into work
4a	Levels of educational attainment and achievement have improved
4b	More young people are leaving schools for positive destinations (further or higher education, employment or training)
5a	Opportunities to support the positive development of vulnerable young children have increased
6a	Health and well-being throughout life have improved.
6b	Health inequalities have reduced
6c	The harmful effects of alcohol and drugs misuse are reduced
6d	More vulnerable people are supported within their own communities
6e	People are more active more often
7a	Levels of homelessness have reduced
7b	Fewer people are living in poverty
7c	Equality is promoted in the delivery of our services
8a	More children and young people live in a safe and supportive environment.

9a	Fear of crime and antisocial behaviour has reduced
9b	Levels of crime and anti-social behaviour have reduced and crimes being detected have increased
9c	Road safety has improved
9d	Fire safety has improved
10a	The quality of social housing has improved
10b	Availability of affordable housing has improved
10c	The condition of roads, footways, path networks and lighting has improved
11a	Levels of voluntary action and community involvement have increased
11b	Partnership working between the public, community and voluntary sector has improved
12a	Our environment is protected and enhanced
14a	Recycling of waste has increased and the amount of waste going to landfill has decreased
14b	The Public sector's carbon footprint has reduced
15a	Public perceptions of public services have improved
15b	Public services are more efficient and effective
15c	Partnership Working has improved

### Annual Report

We are required to submit a report annually to the Scottish Government. The North Ayrshire Single Outcome Agreement Annual Reports are available on the CPP website. This provides an overview of North Ayrshire CPP and outlines the progress made in relation to the SOA indicators.

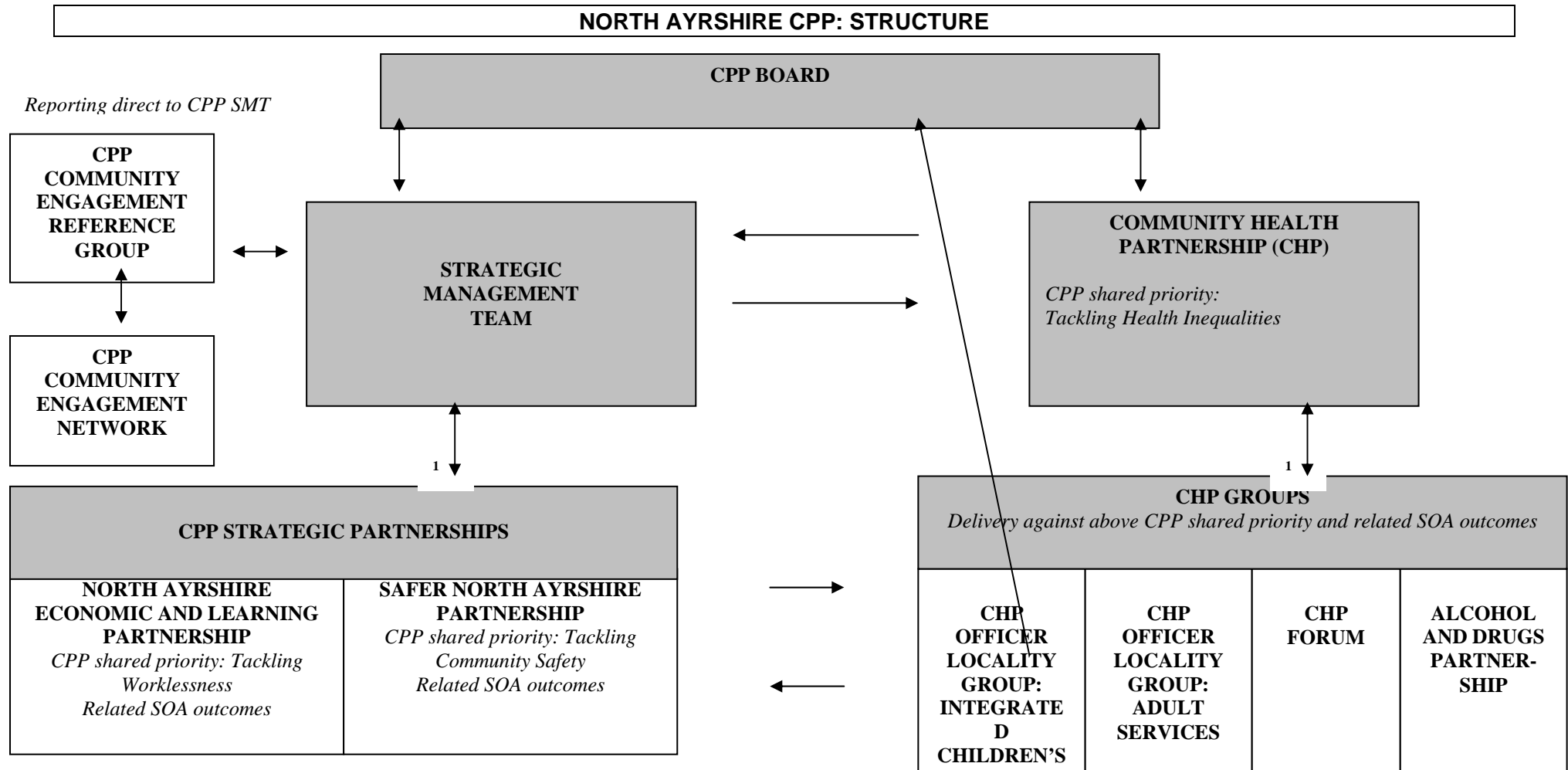
### Quarterly Monitoring

The SOA Action Plan is monitored on a quarterly basis. From 2010 the Covalent on-line monitoring system is being used. Action owners and updaters are contacted to provide information on progress made during the previous quarter and indicate the expected outcome. Performance reports are then compiled and presented to the Strategic Partnerships, Strategic Management Team and Board, as well as North Ayrshire Council committees.

The North Ayrshire Performs website shows the latest information on how the Council and the other member organisations of the Community Planning Partnership are performing against a range of commitments to achieve our shared vision of 'North Ayrshire – A Better Life'. A link is available on the North Ayrshire Council website (<http://www.north-ayrshire.gov.uk/>).

## SECTION 2 HOW THE NORTH AYRSHIRE CPP WORKS

The North Ayrshire CPP is structured as follows.



1 - As appropriate the CPP Strategic Partnerships and CHP Groups – or their subgroups – may also report direct to partner organisations or direct to the CPP Board

2 – CHP Officer Locality Group: Integrated Children's Services reports directly to North Ayrshire Council and the CPP Board

Further detail on the reporting arrangements and meeting frequency can be found in the terms of reference available from the CPP Team.

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### **Chief Executive's Services**

North Ayrshire Council Chief Executive's Services supports the development of community planning in North Ayrshire.

Please contact:

- Sandra Bale, Policy and Performance Officer, 01294 324135, sbale@north-ayrshire.gov.uk
  - Morna Rae, Community Planning Officer, 01294 324177, mrae@north-ayrshire.gov.uk
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### **The CPP Board**

The remit of the Board is as follows:

- To drive the achievement of the Community Plan Vision of 'North Ayrshire – A Better Life'.
- To set the broad strategic direction for North Ayrshire Community Planning Partnership.
- To assume accountability for preparing and delivering the Single Outcome Agreement (SOA) with the Scottish Government.
- To approve partnership strategies and action plans within the context of the SOA, as appropriate.
- To assume overall accountability for performance monitoring and reporting.
- To allocate resources.
- To champion partnership working and lead by example.
- To ensure effective community engagement is at the heart of community planning.
- To carry out an annual review of CPP Board progress and membership.

The Board consists of representatives of:

- North Ayrshire Council
- NHS Ayrshire and Arran
- Strathclyde Police
- Strathclyde Fire and Rescue
- Scottish Enterprise
- Skills Development Scotland
- Strathclyde Partnership for Transport
- Job Centre Plus
- Third Sector Interface
- Irvine Bay Regeneration Company

- Scottish Government
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### **CPP Strategic Management Team**

The remit of the Strategic Management Group is as follows:

- To support the achievement of the Community Plan Vision of 'North Ayrshire – A Better Life'.
- To receive instruction from the CPP Board.
- To task the Strategic Partnerships and scrutinise their performance.
- To scrutinise the implementation of the Single Outcome Agreement (SOA).
- To support the development and monitor the implementation of partnership strategies and action plans within the context of the SOA.
- To solve problems and resolve issues raised by the Strategic Partnerships.
- To scrutinise the use of resources.
- To champion partnership working and lead by example.
- To ensure effective community engagement is at the heart of community planning.
- To carry out an annual review of CPP Strategic Management Team progress and membership.

The CPP Strategic Management Group currently consists of representatives of:

- North Ayrshire Council
  - NHS Ayrshire and Arran
  - Strathclyde Police
  - Irvine Bay Regeneration Company
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### **The Community Health Partnership**

The remit of the Community Health Partnership (CHP) is:

- To provide assurance to the NHS Board and the North Ayrshire Council that systems, procedures and resources are in place to monitor, manage and deliver on the key outcomes identified for CHPs.
- To monitor the delivery aspects of the Single Outcome Agreement as specified.
- To approve the contribution of CHP Officer Locality Groups to the Local Delivery Plan and similar.
- To ensure a successful partnership between the various stakeholders described in the CHP Scheme of Establishment.
- To provide assurance to the NHS Board and North Ayrshire Council that the CHP is working within its delegated authority.

The CHP consists of:

- NHS Board Member nominated by North Ayrshire Council
- Elected Members
- NHS Ayrshire and Arran representatives

### The Strategic Partnerships

The remit of the Strategic Partnerships is as follows:

- To contribute to the achievement of the Community Plan Vision of 'North Ayrshire – A Better Life'.
- To receive instruction from and report to the CPP Board and CPP Management Group.
- To receive formal reports from sub-groups and other groups/ partnerships with formal reporting responsibilities.
- To take lead responsibility to implement specific Single Outcome Agreement (SOA) Outcomes.
- To allocate devolved resources.
- To lever in external and partner resources and allocate as appropriate.
- To develop and implement partnership strategies and action plans.
- To establish and monitor sub-groups and short-life task groups as appropriate.
- To ensure that appropriate links are made in respect of cross-cutting issues.
- To champion partnership working and lead by example.
- To ensure effective community engagement is at the heart of community planning.
- To carry out an annual review of CPP Strategic Partnership progress and membership.

There are two strategic partnerships: The Safer North Ayrshire Partnership and the Economic and Learning Partnership. The membership of these groups is as follows.

<b>Economic and Learning</b>	<b>Safer North Ayrshire</b>
North Ayrshire Council: Elected Members x 2 Economic Development Educational Services Social Services	North Ayrshire Council: Elected Members x 2 Housing Roads and transportation Social Services Education (Community Learning and Development) Chief Executive Services
NHS Ayrshire and Arran	Strathclyde Police
Scottish Enterprise	Strathclyde Fire and Rescue

Skills Development Scotland	Alcohol and Drugs Partnership
JobCentre Plus	NHS Ayrshire and Arran
Visit Scotland	Community Justice Authority (CJA)
James Watt College	Procurator Fiscal's Office
Kilmarnock College	Scottish Children's Reporter Administration
Cunninghame Housing Association	Victim Support
The Ayrshire Community Trust	Women's Aid
CVS	
Irvine Bay Regeneration Co.	
Community Representative	

### **The Community Engagement Reference Group**

The remit of the Community Engagement Reference Group is:

- To contribute to the achievement of the Community Plan Vision of 'North Ayrshire – A Better Life'.
- To receive instruction from and report to the CPP Strategic Management Team.
- To guide the further development and implementation of the National Standards for Community Engagement.
- To raise awareness of the Community Engagement Standards within all partner organisations.
- To monitor progress in the implementation of the North Ayrshire Compact Agreement principles of community engagement by CPP stakeholders.
- To allocate responsibilities within the Action Plan.
- To report quarterly on progress against the Action Plan to the Strategic Management Team.
- To organise an annual Community Engagement Conference.
- To work together to continue to build confidence and trust.
- To champion partnership working and lead by example.
- To ensure effective Community Engagement is at the heart of community planning.
- To carry out an annual review of Community Engagement Reference Group progress and membership.

The membership consists of representatives from:

- Arran Community and Voluntary Service
- Community Representative
- North Ayrshire Federation of Community Associations (NAFCA)

- The Ayrshire Community Trust
- North Ayrshire Council
- NHS Ayrshire and Arran
- Strathclyde Police
- Strathclyde Fire and Rescue
- Public Partnership Forum
- Elected Member

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### **Members Protocol**

All CPP group members are expected to:

- Give priority to community planning meetings to ensure attendance.
- Submit apologies in advance to the Chair and the Community Planning Assistant, if unable to attend.
- Have a nominated substitute who may attend on occasion. All substitutes should be appropriately briefed in advance of the meeting.
- Acknowledge that group membership will be reviewed once 3 consecutive meetings are missed by the group member or nominated substitute.
- Prepare for meetings by reading the appropriate documentation and carrying out any necessary consultation.
- Contribute honestly and openly at all meetings.
- Act as a conduit of information to and from partner organisations.
- Take responsibility for progressing actions after meetings.
- Identify opportunities to share resources, service planning and development, and service delivery.
- Act as ambassadors of community planning within partner organisations
- Seek to identify and share good practice examples of community planning
- Promote community engagement and equal opportunities within community planning.

## **SECTION 3 COMMUNITY ENGAGEMENT**

A key aim of Community Planning is to engage with individuals, local communities and organisations to identify their needs and priorities, and to ensure that these influence the planning and delivery of public services. Effective community engagement is therefore at the heart of community planning in North Ayrshire. This includes:

- Consultation (asking and listening)
- Co-operation (working together)
- Participation (taking part and getting involved).

North Ayrshire CPP have endorsed the National Standards for Community Engagement and developed its own Shared Understanding of Community Engagement. These are available on the Community Planning website - [www.north-ayrshire.gov.uk/communityplanning](http://www.north-ayrshire.gov.uk/communityplanning).

### **The Community Engagement Network**

The Community Engagement Network's remit is:

- To share information on community planning partners' consultation and engagement with local communities.
- To act as a sounding board for the development of partnership strategies and action plans.
- To establish a two-way dialogue on the impact of community planning on the local community.
- To share information and best practice in relation to community engagement.
- To promote the National Standards for Community Engagement.
- To support the implementation of the CPP Learning and Taking Part Framework; North Ayrshire Compact and Action Plan; and the CPP Communications Strategy and Action Plan.
- To champion partnership working and lead by example.
- To ensure effective community engagement is at the heart of community planning.
- To carry out an annual review of Community Engagement Network progress and membership.

The membership is open to:

- All public, community and voluntary organisations with an interest in promoting community engagement in community planning.
- This includes Elected Members, workers, volunteers and group members from:

- All statutory community planning partners
- Other public sector bodies
- Community and voluntary organisations.

### **North Ayrshire Compact**

The North Ayrshire Compact is a written agreement between the public sector and the community and voluntary sector. It builds on a long history of close working. The Compact sets a recognised standard for partnership working.

The Compact was developed by a Joint Working Group. It was launched by Cllr David O'Neill, former Chair of North Ayrshire Community Planning Partnership, on 3 June 2008 at the North Ayrshire Volunteer Awards. A copy is available at [www.north-ayrshire.gov.uk/communityplanning](http://www.north-ayrshire.gov.uk/communityplanning).

### **CPP Communication**

Communication on Community Planning in North Ayrshire takes a variety of forms. In addition to the reports provided to the various Community Planning groups there is the monthly CPP Update and the Community Planning website. The monthly update is emailed out to a wide circulation list and partners can submit information for inclusion. The Community Planning website contains many of the documents relevant to North Ayrshire such as the Single Outcome Agreement. It also has copies of meeting minutes for information. The website is available at [www.north-ayrshire.gov.uk/communityplanning](http://www.north-ayrshire.gov.uk/communityplanning).

### **Peoples Panel**

North Ayrshire Community Planning Partnership is committed to consulting with the residents of North Ayrshire.

The People's Panel which was established in August 2000 is one method of consulting with residents. The panel is used as a tool to gather information on the attitudes and perceptions of local people on areas such as the local area, employment, community safety and community involvement, and track changes over time. Partners have an opportunity to include questions in the Peoples Panel survey.

The panel, randomly selected from the electoral roll, consists of 2,000 members – 1,000 from the regeneration areas and 1,000 from the rest of North Ayrshire. This will allow us to compare findings between the regeneration areas and the rest of North Ayrshire and give us an indication of how far we have travelled in terms of reducing the gap.

## **NA 4 funding**

NA 4 Funding is a free on-line resource covering funding opportunities available to local organisations and businesses. It is split into three parts:

- North Ayrshire 4 Community
- North Ayrshire 4 Business
- North Ayrshire 4 Social Enterprise

Each section focuses on the different sectors and provides information on UK Government, European Union and charitable trusts funding opportunities.

It is available at [www.north-ayrshire.gov.uk/communityplanning](http://www.north-ayrshire.gov.uk/communityplanning).



## **SECTION FOUR COMMUNITY PLANNING IN PRACTICE**

It can sometimes be hard to understand what Community Planning means until you see it in practice. Details of two case studies highlighted by the Improvement Service as good practice are included here to provide illustration of some of the work involved in Community Planning.

### **North Ayrshire Employability Continuum**

#### **What was the local need addressed by this SOA case study?**

North Ayrshire continues to have one of the highest rates of unemployment in Scotland. Getting People into Work is a high priority for the Community Planning Partnership. A particular focus of our work is on supporting those furthest from the labour market to make steps towards employment, through personal development and confidence-building, volunteering, education, training etc.

#### **What was done – and by which partners?**

A strong multi-agency partnership has developed over time within the Community Planning Partnership – now known as the North Ayrshire Economic and Learning Partnership. This Partnership has developed the Employability Continuum which maps the needs of those furthest away from the labour market, those moving towards and into employment, and those in work. The partners have used the Continuum to map current provision, identify gaps, reduce duplication and inform the development of new services. The Continuum has also been used to attract additional funding for employability interventions, including the Fairer Scotland Fund (known locally as Fairer North Ayrshire), European funding (ESF & ERDF) and the Future Jobs Fund.

#### **What is the evidence of the benefits for communities – or if the benefits are still to be delivered, what is the timeline for that?**

The Employability Continuum has provided a strong framework for a comprehensive programme of employability support. It has a strong partnership basis, and has significantly impacted on the lives – and future life chances – of hard to reach groups who are often far from the labour market. It has effectively progressed clients into – or nearer to – education, employment and training opportunities.

In 2008/9, 2033 clients were registered with this Programme, resulting in (for example):

- 558 clients moving into employment
- 239 clients moving into transitional employment

- 533 clients moving into training/education
- 433 existing employees receiving support from Jobrotation to access further training and development opportunities
- 106 moving into volunteering opportunities
- 44 social enterprises being supported.

**What added value has the SOA process brought to the delivery of these benefits?**

Getting people into work is at the heart of North Ayrshire's SOA and its aims. This programme links closely into a number of core outcomes, covering work and training, skills, lifelong learning, enterprise and positive destinations for young people.

**What next steps are you taking to meet this local need?**

Future Jobs Funding was secured from the Department of Work and Pensions (£1.7million) to add to the provision and options already in place. Additional sources of funding are also being explored, including ongoing European funding.

A new computerised tracking system (Meganexus) has been purchased to aid multi-agency intelligence about client progression through the Continuum and beyond

**Vineburgh Training and Employment Initiative**

**What does the project involve?**

*Jobs From Construction*

Phase 1 of the Vineburgh development – involving the construction of 82 units - went out to tender in January 2009. All pricing contractors were required by Cunninghame Housing Association (CHA) to submit community benefit method statements as part of their tender submissions. These sought contractors proposals on how they, working with employability and training agencies, would target recruitment of up to 15% of their labour requirement for the site on unemployed residents via apprenticeships and other job opportunities.

Ashleigh Scotland were awarded the contract and presented impressive targeted recruitment and training proposals. 10 formal apprenticeships were created - covering bricklaying; joinery; electrical; plumbing; roofing; and painting and decorating trades - with the main contractor on the Vineburgh housing development and their subcontractors.

*North Ayrshire Housing Careers Training Programme*

CHA developed the North Ayrshire Housing Career Training Programme to create a route into housing management and administration for young people and school leavers in North Ayrshire. Together with two other registered social landlords and NAC

educational services, CHA designed the programme, secured funding; produced learning plans; developed an induction programme and 20 month work placements with mentor support in housing and homelessness settings. NAC Educational Service and local employability agencies promoted the opportunities and were involved in recruitment.

All 10 trainees completed the Chartered Institute of Housing Certificate in Housing Level 2 & Level 3 qualifications.

### **What evidence is there of the impact of the project?**

Phase 1 of the Vineburgh construction work has seen the following training and employment outcomes achieved :-

- 10 full apprenticeships and 2 ground worker jobs offered by Ashleigh and their subcontractors to unemployed 16 to 19 year olds.
- All 12 of these young people remain in employment with their respective contractors 15 months later
- 6 additional building operative jobs created via a sub-contract between Ashleigh and the Wise Group, the leading employability social enterprise.

In terms of the housing careers training programme;

- All 10 trainees attained Level 3 qualification and completed the programme
- 9 out of 10 to date have found employment (inside and outside housing) or gone on to Further / Higher Education

### **What added value has the SOA process brought to the delivery of these benefits?**

- Challenge to CHA as a CPP partner to deliver more community benefit from large scale housing investment
- Funding for initiative strategically identified and sourced by CPP staff – need for initiative identified on employability continuum developed to underpin SOA outcomes
- Delivering this initiative under CPP/SOA auspices enabled us to join up a partnership – e.g NAC Education Services and local employability agencies undertaking recruitment; local FE College and VCNA providing training and personal development; Council and other housing association acting as delivery partners; construction contractors willing to sub contract to train and build organisation who would recruit unemployed adults to deliver fencing contract. All of this effort and activity was easier and supported because of the contribution which our programme was recognised as making to the SOA.

## **SECTION FIVE – USEFUL LINKS**

### **Concordat:**

<http://www.scotland.gov.uk/Publications/2007/11/13092240/concordat>

### **Improvement Service – more on Single Outcome Agreements across Scotland:**

<http://www.improvementservice.org.uk/single-outcome-agreements/>

### **National Standards for Community Engagement**

[http://www.scdc.org.uk/uploads/standards\\_booklet.pdf](http://www.scdc.org.uk/uploads/standards_booklet.pdf)

### **Scottish Community Planning Network:**

<http://www.improvementservice.org.uk/community-planning>