



COMMUNITY PLANNING PARTNERSHIP BOARD

FOR MEETING ON

24 MARCH 2016





A meeting of the East Dunbartonshire Community Planning Partnership Board will be held within **Tom Johnston Chamber, Strathkelvin Place, Kirkintilloch on Thursday, 24 March 2016 at 2.00 pm** to consider the undernoted business.

If you are unable to attend (substitutes allowed), please advise Janice Frame, Committee Services on 0141-578-8076.

(Sgd) Ann Davie
Director of Customer Services & Transformation

12 Strathkelvin Place
KIRKINTILLOCH
Glasgow G66 1XT

Tel: 0141 578 8076

Date: 18 March 2016

AGENDA

	Contact No.	Item No.	Description	Page No.
		1.	Sederunt and Apologies.	
.....	578 8076	2.	Minute of Meeting of 10 December 2015. (Copy herewith).	1 - 10
		3.	Matters Arising	
ITEMS FOR APPROVAL				
.....	578 8252	4.	Audit Scotland Report: Community Planning - An Update – Report by Director of Customer Services & Transformation. (Copy herewith).	11 - 58
.....	578 4154	5.	Place Progress Report – Report by Director of Customer Services & Transformation. (Copy herewith).	59 - 68
.....	578 3615	6.	Community Planning Partnership Improvement Progress – Report by Director of Customer Services & Transformation. (Copy herewith).	69 - 88
.....	0300 1234510	7.	East Dunbartonshire Community Grants Scheme 2016/17 - Round 1 Awards – Report by Director of Customer Services & Transformation. (Copy herewith).	89 - 96
.....	578 8647	8.	Culture, Leisure & Sport Strategy – Report by Director of Development & Regeneration. (Copy herewith).	97 - 280
ITEMS FOR NOTING				
.....	578 8252	9.	Joint Resourcing of Dedicated Police Officers to Place Areas – Update – Report by Director of Customer Services & Transformation. (Copy herewith). P.T.O.	281 - 282

	Contact No.	Item No.	Description	Page No.
.....	578 3045	10.	Interagency Systems of Intervention – Report by Director of Education & Children’s Services. (Copy herewith).	283 - 286
.....	578 8252	11.	Community Planning Outcomes Profile Update – Report by Director of Customer Services & Transformation. (Copy herewith).	287 - 288
		12.	A.O.C.B	
		13.	Date of Next Meeting – Thursday 9 June 2016 at 2pm.	

Agenda Item 2

Minute of meeting of the Community Planning Partnership Board of East Dunbartonshire Council held within **Tom Johnston Chamber, 12 Strathkelvin Place, Kirkintilloch** on **Thursday, 10 December 2015.**

Present: D. Abernethy	Low Moss Prison
E. Bauer	Community Protection Manager - EDC
M. Brickley	Equality Engagement Group
J. Burrows	EDVA
A. Davie	Director of Customer Services & Transformation - EDC
G. Cornes	Chief Executive – EDC
G. Corrigan	Police Scotland
E. Crighton	Interim Director of Public Health
G. Currie	Director of Education & Children’s Services
MA. Elder	EDVA
R. Geekie	Councillor – EDC
T. Glen	Director of Development & Regeneration - EDC
M. Grant	ED Leisure & Culture Trust
J. Hymas	Fire Scotland
A. Jarvis	Councillor - EDC
K. Murray	ED – Adult Health & Social Care Partnership
C. McDowall	Skills Development Scotland
M. O’Donnell	Councillor – EDC
U. Rehman	NHS Greater Glasgow & Clyde
K. Richmond	Scottish Enterprise
K. Small	Councillor – EDC
D. Smeall	New College Lanarkshire
A. Jairam Sashy	Youth Council
In Attendance: J. Frame	Committee Services Officer
O. Gil	Scottish Government
G. McCormack	Community Planning and Partnerships Manager

Councillor Geekie (Chair) presiding

CHAIR’S REMARKS

The Chair sought confirmation that Members had received a copy of Agenda Item 6, Partnership Improvement Programme (Agenda Item 4, below, refers), copies of which were tabled.

The Chair welcomed David Abernethy, Governor, Low Moss Prison to his first meeting of the Partnership Board.

APOLOGIES FOR ABSENCE

Apologies for absence were intimated on behalf of Councillors Ghai, Gotts, Low and Moir and J. Binning and G. Grieve.

**COMMUNITY PLANNING PARTNERSHIP BOARD
10 DECEMBER 2015**

1. MINUTE OF MEETING OF 10 SEPTEMBER 2015

There was submitted and approved, Minute of Meeting of 10 September 2015, copies of which had previously been circulated.

2. DRAFT MINUTE OF MEETING OF THE COMMUNITY PLANNING PARTNERSHIP EXECUTIVE GROUP OF 26 NOVEMBER 2015

There was submitted and noted draft Minute of Meeting of the Community Planning Partnership Executive Group of 26 November 2015, copies of which had previously been circulated.

3. EAST DUNBARTONSHIRE SINGLE OUTCOME AGREEMENT 2015-18 - SIX MONTH PROGRESS

Consideration was given to Report CST/168/15/GM by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing the Board with a six month report on progress of the current Single Outcome Agreement 2015-2018 (April to September 2015). Full details were contained within the Report and a copy of the six month progress report was attached as Appendix 1.

Following consideration, the Board agreed:-

- a) to note the substantial progress being made in the implementation of the current Single Outcome Agreement; and
- b) to request that an annual report on progress for 2015/16 be submitted to the Board at its meeting in May 2016.

4. PARTNERSHIP IMPROVEMENT PROGRAMME 2016-2019

Consideration was given to Report CST/188/15/GM by the Director of Customer Services, copies of which had previously been circulated, providing the Partnership Board with the Partnership Improvement Programme 2016-2019 for approval, and for inclusion within the new Local Outcome Improvement Plan 2016-2019 contained within Agenda Item 7. Full details were contained within the Report and a copy of the Partnership Improvement Plan was attached as Appendix 1.

The Community Planning and Partnerships Manager was heard further on the content of the Report and advised the Board that the Programme had been developed with assistance, from the Improvement Service. He referred to the workshops held throughout October to December 2015 and advised that a draft Programme had been developed based on feedback and previous improvement activity. He further advised that the proposal was to establish a Working Group with representation from across the Community Planning Partners in order to provide sufficient capacity to deliver the Programme, and, to assist with implementation. Partners would be invited to nominate suitable representatives over the next month, and, he suggested that representatives were currently active on other thematic partnerships.

COMMUNITY PLANNING PARTNERSHIP BOARD
10 DECEMBER 2015

Councillor O'Donnell commented that it was imperative representatives of any future Working Group were present at meetings of the group, and, that attendance was not optional.

With regard to the re-branding of the Community Planning Partnership, and in response to comments from Councillor Jarvis regarding the Partnership being identifiable with the public, the Community Planning and Partnerships Manager advised that consideration around this particular aspect was being developed, including consideration of a name change and modification of the logo. The Chief Officer, Health and Social Care Partnership supported the comments made, and advised that following the formation of the Health and Social Care Partnership, there was the likelihood that the public could become confused with regards the role and function of the various Partnerships. She added that from an external perspective a distinctive entity would allow for better differentiation. Councillor O'Donnell associated himself with the comments made.

Following discussion, during the course of which the Chair thanked everyone for their attendance at the Workshops, the Board agreed to:-

- a) approve the Partnership Improvement Programme for implementation and inclusion with the Local Outcome Improvement Plan 2016-19 (Agenda Item 5); and
- b) delegate the Council's Community Planning and Partnerships Team to establish a Working Group with representation from across the CPP to implement the Programme and coordinate thematic partnership activity.

5. EAST DUNBARTONSHIRE LOCAL OUTCOME IMPROVEMENT PLAN 2016-2019

There was submitted Report CST/170/15/GM by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing the Partnership with the new Local Outcome Improvement Plan (LOIP) 2016-2019.

The Plan was effectively an update on the current SOA but now reflected the new strategic planning functions set out in the Community Empowerment (Scotland) Act 2015.

The Report detailed that the LOIP reiterated the strategic direction, priorities and outcomes which had been agreed for delivery with community planning partners. The Plan was based on a robust analysis of local need evidenced through engagement with local people and communities together with data taken from the 2011 Census and the 2012 Scottish Index of Multiple Deprivation. It identified progress on achievement of our long term outcomes aimed at reducing inequality and disadvantage across our communities and engaging with local people in the design and delivery of public services.

The Report further detailed that guidance around the development of LOIPs was expected from June 2016. Planning for delivery would be delegated to the following partnerships with performance reported to the Executive Group on a quarterly basis, with LOIP progress reports being submitted to the Board on an annual basis.

- Outcome 1 – Economic Development
- Outcome 2 – Employability
- Outcome 3 – Delivering for Children and Young People
- Outcome 4 – Community Safety
- Outcome 5 & 6 – Health & Social Care

**COMMUNITY PLANNING PARTNERSHIP BOARD
10 DECEMBER 2015**

The Partnership noted that the update would also incorporate the revised Partnership Development Programme. The Programme had now been updated to reflect the current environment and was based upon a comprehensive self-evaluation of the CPP Board, led by the Improvement Service. The Programme also incorporated the following legislative requirements and policy guidance:-

- a) Community Empowerment Scotland Act 2015
- b) Scottish Government/CoSLA Agreement Note on Joint Working on Community Planning and Resourcing
- c) Improvement actions from the self-assessment of the East Dunbartonshire Community Planning Partnership in relation to a range of Audit Scotland Community Planning Reports.

The Community Planning and Partnerships Manager was heard in further explanation of the Report, during the course of which he advised the Board that the Single Outcome Agreement (SOA) going forward would become the Local Outcome Improvement Plan (LOIP). The SOA template would continue to be used, in the meantime, however this may need to be refined depending on the Guidance from the Scottish Government over the next twelve months.

Following consideration, the Board agreed as follows:-

- a) to approve the Local Outcome Improvement Plan 2016-2019 for implementation; and
- b) that the Programme agreed under Agenda Item 6 (Paragraph 4, above, refers) be incorporated within the LIOP prior to publication.

6. JOINT RESOURCING OF DEDICATED POLICE OFFICERS TO PLACE AREAS

Consideration was given to Joint Report CST/184/15/CS by the Director of Customer Services & Transformation and East Dunbartonshire Area Commander – Police Scotland, copies of which had previously been circulated, providing information on the impact of the dedicated Police Officers in Hillhead and Lennoxton jointly resourced by EDC and Police Scotland; to update the Board on the current financial arrangements in place for these posts; and seeking a preferred option on the future of these posts to include potential expansion into Auchinairn, and seeking funding for the continuation and/or expansion of these posts from additional Community Planning Partners.

The Report detailed that in October 2011, as part of the place approach in Hillhead, a joint agreement between East Dunbartonshire Council and Police Scotland, was put in place to provide a dedicated Police Officer to the Hillhead community. The remit of this officer was to provide dedicated and bespoke support to the Hillhead area through a number of joint interventions to achieve better outcomes in relation to safety, community relations and crime reduction. Evaluation of the impact of the post had highlighted a number of areas which had benefited the local community and reduced demand on services, contained within Appendix A of the Report.

The Report further detailed that the success of the dedicated Hillhead Officer, and the evaluation of needs in Lennoxton, led to the creation of a second post. Remuneration of the

COMMUNITY PLANNING PARTNERSHIP BOARD
10 DECEMBER 2015

posts was currently provided by East Dunbartonshire Council and Police Scotland with additional costs to cover operational requirements being subsumed by Police Scotland. As the unique impact of the dedicated officers extends beyond safety and crime reduction and prevention to reach improved health and wellbeing, increased engagement in community life through improved feelings of safety and reduction of anti-social behavior, and environmental impact, funding to support the continuation of these key posts was sought from additional Community Planning Partners. Full details were contained within the Report and Appendix A.

G. Corrigan, Police Scotland provided the Board with an overview of the Report, and was heard in relation to the positive impact and, the benefits to the wider community of the dedicated police officers in Hillhead and Lennoxton. He referred to the potential expansion of a jointly resourced dedicated officer in Auchinairn and the merit in providing intervention within that community. The Director of Customer Services & Transformation advised that from a Community Planning Partnership perspective this was seen as a positive development in joint partnership resourcing. The evidence trail had taken this resource beyond a pilot analysis and reinforced an approach that would be locally based, in areas where it was considered the community would benefit. She further advised that a jointly resourced officer would generate benefits for all Partners.

With regard to the timescale for Partners to respond, and in response to a question from Councillor Small, the Community Planning and Partnerships Manager confirmed that he anticipated reporting the outcome to the March meeting of the Board, therefore Partners were encouraged to discuss the content of the Report with the relevant Committees/Boards within their respective organisations, and, thereafter provide the Community Planning and Partnership Team with an indication of their decision by mid-February. He also undertook to provide further information, if required.

The Chief Executive highlighted that the content of the Report had been the subject of discussion at the previous meeting of the Executive Group. He re-iterated that these resources were a partnership resource and, having agreed and understood the positive impact of early intervention and the preventative nature of those interventions, and, given the new powers within the Community Empowerment Bill, it should be the Partnership that funds those resources. He stressed that it was essential the content of the Report was considered by individual partner governance boards and a definitive response be provided.

Following discussion, the Board:-

- a) recognised the unique variety of benefits brought by the dedicated Police Officer in our place areas; and
- b) requested that the partners listed in Paragraph 6.5 of the Report seek approval from their respective Boards/Committees for a contribution of £30,000 for 2016/17, towards the Joint Police Model.

SEDERUNT

Derek Smeall, New College Lanarkshire entered the meeting during discussion of the above item of business.

COMMUNITY PLANNING PARTNERSHIP BOARD
10 DECEMBER 2015

7. PUBLIC HEALTH BIENNIAL REPORT: BACK TO BASICS

The Interim Director of Public Health provided the Partnership with a Presentation on the Population Health in NHS Greater Glasgow and Clyde 2015-2017 titled “Back to Basics”. She was heard in relation to:-

- The Determinants of Health
- 2013 Population Pyramid
- Projected change in population in NHSGGC 2012 to 2022
- Dependency ratios 2006, 2013 and 2022
- Percentage of lone parent families
- Perception of health
- Educational qualifications
- Adverse Childhood Experiences (ACEs)
- Compared with people with no ACEs, those with 4+ACEs are
- Maternal health
- Teenage Pregnancy
- Health behaviours in pregnancy
- Smoking in pregnancy
- Alcohol in Pregnancy
- Children and poverty
- Child Health
- Ready to Learn
- Improvements in child and maternal health
- Health Behaviours
- East Dunbartonshire HSCP Health Behaviours
- Actions – Smoking
- Actions – Obesity
- Actions – Alcohol
- Actions – Physical activity
- Assets based approach
- Factors associated with resilience
- Assets based approach examples
- Big Noise Govanhill
- Evaluation of Big Noise Govanhill
- HSCP Challenge
- Conclusions

Following discussion, during the course of which the Interim Director of Public Health and the Chief Officer Health and Social Care Partnership were heard in response to Members’ questions, the Chair thanked Emilia for an informative and interesting Presentation, the Partnership noted the information provided.

COMMUNITY PLANNING PARTNERSHIP BOARD
10 DECEMBER 2015

8. POLICE SCOTLAND ANNUAL PLAN 2016/17 – DIVISIONAL STRATEGIC ENGAGEMENT

Consideration was given to Report CST/185/15/EB by the Director of Customer Services & Transformation, copies of which had previously been circulated, advising the Board of the commencement of the national engagement and consultation process of the Police Scotland Annual Plan 2017.

The Report detailed that the current Police Scotland Annual Police Plan 2015/16 was published in April outlining the policing priorities for Scotland. It had been recognized that additional time required to be built into the planning and production cycle to allow for Local consultation, in order for the commitments in the Plan to be recognized and owned at local level and for the Plan to reflect local needs through national approaches. The main themes for consultation were Localism, Prevention, Participation, Equality and Collaboration. Consultation on these five themes would focus on; where and how do partners feel that the Police could have a greater impact; what local priorities should translate nationally; and what activities could be undertaken to impact on these themes.

The Report further detailed that the programme of engagement and consultation would consist of two stages. The first stage would be an open discussion to capture ideas around what Scotland wanted and expected from its police service. This had now commenced and would run until the end of January 2016. The results of this discussion would inform new draft Strategic Priorities which would then be the subject of a formal national consultation exercise in early 2016.

The Partnership noted that within East Dunbartonshire, the East Dunbartonshire Local Policing Plan 2014/17, and multi-member Ward Plans were already in place. In addition, the Community Safety Partnership and Local Outcome 4 'East Dunbartonshire is a safe and sustainable place to live, work and visit' including a suite of performance indicators, and the Partnership Action Plan.

Following consideration, during the course of which the Community Protection Manager was heard further, the Board agreed to:-

- a) note the start of the national consultation process and review of Strategic Priorities for 2016/17; and
- b) invite all partners to respond to the consultation, when available in the New Year, and agree that a draft of the completed formal consultation paper be submitted to the CPP Board early in 2016.

9. COMMUNITY JUSTICE TRANSITION PLAN 2016-2017

There was submitted Report CST/172/15/GM by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing the Board with the draft Community Justice Transition Plan 2016-17.

The Report detailed that the Transition Plan had been developed jointly by Argyll & Bute, West Dunbartonshire and East Dunbartonshire Councils. The background to this collaborative approach was that since 2002 the three Councils had worked in partnership in

COMMUNITY PLANNING PARTNERSHIP BOARD
10 DECEMBER 2015

relation to the strategic planning and delivery of Criminal Justice Social Work. Key elements of this partnership had been a single strategic management function, a single budget, a partnership commissioning strategy and performance planning and improvement framework. Accountability was presently achieved via a joint committee with delegated powers. In addition there were a number of cross authority service delivery arrangements and shared IT platforms.

The Report further detailed that the joint approach to transition planning was consistent with established partnership working and high level of inter-authority collaboration in respect of the planning and delivery of the above services. Full details were contained within the Report and a copy of the draft Community Justice Transition Plan 2016-17 was attached as Appendix 1.

The Community Planning and Partnerships Manager was heard further on the content of the Report.

With regard to Page 123, Paragraph 2.3 of the Report, D. Abernethy advised that “Public Service Partnership” should read “Public Social Partnership.” He referred to the involvement of third sector, service users and other partners in future consultations, and advised that as Governor of Low Moss Prison he would be happy to facilitate any meeting with recipients of services within Low Moss Prison as part of the consultation phase.

Following consideration, the Partnership agreed to:-

- a) approve the draft transition plan; and
- b) that the £50,000 granted to this CPP be pooled via the arrangements identified within the Plan.

10. EAST DUNBARTONSHIRE VOLUNTARY ACTION – STRATEGIC PARTNER AGREEMENT SIX MONTH PROGRESS REPORT

Reference having been made to the meetings of the Community Planning Partnership Board of 19 March and 10 September 2015, consideration was given to Report CST/173/15/GM by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing the Partnership with a progress report on the Strategic Partner Agreement (SPA) with East Dunbartonshire Voluntary Action (EDVA) and the Community Planning Partnership. Full details were contained within the Report and a copy of the Outcome Action Plan was attached as Appendix 1.

J. Burrows was heard further on the content of the Report.

Councillor Geekie referred to the Outcome Action Plan, in particular the “Achieved” column, and sought further information with regards how the objectives could be demonstrated. In response, M. Elder advised that information relating to the projects was held within the SCVO database and evidenced through EDVA’s Improvement Plans.

Following consideration, the Partnership Board agreed to note the progress made by East Dunbartonshire Voluntary Action.

**COMMUNITY PLANNING PARTNERSHIP BOARD
10 DECEMBER 2015**

11. EUROPEAN SOCIAL FUND UPDATE

There was submitted Report CST/186/15/DS by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing the Board with an update on applications made to the Scottish Government for ESF funding under the new European Structural Funds Programme 2014-2020. Full details were contained within the report.

The Manager - Skills for Learning, Life and Work was heard further in relation to the content of the Report. He advised that first stage approval had been received in respect of funding applications submitted by the Council for two areas of work, the Skills Pipeline Approach and the Youth Employment Initiative. He further advised that a second application stage was currently being progressed with the Scottish Government with regard to the Youth Employment Initiative and he was hopeful approval would be granted early in the New Year.

With regard to the Youth Employment Initiative, in particular work placements, D. Abernethy enquired whether there would be any opportunity for prisoners, and he welcomed further dialogue in this regard. He also referred to the various projects incorporated within Agenda Items 12 and 13, and advised that the Scottish Prison Service, in particular Low Moss, were keen to be seen as a local asset and as part of the community, and he extended an invitation to Partners to discuss ways in which the Prison could assist, in terms of making products for organisations within the Prison or out in the community. J. Burrows, advised that on behalf of EDVA she would be delighted to progress those discussions.

Following discussion, during the course of which the Chair advised that discussions would be taken forward, the outcome of which would be reported to a future meeting of the Board, the Board agreed to:-

- a) note the content of the Report; and
- b) approve the approach to the European Structural Funds Programme outlined in this Report.

12. EAST DUNBARTONSHIRE COMMUNITY GRANT SCHEME 2015/16 – ROUND 4 AWARDS

Consideration was given to Report CST/174/15/KA, by the Director of Customer Services & Transformation, copies of which had previously been circulated, advising the Board of the recommended level of funding for community and voluntary sector organisations.

The Report detailed that the Grants Advisory Committee (GAC) met on 25 November 2015 to consider applications submitted to the fourth round of the 2015-2016 Community Grants Scheme. Full details were contained within the Report and a copy of the recommendations for awards was attached as Appendix 1.

Councillor Geekie referred to Pages 168 and 169 of the Report, in particular, the recommended awards by the GAC to Kirkintilloch Male Voice Choir and Kirkintilloch Ladies Choir, and advised that both awards related to projects being held outwith the East Dunbartonshire area, and sought further information in relation to how the decision was

COMMUNITY PLANNING PARTNERSHIP BOARD
10 DECEMBER 2015

reached. In response, the Community Planning and Partnerships Manager was heard further. He confirmed that the Officer recommendation for both applications was for a zero award.

With regard to Page 170, Caledonian Award, Councillor Geekie sought further information with regard to the rationale behind the decision. She also advised that government funding had been cut for this group.

The Community Planning and Partnerships Manager was heard in relation to the process, during the course of which he advised that the Board could make amendments to the awards, and, where there was no agreement on a specific award, this would be remitted to the Policy and Resources Committee for further consideration.

Following discussion, during the course of which various Members associated themselves with Councillor Geekie's comments, the Board agreed to revert to the Officer Awards in respect of all three applications, which became the decision of the Board.

With regard to Page 172, Rosebank United Football Club, and in response to a question from M. Grant, the Community Planning and Partnerships Manager advised that organisations involved in sport were normally encouraged to contact the Sports Council in the first instance and he undertook to ascertain whether this had been the case for this particular application.

Following further consideration, the Partnership Board therefore agreed to approve the Awards as recommended in Appendix 1, subject to the aforementioned decision to revert to the Officer Awards for Kirkintilloch Male Voice Choir, Kirkintilloch Ladies Choir and the Caledonian Award.

13. DATE OF NEXT MEETING

The Partnership Board agreed that the next meeting of the Board would be held on Thursday, 24 March 2016.

CHAIR'S REMARKS

The Chair wished the compliments of the season to everyone present.

COMMUNITY PLANNING PARTNERSHIP BOARD 24 MARCH 2016

CST/042/16/GM

DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

CONTACT OFFICER:

**GERARD MCCORMACK, EAST
DUNBARTONSHIRE COUNCIL, 0141 578 8252**

SUBJECT TITLE:

**AUDIT SCOTLAND REPORT: COMMUNITY
PLANNING - AN UPDATE**

1.0 PURPOSE

- 1.1. The purpose of this report is to provide the CPP Board with the Audit Scotland (AS) Report, “Community Planning – An Update”, published in March 2016 (**Appendix 1**).
- 1.2. This report also identifies a range of actions to be considered by the Board for incorporation into the Partnership Development Programme (item 6 on the agenda). Central to the AS report (from a local perspective) is the recommendation that CPPs promote and lead local public service reform.

2.0 SUMMARY

- 2.1. The AS report is an update on progress from its reports in March 2013 (Improving Community Planning in Scotland) and November 2014 (Community Planning: Turning Ambition into Action). The report:
 - a) Examines the policy context for community planning and developments since November 2014, and
 - b) Assesses the progress that has been made nationally and locally against the recommendations in our previous report.
- 2.2. The key messages extracted from the report text are as follows:
 - a) Progress in community planning is being made locally and nationally, but not yet delivering the ambitious change envisaged in the Statement of Ambition.
 - b) Leadership and scrutiny are improving but yet to see CPP partners, sharing, aligning, or redeploying their resources in significantly different ways and on a larger scale to deliver CPP priorities.
 - c) The Scottish Government (along with COSLA) has not yet used its improving understanding of CPP performance to develop a well-coordinated national programme of supports that reflects good practice, tailored to meet individual CPP’s improvement and development needs.

- d) The way that the Scottish Government holds public bodies to account does not always reflect its policy of promoting outcomes, prevention and reducing inequalities. In particular, some short-term national performance targets are making it difficult to reform services to deliver more preventative service models.
- e) Stronger national leadership is needed to enable community planning to meet its full potential.
- f) There is a need to streamline national performance frameworks and create a better balance between measures of service performance and local outcomes, prevention and the performance of partnerships. The Scottish Government also needs to work with others to create a climate and culture where local public service leaders feel confident that they have autonomy and authorisation to decide how to respond to the specific needs of their communities. Local public service leaders also need to play their part by showing strong local leadership of change.

2.3. AS build on these key messages through a series of recommendations targeted at the Scottish Government and COSLA collectively, the Scottish Government itself and local CPPs. They are:

- a) The Scottish Government and COSLA should:
 - Set out a clear route map for improving community planning to implement the Statement of Ambition and the Community Empowerment (Scotland) Act 2015 including how performance is assessed
 - Work with the Improvement Service and others to establish a locally tailored national programme of improvement support for CPPs
 - Establish individual arrangements through which good practice within individual CPPs can be identified and shared
 - Establish a national forum to address national and local barriers to effective community planning
 - Put in place and evaluate ‘test of change’ within a CPP.
- b) The Scottish Government should:
 - Clarify its performance expectations for CPPs and partners through its statutory guidance on the Community Empowerment (Scotland) Act 2015
 - Streamline national performance management frameworks
 - Place the views of local communities at the heart of measuring success in public delivery
 - Work with other to create a climate and culture where public service leaders feel confident that they have autonomy and authorisation to decide how to respond to the specific needs of their communities.
- c) Community Planning Partnerships should:
 - Target their resources on a larger scale towards their priorities and shift them towards preventative activity

- Ensure local communities have a strong voice in planning, delivering and assessing local public services
- Promote and lead local public service reform.

3.0 IMPLICATIONS FOR EAST DUNBARTONSHIRE CPP

- 3.1. It is clear from the AS report that community planning is the lead for local public service reform. It also identifies the challenges that our CPP has faced in terms of aligning resources on a large scale.
- 3.2. Governance of the CPP and the differing legislative requirements are particularly important given the requirements of the Community Empowerment (Scotland) Act 2015 and the Community Justice (Scotland) Bill. AS also highlight the important role of the integration authorities created under the Public Bodies (Joint Working) (Scotland) Act 2014.
- 3.3. The emphasis on prevention also reinforces the approach taken by the CPP in addressing inequality. However there is work to be done in ensuring that all service and agencies plan their activity around this agenda and can articulate their contribution to CPP progress. AS contend:

“If CPPs are to use partners’ resources to promote early intervention and prevention approaches and reduce inequalities, then a significant scaling up of activity will be required”.
- 3.4. With this in mind, and as a starting point in this process, there will be changes to the way in which information is gathered for the review of progress and performance of the Single Outcome Agreement in 2015-16. All members of the Board (who represent an agency and / or organisation), will be issued with a template to enable them to identify their own contribution to each of our local outcomes.
- 3.5. Issues around governance and scrutiny are also raised within the report. For example AS argue that “It is difficult to see how CPPs can meet the expectations of the Statement of Ambition without changes being made to how public sector partners working in a community planning setting are held to account collectively for their performance”. We therefore need to consider how the Board undertakes effective scrutiny of partnership performance to monitor progress and also ensure that all relevant partners are fulfilling their duties under the Community Empowerment (Scotland) Act 2015.
- 3.6. The Improvement Service has recently published notebooks to provide information, guidance and support to CPP Board members. The Notebook attached at **Appendix 2** (and highlighted within the AS report) identifies being able to undertake effective scrutiny as an important element in the role of a Board member.
- 3.7. It is therefore proposed that the following be incorporated within the Partnership Development Programme:
 - a) Enhancing the level of scrutiny within the CPP Board
 - b) Draft a revised Terms of Reference for the Board
 - c) Work with partners to investigate opportunities to ‘scale up’ activity with regard to partner resources for promoting early intervention and prevention.

- 3.8. However, despite the issues raised above, the East Dunbartonshire CPP is making significant progress in meeting the challenges identified in the AS report (some of which are highlighted in agenda items presented at this meeting), including:
- a) A comprehensive programme of self-evaluation of the Board and Themed Partnerships that identify areas for improvement within each group and across the CPP
 - b) The development of a coordinated approach to workforce development across the partnership
 - c) The development of quality performance information and the GIS mapping tool to assist Board members in scrutinising performance and providing evidence for our Local Outcome Improvement Plans and Local Plans
 - d) The continued progress made in each Place area, that emphasises the need to work across all partners and services to ensure we continue to focus on early intervention and prevention

4.0 RECOMMENDATIONS

4.1. It is recommended that the Partnership Board:

- a) Note the Audit Scotland report attached as **Appendix 1**,
- b) Agree that the Community Planning Partnership (led by the Board), promote and lead local public service reform, and
- c) Approve the actions listed in paragraph 3.7 be incorporated within the Partnership Development Programme for action.

ANN DAVIE
DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

Community planning

An update

ACCOUNTS COMMISSION 

AUDITOR GENERAL 

Prepared by Audit Scotland
March 2016


The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about/ac 


Auditor General for Scotland

The Auditor General's role is to:

- appoint auditors to Scotland's central government and NHS bodies
- examine how public bodies spend public money
- help them to manage their finances to the highest standards
- check whether they achieve value for money.

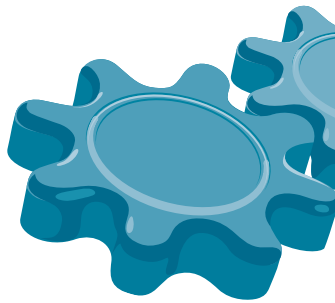
The Auditor General is independent and reports to the Scottish Parliament on the performance of:

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

You can find out more about the work of the Auditor General on our website: www.audit-scotland.gov.uk/about/ags 

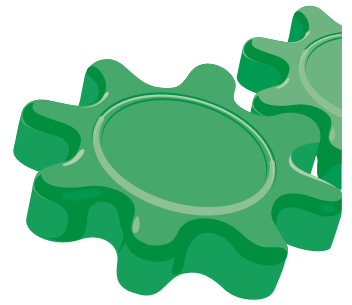
Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

Contents

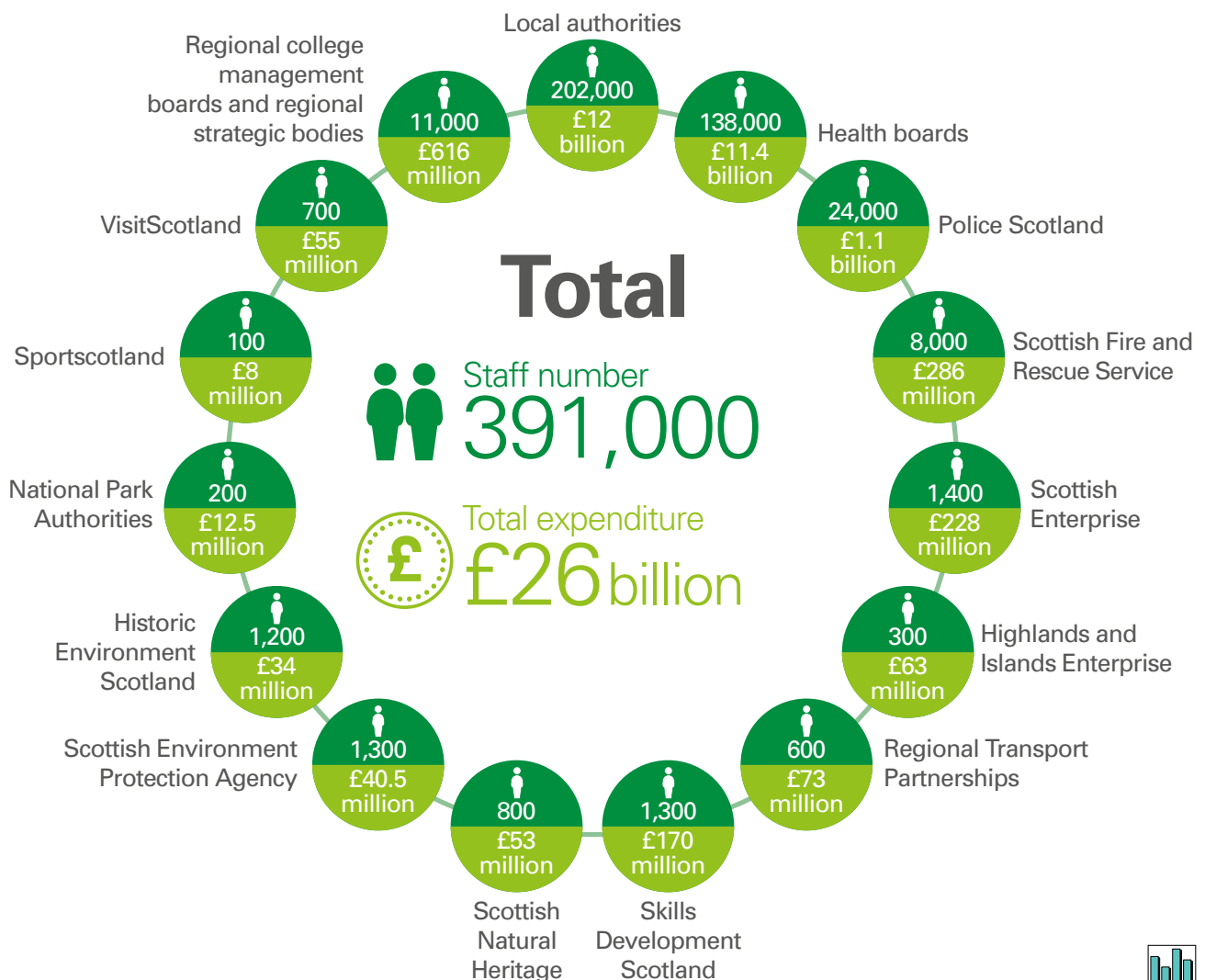


Key facts	4
Summary	5
Part 1. Policy developments	9
Part 2. Progress update	16
Endnotes	34
Appendix 1. Summary of progress against recommendations	35
Appendix 2. Audit methodology	41

Key facts



Total resources available to statutory partners under the Community Empowerment (Scotland) Act 2015

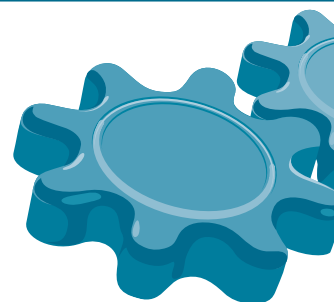


Notes:

1. Staff numbers are full-time equivalent where available.
2. Integrated Joint Boards will be a statutory partner but have not been included to avoid double counting of staff from local authorities and health boards.
3. The expenditure figure for colleges partners are based on Scottish Funding Council funding from a 16-month year due to a change in the financial year.

Source: Audit Scotland analysis of CPP statutory partners most recent audited accounts and annual reports. Figures have been rounded.

Summary



Key messages

- 1** The Scottish Government and COSLA have ambitious expectations for community planning. Since the publication of their joint Statement of Ambition in 2012 they have continued to promote community planning as central to effective public service reform. Progress on community planning is being made both locally and nationally. But it is not yet delivering the ambitious changes in the way public services are organised and delivered, with and for communities, that were envisaged in the Statement of Ambition. This is at a time when the role of Community Planning Partnerships (CPPs) becomes increasingly important as public bodies work together to address the growing challenges identified by the Christie Commission.
- 2** Overall, CPPs continue to build on the positive progress we reported in 2014. In particular, they are improving leadership and scrutiny and are using data to set clearer priorities. CPPs also continue to implement a range of projects targeted at specific groups or communities. But we have yet to see CPP partners sharing, aligning, or redeploying their resources in significantly different ways and on a larger scale to deliver the CPPs' priorities, in line with the 2013 agreement on joint working on community planning and resourcing. The Statement of Ambition was clear that communities have a key role to play in shaping local public services, but involving communities fully in planning and delivering local services still remains at an early stage in many CPPs.
- 3** The Scottish Government is improving its understanding of how individual CPPs are performing and has identified priorities for improvement. It has not yet used this to develop, with COSLA, a well-coordinated national programme of support that reflects known good practice and is tailored to meet individual CPP's improvement and development needs.
- 4** The Scottish Government is strengthening its focus on outcomes in some policy areas. But the way in which public bodies report performance, and are held to account, does not always reflect the Scottish Government's policy of promoting outcomes, prevention and reducing inequalities. In particular, some short-term national performance targets are making it difficult to reform services to deliver more preventative service models. It is difficult to see how CPPs can meet the expectations of the Statement of Ambition without changes being made to how public sector partners and CPPs are held to account for their performance.

stronger leadership is needed if CPPs are to work in partnership with communities to improve outcomes and address inequalities

- 5 Stronger national leadership is needed to enable community planning to meet its full potential. The National Community Planning Group (NCPG) has not met since December 2014 and the Scottish Government is proposing to disband it. The Community Empowerment (Scotland) Act 2015 sets out new statutory duties for CPPs and statutory guidance provides an opportunity to clarify the Scottish Government's expectations for community planning. But this is not enough to deliver the ambitious changes that were envisaged in the Statement of Ambition. To meet these expectations, fundamental changes must be made to the way public services are planned and delivered.
- 6 There is a need to streamline national performance management frameworks and create a better balance between measures of service performance and local outcomes, prevention and the performance of partnerships. This should involve placing the views of local communities at the heart of measuring success in public service delivery. The Scottish Government also needs to work with others to create a climate and culture where local public service leaders feel confident that they have autonomy and authorisation to decide how to respond to the specific needs of their communities. Local public service leaders also need to play their part by showing strong local leadership of change.

Recommendations

The Scottish Government and COSLA should:

- set out a clear route map for improving community planning with short-, medium- and long-term steps that will be taken locally and nationally to implement the Statement of Ambition and the Community Empowerment (Scotland) Act 2015 including how the impact of these changes will be assessed
- work with the Improvement Service and others to establish a locally tailored national programme of improvement support for CPPs
- establish arrangements through which good practice within individual CPPs can be identified and shared
- establish a national forum which has the credibility and authority to address any national and local barriers to effective community planning
- put in place a 'test of change' within a CPP to assess the impact of greater local autonomy on improving outcomes and identify any barriers to effective locally focused partnership working
- evaluate the 'test of change' and implement the lessons learnt.

The Scottish Government should:

- clarify its specific performance expectations for CPPs and partners through its statutory guidance on the Community Empowerment (Scotland) Act 2015
- streamline national performance management frameworks and create a better balance between short-term measures of individual service performance and the delivery of longer-term local outcomes through effective partnership working
- place the views of local communities at the heart of measuring success in public service delivery
- work with others to create a climate and culture where local public service leaders feel confident that they have autonomy and authorisation to decide how to respond to the specific needs of their communities.

Community Planning Partnerships should:

- target their resources on a larger scale towards their priorities and shift them towards preventative activity
- ensure local communities have a strong voice in planning, delivering and assessing local public services
- promote and lead local public service reform.



Background

1. Community planning is the process by which councils and other public bodies work with local communities, businesses and voluntary groups to plan and deliver better services and improve the lives of people who live in Scotland. Community planning is led by Community Planning Partnerships (CPPs). There are 32 CPPs, covering each council area.

2. The Local Government in Scotland Act 2003 provided the initial statutory basis for community planning. It was introduced to:

- enable public bodies to work together to deal with complex, long-term challenges that a single organisation can not deal with, for example inequalities in health, employability and levels of crime
- involve local communities more in the decisions that affect people's lives.

3. The Community Empowerment (Scotland) Act 2015 introduced new statutory duties for community planning along side other changes that are intended to give local people more say in how public services are planned and run ([Exhibit 1, page 12](#)).

4. In March 2013, we published [Improving community planning in Scotland \[PDF\]](#) , which provided a national picture of community planning in Scotland.¹ We published an update on progress in November 2014.² That report, [Community planning: turning ambition into action \[PDF\]](#) , assessed progress locally and nationally and identified opportunities for further improvement. We reported that there was renewed energy nationally and locally to improve community planning since the publication of the Statement of Ambition.³ But we found that the pace and scale of activity are unlikely to lead to the radical changes to public services and how they are delivered that the Christie Commission called for ([paragraph 8, page 9](#)). Our report included recommendations for the Scottish Government, Convention of Scottish Local Authorities (COSLA), the National Community Planning Group and CPPs.

5. This report provides an update on progress, and is in two parts:

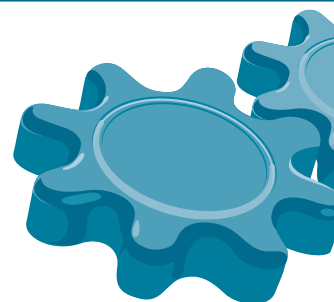
- **Part 1** examines the policy context for community planning and developments since November 2014.
- **Part 2** assesses the progress that has been made nationally and locally against the recommendations in our previous report.

6. A summary of progress against the recommendations in our 2014 report is provided in [Appendix 1](#). These have been classified into red (no progress made to date), amber (some progress) and green (recommendation fully implemented). We have repeated some of our previous recommendations in this report where progress has not been made and the recommendations remain relevant. There are a number of recommendations which the Scottish Government plans to address when implementing the Community Empowerment Act. These are referenced where appropriate throughout the report.

7. Our findings are based on reviewing published documents, assessing local progress in eight CPPs, and interviewing representatives from public bodies and national organisations. We also commissioned consultants to review documents on international approaches to community planning. Our audit methodology is set out in [Appendix 2](#).

Part 1

Policy developments



Key messages

- 1** The Scottish Government and COSLA have ambitious expectations for community planning. Since the publication of their joint Statement of Ambition in 2012, they have continued to promote community planning as central to effective public service reform. Recent legislation, such as that on community empowerment, health and social care integration and community justice, has important implications for the role of community planning although it is too early to assess their impact on CPPs. This is at a time when the role of CPPs becomes increasingly important as public bodies work together to address the growing challenges identified by the Christie Commission.
- 2** International evidence shows that most service changes to improve outcomes through partnership working have delivered incremental rather than radical transformation. This highlights the scale of the challenge in implementing the Statement of Ambition.
- 3** A range of approaches to community planning is being developed across the world. This presents an opportunity for public bodies in Scotland to share and learn lessons with other countries.

**community
planning
continues to
be given a
pivotal role in
transforming
public
services in
Scotland**

The Scottish Government and COSLA have ambitious expectations for community planning

8. In 2011, the Christie Commission concluded that reducing public finances and increasing demand for services will make public services unsustainable if they do not change.⁴ It highlighted the need for fundamental public service reform. The Commission was clear that this reform was not just a matter of financial necessity, but was also needed to improve the quality of public services to better meet the needs of people and their communities.

9. CPPs were seen as central to delivering the fundamental changes the Christie Commission outlined which focused on balancing reducing resources with improving services, involving local people more effectively in decisions that affect their lives, and addressing the significant inequalities experienced by some communities. As the scale and nature of these challenges have become clearer, the importance of CPPs has grown given their key role as the main forum for public bodies to implement the Christie agenda. In March 2012, the Scottish Government and COSLA published a shared statement on their expectations for community

planning (the Statement of Ambition).⁵ This drew on the findings of the Christie Commission and highlighted the important role of CPPs in the following:

- **Improving outcomes:** taking action that will, over time, result in positive changes to people's lives, for example people living longer, healthier lives in safer communities with better employment opportunities.
- **Reducing inequalities:** reducing social and economic differences between the most and least disadvantaged communities and areas, for example differences in income, educational attainment and crime rates.
- **Prevention:** identifying potential problems and taking action to intervene at an early stage to prevent them from happening, for example reducing reoffending or avoiding unnecessary hospital admissions.
- **Community engagement:** consulting with local communities on decisions that affect them and getting communities more involved in planning and providing local services.
- **Public service reform:** providing the foundation for effective partnership working within which the Scottish Government's wider public service reform initiatives, such as health and social care integration, will happen.

10. Since the publication of the Statement of Ambition in 2012 the Scottish Government and COSLA have continued to emphasise that community planning is central to effective public service reform. More recently, overall Scottish Government policy has shown a clearer focus on some of the principles in the Statement of Ambition, such as addressing inequalities and improving life chances for specific communities. This can be seen most notably in policies on community empowerment and aspects of health and social care integration. It is also reflected in other areas, such as education in the Scottish Government's Attainment Scotland Fund.

The Community Empowerment Act provides an opportunity to clarify national expectations for CPPs

11. In our previous report, we recommended that the National Community Planning Group, Scottish Government and COSLA should clarify their expectations for CPPs. We highlighted that there was a range of views, both nationally and locally, about the role and purpose of community planning and what it can be expected to achieve. A significant area of ambiguity was the extent to which community planning should focus on specific local concerns and the weight that CPPs should give to national priorities. There were also differences of opinion about the extent to which community planning should focus on prevention and inequalities or whether it should have a broader role in improving and reforming mainstream public services. This has important implications for the level and range of resources that CPPs see as falling under their influence, which in turn influences the scope and potential impact of community planning in the local area. Our recommendation has not yet been addressed, and the issues that we identified at that time still continue ([paragraphs 43–46, pages 22–23](#)). The Scottish Government anticipates taking this recommendation forward through the publication of draft guidance on the Community Empowerment Act. This guidance will supersede the Statement of Ambition and reflect current thinking on Scottish Government expectations of community planning.

12. The Community Empowerment (Scotland) Bill became an Act in July 2015. The Community Empowerment (Scotland) Act 2015 is a significant piece of new legislation which reflects some important principles from the Christie Commission and the Statement of Ambition. Part two of the Act includes new duties aimed at strengthening community planning ([Exhibit 1, page 12](#)).

It makes clear that the focus of community planning should be on improving outcomes and tackling inequalities across communities. The preparation of statutory and non-statutory guidance to support implementation of the Act provides an opportunity for the Scottish Government to clarify its expectations for CPPs.

13. Under the Local Government in Scotland Act 2003, it was the duty of the council to lead and develop the community planning process. The Community Empowerment Act makes clear that running the CPP, and making sure it works effectively, are now a shared enterprise. It introduces duties on named partners to share the leadership and governance of the CPP. Those named partners are the council, NHS board, Scottish Enterprise and Highlands and Islands Enterprise, Police Scotland and the Scottish Fire and Rescue Service. The Act describes the proposed governance arrangements for CPPs, including the specified members of the CPP and how they should work together to ensure the community planning process is efficient and effective. It sets out how communities may be more involved in decisions affecting their lives but is silent on how CPPs might be held collectively to account for their performance alongside their individual accountabilities as partners.

14. Most parts of the Act are expected to be in force by summer 2016. The Scottish Government is currently preparing regulations and statutory guidance for CPPs and partners to help them fulfil their duties set out in part two of the Act. This is likely to be a package of guidance, including regulations on locality planning, statutory guidance for CPPs and partner bodies, a guide to community planning for the public, and examples of good or innovative practice. The development of statutory guidance provides an important opportunity for the Scottish Government to clarify specific performance expectations for CPPs and partners. It is anticipated that a key theme in the guidance will be an explicit expectation that CPPs:

- identify ambitious, rather than incremental, approaches to improvement
- start making more rapid progress in sharing, aligning and deploying their resources to deliver better outcomes for communities.

Exhibit 1

What the Community Empowerment (Scotland) Act 2015 means for community planning

The Act introduces new statutory duties for community planning.

Community Empowerment (Scotland) Act 2015



Gives CPPs a statutory purpose of focusing on improving outcomes



Requires CPPs to produce a local outcomes improvement plan (LOIP)



The Act requires CPPs to:

- identify which geographical areas have communities that experience the poorest outcomes
- prepare and publish locality plans to improve outcomes on agreed priorities for these communities



Requires CPPs to review and report publicly on the progress towards their LOIP and locality plans and revise and update the plans as appropriate



Expands the list of statutory partners to include:

- Skills Development Scotland
- the integration joint board (integration authority)
- Scottish Natural Heritage
- Scottish Environment Protection Agency
- Historic Environment Scotland
- a National Park authority
- Scottish Sports Council
- VisitScotland
- the Board of Management or a regional college
- a regional strategic body in Further and Higher Education (Scotland) Act



Specific duties on statutory partners to:

- contribute funds, staff and other resources to improve local outcomes
- work collaboratively with other partners on community planning
- ensure community organisations play an active role in community planning
- take account of LOIPs when they are carrying out its own functions



Introduces duties to support leadership and governance beyond the local authority to:

- the NHS board
- Scottish Enterprise and Highlands and Islands Enterprise
- Police Scotland
- Scottish Fire and Rescue Service



Gives a specific focus to tackling inequalities

Source: Audit Scotland

Major reform is under way to integrate health and social care services

15. The Public Bodies (Joint Working) (Scotland) Act 2014 sets out a framework for integrating adult health and social care services. This aims to change how people with health and social care needs are supported by promoting a shift to more community-based and preventative services. The Act creates new partnerships, known as integration authorities (IAs), with statutory responsibilities to coordinate local health and social care services. We reported on progress in establishing IAs in December 2015.⁶

16. The Act puts in place several national outcomes for health and social care and IAs are accountable for making improvements to these outcomes. This is the first time that outcomes have been set out in legislation in this way, signalling an important shift from measuring internal processes to assessing the impact on people using health and social care services. IAs are required to report every year on the progress they have made towards improving outcomes. The Act also aims to ensure that services are integrated, taking account of people's needs and making best use of available resources, such as staff and money. These new partnerships will manage more than £8 billion of resources that NHS boards and councils previously managed separately, which presents huge opportunities for targeting resources at local priorities for improvement.

17. Scottish Government guidance on health and social care integration highlights the importance of creating effective relationships between IAs and CPPs to help achieve national health and wellbeing outcomes.⁷ This approach is supported by the addition of IAs to the list of statutory community planning partners in the Community Empowerment Act. CPPs are now required to prepare locality plans ([Exhibit 1, page 12](#)) and IAs are required to divide their area into at least two localities to help plan and decide how to make changes to services in that area. It is important that individual IAs and CPPs are clear about how they will work together and ensure their approaches to locality planning are aligned.

Changes to community justice services are likely to include a major role for CPPs

18. The Community Justice (Scotland) Bill was introduced to the Scottish Parliament in May 2015. The Bill includes proposals to establish a national body to oversee community justice and to transfer responsibility for delivering community justice services to named community justice partners from April 2017. All of the proposed community justice partners are also statutory community planning partners under the Community Empowerment Act, except for the Scottish Courts and Tribunals Service and Scottish ministers. The Bill includes a proposed duty on community justice partners to publish an outcomes improvement plan. The Scottish Government expects CPPs and community justice partners to consult each other when preparing their respective outcomes improvement plans, to ensure consistency.

19. The arrangements set out in the Bill for community justice partners to plan, monitor and report largely mirror arrangements for CPPs. The Scottish Government anticipates that community justice planning will take place using community planning structures.⁸ This introduces complex governance arrangements. As currently proposed, a single national body (Community Justice Scotland) would have to provide assurance to Scottish ministers on the collective

achievement of improved community justice outcomes. The various partners involved in supporting improved community justice outcomes have a large and complex network of responsibilities.⁹ During the Bill's progress through the Scottish Parliament there has been considerable challenge around the proposed governance and accountability arrangements.

20. CPPs are not yet clear on what the changes will mean for them. The Scottish Government has established a working group to help with the transition of community justice arrangements into the new structure. CPP managers are represented on the group and its work includes talking to community planning and community justice partners across Scotland. The Scottish Government and COSLA will draft guidance setting out how the planning and delivery community justice services should be set within the community planning context.

21. The three pieces of legislation outlined above share many of the principles that guide the Scottish Government's reform of public services. Specifically, they focus on outcomes, prevention, partnership working and tackling inequalities. They also face common challenges, such as complex governance and accountability arrangements and difficulties managing performance in partnership settings. This legislation has important implications for the role of community planning, but it is relatively new and it will be some time before we can assess the impact it has had.

Countries across the world have established partnership working arrangements to deal with complex problems

22. Over the last few decades, many countries across the world have implemented public service reform programmes. These reforms have taken place because many of the challenges facing the public sector are common across advanced industrialised nations. These include an increased demand for services, less money, and the need to address interrelated and complex problems, such as climate change and crime and disorder, that one organisation or service can not solve on its own. A common response to this has been to establish formal arrangements for public bodies to work together to deal with these complex issues.

23. We reviewed approaches to community planning in seven countries: Australia, Denmark, England, Germany, Netherlands, New Zealand and Wales. We use the term community planning here to mean any model of formal strategic partnership working across a range of public bodies that is designed to improve services and deliver better outcomes for communities. The methodology for this work is in [Appendix 2](#). This work highlighted that the Scottish Government is not alone in reforming public services to:

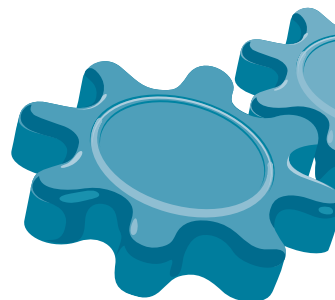
- improve the efficiency and effectiveness of public services, and ensure they remain responsive to the needs of the people who use them
- place a greater emphasis on early intervention and preventative approaches
- reduce inequalities between the most and least disadvantaged groups
- shift the focus from outputs to the achievement of better outcomes for communities.

24. The countries reviewed have different public service delivery arrangements, and as such there is no single approach to community planning. Local government is the most common lead body for leading and developing community planning among these countries; only Scotland and Wales have placed a statutory duty on other named partners to be involved. There has been a particular emphasis on pilots and testing new approaches, some of which are still in the early stages. These tend to focus on individual services rather than the place-based approach seen in Scotland.

25. Despite the shift towards outcome-based planning and performance measurement in public services in many countries, there is little evidence demonstrating the impact of community planning. In particular, there is a lack of evidence on the extent to which it has improved outcomes for communities. A report by the Organisation for Economic Co-operation and Development (OECD) found that there has been an increased focus on working in partnership to deliver improved public service outcomes. But it adds that 'most of the service changes could be defined as incremental, involving additions or modification of services, rather than radical transformation'.¹⁰ Nevertheless, there may be useful lessons for Scotland to learn and share with other countries as they each develop their approaches to community planning.

Part 2

Progress update



Key messages

- 1** Overall, CPPs continue to build on the positive progress we reported in 2014. In particular, they are improving leadership and scrutiny and are using data to set clearer priorities. CPPs also continue to implement a range of projects targeted at specific groups or communities. But we have yet to see CPP partners sharing, aligning, or redeploying their resources in significantly different ways and on a larger scale to deliver the CPPs' priorities, in line with the 2013 agreement on joint working on community planning and resourcing. The Statement of Ambition was clear that communities have a key role to play in shaping local public services, but involving communities fully in planning and delivering local services still remains at an early stage in many CPPs.
- 2** The Scottish Government is improving its understanding of how individual CPPs are performing and has identified priorities for improvement. It has not yet used this to develop, with COSLA, a well-coordinated national programme of support that reflects known good practice and is tailored to meet individual CPP's improvement and development needs.
- 3** The Scottish Government is strengthening its focus on outcomes in some policy areas. But the way in which public bodies report performance, and are held to account, does not always reflect the Scottish Government's policy of promoting outcomes, prevention and reducing inequalities. In particular, some short-term national performance targets are making it difficult to reform services to deliver more preventative service models. It is difficult to see how CPPs can meet the expectations of the Statement of Ambition without changes being made to how public sector partners and CPPs are held to account for their performance.
- 4** Stronger national leadership is needed to enable community planning to meet its full potential. The National Community Planning Group has not met since December 2014 and the Scottish Government is proposing to disband it. The Community Empowerment Act sets out new statutory duties for CPPs and statutory guidance provides an opportunity to clarify the Scottish Government's expectations for community planning. But this is not enough to deliver the ambitious changes that were envisaged in the Statement of Ambition. To meet these expectations, fundamental changes must be made to the way public services are planned and delivered.

CPPs have improved leadership and scrutiny but more effort is needed to shift resources towards prevention and outcomes

- 5** There is a need to streamline national performance management frameworks and create a better balance between measures of service performance and local outcomes, prevention and the performance of partnerships. This should involve placing the views of local communities at the heart of measuring success in public service delivery. The Scottish Government also needs to work with others to create a climate and culture where local public service leaders feel confident that they have autonomy and authorisation to decide how to respond to the specific needs of their communities. Local public service leaders also need to play their part by showing strong local leadership of change.
-

Progress since our last report

26. Last year we reported that there was a strong sense of renewed energy to improve community planning, with more active participation by partners and more shared ownership of priorities. We have continued to see a shared commitment by community planning partners to improving outcomes for their local communities, building on the positive progress we reported last year. Our follow-up work in 2015 in the eight CPPs we have audited found evidence of progress against the recommendations in our previous national and local audit reports. In particular, we found progress regarding improving governance and accountability arrangements and setting clearer improvement priorities. CPPs are, though, still finding it difficult to make a significant shift towards targeting resources at prevention and fully involving communities in planning and providing local services.

27. CPPs are all making progress at a different rate. This is understandable given that they are all starting from a different place and face specific local challenges. The measure of success of CPPs will be a reduction in inequalities between the most and least deprived groups and the improvement of outcomes for specific local communities. This is a long-term goal and demonstrating any impact in this area may take years. It is important that all CPPs get the help they need to improve their performance and to maximise the opportunities presented by partnership working to change the way they deliver services and, over time, improve outcomes for their local communities.

CPPs are improving leadership and scrutiny

28. We previously reported that although aspects of community planning are improving, leadership, scrutiny and challenge are still inconsistent. In 2014, we found little evidence of CPP boards demonstrating the levels of leadership and challenge set out in the Statement of Ambition. Governance and accountability arrangements in CPPs are complex given the range of partners involved, all of whom are accountable to different bodies and are not formally accountable to the CPP board. There are ways that CPPs could work within these arrangements to improve the level of leadership, scrutiny and effective challenge. For example:

- jointly agreeing clear priorities for improvement
- bringing local partnership working arrangements in line with local improvement priorities

- clarifying the roles and responsibilities of partners
- developing the skills and culture that are needed to allow board members to challenge more effectively
- agreeing performance measures that reflect the CPP's priorities and outcomes.

29. Overall, CPPs are improving in these areas, although it is too early to assess the impact on the effectiveness of CPP boards. CPPs are setting clearer priorities for improvement ([paragraph 34, page 19](#)), and are starting to restructure their working arrangements around them. For example:

- We previously reported that Orkney CPP had an overly complex structure that limited partners' ability to participate fully or contribute effectively.¹¹ The structure was organised around the CPP's 16 priorities. In February 2015, Orkney CPP agreed three new strategic priorities and streamlined its structure around this. A new board was formed comprising all partnership bodies with a duty to participate in community planning under the Community Empowerment Act. The CPP has replaced its 18 thematic groups with three delivery groups, which plan, progress and report against the CPP's three strategic priorities. An executive group, comprising senior executive officers from partner bodies, provides support and advice to the board.

30. Some CPPs are also taking steps to clarify the role, responsibilities and scrutiny arrangements of their CPP boards, subgroups and partners, for example by revising the CPPs' terms of reference. This has been supported in some CPPs by training and other activity to raise awareness of what these roles and responsibilities mean in practice. For example:

- West Lothian CPP has clarified the terms of reference on governance arrangements for all groups in the CPP structure. It is working with Public Sector Collaborative Learning to develop practical actions to help partners understand and fulfil their roles in the CPP. This includes development sessions with the CPP board to explore the role of board members, their challenge and scrutiny role and the added value the board can bring, and to strengthen relationships and links between the board and thematic groups.

31. Effective scrutiny and challenge relies on a clear performance management framework. This allows the CPP board to monitor progress against its priorities for improvement and hold partners to account for their contribution. In general, CPPs are improving their performance management arrangements, and placing more emphasis on outcomes. For example:

- Glasgow CPP has put in place a performance management framework to monitor progress against its implementation plans. This includes a plan for evaluating how successful partners are in working towards the CPP's priority outcomes. The CPP structure is divided into three geographic sectors, each of which has its own partnership group. The role of these three sector partnerships in scrutinising performance and holding partners to account has improved. They now receive regular progress reports on the delivery of the CPP's priorities at a sector level. The CPP is planning to include more detailed performance data in these reports.

CPPs are improving how they use data to set clear and targeted priorities for improvement

32. The Community Empowerment Act requires CPPs to publish a local outcomes improvement plan, which sets out the local outcomes that the CPP will prioritise for improvement. CPPs must also identify which geographical areas have communities that experience the poorest outcomes, and publish locality plans to improve outcomes on agreed priorities for these communities. CPPs are required to report on progress towards their improvement and locality plans each year. In developing these plans, CPPs will need to use data at a neighbourhood level to get a better understanding of the experiences and needs of their local communities.

33. The Improvement Service has developed three data analysis tools to help CPPs better understand their local communities. The tools provide data on outcomes at a neighbourhood level which CPPs can use to help develop their local outcomes improvement plan and locality plans. The tools are as follows:

- Community Profiler is designed to analyse changes in outcomes for the most and least deprived communities across Scotland over time. It provides data on a series of outcomes, including income deprivation, employment deprivation, crime, emergency hospital admissions and life expectancy.
- Viewstat displays data on a map from over 600 indicators covering health, education, safety, economic participation, housing and income. The data can be analysed for the whole council area and for local neighbourhoods.
- Welfare Reform Dashboard shows data on welfare reform by council and neighbourhood area, such as local labour market figures, benefit claimant levels, and discretionary housing payments.

34. We reported previously that some CPPs, such as Glasgow and West Lothian, were using data to identify a small number of specific priorities for their area. More CPPs are now improving the way they use data to identify relevant and targeted priorities for improvement. CPPs are considering the requirements of the Community Empowerment Act and some have started to draft local improvement plans that reflect these priorities. For example, Aberdeen and Falkirk CPPs are collating data from a range of sources to help them identify strategic priorities for their new outcomes improvement plans. This includes quantitative data as well as feedback from local communities.

CPPs are still finding it difficult to shift resources on a larger scale towards their priorities and prevention

35. In September 2013, the Scottish Government and COSLA issued an agreement setting out their expectation that partner organisations would work together through CPPs to target resources towards their jointly agreed priorities.¹² CPPs are continuing to identify how partners use their resources, such as money and staff, in particular priority areas or specific communities. For example, Glasgow CPP is carrying out an exercise to assess existing services, support and strategic approaches around the themes of alcohol and homelessness in Glasgow City. Some CPPs are taking steps to plan how they use their resources, such as money and staff, in a more joined-up way. For example, Aberdeen CPP, following the review of its single outcome agreement (SOA), will have discussions

on resource allocation and in future years look to bringing its budget-setting schedule in line with the timetables of partner organisations. There continues to be small-scale examples of joint resourcing. But, overall, CPPs are not using their resources in a significantly different way. They are still finding it difficult to target their resources on a larger scale towards their priorities and shifting them towards preventative activity.

36. Moving resources towards prevention is challenging and often requires a significant change in how services are delivered. It may involve reducing some budgets and increasing others, and targeting resources more effectively at specific groups of people. CPPs are currently exploring small-scale preventative projects, with funding from partners. If CPPs are to use partners' resources to promote early intervention and prevention approaches and reduce inequalities, then a significant scaling up of activity will be required. This would involve difficult local choices about how resources are to be used and stronger shared strategic planning for prevention.

Local communities are not yet central in CPPs' decision-making

37. When community planning was established on a statutory basis in 2003, it was seen as a way for public bodies to work together with local communities to plan and deliver better services. It aimed to involve local communities more in the decisions that affect their lives. Overall, CPPs have been improving how they consult with local communities over the last few years. For example, Moray CPP is streamlining its community engagement arrangements and developing a plan of engagement activities, with the aim of better coordinating this activity across Moray. But, as we reported last year, CPPs are not yet routinely working with communities to ensure they can influence or change the way local services are provided.

38. The Community Empowerment Act builds on the expectation in the Statement of Ambition that community planning should be about 'planning for place' and makes clear that the participation of communities lies at the heart of community planning. It requires CPPs to consider which community bodies could contribute to community planning, and make all reasonable efforts to get these bodies involved. Statutory partners must contribute money, staff or other resources to secure this participation. To fulfil the requirements of the Act, CPPs will need to make a significant shift from one-off consultations with communities about specific services or projects to routinely building the views of local communities into their overall decision-making processes.

39. Many CPPs are introducing or refreshing locality-based planning arrangements. They have the potential to give communities more of a say in how local services are planned and delivered, but can take time to establish ([Case study 1, page 21](#)).

40. Implementing effective community engagement arrangements, in line with the expectations of the Statement of Ambition and the Community Empowerment Act, is essential if CPPs are to be at the heart of public service reform. Reducing resources will require difficult choices to be made about which services are to be prioritised within CPP areas and where and how they will be delivered. It is essential that communities are involved in that debate if the trust and support that the public has in public services is to be retained.

Case study 1

North Ayrshire locality planning approach



In 2012, North Ayrshire CPP started developing a locality planning approach. This approach was intended to help the CPP better understand local needs throughout North Ayrshire and then to target resources and activity accordingly. It divided the council area into six localities, and developed in-depth neighbourhood profiles to help understand the unique characteristics of each area. The CPP is working with communities to develop plans for each area that will include specific priorities for each locality, and is establishing six locality forums.

The CPP hopes that its locality planning approach will enable communities to influence how services are delivered to meet their own needs and priorities. It has consulted with local people in each of the six localities as it has developed this approach. During 2015, the CPP carried out a second round of consultation events across the six localities. A range of partners took part in accredited training on community engagement and consultation and were involved in these consultation exercises. These exercises have allowed the CPP to build up a picture of local strengths and priority needs across each area and get the views of local residents on the locality planning approach. The CPP has recently concluded consultation over the governance structures and responsibilities of locality forums. The CPP has set up a board to help maintain momentum and give clear oversight of how locality planning develops.

Source: Audit Scotland

There is a need for stronger national leadership to enable community planning to meet its full potential

41. The Scottish Government established the National Community Planning Group (NCPG) in 2012 to ‘provide the strategic leadership needed to drive the step change in community planning that has been set out in the Statement of Ambition’.¹³ Its membership is drawn from senior leaders from across the public sector, ministers, elected members and voluntary organisations. The overall purpose of the NCPG is to enable the conditions for success required to deliver the overarching vision for community planning by:

- ensuring that the vision and key principles in the Statement of Ambition are reflected in CPPs’ activity
- ensuring that the necessary actions, cultures and resources are in place across public services to enable an effective environment for community planning to operate within
- ensuring that community planning promotes, contributes to and is embedded within the wider public service reform agenda
- building and maintaining the capacity of CPPs, including knowledge-sharing and best practice, and identifying national performance issues

- resolving any tensions between national and local priorities and providing an environment within which the Scottish Government's sponsorship of public bodies can help to secure the effective participation of appropriate bodies in community planning.

42. The NCPG issued a set of key principles to CPPs in summer 2014 that were intended to provide an ambitious but realistic improvement agenda for community planning. Those principles were consistent with the Statement of Ambition but indicated an approach to community planning that was more clearly focused on prevention and reducing inequalities. In 2014, we highlighted the need for the NCPG, Scottish Government and COSLA to convert those key principles into a clear set of performance expectations for CPPs that reflected the NCPG's refocused approach to community planning.

43. At its meeting in December 2014, the NCPG considered the recommendations in our report. It agreed to update the Statement of Ambition to ensure expectations on CPPs and partners are clear and place appropriate emphasis on where CPPs should make the greatest impact. It also decided to review its structure, including an enhanced role for the Senior Officer Group that supports it. The NCPG has not met since then. It has not updated the Statement of Ambition or reviewed its structure, although the Scottish Government and COSLA have refreshed and broadened the membership of the Senior Officer Group. This group met once during 2015.

44. The failure of the Scottish Government and COSLA to clarify performance expectations of CPPs, in line with the NCPG's refocused approach to community planning, is a significant issue. This is not helped by the expectation in the Statement of Ambition that CPPs should be genuine boards, with all the authority, behaviours and roles that implies for them, when partners' formal accountabilities lie elsewhere. As we reported previously, the Statement of Ambition is being interpreted in different ways and there are different views about what community planning is for ([paragraph 11, page 10](#)). Although this might seem to offer welcome flexibility, it is getting in the way of developing a clear narrative that sets out realistic expectations about what impact community planning should have on Scotland's public services, and when we might expect to see improved outcomes for communities. It also makes it difficult to assess the adequacy of the pace of improvement in community planning.

45. The Scottish Government plans to issue a range of statutory and non-statutory guidance as part of its implementation of the Community Empowerment Act. This will cover leadership and governance, priorities, prevention and equalities, community engagement and participation, performance management and shared use of resources. It is important that this guidance clarifies the Scottish Government's and COSLA's performance expectations of community planning and CPPs to address this outstanding recommendation. The guidance also presents an opportunity for the Scottish Government to set out how community planning sits within its broader agenda of public service reform and how its Theory of Change for community planning will deliver improvements.

46. Setting national performance expectations for community planning is difficult but important. A careful balance needs to be struck between providing sufficient clarity on what is expected of CPPs while at the same time allowing local flexibility for CPPs to organise and manage their business in ways that work best for them. Any national performance expectations have to allow CPPs to respond to local needs and improvement priorities. The Scottish Government's improvement framework for Scotland's public services sets out key characteristics that must be in place to secure transformational change, such as the review of community planning.¹⁴ The characteristics of the improvement framework include a clear vision, a story, and a set of actions to move towards the vision. Clarifying performance expectations for community planning will help to:

- provide a clear vision for community planning
- enable CPPs to develop their own story, that is setting out where they have been and where they are going
- develop a clear set of actions among CPPs about the proposed changes they intend to make to deliver the vision
- set a framework for assessing progress towards implementation of the Statement of Ambition and the Community Empowerment Act.

47. The Scottish Government recognises that the absence of NCPG meetings has not resulted in a slowdown of progress locally. It has also been able to initiate action, such as the proposed 'test of change' ([paragraphs 62–64, page 28](#)), without involving the NCPG. On that basis, the Scottish Government is proposing to disband the NCPG, although it will continue to review the value of some form of national leadership role.

48. The lack of leadership from the NCPG during 2015 does not appear to have hindered progress in CPPs. However this local progress, important though it is, continues to be largely incremental improvements in delivering services or small-scale pilots targeted at specific groups or communities. Both of which affect relatively limited levels of public service resources. We have yet to see CPP partners sharing, aligning, or redeploying their resources in significantly different ways and on a larger scale to deliver the CPPs' priorities, in line with the Statement of Ambition and the 2013 agreement on joint working on community planning and resourcing.

49. Although community planning is increasingly recognised as an important task for all CPP partners, for many it still remains secondary to their core priorities and accountabilities. This is a reflection of the complex and cluttered accountability arrangements that apply to CPP partners. Given the pace of change in CPPs since the re-launch of community planning four years ago, it is difficult to see how the transformational change anticipated in the Statement of Ambition can be achieved without more fundamental changes being made to the way public services are planned, delivered and held to account.

50. While the ultimate success of community planning depends upon action at a local level by CPPs, there are important areas where national leadership is needed to create the conditions under which community planning can flourish. These include:

- making changes to how the Scottish Government holds public sector partners and CPPs to account for their performance, by strengthening the focus on place and outcomes
- taking action to address the impact that some short-term national performance targets (notably in the NHS) are having in making it difficult to reform services to deliver more sustainable preventative service models
- ensuring that CPPs receive both support and challenge to further drive improvement.

51. While the NCPG may not have been successful in fulfilling the role set out for it ([paragraph 41, page 21](#)), there is still a need for ongoing national leadership (both political and managerial) to establish the necessary conditions for community planning to realise its full potential as set out above. Establishing a national forum for CPPs that has the credibility and authority to both influence government policy and shape the behaviour of CPPs would help to drive continued improvement in community planning. The work of this forum should include creating appropriate policy and accountability arrangements, maintaining oversight of progress in implementing the Community Empowerment Act and addressing any barriers to improving community planning at both national and local level. There is also an important national role for such a forum in resolving any systemic tensions between national and local priorities. A group of this kind would meet the requirement in the Scottish Government's improvement framework for Scotland's public services for a 'guiding coalition' to drive change and sustain support. This forum would need to engage effectively with other groups and forums with responsibility for leading and driving public service reform such as the Scottish Leaders Forum.

The Scottish Government is strengthening its focus on outcomes but this is not reflected in national performance management arrangements

52. The Statement of Ambition highlights the important role of CPPs in delivering better outcomes for communities, which reflects the Scottish Government's wider outcomes-based approach. Since 2007, the Scottish Government has been committed to outcome-based policies and preventative models of delivering public services. It introduced its National Performance Framework (NPF) in 2007. This sets out the Scottish Government's purpose, strategic objectives, the 16 national outcomes it wants to achieve, and 50 national indicators that track progress towards these outcomes. The Community Empowerment Act reinforces the Scottish Government's focus on outcomes. It requires Scottish ministers to consult on, develop and publish a set of national outcomes at least every five years, and regularly and publicly report progress towards them. The Act places a duty on public bodies to consider these national outcomes in carrying out their functions. The Scottish Government is currently in the process of reviewing the NPF.

53. In our last report we recommended that the Scottish Government should implement its outcomes approach more systematically, so that the contribution of all parts of government to supporting the delivery of national outcomes is better understood. Linked to this, we also recommended that the Scottish Government should streamline national performance measurement arrangements and create a stronger prevention and outcome focus. The Scottish Government is strengthening its focus on outcomes in some policy areas. It has used legislation, such as that on community empowerment, health and social care integration and community justice, to clarify the role that it expects public bodies and partnerships to play in helping to deliver improved outcomes ([Part 1](#)). It also continues to use its guidance to some public bodies to reinforce its expectation that they will work in partnership to achieve better outcomes for communities.

54. Arrangements to measure performance in public sector bodies are still heavily focused on inputs such as budgets and staffing numbers (eg, police officers and teachers), and outputs such as the number of people receiving services. Although changes are being made, for example in health and social care, the overall balance of performance measures does not reinforce the principles of outcomes, prevention and reducing inequalities set out in the Statement of Ambition. Even in health and social care, new outcomes measures are being introduced in addition to existing input and process measures, rather than as a replacement for them. It is not clear that the Scottish Government has reviewed the full range of existing planning and performance reporting frameworks to assure itself that:

- they all align with the Scottish Government's 16 national outcomes
- there is clarity about the contribution that the bodies working within these planning and performance reporting frameworks are making to the Scottish Government's five objectives and 16 national outcomes.

55. In September 2014, the Scottish Government's Public Service Reform Board (PSRB) considered work by the Outcomes, Evidence and Performance Board (OEPB) on how public bodies measure their performance ([Exhibit 2, page 26](#)). This work was a snapshot at a moment in time but it highlighted a cluttered landscape of performance, benchmarking and evaluation frameworks. It found that most of the measures in these frameworks are input-focused, short-term measures, which report on day-to-day performance rather than progress towards longer-term outcomes. The OEPB's analysis showed that very little of the data that is currently being recorded and reported focuses on inequalities, prevention, or performance at a local level. It highlighted the need for performance frameworks to focus more on how partnerships are improving outcomes, while retaining key service standards in individual public bodies. Professional and sectoral bodies were concerned that they did not have the authority to reduce or radically change what is reported. The PSRB concluded that the need for change was well understood and accepted but it could not agree about what change was needed and how to implement it.

56. At its meeting in February 2015, the PSRB concluded that no aspects of performance management arrangements were creating a significant barrier to CPPs focusing on prevention or outcomes. The evidence in [Exhibit 2 \(page 26\)](#) suggests though that there is scope to streamline national performance frameworks and place more emphasis on longer-term outcomes measures. The OEPB's analysis indicated that only 20 per cent

of the performance data being reported is based on statutory requirements. This indicates that there is a significant opportunity to streamline performance management arrangements in the public sector to create space for CPPs to more clearly focus on outcome improvements that are more relevant to local communities, as anticipated in the Statement of Ambition.

Exhibit 2

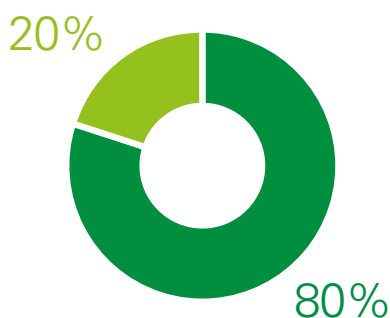
Measuring performance in Scotland's public sector

Most performance measures are short-term indicators of inputs and outputs, and do not give a sense of progress towards outcomes.

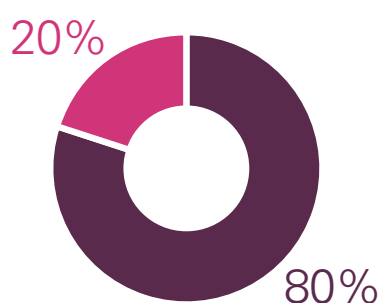
The level of frameworks operating at



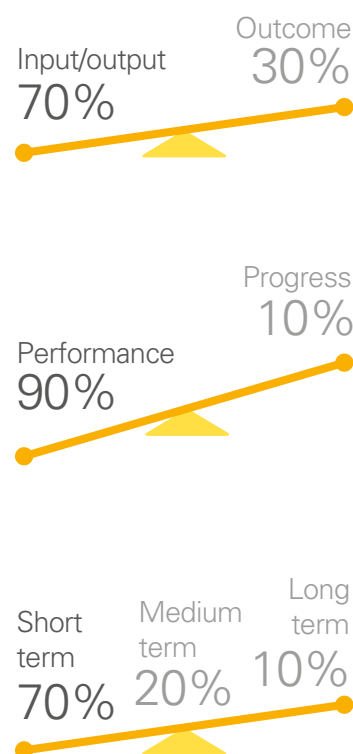
Local autonomy/ nationally set



Statutory vs non-statutory



Balance of measures



Source: Improvement Service; and Outcomes, Evidence and Performance Board

57. We recognise that changing national reporting requirements is not straightforward, particularly in those service areas such as the NHS where there are public expectations of consistent national standards of performance alongside longer term outcomes. It is important to maintain key measures of day-to-day service performance. We also recognise that monitoring and reporting on outcomes is challenging. There are well-known difficulties in attributing outcomes across partnerships and the long-term nature of many outcomes requires good-quality, consistent data to be gathered over a number of years, supported by interim process monitoring. However, it is difficult to see how CPPs can meet

the expectations of the Statement of Ambition without changes being made to how public sector partners working in a community planning setting are held to account collectively for their performance. There is strong evidence that important aspects of existing performance management and accountability arrangements can have a detrimental effect on public bodies trying to deliver services differently and in a more preventative way.

58. For example, our most recent annual report on the NHS in Scotland noted the extensive effort and focus placed by the Scottish Government and NHS boards on meeting performance targets and standards. We reported that this may be detrimental to the longer-term ambitions of changing how services are delivered, focusing more on prevention and moving more care into the community.¹⁵ We recommended that the Scottish Government and NHS boards should consider setting targets that will help them achieve longer-term aims. This would help ensure that short-term actions do not conflict with longer-term plans. The 14-day delayed discharge target is an example of a performance measure that is creating unintended consequences that run counter to the Scottish Government's commitment to more preventative models of care. In health and social care integration, we also recently reported that the Scottish Government and IAs need to resolve tensions between targeted local measures and national reporting on the impact of IAs. An increasing focus on local measures means it is timely to review whether existing national measures are fit for purpose. When reviewing national measures careful thought needs to be given to the distinction between measures (short and long term) and targets to avoid the distorting effect of measures being seen or used as targets. The Scottish Government is working to ensure that new outcome-based indicators are given the space to develop alongside existing targets and performance measures. It recognises the need to engage widely on the targets and standards that are set for the NHS, reviewing targets and tolerances and support improvement and transformation. In doing this the Scottish Government should think carefully about how it can implement a whole-system approach to targets and measures that reinforce the importance of local partnership working.

The Scottish Government and COSLA are working with CPP partners to explore opportunities to work more flexibly

59. The Senior Officer Group ([paragraph 43, page 22](#)) has identified two challenges that it considers are hindering public services from making community planning a successful collaboration that leads to using collective resources effectively. These are:

- Community planning partners' accountabilities currently focus on the delivery of services, and this is inhibiting their ability to focus their effort on directly improving outcomes.
- Public bodies currently lack the flexibility and devolved powers that would enable them to contribute effectively to improved outcomes.

60. The challenges identified by the Senior Officer Group are reflected elsewhere. For example, What Works Scotland's review of partnership working across UK public services and Edinburgh University's Academy of Government's work on the challenges of making the ambitions for community planning a reality.^{16, 17} These challenges can be seen in various public services, such as health and social care and the police service. In 2013, we reported that the lack of flexibility

over managing staff and officer numbers was increasing the challenge facing the Scottish Police Authority (SPA) and Police Scotland in achieving required savings. We found that the Scottish Government's commitment to maintain police officer numbers and no compulsory redundancies for police staff was limiting the SPA's and Police Scotland's flexibility to deliver savings.¹⁸

61. The Senior Officer Group recognised that there are some steps that senior officers can take locally to mitigate the impact of these challenges. But it concluded that if local partners are to focus on improving outcomes and be held to account for the progress they make towards this, decisions need to be made about what local authorisation partners should have. With this in mind, the group suggested offering the opportunity to partners in one or two CPPs to be more flexible in how they work. This included flexibility in their existing performance management arrangements and their allocation of resources. In return for this flexibility the CPP and partner bodies would redirect more resources towards:

- working collaboratively to tackle inequalities and grow the economy in their area
- making greater progress towards achieving local outcomes.

62. The Scottish Government and COSLA have termed this opportunity a 'test of change'. They are currently working with some CPP partners to develop proposals for a 'test of change' for consideration in early 2016. Complex discussions within and across national and local government will have to take place to establish appropriate ground rules before these proposals are agreed. For example, how the proposed new flexibilities are reflected in schemes of delegation across public bodies. It is also likely that implementing any proposed 'test of change' will highlight complicated issues that will affect CPP partners, Scottish Government policy makers and others, such as the Scottish Parliament. Coordinated national leadership will be needed to address any such challenges.

63. The proposed 'test of change' provides an important opportunity to gather evidence on what is preventing community planning from making the transition from valuable, but largely small-scale change, to community-focused public service reform. This evidence may take time to emerge and will be based on the experiences of only one or two CPPs. It is important that the Scottish Government and COSLA explore other ways to develop a clearer shared understanding of what has hindered CPPs from making progress to date. In particular, what the barriers are to CPP partners sharing resources and changing how they deliver services to address their communities' needs and concerns.

64. The Scottish Government and COSLA should not wait until the 'test of change' has concluded before starting to take action to remove any barriers to improvement. This includes addressing the challenges identified by the Senior Officer Group by:

- refocusing community planning partner bodies' accountabilities more towards achieving improved outcomes for the CPP area
- identifying further opportunities to give public bodies more flexibility and devolved powers to enable them to contribute more effectively to improved outcomes. This could include reviewing the extent to which schemes of delegation reflect, for key national bodies, the ambition of the community empowerment legislation.

The Scottish Government is improving its understanding of performance in individual CPPs

65. We previously reported that there is no coherent national framework for assessing the performance and pace of improvement of individual CPPs. There is a similar gap in evidence on the extent to which community planning as a national process is at the core of public service reform, driving the pace of service integration, increasing the focus on prevention and supporting the delivery of improving outcomes for communities. This means that the Scottish Government and COSLA have no overall picture of how individual CPPs are performing and what progress they are making towards implementing the Statement of Ambition. The Scottish Government is improving its understanding of what actions individual CPPs are taking to improve their performance. They are doing this by drawing on a range of information sources, including the Improvement Service's supported self-assessments of CPPs, audit reports, and intelligence from location directors.

66. Since we last reported, the Scottish Government has reviewed and updated the role of location directors, and is working with them to assess the performance and progress of CPPs. Each CPP has been assigned a location director, whose role is primarily to provide advice, support and challenge to CPPs in delivering their priorities. Updated role descriptions were issued to location directors in September 2015. These set out the expectation that they will focus their work with CPPs on tackling inequalities, progressing local improvements, democratic participation and economic development. They are also required to feed back to the Scottish Government on progress in their CPP, including any particular challenges.

67. The activity outlined above provides the Scottish Government with information on progress in each CPP against some of the key elements of the Statement of Ambition. This has allowed the Scottish Government to identify a number of common areas that CPPs are finding challenging. These include joint resourcing, prevention, community engagement and tackling inequalities.

68. The Community Empowerment Act introduces new reporting requirements that may help the Scottish Government and COSLA to assess CPPs' progress towards improving outcomes. CPPs are required to publish a local outcomes improvement plan and locality plans and report progress against them each year ([Exhibit 1, page 12](#)). The first set of progress reports will be published in 2017. The Scottish Government and ministers currently monitor how public bodies perform against their corporate plans, national targets and outcomes. With the introduction of the Community Empowerment Act, it will be important that the Scottish Government uses these arrangements to hold statutory community planning partners to account for fulfilling the duties set out in the Act.

69. Measuring and reporting progress is a fundamental element of the Scottish Government's improvement framework for Scotland's public services. At the delivery level within CPPs the expectation is that they:

- **Plan** – through the CPPs' and individual partners' plans and strategies
- **Do** – implement their improvement commitments
- **Study** – analyse and reflect on their performance
- **Act** – implement new changes.

70. This concept of local performance reporting is consistent with the more general public performance reporting requirements that apply to those public bodies that are subject to a duty of Best Value. However, it needs to be complemented by improved community engagement by CPPs in order to strengthen accountability to communities if the ambitions of the Community Empowerment Act are to be delivered.

A framework is needed for assessing progress in implementing the Statement of Ambition and the Community Empowerment Act

71. There is a need for assessment and learning at the whole-system level on progress in implementing the Statement of Ambition and the Community Empowerment Act, to complement the assessment of performance locally by individual CPPs. This should focus on assessing whether the Scottish Government and COSLA have created the conditions through which community planning can flourish through:

- effective policy development and implementation
- ensuring that the necessary actions, cultures and resources are in place across public services to support effective community planning
- well-targeted improvement support and capacity building within CPPs and across government
- knowledge sharing and best practice
- identifying any significant national performance or community planning governance issues and implementing appropriate improvement actions (including resolving any tensions between national and local priorities).

72. The Statement of Ambition included a commitment to establishing a programme and timetable for delivering the improvements in community planning that it set out. Although a number of updates and correspondence focusing on issues such as Single Outcome Agreements were issued following the Statement of Ambition, these fall short of a comprehensive programme and timetable for change. Given the ongoing significance of community planning and CPPs as part of the Scottish Government's reform agenda it would be useful, for transparency and accountability purposes, if the Scottish Government and COSLA now set out a clear route map for improving community planning. Given the complex and long-term nature of this programme of change it will be important to establish a range of short-, medium- and long-term steps that will be taken locally and nationally to improve community planning and how the impact of those changes will be assessed. The proposed publication of statutory guidance provides the opportunity to do this. This would reflect the requirement in the Scottish Government's improvement framework for a clear set of actions that support the delivery of the vision, underpinned by appropriate measurement and reporting on progress both nationally and locally.

73. Responsibility for improving public services rests with community planning partnerships but external scrutiny can be a catalyst for improvement, influencing the behaviours and cultures of partners and highlighting good practice. Scotland's scrutiny bodies undertake a range of audit and inspection work that focuses on the quality and effectiveness of local partnership working. Alongside this

existing activity, the Strategic Scrutiny Group (SSG), (a national group that brings together Scotland's main public sector external scrutiny bodies to facilitate and coordinate local government scrutiny) is currently considering the implications of the Scottish Government's public service reform agenda. In particular its focus on place, partnerships, prevention and performance, on future approaches to scrutinising public services. The SSG is working closely with the Scottish Government as part of its consideration of the links between public service reform and external scrutiny.

Priorities for helping CPPs improve have been identified but providing this support continues to be poorly coordinated

74. CPPs continue to get help to improve from a wide range of organisations. This support covers some of the areas we have previously highlighted for improvement. These include using data to help make decisions, moving towards prevention, tackling inequalities, and improving leadership and scrutiny. During 2015, a range of work has progressed including:

- The Improvement Service is working with partners to develop community planning outcomes profiles. These profiles will provide better and more consistent data on outcomes to help community planning partnerships make decisions. The tool is being piloted with six community planning partnerships in Aberdeenshire, Fife, Glasgow, Highland, North Ayrshire and Shetland.
- The Improvement Service, NHS Health Scotland and NHS National Services Scotland are developing a proposal to offer tailored support to four CPPs. This will help them develop a local outcomes improvement plan that is focused on prevention and tackling inequalities at a neighbourhood level.
- The Improvement Service published a series of notebooks in September 2015 that provide information, guidance and support to CPP board members. They cover the roles and responsibilities of a CPP board and individual board members, and the skills and behaviours required to fulfil the role effectively.
- The Improvement Service, Voluntary Action Scotland and the Scottish Government have launched phase two of their programme to improve the impact of Third Sector Interfaces (TSIs) in community planning. A further six TSIs are now participating in the programme, following the initial work in five areas during 2014/15.
- What Works Scotland continues to work with its four case study CPPs of Aberdeenshire, Fife, Glasgow and West Dunbartonshire to identify where and how they can improve, in ways that meet their local circumstances and priorities.

75. The Improvement Service is at the early stages of developing an online resource for CPPs, on behalf of the Scottish Government and COSLA. This will profile the full range of support available to them from national improvement bodies. It is designed to address our recommendation to establish and coordinate a programme of well-targeted practical support that will help CPPs to implement the Statement of Ambition effectively.

76. The OEPB has started to take action that will help to address our recommendation concerning using data to make decisions. The OEPB was established as a response to the need to improve how CPPs use evidence and data. Members include representatives from the Improvement Service, the Scottish Government, Society of Local Authority Chief Executives (SOLACE), community planning partner organisations and the voluntary sector. It is developing a three-year plan, focusing on where it can add value in supporting CPPs. The plan will aim to help CPPs improve by:

- giving CPPs better information on how to measure outcomes and helping them develop clear and accountable systems to manage their performance
- ensuring better use of data and evidence in decision-making and planning for the most deprived communities
- strengthening accountability and governance arrangements
- encouraging all CPP partners to collaborate and learn from each other.

77. There is an important opportunity for the Scottish Government and COSLA to work closely with the OEPB and improvement bodies working with CPPs to establish a more coordinated approach to the prioritisation and management of improvement support for CPPs. Any such approach needs to be grounded in a better understanding of what the particular support and development needs of individual CPPs are. There is also a need to identify how best to communicate the important messages from research on community planning to those who could convert it into changes of policy or practice. This is an area where there are important gaps in the research literature, in particular in relation to what specific factors contribute to effective partnership working and how good practice can be transferred across complex systems. This is something that the OEPB is focusing on as part of its work programme, working closely with public sector improvement agencies.

Delivering the Statement of Ambition will require major changes

78. Progress on community planning is being made both locally and nationally. But it is not yet delivering the changes in the way public services are organised and delivered as envisaged by the Scottish Government and COSLA in the Statement of Ambition. Major changes to current arrangements will need to be made to create the conditions nationally through which CPPs can deliver an outcomes-based approach to local public services that focuses on prevention and tackling inequalities.

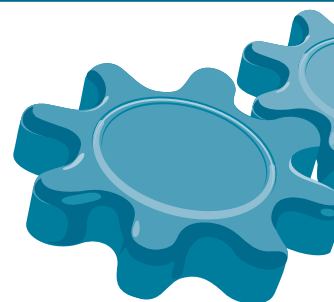
79. The growing financial and other pressures on Scotland's public services increases the urgency for community planning to deliver sustainable reformed public services that truly meet the need of local communities. The current policy environment provides real opportunities for community planning partners to rethink how they deliver services. It also presents challenges that will require national leadership, from the Scottish Government and COSLA, to overcome. For CPPs to feel that they have the power and authority to transform services radically in line with the Statement of Ambition, rather than just making further incremental changes, difficult decisions need to be made. This includes decisions about the appetite for local devolution of power and the shift towards outcome and partnership-based performance assessment, including managing the risks associated with doing this.







80. This programme of change needs to include ensuring that performance measurement frameworks reflect the Scottish Government's longer-term ambitions of changing how services are delivered, focusing more on prevention and inequalities alongside its commitment to sustainable economic growth. As part of that process the Scottish Government needs to take more of a whole systems approach to assessing the performance of how public bodies work together in partnership. It also needs to work with others to identify and remove any short-term targets and measures that conflict with its longer-term plans. Strong national leadership (both political and managerial) will be needed to establish the necessary conditions for community planning to realise its full potential, building on the momentum that is already in place. That national leadership role will involve creating an appropriate policy and accountability framework and addressing any barriers to improving community planning at both national and local level. Given the increased emphasis on localism set out in the Community Empowerment Act tensions may arise between national and local priorities. There is therefore also an important national leadership role to resolve any systemic tensions between national and local priorities.

81. Change and improvement are required at a local level too. While some aspects of current planning and performance management arrangements are getting in the way of CPPs delivering services in different ways, public service leaders also need to use the discretion that they already have to make the changes required in their areas.

82. Delivering this kind of major change will be challenging and will take time. What is clear, though, is that continuing on the current path of delivering local improvements is unlikely to deliver the system-wide transformational change outlined in the Statement of Ambition.

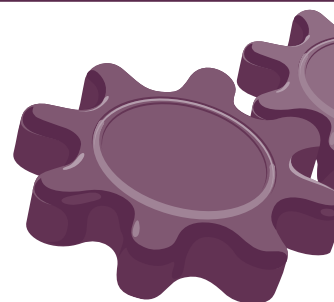
Endnotes





- ◀ 1 [Improving community planning in Scotland \[PDF\]](#) , Audit Scotland, March 2013.
- ◀ 2 [Community planning: Turning ambition into action \[PDF\]](#) , Audit Scotland, November 2014.
- ◀ 3 *Review of community planning and single outcome agreements: statement of ambition*, Scottish Government and COSLA, March 2012.
- ◀ 4 *Commission on the future delivery of public services*, June 2011.
- ◀ 5 *Review of community planning and single outcome agreements: statement of ambition*, Scottish Government and COSLA, March 2012.
- ◀ 6 [Health and social care integration \[PDF\]](#) , Audit Scotland, December 2015.
- ◀ 7 *Localities guidance*, Scottish Government, July 2015.
- ◀ 8 *Future model for community justice in Scotland: response to consultation*, Scottish Government, December 2014.
- ◀ 9 *Community Justice (Scotland) Bill: written submission from Audit Scotland*, Justice Committee, August 2015.
- ◀ 10 *Together for better public services: partnering with citizens and civil society*, Organisation for Economic Co-operation and Development, 2011.
- ◀ 11 [Orkney Community Planning Partnership \[PDF\]](#) , Audit Scotland, November 2014.
- ◀ 12 *Agreement on joint working on community planning and resourcing*, Scottish Government and COSLA, September 2013.
- ◀ 13 *Terms of reference of the national community planning group*, September 2012.
- ◀ 14 *The 3-step improvement framework for Scotland's public services*, Scottish Government, June 2013.
- ◀ 15 [NHS in Scotland 2015 \[PDF\]](#) , Audit Scotland, October 2015.
- ◀ 16 *Partnership working across UK public services*, What Works Scotland, December 2015.
- ◀ 17 *Delivering real community partnerships: Local Government Information Unit (LGIU) Scotland policy briefing*, James Mitchell, December 2015.
- ◀ 18 [Police reform: Progress update 2013 \[PDF\]](#) , Audit Scotland, November 2013.

Appendix 1

Summary of progress against recommendations



This table provides a summary of progress against the recommendations in our report [Community planning: Turning ambition into action \[PDF\]](#)  that was published in November 2014.

Recommendation	Progress made
The National Community Planning Group should:	
Set out what its refocused approach to community planning means for the Statement of Ambition and its performance expectations of CPPs	<div>  <p>This recommendation has not been addressed, as the National Community Planning Group (NCPG) has not met since December 2014.</p> <p>At its meeting in December 2014, the NCPG considered the recommendations in our report. It agreed to update the Statement of Ambition to ensure expectations on CPPs and partners are clear and place appropriate emphasis on where CPPs should make the greatest impact. The NCPG has not met since then and has not updated the Statement of Ambition (paragraph 43, page 22).</p> </div> <div>  <p>The Scottish Government is taking steps to address this issue.</p> <p>The Scottish Government plans to issue a range of statutory and non-statutory guidance as part of its implementation of the Community Empowerment Act. This will cover leadership and governance, focus on key priorities, focus on prevention and equalities, community engagement and participation, performance management and shared use of resources (paragraph 45, page 22).</p> </div>
Cont.	

Recommendation

Progress made

The Scottish Government and COSLA should:

Clarify their performance expectations for CPPs in the context of the National Community Planning Group's refocused approach to community planning



This recommendation has not yet been addressed, and the issues that we identified in our previous report still continue.

The failure of the Scottish Government and COSLA to clarify performance expectations of CPPs, in line with the NCPG's refocused approach to community planning, is a significant issue. As we reported previously, the Statement of Ambition is being interpreted in different ways and there are different views about what community planning is for. This is not helped by the expectation that CPPs should be genuine boards with all the authority, behaviours and roles that implies for them when partners' formal accountabilities lie elsewhere. Although this might seem to offer welcome flexibility, it is getting in the way of developing realistic expectations about what impact community planning should have on Scotland's public services and when we might expect to see improved outcomes for communities ([paragraph 44, page 22](#)).

The development of statutory guidance for the Community Empowerment Act provides an important opportunity for the Scottish Government to clarify specific performance expectations for CPPs and partners ([paragraph 14, page 11](#)).



The Scottish Government is taking steps to address this issue.

The Scottish Government plans to issue a range of statutory and non-statutory guidance as part of its implementation of the Community Empowerment Act. This will cover leadership and governance, focus on key priorities, focus on prevention and equalities, community engagement and participation, performance management and shared use of resources ([paragraph 45, page 22](#)).

Develop a national framework for assessing and reporting progress in improving community planning and implementing the Statement of Ambition



The Scottish Government and COSLA have not developed a national framework for assessing and reporting progress in improving community planning. However, the Scottish Government is improving its understanding of how individual CPPs are performing.

The Scottish Government is improving its understanding of what individual CPPs are achieving to establish an overview of progress in improving community planning at national level. The Community Empowerment Act introduces new reporting requirements that may help the Scottish Government to assess CPPs' progress towards improving outcomes. It should be possible for the Scottish Government and COSLA to develop an evaluation framework that, drawing on evidence from location directors, CPP annual reports and other data sources, can be used to monitor and report on overall progress towards the Statement of Ambition ([paragraphs 65–70, page 29-30](#)).

Cont.

Recommendation	Progress made
<p>Work with the Improvement Service and other national improvement agencies to establish and coordinate a programme of well-targeted, practical support that will help CPPs to implement the Statement of Ambition effectively</p>	<div data-bbox="507 322 603 421"> </div> <p>The Scottish Government and COSLA have not made any progress against our recommendation to establish and coordinate a programme of well-targeted practical support that will help CPPs to implement the Statement of Ambition effectively.</p> <p>CPPs continue to get help to improve from a wide range of organisations across a range of areas, and the Scottish Government is improving its understanding of progress in individual CPPs. However, it has not yet used this intelligence to develop a coherent programme of national improvement support for CPPs.</p> <p>The Outcomes, Evidence and Performance Board has started to take action in response to our recommendation. It is developing a three-year plan, focusing on where it can add value in supporting CPPs (paragraphs 74–77, page 31–32).</p>
<p>The Scottish Government should:</p>	
<p>Ensure that future guidance on the implementation of public service reform programmes is clear about the specific role that CPPs should play and the contribution they are expected to make in supporting improved outcomes</p>	<div data-bbox="507 842 603 940"> </div> <p>The Scottish Government is providing clearer guidance on the role CPPs should play in health and social care integration, and plans to draft guidance setting out CPPs' role in community justice services.</p> <p>Scottish Government guidance on health and social care integration highlights the importance of creating effective relationships between Integration Authorities (IAs) and CPPs to help achieve national health and wellbeing outcomes. This approach is supported by the addition of IAs to the list of statutory community planning partners in the Community Empowerment Act (paragraphs 15–17, page 13).</p> <p>The Community Justice (Scotland) Bill includes a proposed duty on community justice partners to publish an outcomes improvement plan. The Scottish Government expects CPPs and community justice partners to consult each other when preparing their respective outcomes improvement plans, to ensure consistency. The arrangements set out in the Bill for community justice partners to plan, monitor and report largely mirror arrangements for CPPs. The Scottish Government anticipates that community justice planning will take place using community planning structures. CPPs are not yet clear on what the changes will mean for them. The Scottish Government has established a working group that will draft guidance that sets out CPPs' roles in community justice services (paragraphs 18–20, page 13–14).</p>
<p>Implement its outcomes approach more systematically across all policy areas</p>	<div data-bbox="507 1603 603 1702"> </div> <p>The Scottish Government is strengthening its focus on outcomes in some policy areas.</p> <p>The Scottish Government has used legislation, such as that on community empowerment, health and social care integration and community justice, to clarify the role that it expects public bodies and partnerships to play in helping to deliver improved outcomes. It also continues to use its guidance to some public bodies to reinforce its expectation that they will work in partnership to achieve better outcomes for communities (paragraph 53, page 25).</p>

Cont.

Recommendation	Progress made
<p>Ensure that its review of national performance measurement arrangements streamlines approaches and creates a stronger prevention and outcome focus</p>	<div data-bbox="507 322 603 421"> </div> <p data-bbox="619 322 1465 421">It is not clear that the Scottish Government has reviewed the full range of existing planning and performance reporting frameworks to assure itself that:</p> <ul data-bbox="619 443 1465 622" style="list-style-type: none"> • they all align with the government's 16 national outcomes • there is clarity about the contribution that the bodies working within these planning and performance reporting frameworks are making to the Scottish Government's five objectives and 16 national outcomes. <p data-bbox="507 645 1465 779">Arrangements to measure performance in public sector bodies are still heavily focused on inputs such as budgets and staffing numbers and outputs such as the number of people receiving services, rather than whether public services are actually delivering better outcomes for individuals and communities.</p> <p data-bbox="507 801 1465 902">Although changes are being made, the overall balance of performance measures does not reinforce the principles of outcomes, prevention and reducing inequalities set out in the Statement of Ambition (paragraph 54, page 25).</p>
<p>Hold central government bodies and the NHS to account more consistently for their performance within CPPs</p>	<div data-bbox="507 936 603 1034"> </div> <p data-bbox="619 936 1465 1149">The Scottish Government continues to use its guidance to some public bodies to reinforce its expectation that they will work in partnership to achieve better outcomes for communities. But the way in which public bodies report performance, and are held to account, does not always reflect the Scottish Government's policy of promoting outcomes, prevention and reducing inequalities.</p> <p data-bbox="507 1171 1465 1339">There are important areas where national leadership is needed to create the conditions under which community planning can flourish. This includes making changes to how the Scottish Government holds public sector partners and CPPs to account for their performance, by strengthening the focus on place and outcomes (paragraph 50, page 24).</p> <p data-bbox="507 1361 1465 1563">The Scottish Government and ministers currently monitor how public bodies perform against their corporate plans, national targets and outcomes. With the introduction of the Community Empowerment Act, it will be important that the Scottish Government uses these arrangements to hold statutory community planning partners to account for fulfilling the duties set out in the Act (paragraph 68, page 29).</p>
<p>Review the role of location directors</p>	<div data-bbox="507 1597 603 1695"> </div> <p data-bbox="619 1597 1465 1675">The Scottish Government has reviewed and updated the role of location directors.</p> <p data-bbox="507 1720 1465 1933">Updated role descriptions were issued to location directors in September 2015. These set out the expectation that they will focus their work with CPPs on tackling inequalities, progressing local improvements, democratic participation and economic development. They are also required to feed back to the Scottish Government on progress in their CPP, including any particular challenges (paragraph 66, page 29).</p>

Cont.

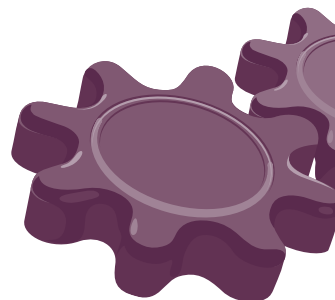
Recommendation	Progress made
<p>CPPs should:</p> <p>Strengthen the effectiveness of the leadership, challenge and scrutiny role at CPP board level</p>	<div data-bbox="507 389 600 479"></div> <p>CPPs are making improvements in this area, although it is too early to assess the impact on the effectiveness of CPP boards.</p> <p>Governance and accountability arrangements in CPPs are complex given the range of partners involved, all of whom are accountable to different bodies and are not formally accountable to the CPP board. CPPs are improving how they work within these arrangements to improve the level of leadership, scrutiny and effective challenge. For example, by:</p> <ul style="list-style-type: none"> • jointly agreeing clear priorities for improvement • bringing local partnership working arrangements in line with local improvement priorities • clarifying the roles and responsibilities of partners • developing the skills and culture that are needed to allow board members to challenge more effectively • agreeing performance measures that reflect the CPPs' priorities and outcomes (paragraphs 28–29, page 17-18).
<p>Streamline local partnership working arrangements and ensure they are aligned with local improvement priorities</p>	<div data-bbox="507 1070 600 1160"></div> <p>CPPs are setting clearer priorities for improvement and are starting to restructure their working arrangements around them (paragraph 29, page 18).</p>
<p>Ensure that local community planning arrangements are clear about who is responsible for:</p> <ul style="list-style-type: none"> • agreeing the priorities of the CPP and SOA • allocating resources and coordinating activity • implementing activity • scrutinising performance and holding partners and others to account for their performance 	<div data-bbox="507 1272 600 1361"></div> <p>Some CPPs have taken steps to clarify the role, responsibilities and scrutiny arrangements of their CPP boards, subgroups and partners, for example by revising the CPPs' terms of reference.</p> <p>This has been supported in some CPPs by training and other activity to raise awareness of what these roles and responsibilities mean in practice (paragraph 30, page 18).</p>

Cont.

Recommendation	Progress made
<p>Work with the new health and social care integration joint boards to develop services that meet the needs of local people and support SOA priorities</p>	<div data-bbox="507 320 600 416"></div> <p data-bbox="620 320 1465 387">It is too early to assess how effectively CPPs and health and social care integration joint boards are working together.</p> <p data-bbox="507 443 1465 784">Scottish Government guidance on health and social care integration highlights the importance of creating effective relationships between Integration Authorities (IAs) and CPPs to help achieve national health and wellbeing outcomes. This approach is supported by the addition of IAs to the list of statutory community planning partners in the Community Empowerment Act. CPPs are now required to prepare locality plans and IAs are required to divide their area into at least two localities to help plan and decide how to make changes to services in that area. It is important that individual IAs and CPPs are clear about how they will work together and ensure their approaches to locality planning are aligned (paragraph 17, page 13).</p>
<p>Set clearer improvement priorities focused on how they will add most value as a partnership, when updating their SOA</p> <p>Use local data on the differing needs of their communities to set relevant, targeted priorities for improvement</p>	<div data-bbox="507 824 600 920"></div> <p data-bbox="620 824 1465 891">CPPs are improving how they use data to set clear and targeted priorities for improvement.</p> <p data-bbox="507 947 1465 1182">The Community Empowerment Act requires CPPs to publish a local outcomes improvement plan, which sets out the local outcomes that the CPP will prioritise for improvement. More CPPs are now improving the way they use data to identify relevant and targeted priorities for improvement. CPPs are considering the requirements of the Community Empowerment Act and some have started to draft local improvement plans that reflect these priorities (paragraph 34, page 19).</p>
<p>Start to align and shift partners' resources toward agreed prevention and improvement priorities</p>	<div data-bbox="507 1227 600 1323"></div> <p data-bbox="620 1227 1465 1328">CPPs are still finding it difficult to target their resources on a larger scale towards their priorities and shifting them towards preventative activity.</p> <p data-bbox="507 1350 1465 1552">CPPs are continuing to identify how partners use their resources, such as money and staff, in particular priority areas or specific communities. Some CPPs are taking steps to plan how they use their resources, such as money and staff, in a more joined-up way. There continues to be small-scale examples of joint resourcing. But, overall, CPPs are not using their resources in a significantly different way.</p> <p data-bbox="507 1574 1465 1776">CPPs are currently exploring small-scale preventative projects, with funding from partners. If CPPs are to use partners' resources to promote early intervention and prevention approaches and reduce inequalities, then a significant scaling up of activity will be required. This would involve difficult local choices about how resources are to be used and stronger shared strategic planning for prevention (paragraphs 35–36, page 19–20).</p>

Appendix 2

Audit methodology



We carried out follow-up work in the eight CPPs that we have audited since 2012/13 – Aberdeen, Glasgow, Falkirk, Moray, North Ayrshire, Orkney, Scottish Borders and West Lothian. This involved:

- a written update from each CPP on the progress made against their improvement agenda
- a review of supporting evidence.

We requested update reports from the Scottish Government and COSLA on the progress that they had made against the recommendations in our 2014 report. We reviewed these update reports and supporting evidence.

We interviewed representatives from public bodies and national organisations, including:

- Convention of Scottish Local Authorities (COSLA)
- The Improvement Service
- The Scottish Government
- Voluntary Action Scotland.

We reviewed minutes and papers from relevant groups, including:

- National Community Planning Group and Senior Officer Group
- Public Service Reform Board
- Outcomes, Evidence and Performance Board.

We commissioned consultants to review documents on international approaches to community planning:

- This involved a desk-based review of published documents on approaches to community planning in Australia, Denmark, England, Germany, Netherlands, New Zealand, Wales, focusing on:
 - the policy context for community planning
 - the objectives and outcomes set for community planning activities
 - governance arrangements

- how community planning has developed and evolved
- evidence of success in meeting community planning objectives
- information on the key challenges faced.

Community planning

An update

This report is available in PDF and RTF formats, along with a podcast summary at:

www.audit-scotland.gov.uk 

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500

or info@audit-scotland.gov.uk 

For the latest news, reports and updates, follow us on:



Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN

T: 0131 625 1500 E: info@audit-scotland.gov.uk 

www.audit-scotland.gov.uk 

ISBN 978 1 909705 82 1 AGS/2016/1

COMMUNITY PLANNING PARTNERSHIP BOARD 24 MARCH 2016

CST/035/16/NM DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

CONTACT OFFICER: NICOLA MCANDREW, EAST DUNBARTONSHIRE COUNCIL, 0300 1234510 (4154)

SUBJECT TITLE: PLACE PROGRESS REPORT

1.0 PURPOSE

- 1.1. The purpose of this report is to provide the Partnership Board with a general update on progress in the place areas, to highlight key challenges and to seek approval for the recommendations provided.

2.0 SUMMARY

- 2.1. Work is ongoing within the 3 place areas of Hillhead, Lennoxtown and Auchinairn and a summary of current activity can be found in **Appendices 1, 2 and 3.**
- 2.2. CPP outcome delivery partnerships are in the process of identifying their target groups and individuals and priority areas of work for 2016 and beyond and, where appropriate, are embedding a place approach in their strategies and action plans. This is clear evidence that we are making considerable progress in ensuring that partnership working is evident in everything that we do.
- 2.3. However, jointly resourced work in place areas is still not openly achieved across the board and challenges with budgeting cycles and budgetary decision making can still prove a barrier to this. Increasing financial pressures are no doubt another contributing factor.
- 2.4. Learning continues with community development now being considered as a first priority, but momentum can be hard to sustain due to the long term nature of this type of work. Without dedicated resource in each area reaching out to communities and taking time to build the capacity of individuals and groups to make a lasting change, this is almost impossible to realise.
- 2.5. The impact of this approach also needs to be more closely linked to research and performance resource. Advantages would be gained from introducing formal performance indicators and reporting processes around impact of services within the place areas.
- 2.6. There is a strong need for all agencies to look clearly at local need and performance data when planning and evaluating their work where this is not already being done.

- 2.7. The CPP has been implementing this approach for around three years and with this in mind there is a need to take stock of where we are and to undertake a large scale review, bringing together services and communities to jointly identify impact to date, local priorities and to plan provision going forward. This will also tie in with the requirements of the Community Empowerment (Scotland) Act 2015 around the development of local plans.

3.0 RECOMMENDATIONS

- 3.1. It is recommended that the Partnership Board:
- a) Note the substantial progress made in each place area towards meeting local need.
 - b) Agree to their service taking an active role in a review of Hillhead to include an impact review, performance measurement, evidence gathering and forward planning with other services and community members and groups, and
 - c) Consider local planning arrangements for place in preparation for meeting the requirements of local outcome improvement plans as required by the Community Empowerment Act.

ANN DAVIE

DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

APPENDIX 1 - HILLHEAD

Since the start of the academic year, work in Hillhead has been progressing through the development of courses and services responding to local need, support to groups and improving community safety. In addition to this work, (outlined in **Table 1**), the focus for this year as identified through the self-evaluation of 2014/15, has broadly centred on 3 areas:

- Developing community capacity to support the impact already being experienced
- Joint resourcing
- Gathering impact data

An additional focus has been widening the delivery of family work beyond Hillhead Primary and a shift in focus for Family Learning to Early Years, and early intervention. **Table 1** shows how service delivery has moved location to the community centre, breaking down any perceived barriers of access from using one primary school as the main location. Other primary schools in the area have been invited to join the Hillhead Practitioners Group and St Flannans are now a regular attendee, the result of this being that many more families learn about and access the provision in their local community centre.

Table 1 – Hillhead Activity

Activity	Location	Participants
Family Games	Hillhead Primary	46
Employability with STAR parents	Hillhead Community Centre	7
Community Champions	Various locations	4
Self development courses	Hillhead Primary/Community Centre	18
Nurture family learning classes	Oxgang Nurture Base	3 families
LEND cooking project	Hillhead Community Centre	4 families
Night before Christmas event	Hillhead Community Centre	50 families
Little Explorer's Nurture Day (LEND) including: Baby Drop In (HV Team) Story Stars (EDLC) SKETCH Toy Library Men Behaving Daddly (football) First Steps (HV Team) Free Healthy Breakfast Toddler and Buggy Walk (WALK Leader) Food Co-op	Hillhead Community Centre	25 families per week on average
Sexual Health and Wellbeing	Hillhead Primary	8
Cancer Prevention community awareness session	Hillhead Community Centre	Workshop attendees plus 18 from GRACE
Smokefree Playpark	Harestanes	24 pupils
Smoking Cessation	Hillhead	31
Suicide Prevention	Hillhead Community Centre	11
Childsmile oral health	Hillhead	4 nurseries

Community Cookery and Nutrition	Hillhead Community Centre	10
Breastfeeding Cafe	Hillhead Community Centre	8 per week on average
Community development work with groups: STAR GRACE Hillhead pre5s Hillhead Community Forum Hillhead Community Centre users group Hillhead Primary parents group Women's DIY group	Across Hillhead	
Hillhead Homework Club	Hillhead Primary	5 families
Wednesday parent group	Hillhead Primary	
Hillhead gardening project	Hillhead community centre	2 main groups
Sensory Den project	Hillhead Community Centre	Aim of 6 families per session

Developing community capacity to support the impact already being experienced.

There has been a focus on developing a model of community volunteering within Hillhead. The aim of this will be to support individuals to develop skills and experiences, support for existing groups to expand and support service delivery where possible. This Practitioners Group will go beyond networking opportunities to provide a setting for integration of work and developing community capacity building opportunities behind the interventions in Hillhead. This group will work on strategic guidance provided by the CPP to implement local solutions to identified need. The group is currently working toward improved communications and developing the Community Volunteers model. Short term multi agency working groups will take forward specific pieces of work while the main group acts as the forum to identify local need and facilitate joint working.

Joint resourcing

As agreed at CPEG, a request was made to all Community Planning Partners to consider a contribution to a 'place' budget to support the delivery of local initiatives, such as the dedicated police officer (item 3 – previous report on agenda). The dedicated police officer has been responding to local need and linking in with Hillhead Housing to assist vulnerable people within the community. This has included the protection of a vulnerable elderly female, joint visits with community safety patrol wardens to vulnerable people to provide guidance, advice and support plus crime detection and prevention, particularly in reference to misuse of drugs and drug search warrants. The local police also participated in a charity football match during Recovery Week in partnership with GRACE and other local groups. A monthly drop-in hosted in Hillhead Housing Association Offices in partnership with Community Wardens offers local people an opportunity to raise concerns and seek advice and reassurance from officers.

Impact data

It is vital this becomes an area for which all partners take responsibility and that quality evidence, both quantitative and qualitative is systematically produced and collated. To this end, the Hillhead Practitioners Forum recently undertook an activity to identify what performance data they could collect, individually and jointly. This has produced a number of measurements which could be systematically collated and reported through CPEG. A list of the suggested indicators identified by the Hillhead Practitioners Group has been developed and will be presented as a basis for reporting at a future CPEG meeting to clearly evidence

impact (or be 'proxy' measures for long term change). This will provide a range of information from which to monitor impact of interventions, as well as how to plan and improve provision, when coupled with case studies and other qualitative information.

This should not only be considered in the Hillhead area, but rather should be looked at as a requirement across all areas, using robust statistical data combined with service delivery and qualitative data. The development of early intervention activity, combined with the requirements of the Community Empowerment (Scotland) Act 2015 reinforces this approach

Key strengths:

Partners understand the Hillhead community and have good working relationships.
Community development is being seen as key to the approach and partners are committed to having a role in this.

Key challenges

Communicating with the wider community, particularly the traditional non-engagers
Developing a planning and evaluating structure that fits with identified community need
Maintaining focus when resources become stretched across areas.

APPENDIX 2 – LENNOXTOWN

Lennoxotown place is progressing and developing along a number of themes as identified through the original workshop. Considerable regeneration of the main street has just completed with the creation of the Lennoxotown Hub, delivering co-located customer service, library and doctor services. Funding has also been secured for a town centre Charette, an intensive consultation with communities and services, which will take place in the coming weeks. The Charette process will lead to the creation of an action plan for the village which is anticipated to attract funding and provide a community involved framework with which to progress. This will assist in informing the wider local plan for the area which will cut across a wide range of council services and partnership agency activity.

An update on the various Lennoxotown themes follows:

Safety

Concerns about parking and road safety on the Main Street have been referred to the relevant departments to progress. Community safety patrol officers and the dedicated police officer have tackled this on a regular basis but the lasting effects of this type of intervention are limited. An update on road calming, street furniture and more preventative measures is not available at this time but it is anticipated that the Charette process may begin to explore solutions to these issues.

The dedicated police officer has also been actively pursuing a preventative approach to policing in the village, including youth engagement, and there has been a drop in recorded crime so far, particularly over the summer months last year. A regular surgery within Campsie Memorial Hall, run in partnership with Community Safety Officers, received limited attendance but there is scope to revisit this within the new Community Hub Building. Specific joint work with housing is also underway with the dedicated officer working closely with council officers to tackle specific incidents of housing related misdemeanours. On a more general note, local people have reported feeling reassured by Kris' presence as he regularly undertakes patrols on foot or on bike and engages with people within their local community, supporting local groups

Developing the third sector

In-keeping with the findings of the original workshop, much of the focus has been on the development of existing groups within Lennoxotown to support community development in the area. As is the nature of this type of work, progress has been slow but the Lennoxotown Community Forum is now established and brings together a number of active community groups and members to network and work together for Lennoxotown. EDVA have also recently carried out an investigation into the third sector in Lennoxotown to identify the current landscape and make recommendations.

Lennoxotown Community Forum are investigating the possibility of establishing a local youth provision for the village which would be run by volunteers. One significant challenge to this is premises to run from. The group are considering the viability of a property owned by East Dunbartonshire Council for this purpose.

Another focus for Lennoxotown Community Forum has been the promotion of the Community Asset Map (led by our colleagues in the Health and Social Care Partnership). The group are holding public event shortly with the aim of encouraging use of this tool and identifying new community volunteers.

Working with Children and Families

Work to expand and improve Lennoxtown nursery is underway and due for completion shortly. Family learning engagement is also ongoing with a summer time provision for families with nursery aged children being well attended and a follow up provision with families of Lennoxtown Nursery under 2s also being run as preparation for the new building being complete, when more family learning will be able to take place. Lennoxtown playgroup and crèche are also being supported through Early Years and it has been identified as a priority for community development work going forward.

Key strengths

The dedication of active community members to developing local opportunities
The possibility of additional engagement resources through the Charette process

Key Challenges

Growing the number of volunteers to support current and potential activity
Resources to dedicate to community development

APPENDIX 3 – AUCHINAIRN

A number of developments have taken place in Auchinairn in recent months with the instigation of the community consultation on the new Community and Early Years facility. This project will take forward several of the workstreams identified in Auchinairn and will provide a new home for the provision of services as well as a focal point for the community. A public consultation attracted over 70 attendees from individuals and those representing groups and clubs within Auchinairn and led to the creation of a community informed design statement which will be scrutinised by a community reference group, an assembly of individuals representing local people and groups. This group has shown a willingness to act as a conduit for community engagement around the new facility and will be central to this process.

Community networking

A community forum, comprising active community members, has been established to develop and progress work between groups. This forum is in the process of identifying their aims and will begin to prioritise them and find a suitable structure within which to operate.

Community facilities including greenspaces

As above, work on the development of the new community facility will take forward this theme.

Safety

No dedicated resource for this area is currently available in terms of identifying and coordinating specific safety related initiatives. General community safety work continues but this should be a focus for progression through the Community Safety Partnership.

Employability

People of Auchinairn can access a variety of support services for employability. There is a weekly employability drop in at Auchinairn Community Centre as well as a weekly work club in Bishopbriggs library. Those furthest from the labour market can receive support through City Deal Working Matters outreach support for workless individuals with barriers to employment and there are also two English for Speakers of Other Languages classes per week

Key Strengths

A small but dedicated group of community volunteers
Potential for Glasgow City Foundation to support the local voluntary sector with additional resource

Key Challenges

Lack of local venues for delivery of services

COMMUNITY PLANNING BOARD 24 MARCH 2016

CST/037/16/NS DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

CONTACT OFFICER: NICOLA SWAN, STRATEGIC PLANNING ADVISOR (EXT: 3615)

SUBJECT TITLE: COMMUNITY PLANNING PARTNERSHIP IMPROVEMENT PROGRESS

1.0 PURPOSE

- 1.1. The purpose of this report is to provide the Board with an overview of the 2015-16 implementation of the Community Planning Partnership self-evaluation framework; How Good is Our Partnership.
- 1.2. In addition, this report will discuss the work ahead with the Partnership Development Programme and the formation of the Community Planning Officers Group.

2.0 SUMMARY

- 2.1. In 2013, the Board agreed the format for a Partnership Development Programme which would support improvement across the Community Planning structure in order to achieve our outcomes. One such improvement was the adoption of a consistent approach to self-evaluation through the development of the How Good is Our Partnership (HGIOP) framework.
- 2.2. The following partnerships have been evaluated using the HGIOP, leading to the development of an Improvement Plan.

<u>Partnership</u>	<u>Date HGIOP completed</u>	<u>Improvement Plan in place</u>	<u>Strategy and Action Plan</u>	<u>Next self-evaluation date</u>
Economic Partnership (LO1)	18 th February 2016	In development	In development	April 2017
Employability Action Group (LO2)	15 th September 2015	Yes (Appendix 1)	In development – needs assessment completed	April 2017
Delivering for Children and Young People Partnership (LO3)	24 th February 2016	In development	In development - Children's Plan	April 2017
Community Safety Partnership (LO4)	15 th January 2015	Yes (Appendix 2)	In development	April 2017
Empowered, Violence against Women Partnership (cross-	13 th August 2014	Yes (Appendix 3)	Yes (CST/164/15GM)	April 2016

cutting outcomes)				
Equality Engagement Group (cross-cutting outcomes)	15 th September 2015	Yes (Appendix 4)	Yes (will be submitted to CPEG 26 th May 2016)	April 2017
Community Learning and Development Partnership (cross-cutting outcomes)*	20 th July 2015	Yes (Appendix 5)	In development – needs assessment completed	April 2017
Community Planning Partnership Board	17 th November 2015	Yes (Appendix 6)	Local Outcome Improvement Plan 2016-19	April 2017

- 2.3. For Partnerships where self-evaluation started and extended into a new financial year, without a significant enough gap to practically undertake a fresh self-evaluation, their next scheduled date will be April 2017. Support to complete self-evaluation is available from the Community Planning and Partnerships Team.
- 2.4. The above table and attached appendices demonstrate the substantial amount of CPP activity taking place within East Dunbartonshire across a range of services and agencies. Through the introduction of the Local Outcome Improvement Plan and the change to reporting partnership activity through our local partnership groups (instead of Council Business and Improvement Plans), the quality and level of information presented to the Board will be enhanced.

3.0 Community Planning Officers Group

- 3.1. When the Improvement Plans were considered collectively, there were consistent elements which emerged as key themes. This was further supported through the self-evaluation of the Board which too recognised the same key themes and acknowledged an over-arching response was required to imbed certain Improvement Actions.
- 3.2. The need for an over-arching response, led the Board to agree to the formation of an Community Planning Officers Group (CPOG) who are tasked with implementing CPP wide improvement actions. This will eliminate the risk of groups duplicating outputs, leading to multiple, similar, but inconsistent versions of documents being used. The rationale behind this Group is that certain Improvement Actions should be developed by and for the CPP as a whole and contained within the Partnership Development Programme.
- 3.3. The main Improvement Actions within the Partnership Development Programme which are to be progressed by the CPOG are as follows:
- a) Partnership Workforce Development Programme
 - b) Partnership Planning and Improvement Framework
 - c) Partnership Community Engagement Strategy
- 3.4. In order for the documents to be fit for purpose across the CPP, it is recommended that an officer from each of the main partnership groups be identified. The nominations should also represent the membership of the CPP to ensure all planning groups and member partners are represented and can equally contribute.

- 3.5. It is envisaged that the CPOG will meet 6 weekly in the first instance, and will reconsider this should the workload require more or less frequent meetings. Terms of Reference and any further supportive documents will be established by the CPOG.
- 3.6. The CPOG will report bi-annually to the Community Planning Executive Group and annually to the Board to ensure that performance is reported on a regular basis.
- 3.7. The remit of the CPOG will be fully considered and revised if required in order to best support the implementation and delivery of the Partnership Development Programme.

4.0 BENCHMARKING

- 4.1. The following table illustrates how each Partnership ranks against one another in relation to each of the four Key Themes. This allows us to 'rate' the overall performance of the Community Planning Partnership. From this, we are able to establish a baseline for performance in 2015-16 which can be used to track progression over the coming years.

Partnership Key Theme	Economic Partnership	Employability Action Group	DCVPP	CLD Partnership	Equality Engagement Group	Average Total	6 Point Scale Values	
Strategic Leadership, Governance and Accountability	3	3	5	4	3.5	3.7	Unsatisfactory	1
							Weak	2
Partnership Working	3	3.5	4.5	4.5	4	3.9	Satisfactory	3
							Good	4
Planning and Outcomes	3	3	4	4	4.5	3.7	Very Good	5
							Excellent	6
Community Engagement	3	2.5	3.5	3	4	3.2	CSP, Empowered and Board did not use HGIOP framework.	

- 4.2. Although the overall rank for each Key Theme is currently 'Satisfactory,' it should be noted that 3 of these are close to achieving a rank of 'Good.' Additionally, the self-evaluation results of Community Safety, Empowered and the Board are not included in the above as they did not use the HGIOP framework and therefore, results were not able to be assimilated into the '6 Point Scale' method of rating performance. Their inclusion may have altered the overall rank of the CPP.
- 4.3. It is anticipated that the Improvement Plans of each Partnership once complete, will reflect in the overall rating of performance for 2016-17 and will evidence the importance of regular and robust self-evaluation.
- 4.4. Applying a benchmarking element to performance monitoring also allows us to highlight which Partnerships could benefit from 'peer-learning' from other Partnerships. It is proposed that Partnerships begin to share their knowledge, skills and experience through the Community Planning Officers Group.

5.0 'NEW' PARTNERSHIP DEVELOPMENT PROGRAMME

- 5.1. The Programme was developed with assistance from the Improvement Service. A series of workshops was held throughout October to December 2015, with all CPP Board members invited. It was presented to the Board for approval at its meeting on 10 December 2015 (report no. CST/188/15/GM) and incorporated within the Local Outcome Improvement Plan 2016-2019.
- 5.2. Improvement activity focused on the following areas:

- Community Engagement
- Governance
- Impact
- Use of Evidence
- Accountability

- Focus on Outcomes
- Use of Resources
- Leadership
- Performance Management and Reporting.

5.3. **Appendix 6** identifies areas where progress has been made, however there are areas where actions have yet to be commenced. This includes reviewing the membership of the Board (including presenting the Board with a revised Terms of Reference). The Programme states that a short-life working group was to be established to complete this exercise, however it is now proposed that this work be undertaken by the Community Planning and Partnerships Team (working with partner organisations) and presented to the Board at its meeting on 9th June 2016.

5.4. If approved this would allow the Board to sit with its revised membership at the first meeting following the summer recess. This would broadly align with the anticipated timescales for the enacting of the Community Empowerment (Scotland) Act 2015.

6.0 RECOMMENDATIONS

6.1. It is recommended that the Committee:-

- a) Note the substantial progress made to date with the roll out of the How Good Is Our Partnership self-evaluation framework.
- b) Note the Improvement Actions and progression of each within each Partnership Improvement Plan.
- c) Request that the Strategic Planning Advisor convene the Community Planning Officers Group.
- d) Request that the Community Planning and Partnerships Team review the membership of the Board and report back to the Board at its next meeting on 9th June 2016, and
- e) Request that a further Partnership Development Programme progress report be submitted to the next meeting of the Board.

ANN DAVIE
DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

Appendix 1 - Employment Action Group - Improvement Plan (as at 24th February 2016)

Core Theme	Improvement Action(s)	Priority	Lead	Progress	Notes
1. Strategic Leadership, Governance and Accountability	Revise the Vision to be reflective of the current Partnership.	immediate	Strategic Planning Advisor/ Partnership	Done	EAG adopted the SOA Vision and now leads the delivery of Local Outcome 2
	Improve our links to other CPP groups by understanding more about their remit and purpose	Near future	Strategic Planning Advisor/ Partnership	Done	Drummond Stewart was nominated to sit on the CPOG with Christine McDowall (SDS) attending in his place when he is unavailable.
	Adopt CPP template for papers	immediate	Strategic Planning Advisor/ Partnership	Done	Papers now prepared with the correct templates and are in place for 2016.
2. Working in Partnership	Develop an Induction pack	immediate	Strategic Planning Advisor/ Partnership	On-going	To be agreed by the Partnership on the 18 th April
	Review of Membership	Near future	Strategic Planning Advisor/ Partnership	To be commenced	The group will commence a review once they have agreed their remit on the 18 th April
	Updated Terms of Reference, to include remit	immediate	Strategic Planning Advisor/ Partnership	On-going	To be agreed by the Partnership on the 18 th April

3. Planning and Outcomes	We have a Strategic document which guides our work	Near future	Strategic Planning Advisor/ Partnership	On-going	Workshop to review other CPP Employability Strategies recommended
	Undertake a Ketso facilitated needs assessment session in order to define local priorities	Near future	Strategic Planning Advisor/ Partnership	Done	The group have now defined 8 specific target groups for inclusion in their Strategy and Action Plan
4. Community Engagement	The group will engage with their identified target individuals and groups on their Strategy and Action Plan	Near future	Strategic Planning Advisor/ Partnership	To be commenced	

Appendix 2 - Community Safety Partnership - Improvement Plan (as at 23rd February 2016)

Core Theme	Improvement Action(s)	Priority	Lead	Progress	Notes
1. Strategic Leadership, Governance and Accountability	Revise the Vision to be reflective of the current Partnership.	immediate	Strategic Planning Advisor/ Partnership	Done	The SOA Vision and LO4 was voted in on the 10 th Nov 2015 as the overarching vision and outcome of the Partnership.
	Updated Terms of Reference	immediate	Strategic Planning Advisor/ Partnership	On-going	Draft set of ToR will be taken to the next meeting of the Partnership
	Develop an Induction pack	immediate	Strategic Planning Advisor/ Partnership	On-going	Draft induction Pack will be taken to the next meeting of the Partnership
	Review of Membership	Long-term	Strategic Planning Advisor/ Partnership	To be commenced	This will commence once the group agrees Terms of reference
	Improve our links to other CPP groups by understanding more about their remit and purpose	Near future	Strategic Planning Advisor/ Partnership	On-going	Representative to be nominated for the CPOG.
	Adopt the CPP Templates for Agenda and Minutes to ensure consistency across the CPP	immediate	CSP coordinator	Done	Front cover, agenda, Sederunt and membership list all updated.

2. Working in Partnership	We have a Strategic document which guides our work	immediate	Strategic Planning Advisor/ Partnership	On-going	It has been agreed that LO4 is the overarching outcome, with the 4 outcome indicators from the Joint Police Plan and an additional 5 th in relation to Domestic Abuse included as priority areas of work.
3. Planning and Outcomes	Conduct a Needs Assessment to ensure the Partnership is delivering in relation to evidenced community needs	immediate	Strategic Planning Advisor/ Partnership	To be commenced	The group will consider the specific categories which require targeted resource and partnership working in relation to the 5 outcomes outlined above.
4. Community Engagement					

Appendix 3



Activities	Outputs	lead	Timescale	Update - Notes
<ul style="list-style-type: none"> Undertake a full review of the Partnership membership list Develop an induction pack for new members which makes members aware of group purpose and expectations of members including a signed commitment Review the terms of reference Develop a schedule for regular self-evaluation 	<p>An updated list of the Partnership is produced and circulated</p> <p>An induction pack is produced and circulated to all members</p> <p>Empowered's terms of reference are updated</p> <p>A timetable for the next self-evaluation process is agreed and timetabled into members diaries</p>	<p>Coordinator</p> <p>Coordinator</p> <p>ALL</p> <p>ALL</p>	<p>May 2015</p> <p>April 2015</p> <p>April 2015</p> <p>April 2015</p>	<p>Complete – circulated at May meeting</p> <p>Complete – circulated at May meeting. Added to TOR</p> <p>Complete – circulated at May meeting</p> <p>Complete – added to Terms of Reference</p>
<ul style="list-style-type: none"> Undertake a full Strategic needs assessment collecting, collating and analysing data from Partner organisations Identify areas of service gap within authority and 	<p>A strategic needs assessment report is produced</p> <p>The Empowered action plan is outcome focussed (SMART) and</p>	<p>Strategic Planning Advisor</p> <p>Strategic Planning Advisor</p>	<p>Oct 2014</p> <p>May 2015</p>	<p>Complete – needs assessment has been completed and is now informing the Strategy and Action Plan</p> <p>Ongoing – embedded in the Strategy and Action Plan</p>

Appendix 3

evidence where we are meeting need – define this in Action Plan	meets the needs of local women and children			
<ul style="list-style-type: none"> Agree reporting mechanisms to CPP Board and other CPP sub-groups 	An annual Empowered report is produced and distributed around Partner agencies as well as intermittent reports as required	ALL/Strategic Planning Advisor	May 2015	Complete - added to Terms of Reference
<ul style="list-style-type: none"> Identify gaps in training provision and outsource where necessary Establish what training Empowered Partner agencies can deliver and what training they would like to receive Establish an annual training calendar for Partnership members and their frontline staff CPD sessions are available through WFM 	<p>Training needs assessment undertaken</p> <p>Existing Skills assessment undertaken</p> <p>A multi-agency training calendar is co-ordinated, produced and published annually</p> <p>WFM bookable sessions are advertised, allowing better recording of uptake and partnership working</p>	<p>ALL/Coordinator</p> <p>ALL/Coordinator</p> <p>Coordinator</p> <p>Coordinator/HR Support Services</p>	<p>July 2015</p> <p>July 2015</p> <p>Sept 2015</p> <p>Sept 2015</p>	<p>Complete – forming basis of CPD Calendar</p> <p>Complete – forming basis of CPD Calendar</p> <p>Ongoing – dates from providers to be confirmed. Will be more of a rolling document with updates every 3 months due to Council training calendar</p> <p>Complete- all CPD now will be managed on WFM</p>

Appendix 4 - Equality Engagement Group - Improvement Plan (as at 26th Jan 2016)

Core Theme	Improvement Action(s)	Priority	Lead	Progress	Notes
1. Strategic Leadership, Governance and Accountability	Revise the Vision and Remit to be reflective of the current Partnership.	immediate	Coordinator/Partnership	Done	Was voted in on the 26 th Oct Workshop
	Updated Terms of Reference	immediate	Coordinator/Partnership	Done	Was voted in on the 26 th Oct Workshop
	Develop an Induction pack	immediate	Coordinator/Partnership	On-going	Group to approve on 1 st March 2016.
	Review of Membership	Near future	Coordinator/Partnership	On-going	A satellite membership list has been created and will receive aquarterly bulletin. New members are to be invited to a meeting with Coordinator and Chair between March and June before coming along to full meeting in June.
	Improve our links to other CPP groups by understanding more about their remit and purpose	Near future	All CPP coordinators/Partnership	On-going	The Partnership will feed strategic documents etc through the CPOG.

	Consider changing the name to 'Equality Partnership' to better reflect the revised remit of the group.	Near future	Partnership	Done	The group decided to keep name as Equality Engagement Group.
	Amend the minutes template to include proposed 'Actions' for members to take away and carry out.	immediate	Coordinator / Corporate Governance	Done.	Louise emailed Corp Governance 27 th Oct – corp governance agreed to make change.
	Amend the process by which the Chair carries out an accuracy check of previous minutes to include checks on 'Actions' carried out.	immediate	Coordinator / Chair	Done.	Chair agreed to new process during pre-agenda meeting 16 th Feb 2016.
2. Working in Partnership	Consider increasing the frequency of meetings to ensure work is being progressed	Longer term	Partnership	Done	The group agreed to review this action after one full year of delivering upon their Action Plan.

3. Planning and Outcomes	We have a Strategic document which guides our work	Longer term	Strategic Planning Advisor/ Partnership	On-going	<ol style="list-style-type: none"> 1. Content dependent on resourcing going forward 2. Logic modelling exercise carried out to identify possible actions. 3. Membership Review will form part of the Strategic document (i.e. under local info). 4. Document to be agreed by group on 1st March 2016
	Consider undertaking a Needs Assessment to ensure the Partnership is delivering in relation to evidenced community needs	Longer term	Strategic Planning Advisor/ Partnership	Done	Group decided not to undertake a Needs Assessment on 26 th October.
4. Community Engagement	Partnership to assist in the development of an Equalities Best Practice Protocol to be included in the PCES	Longer term	Strategic Planning advisor/ Partnership	Done – included in Action Plan.	Has been captured in draft EEG Action Plan 2016-17

Appendix 5 - Empowering our Communities Partnership - Improvement Plan (as at 1st March 2016)

Core Theme	Improvement Action(s)	Priority	Lead	Progress	Notes
1. Strategic Leadership, Governance and Accountability	Embed the Vision across strategies, plans and other guiding documents.	immediate	Strategic Planning Advisor/ Partnership	On-going	The Vision is now embedded within the Induction Pack and will be seen throughout the Strategy and Action Plan.
	Improve our links to other CPP	Near future	Strategic Planning Advisor/ Partnership	On-going	
	Adopt CPP template for papers	Immediate	Strategic Planning Advisor/ Partnership	Done	Papers have been updated for all 2016-17 meetings
2. Working in Partnership	Develop an Induction pack	Near future	Strategic Planning Advisor/ Partnership	Done	Group agreed Induction Pack on the 1 st March 2016
	Review of Membership	Near future	Strategic Planning Advisor/ Partnership	On-going	Will take place after the group have agreed Terms of Reference
	Updated Terms of Reference, to include wider remit	Near future	Strategic Planning Advisor/ Partnership	Done	Group adopted Terms of Reference on the 1 st March 2016
3. Planning and Outcomes	We have a Strategic document which guides our work	immediate	Strategic Planning Advisor/ Partnership	On-going	Group will begin working on this during the 19 th April meeting

	We have an Action Plan which states our outcomes and lead partner for each	immediate	Strategic Planning Advisor/ Partnership	On-going	Group will begin working on this during the 19 th April meeting
4. Community Engagement	We have implemented the Partnership Community Engagement Strategy for the CPP	Long-term	Strategic Planning Advisor/ Partnership	On-going	

Appendix 6 - Partnership Improvement Programme 2016-2019 Update

Area for Improvement	Current Activity	How we will improve	Timescale	Lead	Progress
Develop communication across the CPP and beyond (including 're-brand')	<p>Communication is undertaken across the CPP by individual partner organisations.</p> <p>However with the commencement of the place activity / Police Scotland and Community Protection Co-Production / Health and Social Care Partnerships there is an increase in the 'joint' communications within and out with the CPP.</p> <p>A Knowledge Hub has been established for the CPP to share information / documents / events / notifications – low uptake so far.</p>	Joint message regarding a value to community planning (about agencies working well together)	<p>Action sheet for Board in December 15</p> <p>New format agenda by March 2016</p> <p>CPP communications plan by Spring 2016</p>	Potential for an officers Improvement Group	<p>New format agenda being trialled at Board meeting on 24th March.</p> <p>All other actions to follow</p>
		High level communications plan that partners can agree to, to increase awareness			
		Partner action sheet following Board meeting where partners need to report back to next meeting			
		Different name for CPP / new logo			
		Officers to subscribe to the Knowledge Hub.			
Continue and enhance prioritising local need, based on evidence available across the CPP	<p>New Local Outcome Improvement Plan identifies need for 'place' based approach to achieve outcome based on local evidence.</p> <p>The CPP utilises individual partner data sets but this is not collated in one place.</p>	Improved performance data at a local level through identifying the data held (what we need / what we have)	Data collection, what's available, understanding by end of May 2016	Community Planning and Partnerships	Initial meeting with Improvement Service around developing a robust approach to data management
		Ensuring partners contribute to development of a data bank			

Area for Improvement	Current Activity	How we will improve	Timescale	Lead	Progress
		Correlating data for improvement planning			
		Explore what is available nationally			
		Development of joint resourced locality plans			
Review membership of the CPP	Current membership of CPP has been in place since 2012. There is a need to review given current revised governance arrangements through the Community Empowerment Act 2015.	Review current membership against new Community Empowerment Act	By March 2016	Current CPP Board	Action delayed. Working group to be led by Community Planning and Partnerships Manager
		Identify gaps in membership based on local need		Delegate short life working group to write an options paper for CPP Board consideration > the right people + cross reps of partners	
		Full board or co-opted members			
		Core board + rotation of co-opted members			
Integrated Workforce Development	Multi-agency learning and development (MALD) is coordinated across the CPP by a multitude of sub-groups. Some of the MALD is recorded using the EDC Workforce Manager System (WFM). The MALD is typically shared across sub-group networks, and is informally marketed.	All procurers and coordinators of MALD are to be identified and assisted in recording their opportunities through WFM to enable accurate recording for reporting purposes. A list of all CPP sub-group members to be created to enable systematic marketing of MALD opportunities.	June 2016	Community Planning and Partnerships	Strategic Planning Advisor working with colleagues in People Development around ensuring a coordinated approach across the CPP and the information that needs collated in order to progress this improvement action.

Area for Improvement	Current Activity	How we will improve	Timescale	Lead	Progress
		<p>A new CPP version of 'Your Potential;' quarterly EDC learning and development calendar to be produced and issued quarterly.</p> <p>A CPP wide workforce skills and needs scoping exercise to be completed.</p> <p>Revision of the Partnership Workforce Development Framework to account for these developments.</p>			
Community Engagement	Engagement is carried out by each partner organisation on an ad-hoc basis. There are examples of joint engagement but this is not coordinated or programmed across the CPP.	<p>Develop a Partnership Community Engagement Strategy which sets out the following:</p> <ul style="list-style-type: none"> - Principles of participation - Quality measures of community engagement - A guide to ensuring those with protected characteristics can access the engagement process - A non-exhaustive list of available resources/tools to facilitate engagement 	September 2016	Potential for an officers Improvement Group	Proposals for group being established included within report to Board on 24 th March
Self-evaluation and Improvement Planning	A self-evaluation framework based around four key themes and 10 quality indicators for each has been adopted by the CPP; How Good is Our	Continue to imbed the HGIOP across the CPP, ensuring it is carried out routinely	Ongoing	Community Planning and Partnerships	Detailed HGIOS progress report submitted to Board on 24 th March

Area for Improvement	Current Activity	How we will improve	Timescale	Lead	Progress
	<p>Partnership?</p> <p>The HGIOP has been completed by the CPP Board and four sub-groups.</p> <p>In addition, two other sub-groups undergone self-evaluation using thematic indicators (not from HGIOP) but then used the HGIOP to interpret and act upon results.</p>	Improvement Plans are actioned and timeously and reported to the CPP Board			
Partnership Planning and Performance Management	Partnership performance is consolidated within the Council's Business and Improvement Planning framework which is subject to quarterly review through Strategic Committees with six monthly reviews submitted to the Community Planning Partnership Board	Partnership performance to be removed from the Council's Business and Improvement Planning framework, in order to separate Council only delivery and Partnership delivery.	December 2015	Community Planning and Partnerships	<p>Council Business and Improvement Plans amended.</p> <p>Work ongoing with outcome delivery groups to ensure plan in place that provides link to specific SOA outcomes.</p> <p>Reporting cycle to be arranged.</p>
		<p>Incorporate Partnership delivery into Partnership Planning and Performance Framework which is to include the following principles:</p> <ul style="list-style-type: none"> - use of partnership data - joint-resourcing - reduction in duplication - strategic needs assessments - performance management procedures - reporting schedules 	May 2016		
		<p>Creation of a Partnership version of the 'Policy Development Checklist' which will include the following:</p> <ul style="list-style-type: none"> - Equality Impact Assessments - Strategic Environmental Assessments - Risk Assessments 	May 2016		

**COMMUNITY PLANNING
PARTNERSHIP BOARD**

24 MARCH 2016

CST/038/16/KA

**DIRECTOR OF CUSTOMER SERVICES AND
TRANSFORMATION**

CONTACT OFFICER:

**KIRSTY ANDERSON, EAST DUNBARTONSHIRE
COUNCIL, 0300 1234510**

SUBJECT TITLE:

**EAST DUNBARTONSHIRE COMMUNITY GRANTS
SCHEME 2016/17 – ROUND 1 AWARDS**

1.0 PURPOSE

- 1.1.** The purpose of this report is to advise the Board of the recommended levels of funding for community and voluntary sector organisations.

2.0 SUMMARY

- 2.1.** Listed in **Appendix 1** and tabled for approval are the award recommendations made by the East Dunbartonshire Grants Advisory Committee for applications submitted to the first round of the 2016-17 Community Grant Scheme.
- 2.2.** The Grants Advisory Committee (GAC) met on the 9 March 2016 to consider applications submitted to the first round of the 2016-17 Community Grants Scheme.
- 2.3.** The recommendations for awards agreed at this meeting are outlined in **Appendix 1** of this report.

3.0 RECOMMENDATIONS

- 3.1.** It is recommended that the Partnership Board:
- a) Approves the awards as recommended in **Appendix 1**

**ANN DAVIE
DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION**

List of grants considered by the Grant Advisory Committee (GAC) - Round 1 2016-17.

no. grants in list	14
list total asked for	£23,407
list total awarded	£9,737

Main Target Beneficiary: Community Groups and Vol Orgs

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2016-7,1,1441	Forth and Clyde Canal Society	Voyager Window Removal, Replacement and Necessary Associated Works	£3,135	£2,734.00	1	£2,142	GAC endorsed officer recommendation of partial award toward necessary repair of the Voyager boat, which is leaking.
2016-7,1,1448	Milton of Campsie Historical Society	Roll of Honour Tapestry	£400		1	£0	GAC endorsed officer recommendation of nil award - group has not outlined any match funding for the project and it is unclear how the ipad requested will contribute to the Tapestry project.
Sum			<u>£3,535</u>			<u>£2,142</u>	

Main Target Beneficiary: Older People

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2016-7,1,1442	St Andrews Carpet Bowls Club	Running costs	£300	£200.00	1	£100	Group reduced officer recommendation of partial award to £100 as group has healthy bank balance - funding toward running costs in 2016.
2016-7,1,1445	St Dominic's Senior Citizens Club	Coach Outings to Perth & Peebles	£2,000		1	£0	GAC endorsed officer recommendation of nil award - group has healthy bank balance and operating surplus.
Sum			<u>£2,300</u>			<u>£100</u>	

Main Target Beneficiary: Pre-fives

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2016-7,1,1439	Auchinairn Parent & Toddler Group	Replacement Toys	£500		1	£500	GAC endorsed officer recommendation of full award to this valuable project that operates in priority area of need - funding toward replacement toys.
Sum			<u>£500</u>			<u>£500</u>	

Main Target Beneficiary: Special Support Needs

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2016-7,1,1450	ENABLE Milngavie & Bearsden	Social, Cultural and Outdoor Activities in 2016	£1,500	£1,500.00	1	£1,500	GAC endorsed officer recommendation of full award to this valuable project which has secured other match funding for their total project costs of £14,935 - toward a programme of weekly activites in 2016.
2016-7,1,1451	Deafblind Scotland	Identifying Deafblind People in EDC	£3,285		1	£0	GAC endorsed officer recommendation of nil award as unclear how many would benefit at this stage - suggest that group identifies firstly the deafblind people in the four priority areas of need.
Sum			<u>£4,785</u>			<u>£1,500</u>	

Main Target Beneficiary: Unemployed

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2016-7,1,1452	Mugstock Ltd	Mugstock Festival 2016: Engagement Programme	£3,207		1	£1,000	GAC reduced officer recommendation of partial award - funding toward (match funded) salary of Volunteer Coordinator to support 3 internships (of 3 months) and 100 volunteers.
2016-7,1,1443	Birthlink	EDC aspects of After Adoption Services	£500		1	£0	GAC endorsed officer recommendation of nil award. Insufficient detail on the level of service delivered by this national project in East Dunbartonshire - appears small.
Sum			<u>£3,707</u>			<u>£1,000</u>	

Main Target Beneficiary: Young People

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2016-7,1,1444	EDICT (East Dunbartonshire Initiative for Creative Therapy)	Autism Spectrum Support Service	£3,315	£4,000.00	1	£3,045	GAC endorsed officer recommendation of contribution to twice weekly resource for children and young adults with autistic spectrum disorder. ED Health & Social Care Partnership has contibuted £12,668 to total project costs of £15,713 which leaves £3,045.
2016-7,1,1446	Families of Auchinairn Coming Together (FACT)	Fitness First	£500	£500.00	1	£500	GAC endorsed officer recommendation of full award towards this valuable project operating in priority area of need - funding toward fitness equipment.
2016-7,1,1440	Castlehill Baptist Church	Community Fun Day, 27 August 2016	£1,000	£460.00	1	£500	GAC increased officer recommendation of partial award - to contribute towards family fun day on 27 August 2016.
2016-7,1,1447	Ur-Life Group	Running Costs	£450		1	£450	GAC increased officer recommendation of nil award to full award. This new group seeks to enage with school pupils to provide information/advice on substance misuse - also run outdoor social activities for children and families.
2016-7,1,1449	Rookie Rockstars	Rookie Rockstars School of Music Kirkintilloch	£3,315		1	£0	GAC agreed that this new project be deferred to provide full accounts. Group seeks funding toward programme of work with primary schools and to set up of a new School of Music in East Dunbartonshire. Suggest group applies for music based grants.
Sum			<u>£8,580</u>			<u>£4,495</u>	

**COMMUNITY PLANNING
PARTNERSHIP BOARD**

24 MARCH 2016

DR/004 /16/SM

DIRECTOR OF DEVELOPMENT & REGENERATION

CONTACT OFFICER:

**STEWART MCNALLY, POLICY PLANNER, (TEL:
0141 578 8647)**

SUBJECT TITLE:

CULTURE, LEISURE & SPORT STRATEGY

1.0 PURPOSE

- 1.1.** The purpose of this report is to seek approval for the adoption and publication of the Culture, Leisure and Sport Strategy for East Dunbartonshire. Approval has been given by the Council's Development and Regeneration Committee, subject to amendments, and is also required from the East Dunbartonshire Leisure and Culture Trust Board.

2.0 SUMMARY

- 2.1.** Work on a Culture, Leisure and Sport Strategy started in 2014 following Development and Regeneration Report DR/041/13/RT which highlighted the Council and East Dunbartonshire Leisure and Culture Trust Board's agreement that an integrated strategy was required.
- 2.2.** The Draft Culture, Leisure and Sport Strategy was approved for consultation by D&R Committee in August 2015 (DR/063/15/SM), the Community Planning Partnership Board in September 2015 (DR/072/15/SM) and the Leisure and Culture Trust Board in August 2015. Consultation on the draft Strategy therefore took place from 28 September – 9 November 2015. The Strategy will underpin the direction of leisure and cultural provision across East Dunbartonshire over the next five years. The Strategy contributes to a number of the Community Planning Partnership Outcomes and will also help to provide access to various funding opportunities to support improvements of service provision in the area.
- 2.3.** The Strategy (**Appendix 1 Culture, Leisure and Sport Strategy**) has been produced by the Land Planning Policy team through close working with the Leisure and Culture Trust and guided by a Steering Group.
- 2.4.** Extensive engagement has been carried out to inform the Draft Strategy (**Appendix 2 Report of Engagement**) and comprehensive research underpins the Draft Strategy (**Appendix 3 Where We Are Now**).

3.0 RECOMMENDATIONS

- 3.1.** It is recommended that the Board:-
- a) Approves the adoption and publication of the Culture, Leisure and Sport Strategy and associated Report of Engagement and Where We Are Now; and

- b) Notes the amendments requested by East Dunbartonshire Council Development and Regeneration Committee; and
- c) Notes that the Strategy is subject to approval by the East Dunbartonshire Leisure and Culture Board.

THOMAS GLEN
DIRECTOR OF DEVELOPMENT & REGENERATION

4.0 BACKGROUND

- 4.1.** Work on a Culture, Leisure and Sport Strategy started in 2014 following Development and Regeneration Report DR/041/13/RT which highlighted the Council and East Dunbartonshire Leisure and Culture Trust Board's agreement that an integrated strategy was required.
- 4.2.** A Culture, Leisure and Sport Strategy has therefore been produced following extensive research and engagement which will underpin the direction of Leisure and Cultural provision across East Dunbartonshire over the next five years. The strategy contributes to a number of the Community Planning Partnership Outcomes and will also help to provide access to various funding opportunities to support improvements of service provision in the area.

Purpose and Content of the Culture, Leisure and Sport Strategy

- 4.3.** The Strategy sets out the direction for culture, leisure and sport for at least the next 5 years by establishing an overarching ambition for provision within the area. The ambition is realised through a series of long-term objectives and key priorities for action. The strategy is intended as a high level document which identifies strategic and overarching issues however it does identify through the Action Programme key areas of work and who is responsible for ensuring that this work is undertaken.
- 4.4.** Culture, leisure and sport encompasses a vast range of different but interconnected areas that includes physical assets, activities, services, local distinctiveness and our people. This strategy is intended for everyone who lives, works, visits or volunteers in East Dunbartonshire. The strategy is for all who participate in cultural, leisure and sporting activity and those who provide it. However, it also seeks to encourage people who do not yet participate in culture, leisure and sport to become involved and therefore is very much intended for those who do not participate as well as those that do.
- 4.5.** The strategy pulls together national and local priorities in all of the areas that shape and overlap with culture, leisure and sport to produce a co-ordinated approach to provision. The ambition and objectives are overarching elements of the strategy that have determined and directly influenced the strategy themes and actions. The implementation of the actions in the Action Programme is necessary to ensure that the ambition and objectives are met. As such the strategy sets out a regime for monitoring progress and measuring success.
- 4.6.** The Strategy therefore includes the following sections:
1. Foreword
 2. Contents
 3. Introduction
 4. Evolution of the Strategy
 5. Ambition & Objectives
 6. Theme One: Partnership
 7. Theme Two: Assets and Facilities
 8. Theme Three: Access and Services
 9. Theme Four: Communication and Promotion
 10. Delivery: Our Action Programme and Monitoring

Governance & Reporting

- 4.7.** Members should note that this Strategy is reported to the following groups for approval:
- EDC Development & Regeneration Committee (2 February 2016)
 - East Dunbartonshire Leisure and Culture Board (30 March 2016)

- Community Planning Partnership (24 March 2016)

Changes may be requested at each decision-making group and incorporated into the final Strategy. At the Development and Regeneration Committee on 2 February 2016 the following amendments were requested:

- Updates to Where We Are Now to amend demographic information.
- East Dunbartonshire Access Forum added to the partners listed in the Culture, Leisure and Sport Strategy.

Steering Group

- 4.8.** The development of this Draft Strategy has been guided by a Steering Group which has met at key stages over 2014 and 2015 following an initial Inception Day in April 2014. The Steering Group comprises of:

- Cllr Alan Moir - Convenor EDC Development & Regeneration Committee
- Cllr Stewart MacDonald – Former Vice Chair EDLCT board & Partner Director EDLCT
- Cllr Vaughan Moody – Former Vice-Convenor EDC Development & Regeneration Committee
- Development and Regeneration Officers
- Customer Services and Transformation Representative Officer
- East Dunbartonshire Leisure and Culture Trust Officers
- East Dunbartonshire Leisure and Culture Trust Board Independent Directors
- Sportscotland
- East Dunbartonshire Voluntary Action
- East Dunbartonshire Tourism Partnership
- East Dunbartonshire Community Health Partnership

Stakeholder Consultation

- 4.9.** In order to ensure that the community and other relevant stakeholders play a significant role in shaping the development of the strategy the Steering Group proposed two phases of engagement in developing the Strategy. This approach was set out in Council Report DR/060/14/SMcN.

- Early Engagement - This stage presented an opportunity for stakeholders to influence the direction of the strategy and suggest ideas, topics and areas that should be addressed.
- Draft Strategy - This stage allowed stakeholders to make comments on the Draft Culture, Leisure and Sport Strategy. This stage provided an opportunity to comment on the way in which the findings and ideas from the first phase of engagement have been translated into a proposed strategy. Whilst this phase of consultation was important in refining the strategy, the nature of the engagement changed to testing a more firmed-up draft strategy.

- 4.10.** During the Early Engagement the Council and Trust conducted a series of engagement activities between June and October 2014. This comprised:

- An initial engagement session at Kilmardinny House
- General awareness raising during the Queens Baton Relay visit to East Dunbartonshire before the Commonwealth Games (3 locations).
- Questionnaire

- Four Public Workshops
- Workshop with National Bodies and other organisations
- Pop-Up Stall Events
- Active Schools

4.11. The engagement was publicised using the following methods:

- Local Press (B&M Herald, Bishopbriggs Herald, Kirkintilloch Herald)
- Council and Trust websites, and Social media
- Emails to known local interest groups (through EDLCT and EDVA) and national bodies
- Posters at EDLC locations such as libraries and leisure centres
- General awareness raising at Queen's Baton Relay
- The Local Development Plan newsletter
- Copies of documents in EDLC locations and Council Offices at Southbank Marina and Broomhill Industrial Estate

4.12. During the consultation from 28 September – 9 November 2015 on the Draft Strategy the Council and Trust carried out the following consultation activities:

- Questionnaire to facilitate comments on the strategy – on line and paper copies were available
- Two drop in events, held between 3pm and 8pm in the Allander Leisure Centre and Bishopbriggs library, where officers were available to answer questions and sign post the questionnaire

4.13. The consultation was publicised using the following methods:

- Including in a LDP newsletter to the Land Planning Policy team's mailing list
- Providing press releases to local newspapers
- Utilising social media and Council website

4.14. The results of this extensive engagement work are reported in the Report of Engagement (**Appendix 2 Report of Engagement**) which will be published alongside the Strategy. Approximately 1,000 individuals took part in the engagement.

4.15. The comments received during the consultation were considered in detail and where possible and appropriate, have been incorporated into the Strategy in **Appendix 1 Culture, Leisure and Sport Strategy**. No significant modifications to the strategy are considered necessary with respect to its overall direction. Full details of the responses received are contained in **Appendix 2 Report of Engagement** however a summary of the issues raised and the recommended responses are provided in the following tables.

Table 1- Introduction, Purpose & Evolution/ Overall Document			
Question Results	Changes Made?	Council/ Trust Response	SEA Implications
Q.6 Is the Introduction, Purpose, and Evolution of the strategy clear? Yes 50% No 50%	Yes	These sections have been amended, shortened and reorganised to be more user-friendly and easier to orientate.	The introductory sections are not subject to Strategic Environmental Assessment.
Q.12 Overall, how easy to follow and understand is the Draft Culture, Leisure and Sport Strategy? 53% Easy or Very Easy to Follow	Yes	As above.	The sections which have been amended/ shortened were not subject to Strategic Environmental Assessment.
Comments	Changes Made?	Council/ Trust Response	SEA Implications
The strategy is too long. Significantly reduce wording/ detail in some sections.	Yes	<p>It was considered important that the draft strategy contained a good level of detail to demonstrate how the strategy was developed. However it is acknowledged that for the final strategy some of this information can be streamlined and that some sections can be shortened.</p> <p>In this regard, the following changes have been made:</p> <ul style="list-style-type: none"> - Remove Executive Summary - Prioritise Strategy Diagram - Keep and improve Map - Merge and condense Introduction and Purpose sections - Remove Timeline - Remove SMART Objectives Appendix 	The sections which have been amended/ shortened were not subject to Strategic Environmental Assessment.

<p>The language used suited to professionals.</p> <p>Strategy is rather opaque in places with quite a lot of 'management speak' and high-sounding aims but feeling as if it lacks real groundedness.</p>	Yes	<p>The language in the strategy has been reviewed and where possible jargon has been removed. The shortening of sections (as above) should help with the general accessibility of the strategy.</p>	<p>Modification of the language and terminology used within the Strategy to ensure it is more accessible and user-friendly will not result in any additional environmental impacts.</p>
<p>Action Programme could be a separate document.</p>	No	<p>During the consultation the Action Programme was the part of the strategy which attracted the most attention from respondents. It is considered important that people reading the strategy see how the ambition and objectives will be realised.</p>	<p>No changes made.</p>
<p>Cultural Assets is too wide of a term and there should be more distinction between the types of types of assets on the strategy map.</p>	Yes	<p>The strategy map has been amended to show libraries as a separate asset type and more detail has been added (however care has been taken not to over complicate or overload the map).</p>	<p>The map was not subject to Strategy Environmental Assessment.</p>

Table 2- Ambition & Objectives			
Question Results	Changes Made?	Council/ Trust Response	SEA Implications
<p>Q.7 Do you agree with the Ambition for the strategy?</p> <p>Yes 63% No 37%</p>	No	The ambition was largely well received and no changes are required.	No changes made.
<p>Q.8 Do you agree with the strategy Objectives?</p> <p>Yes 81% No 19%</p>	No	No changes required.	No changes made.
Comments	Changes Made?	Council/ Trust Response	SEA Implications
Too much repetition between Ambition and Objectives	No	It is considered that the ambition sounds less ambitious without the second paragraph and that although there is a degree of repetition, this creates clear linkages and contributes to the flow of the strategy.	No changes made.
The strategy doesn't do enough to meet national aims for arts and culture.	Yes	Additional wording on national vision for arts and culture has been added to the Strategy Development section (previously titled Evolution of Strategy) and a number of small additions/ amendments have been made to some actions, see Action Programme table below.	The Strategy Development section was not subject to Strategic Environmental Assessment. The actions which have been amended were screened out during the initial stages of SEA process. Therefore no environmental implications have been identified.
It is not necessary to detail why the objectives have been selected.	No	These sections help understand the background, rationale and development of the objectives.	No changes made.

Table 3- Action Programme & Monitoring

Comments- Theme 1: People & Partnership	Changes Made?	Council/ Trust Response	SEA Implications
The wording of Actions 1A and 1F can be improved to better reflect the arts and culture development programmes and support.	Yes	The proposed amendments are considered to strengthen the action and have been made to Actions 1A and 1F.	This action was screened out during the initial stages of the SEA process. Therefore no environmental implications have been identified.
There is no reference to reading version of Live Active.	Yes	The wording of Action 1F has been amended to include healthy reading initiatives.	This action was screened out during the initial stages of the SEA process. Therefore no environmental implications have been identified.
There is no focus on improving better/ elite athletes. There are some distant targets for sport but more needs to be done now for current good athletes	Yes	The strategy is intended to be a high level and as such it would be difficult to expand upon the range of sport development and support provided by the Trust, and shorter-term targets, in great detail. However some minor wording amendments have been made to Action 1B to reflect this.	This action was screened out during the initial stages of the SEA process. Therefore no environmental implications have been identified.
Comments- Theme 2: Assets and Facilities	Changes Made?	Council/ Trust Response	SEA Implications
Timescales for delivering the new Allander Sports Centre are too long, 2023 is too far away.	No	Funding has been allocated in the Council's 10 year capital investment plan to deliver the replacement Allander, with work programmed to commence in 2021/22. The timing of the project is linked to the receipt of phased developer contributions from the Kilmardinny development.	No changes made.
The new Community Hubs are not wanted. We do not want to lose valuable library space and locally important Council buildings should not be sold off.	No	The Council is committed to its programme of transformation, asset rationalisation and the delivery of its customer services strategy which will realise significant investment in new and refurbished fit for purpose facilities across East Dunbartonshire whilst reducing	No changes made.

		<p>operational and financial inefficiencies. The delivery of new community hubs represents one strand of this strategy.</p> <p>The Council is committed to working with the EDLC Trust, its Community Partners and all other stakeholders to ensure the design of new hubs and/or community assets provide the facilities required for the locality where the facility is being constructed. Each hub and the facilities provided therein will therefore be bespoke to its location.</p>	
Selling off important historical properties such as Huntershill House does not suggest a commitment to heritage.	No	Huntershill House is Category B listed building and therefore any proposed redevelopment resulting would be required to meet planning regulations and local planning policy which protect the special character and interest of the building.	No changes made.
The strategy should support the community and Milngavie Heritage Group's long-held aspiration for a museum in Milngavie. This could form part of the proposed Milngavie Hub (perhaps similar to the heritage display being delivered in Kirkintilloch Town Hall).	No	As stated above, the Council will work with stakeholders to ensure that the design of each new hub meets the needs of that community area. The community and heritage groups aspirations are noted.	No changes made.
The strategy should take better recognition of the contribution that the Private Sector can play in delivering the strategy objectives. Particularly, much improved leisure and sport facilities can be realised as part of a redevelopment of the existing Dougalston Golf Course and Virgin	No	There is an important role for the private sector in delivering the strategy and partnership working has been identified as a key theme. However, in this particular instance the project being promoted would be dependent on a significant release of greenbelt land for housing which would be	No changes made.

Gym.		contrary to East Dunbartonshire Local Plan 2 and the proposed Local Development Plan. Analysis in the Where We Are Now document demonstrates that Council policies generally encourage leisure related developments (approx. 95% of planning applications are approved).	
Physical access to archives in Bearsden and Milngavie should be retained, it shouldn't just be digital access.	Yes	A purpose built and improved archive facility will be provided as part of the Bearsden Hub project. The wording has been amended to Action 2C to reflect this.	This action was screened out during SEA process. No environmental implications.
Comments- Theme 3: Access and Services	Changes Made?	Council/ Trust Response	SEA Implications
There are no actions for libraries and reading.	Yes	A new action setting out priorities for continual development of libraries and reading has been added to the strategy.	The inclusion of this new Action is operational in nature and unlikely to result in any additional environmental impacts. The Strategy modification will be referenced and detailed appropriately within the SEA Post-Adoption Statement.
There is no mention of the Trails and Tales project which is very important locally.	Yes	Given the strategic and cross-functional nature of the Trails and Tales project this has been include in the strategy as a new action (3I).	The inclusion of this new Action is not likely to result in any additional environmental impacts. This Action is likely to link with the East Dunbartonshire Loop project which is incorporated within the Councils Active Travel Strategy which was subject to an individual SEA. Any new or proposed heritage trails will be subject to appropriate feasibility studies.
The wording of Action 3B 'Cultural Education' can be improved.	Yes	This action has been amended to include the additional wording suggested to improve and strengthen the wording of the action.	This action was screened out during the initial stages of the SEA process. Therefore no environmental implications have been

			identified.
Why is provision for rural areas limited to main villages?	No	This action was included in the strategy in response to comments received regarding general provision in rural areas. The focus on main villages is considered to be proportionate and should result in generally improved accessibility across more rural areas.	No changes made.
Lettings for arts, culture and heritage groups is also a problem as well as sport.	Yes	Action 3E clearly states that the review to create a consistent approach to pricing and booking system across the Council and Trust facilities clearly states that this is also applicable to arts and culture venues. It is acknowledged however that the text within Theme Three does not reflect this fully and has therefore been updated.	Changes only apply to wording with the Theme Three text which is not subject to SEA.
The strategy does not include enough non-competitive sports such as walking, cycling and access to good quality greenspace. There is no support given for the Thomas Muir Way.	No	The Council has recently produced an Active Travel Strategy and an Open Space Strategy which cover these areas both at a strategic and more detailed level.	No changes made
Comments- Theme 4: Communication and Promotion	Changes Made?	Council/ Trust Response	SEA Implications
More actions are needed to promote heritage such as the Trails & Tales Project and continuing Doors Open Days. (Note there were some supportive comments regarding general recognition of heritage in the strategy).	Yes	Additional wording has been added to Action 4B to increase heritage promotion within the strategy. See Theme 3 for Trails and Tales.	The new wording inserted into Action 4B is not anticipated to have any additional environmental implications to that already identified within the Environmental Report.
There is not enough in the strategy regarding developing tourism.	No	With regards to developing tourism, the Council considers that the Economic Development Strategy (EDS) is the most	No changes made.

		<p>appropriate vehicle for this. A new EDS is in the early stages of development and will be available for public comment in due course.</p> <p>There is of course a strong overlap and therefore a number of specific tourism have been included but the wider picture will be covered within the EDS.</p>	
<p>It is surprising that Milngavie Reservoirs have not been included in the strategy given their significance for a number of areas including heritage, tourism, leisure and sport.</p> <p>We suggest that a new action is added using some of the wording from Local Plan 2.</p>	Yes	<p>The Council supports enhancement of Milngavie reservoirs. A new action, based on the wording in Local Plan 2 as suggested, has been added to the strategy (Action 4X).</p>	<p>The wording for the action has been taken from Local Plan 2 which stated that appropriate tourism and leisure related facilities will be delivered in the Milngavie Reservoir Conservation and Recreation Management Plan. The Management Plan was completed prior to the enactment of the Environmental Assessment (Scotland) Act 2005 and the initiation date contained within related SEA Regulations for Scotland. As this Action is in direct reference to measures contained within the Plan, an assessment of the Action would be unsuitable.</p>
<p>There are no actions for the Auld Kirk Museum or Lillie.</p>	Yes	<p>Additional wording has been added to Action 4B to include the promotion and continual development of the Auld Kirk Museum and Lillie Gallery.</p>	<p>The addition of the new action is anticipated to have minor positive impacts on cultural heritage and population and human health in relation to the potential increased access to and promotion of cultural heritage and arts assets. This modification will be referenced and detailed appropriately within the SEA Post-Adoption Statement for the Strategy.</p>
Question Results	Changes Made?	Council/ Trust Response	SEA Implications

<p>Q.10 Do you think that the package of actions as a whole will achieve the strategy ambition and objectives?</p> <p>Yes 50% No 50%</p>	<p>Yes</p>	<p>The majority of respondents who said no to this question had concerns regarding individual projects/ facilities etc which is addressed under individual actions above.</p>	<p>See above.</p>
<p>Q.11 Do you think the monitoring arrangements on Page 33 are sufficient to ensure that the strategy is implemented?</p> <p>Yes 45% No 55%</p>	<p>No</p>	<p>Upon reflection of the results for this question, the Council and Trust still considers the Monitoring Framework to be robust and proportionate. It will be effective in ensuring that the strategy is delivered and will flag any areas requiring further action. It should be noted that no alternative methods of monitoring were suggested.</p>	<p>No changes made.</p>
<p>The actions are measured and not overly ambitious.</p> <p>The strategy merely states the current position and doesn't propose anything new.</p>	<p>No – although a range of changes are set out above.</p>	<p>The Council and Trust considers that the final strategy provides a range of far-reaching and comprehensive actions that will deliver the ambition and objectives of the strategy, whilst taking into account the current level of resources. The significant engagement has been taken into account in developing the final strategy and the actions aims to take advantage of the range of partners which can deliver for culture, leisure and sport, whether individually or in partnership.</p>	<p>No changes made.</p>

Table 4- Supporting Documents & General Comments

Supporting Documents (Q.13)	Changes Made?	Council/ Trust Response	SEA Implications
<u>Environmental Report</u>			
<p><i>Historic Environment Scotland-</i> HES is content that the assessment and findings are appropriate and commends the clarity of the assessment and findings in the Environmental Report.</p> <p>The authority could consider including an additional SEA monitoring indicator for impacts upon historic environment assets.</p>	See Post-Adoption Statement	<p>The commendation by Historic Environment Scotland is noted.</p> <p>See Post-Adoption Statement.</p>	Comments on the Environmental Report have been taken into account and will be addressed in the Post-Adoption Statement.
<p><i>Scottish Environment Protection Agency-</i> We note that the comments that we fed back at the scoping stage, in our role as a consultation authority, have been taken into account.</p> <p>We note that the Sports Pitches Strategy has been assessed separately. We are satisfied with this approach.</p>	See Post-Adoption Statement	See Post-Adoption Statement.	Comments on the Environmental Report have been taken into account and will be addressed in the Post-Adoption Statement.
<p><i>Scottish Natural Heritage-</i> The proposed Ambitions and Objectives have been broadly assessed as having 'positive', 'neutral' and 'no likely significant effect' on Biodiversity, Flora and Fauna. We broadly agree with the assessment presented and therefore can confirm that we have no detailed comments to make.</p>	See Post-Adoption Statement	See Post-Adoption Statement.	Comments on the Environmental Report have been taken into account and will be addressed in the Post-Adoption Statement.

<u>Report of Engagement</u>			
In the report of engagement mention was made that libraries seem to have been omitted. Not enough has been done to address this in the document.	Yes	A range of changes have been made to the actions in the strategy and these are noted in the tables above.	See above.
General/ Other Comments (Q.14)	Changes Made?	Council/ Trust Response	SEA Implications
The link doesn't work.	N/A	This was the result of technical issues arising from the launch of new Council website. Issue was fixed as soon as possible.	N/A
The survey isn't easy to fill out.	N/A	<p>The survey was tested to ensure it was as easy to fill in as possible however it was not designed as a stand-alone survey and was intended to be read in conjunction with the draft strategy document. The Council continually works to improve its consultation methods and these comments have been noted.</p> <p>It should be noted that no specific comments are provided as to what improvement could be made.</p>	N/A
The strategy is highly slanted in favour of sport.	Yes	The development of the strategy has been guided by the consultation, steering group and information available. The Council and Trust's intention is that all aspects of culture, leisure and sport are covered by the strategy. As a result of the consultation responses received further changes have	See individual changes.

		been made to the actions to enhance the culture aspects of the strategy.	
Contactless payment needs to be introduced in all facilities as most payments are small.	No	This comment refers to a matter not deemed to be of strategic interest, however this comment will be considered by the Trust when payment technology is next reviewed.	No changes made.
There is a lot of focus on sport in the strategy, and facilities in the area are already good for younger people. We need much better facilities to address the well-being of older people. I don't think there are enough disabled sports programmes for adults in EDC. Glasgow life has a great programme.	No	Action 1F includes targeted measures to increase participation for groups with lower rates of participation; this includes older people and those with disabilities. This action is applicable to culture, leisure and sport and seeks to increase the range of opportunities available for such groups. Action 3F requires the EDLC Concession Scheme to be improved and expanded to include arts and culture as well as sport.	No changes made.
Further loss of halls would be a great loss to the community.	No	Maintaining the existing quality of provision is one of the 4 objectives of the strategy. The current financial climate presents challenges to this and as a result there are a number of actions within the strategy that aim to ensure quality of provision is maintained (particularly the actions in theme's one and two).	No changes made.

Analysis and Understanding of Current Position

- 4.16.** In order to understand the current position regarding culture, leisure and sport across East Dunbartonshire officers undertook an exercise of data collection and analysis during the early stages of preparing the strategy; this is presented in the ‘Where We Are Now’ (**Appendix 3**) document. The document pulls together the data and various drivers to inform how the strategy can address and further improve culture, leisure and sport in the area. It will be published alongside the Strategy.

Strategic Environmental Assessment

- 4.17.** Strategic Environmental Assessment (SEA) has been carried out throughout the process of developing the Culture, Leisure and Sport Strategy. Table 4 includes information on the environmental effects of the changes to the Strategy being proposed following the consultation and also includes comments received on the SEA itself.

Pitches Strategy

- 4.18.** Sports pitches are an important element of the sport and leisure offer in East Dunbartonshire and specifically they allow local clubs and people to play team sports without the need to travel. KKP Consultants were commissioned to undertake a Pitches Strategy in consultation with sportscotland simultaneously with the development of this strategy. The results of the consultants work provides a full assessment of the condition and standard of football, rugby and hockey pitches in the area and provides a number of recommendations. The Draft Pitches Strategy was approved by the Development and Regeneration Committee (DR/092/15/TG) and the Trust Board in October prior to consultation between 23rd November and 5th January 2016. The finalised Pitches Strategy was approved at 2nd February 2016 Development and Regeneration Committee and key recommendations from the Pitches Strategy have been incorporated in the Culture, Leisure and Sport Strategy.

A Culture, Leisure and Sport Strategy for East Dunbartonshire 2016 - 2021

Foreword

Participation in culture, leisure and sport brings many benefits to us all. On behalf of East Dunbartonshire Council, East Dunbartonshire Leisure & Culture Trust and the Community Planning Partnership we are delighted to present this draft Culture, Leisure & Sport Strategy for East Dunbartonshire.

East Dunbartonshire punches above its relatively small size with an incredibly active scene, and a wealth of assets across culture, leisure and sport. We have at least 250 groups operating locally across the arts, sport and general leisure, most of which are run by volunteers, who work in partnership with our professionals to ensure that the area continues to have such a vibrant scene.

Our assets range from vital local facilities such as libraries, leisure centres and cultural venues to an abundance of opportunities to experience the great outdoors with the Campsie Fells, Antonine Wall, Forth & Clyde Canal, West Highland Way, John Muir Way and Mugdock Country Park among others all on our doorstep.

Culture, Leisure and Sport in East Dunbartonshire has also benefited greatly (and continues to benefit) from the XX Commonwealth Games in Glasgow, not only with the Queens Baton Relay passing through the area and the opportunity to watch live world-class sport and culture nearby, but also with a sustained programme of sport and culture legacy projects.

We have very much to be proud of but there are always improvements that can be made. Participation in culture, leisure and sport in East Dunbartonshire is above the Scottish national average however there are geographic and demographic pockets where participation rates are below the East Dunbartonshire and Scottish national averages. The current economic climate also provides a challenge in maintaining and improving provision in the area.

This strategy provides a framework and direction for the partnership working required to address these challenges and build upon our successes to ensure that culture, leisure and sport in East Dunbartonshire is the very best that it can be.

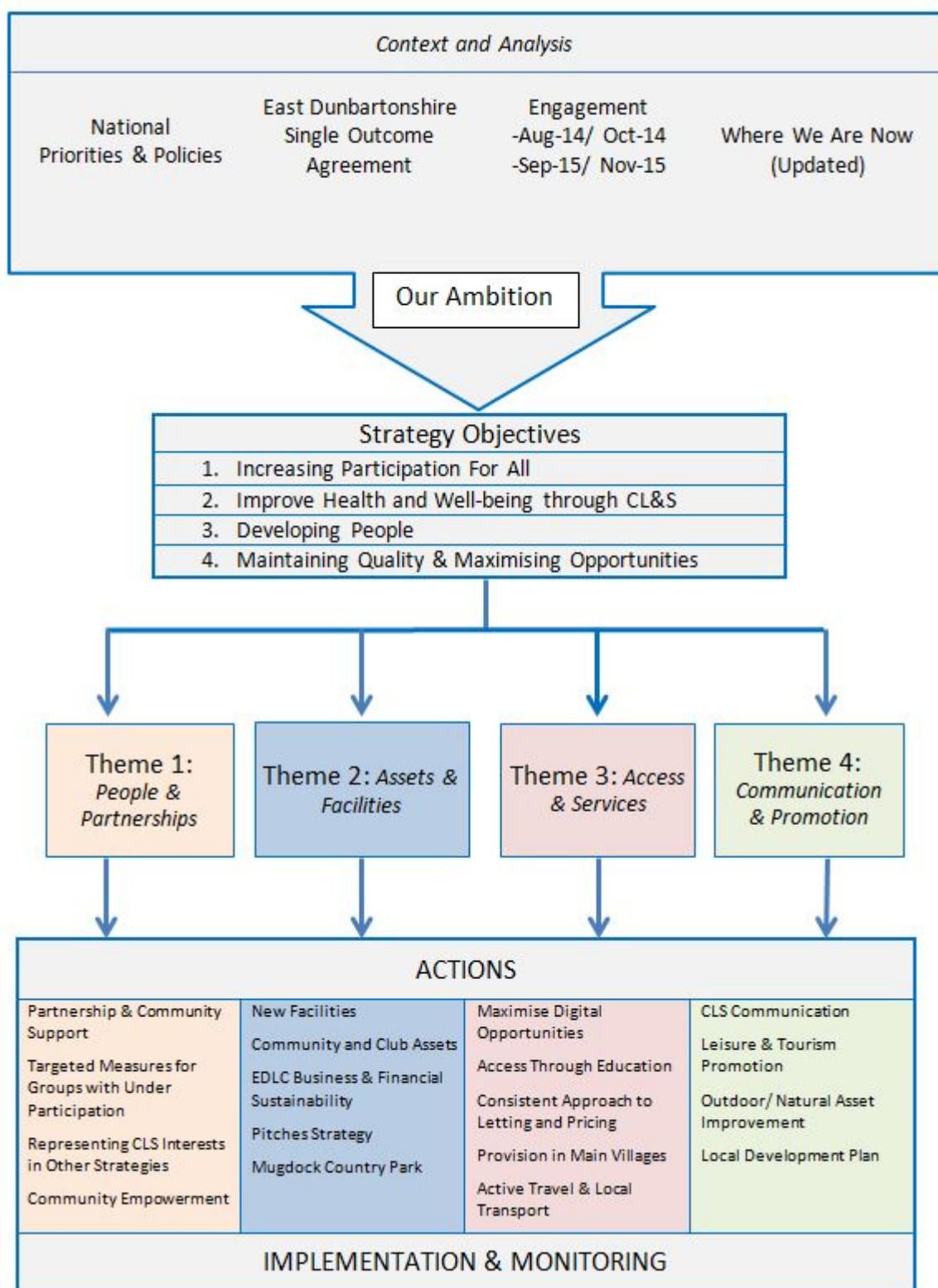
Councillor Rhonda Geekie- Leader of East Dunbartonshire Council

Councillor Anne Jarvis- Chair of East Dunbartonshire Leisure & Culture Trust

Contents

1. Foreword
2. Contents
3. Introduction
4. Strategy Development
5. Ambition and Objectives
6. Theme One: People and Partnerships
7. Theme Two: Assets and Facilities
8. Theme Three: Access and Services
9. Theme Four: Communication and Promotion
10. Delivery: Our Action Programme and Monitoring

A Culture, Leisure & Sport Strategy for East Dunbartonshire (Overview)



Introduction

This is the first combined strategy for culture, leisure and sport in East Dunbartonshire. It sets out the direction for culture, leisure and sport for at least the next 5 years by establishing an overarching ambition for provision within the area. The ambition is to be realised through a series of long-term objectives and key priorities for action. The strategy is intended as a high level document which identifies strategic and overarching issues however it does identify through the Action Programme key areas of work and who is responsible for ensuring that this work is undertaken. The strategy will then be implemented and monitored to ensure that the key ambition, objectives and actions are delivered.

The strategy pulls together national and local priorities in all of the areas that shape culture, leisure and sport to produce a co-ordinated approach to provision. The strategy has been developed by East Dunbartonshire Council and East Dunbartonshire Leisure and Culture Trust in conjunction with partners that include:

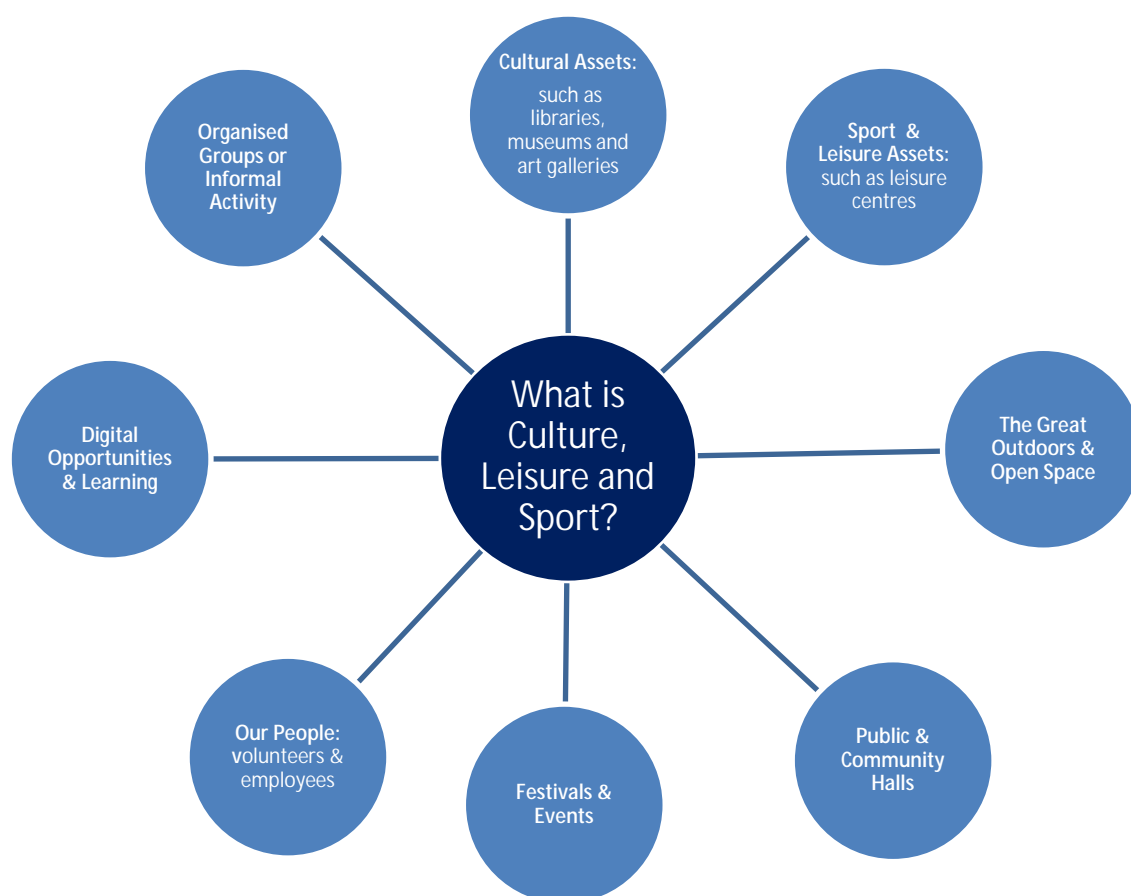
- Ø East Dunbartonshire Community Health Partnership
- Ø East Dunbartonshire Voluntary Action
- Ø Creative Scotland
- Ø Scottish Libraries & Information Council
- Ø **sportscotland**
- Ø Sport Governing Bodies
- Ø East Dunbartonshire Tourism Partnership

The strategy supports local leadership and influences how resources are used. Any organisation or individual can contribute towards meeting the ambition and objectives of the strategy and are encouraged to use the strategy for their own purposes to improve culture, leisure and sport in East Dunbartonshire, for example to unlock funding opportunities.

A number of supporting documents have been published alongside the draft strategy providing further detail and technical information, and are available on:

1. Where We Are Now: Updated 2015
2. Report of Engagement
3. Pitches Strategy
4. Environmental Report (SEA)
5. Equalities Impact Assessment

What is Culture, Leisure & Sport?



**For further information and examples of what it covered by the scope of this strategy please see Where We Are Now Chapter 5: What are our current assets?*

Strategy Development

The strategy has been in development since spring 2014 and its direction has been guided by a series of national and local drivers and influences as set out below.

National Priorities

The Scottish Government states that its purpose is to focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. 16 National Outcomes have been set out to articulate more fully the Government's purpose. Culture, Leisure and Sport plays a significant role in fulfilling this purpose and all 16 of the National Outcomes (see below).

National Outcomes			
A. Business	B. Employment	C. Research & Innovation	D. Young People
E. Safe from Crime	F. Sustainable Places	G. Resilient Communities	H. Environment Valued
I. Life Chances	J. Inequalities Tackled	K. Healthier	L. Early Years
M. Public Services	N. Older People Supported	O. Impact on Environment	P. National Identity

The Scottish Government asserts that 'culture, creativity and a rich, dynamic heritage sit at the heart of Scotland's communities and everything we do.' The Scottish Government has 4 key aims for the Arts & Culture (see opposite). The aims are realised by a number of strategies and programmes such as Creative Scotland's 10 Year Plan and other national plans/ strategies.

National Aims for Arts & Culture	
Promote and develop the crucial role of culture and creativity in making the strongest contribution that we can to sustainable economic development	Focus on the contribution that culture can make to improving the health, wellbeing, confidence and quality of life for our communities
Encourage the understanding, value and enjoyment of the historic environment, and to promote the care and protection of this precious and dynamic resource to ensure a rich legacy for future generations	Raise the profile of Scotland at home and abroad, and ensure that as many people as possible in Scotland and overseas are able to benefit from, be inspired by and enjoy the very best of Scotland's creative, cultural and historic wealth

Creative Scotland's 10 Year Plan- A Shared Vision

'We want a Scotland where everyone actively values and celebrates arts and creativity as the heartbeat for our lives and the world in which we live; which continually extends its imagination and ways of doing things; and where the arts, screen and creative industries are confident, connected and thriving.'

The Active Scotland Outcomes Framework describes the Scottish Government's ambitions for sport and physical activity in terms of delivering the National Outcomes (see below) and is realised by a number of strategies and programmes including 'Developing and Supporting a world class sporting system' (see below) and other national plans/ strategies (see Where We Are Now).

Vision: A More Active Scotland

Physical activity is about getting people moving. Daily walking, playing in a park, going to a gym, training with a team or aspiring to win a gold medal – it really doesn't matter how people get active it just matters that we do.

Being physically active contributes to our personal, community and national wellbeing.

Our vision is of a Scotland where more people are more active, more often.

Active Scotland Outcomes

We encourage and enable the inactive to be more active

We encourage and enable the active to stay active throughout life

We develop physical confidence and competence from the earliest age

We improve opportunities to participate, progress and achieve in sport

We improve our active infrastructure – people and places

We support wellbeing and resilience in communities through physical activity and sport



East Dunbartonshire Single Outcome Agreement (SOA)

The Single Outcome Agreement sets out the outcomes and priorities that will be delivered for the communities of East Dunbartonshire by the Community Planning Partnership. The partnership includes the Council and a number of other organisations (see www.eastdunbarton.gov.uk) to ensure that all organisations with a role in delivering services for the local community come together to provide the best for the people of East Dunbartonshire.

Culture, leisure and sport plays a massive role in delivering the outcomes of the SOA and the implementation of this strategy will contribute significantly to realising the SOA vision and long term outcomes of reducing inequality and engaging our communities in the design of services. Culture, leisure and sport also plays a significant role in meeting the outcomes of the Joint Health Improvement Plan for East Dunbartonshire which is aligned with the SOA.

East Dunbartonshire Single Outcome Agreement 2015 - 2018

VISION

Working together to achieve the best with the people of East Dunbartonshire

Long-Term Outcomes

- We have reduced inequality and disadvantage across East Dunbartonshire
- Our communities are more engaged in the design of services

Three year Outcomes

1. East Dunbartonshire has an expanding economy with a competitive and diverse business and retail base.
2. Our people are equipped with knowledge, skills and training to enable them to progress to employment.
3. Our children and young people are safe, healthy and ready to learn.
4. East Dunbartonshire is a safe and sustainable environment in which to live, work and visit.
5. Our people and communities enjoy increased physical and mental wellbeing and health inequalities are reduced.
6. Our older population are supported to enjoy a high quality of life and our more vulnerable citizens, their families and carers benefit from effective care and support services.

Stakeholder Engagement

A Steering Group to guide the preparation and development of the strategy has met at key stages to act as a sounding board to test ideas and to provide Officers with suggestions for progressing the strategy in-between periods of more widespread engagement. The Steering Group consisted of a number of officers from the Council and EDLC Trust, umbrella

organisations and elected members and includes the following organisations: East Dunbartonshire Council, East Dunbartonshire Leisure and Culture Trust, East Dunbartonshire Voluntary Action, East Dunbartonshire Tourism Partnership, East Dunbartonshire Chamber of Commerce, East Dunbartonshire Community Health Partnership and sportscotland.

In addition to the Steering Group, two main stages of public engagement and consultation have been carried out. The first stage was broad ranging early engagement conducted between June and October 2014. The second stage was a consultation on a draft version of the strategy from September to November 2015. The results of both stages, and how this has influenced the strategy, are reported in the Report of Engagement.

Analysis & Understanding of Current Position- Where We Are Now

In order to understand the current position regarding culture, leisure and sport across East Dunbartonshire we undertook an exercise of data collection and analysis during the early stages of preparing the strategy, this is presented in the 'Where We Are Now' document. The document pulls together the data and various drivers to inform how the strategy can address and further improve culture, leisure and sport in the area.

Impact Assessments

Strategic Environmental Assessment (SEA) has informed the development of the strategy to ensure that any potential adverse impacts upon the environment are reduced, avoided or mitigated; and to further enhance the potential positive impacts of the strategy. The Environmental Report presents the results of the SEA for the strategy and demonstrates the alterations that have been made to the ambition, objectives and actions as part of this process. It also establishes a monitoring framework and measures to mitigate any adverse impacts that may occur.

The **Equalities Impact Assessment** considers the impact of the strategy on equalities groups and demonstrates how the preparation and development of the strategy has taken equal opportunities legislation and guidance into account.

A **Risk Assessment** process has also been undertaken.

Ambition and Objectives

Our Ambition

Through strong partnership working East Dunbartonshire will be a place with first class culture, leisure and sporting opportunities where people enjoy fulfilled and active lives. East Dunbartonshire will be recognised as a leader in the provision of culture, leisure and sport making a significant contribution towards the Scottish Governments purpose of creating a more successful country.

We will further improve the health and wellbeing of our community by increasing participation in culture, leisure and sport. We will strengthen local partnerships and improve local infrastructure and facilities. We will safeguard and increase opportunities for all residents, workers, visitors and volunteers to take part. We will promote the benefits of participation in culture, leisure and sport and the opportunities available.

Objectives

The strategy has four over-arching objectives that underpin all areas of the strategy. Each theme identified in the coming sections should contribute towards meeting all four objectives to ensure that theme and actions are intrinsically linked to the strategy ambition. An assessment of each objective against the 'SMART' criteria and National/ SOA outcomes can be found in Appendix 1.

1. Increasing Participation for All

To increase participation in culture, leisure and sport for all residents, workers and visitors of East Dunbartonshire in an inclusive and sustainable manner.

Why?

- Increasing participation in culture, leisure and sport for all demographic groups, in particular encouraging known groups with lower than average rates of participation, will reduce inequality and disadvantage.
- Participation rates in the area are above the Scottish average (see 'Where We Are Now') but work has to be done to ensure that East Dunbartonshire continues to have a high level of participation.
- Increasing participation in culture, leisure and sport will contribute towards local vitality, distinctiveness and the economy.
- Participation in culture, leisure and sport helps support safe and strong communities through diversionary activities.

2. Improving Physical/ Mental Health and Well-being

To improve health and wellbeing through culture, leisure and sport opportunities that enables everyone in East Dunbartonshire to lead full and active lives.

Why?

- Improving health and wellbeing through culture, leisure and sport will help East Dunbartonshire deal positively with our aging population.
- Participation in culture, leisure and sport adds years to life and life to years.
- Prevention is it at the heart of the Scottish Government's agenda for transforming health and social care.
- Increasing physical activity levels will help in the prevention and management of over 20 conditions and diseases including coronary heart disease, diabetes, cancer and obesity; and that physical activity can help to improve mental health (National Institute for Clinical Guidance, 2008).
- People can engage with culture, leisure and sport in many very different ways at every stage of their lives; each encounter can have a positive impact upon health and wellbeing.

3. Developing People

To support and develop the network of volunteers and staff involved in delivering culture, leisure and sport in East Dunbartonshire, and to support all individuals in developing their talent, skills and confidence.

Why?

- Developing our volunteers and staff is central to improving the culture, leisure and sport offer and increasing participation in East Dunbartonshire.
- The Scottish Government's Community Empowerment Bill aims to give communities more power to control assets in their area. Supporting our community to make the most of these powers will improve the culture, leisure and sport offer in the area and help safeguard its long-term sustainability.
- Developing skills, confidence, creativity and lifelong learning (regardless of personal ability) will contribute towards ensuring that people in our community lead active and fulfilled lives.

4. Maintaining the Quality of Our Existing Culture, Leisure and Sports (CLS) Offer & Maximising Opportunities

To maintain the quality of our current culture, leisure and sport offer, improve existing services and maximise opportunities for providing new activities and services by incorporating high environmental and design standards. Therefore ensuring that East Dunbartonshire has first class culture, leisure and sport venues and services.

Why?

- We live in a challenging financial climate and working together is vital in maintaining existing provision in the most efficient manner possible.
- Maximising opportunities that arise from our existing assets, or where there are gaps in provision, will improve culture, leisure and sport in the area.
- Maintaining and improving our culture, leisure and sport offer will retain and create local jobs and employment.

Theme One: People and Partnerships

Meeting the Objectives	
1. Increasing Participation Ensuring effective partnership working, supporting and developing people, empowering communities and targeted measures for certain groups will ensure that participation rates in East Dunbartonshire continue to increase.	2. Improving Health through CLS Targeting groups and persons with below average participation rates will improve health and wellbeing for these groups and help address inequality.
3. Developing People Supporting and developing our volunteers and staff, partnership working and developing community capacity is essential in ensuring that our people can contribute towards and participate fully within CLS.	4. Maintaining Quality & Maximising Opportunities Ensuring effective partnership working, supporting and developing people, and communities will help secure CLS activities and services in the long-term and will help new opportunities be realised.

People are our best asset. Without our volunteers and staff who work to provide culture, leisure and sport we would not have the high quality provision that our residents, workers and visitors currently enjoy. However, there is always room for improvement and to achieve this it is vital that those **people** who contribute towards or wish to contribute towards providing culture, leisure and sport feel **supported** and have opportunities to **develop** their knowledge and skills.

Although the Council and Trust are significant providers of culture, leisure and sport in the area there are many other significant players including volunteers and voluntary organisations, private businesses and national bodies. Therefore **partnership** working between all those who shape culture, leisure and sport is necessary to achieve the four objectives of this strategy. The objectives of this strategy will contribute towards achieving the vision and the long and short-term outcomes of the Single Outcome Agreement. Therefore it is in the best interests of all members of the **Community Planning Partnership** that this strategy is implemented fully in a cohesive manner.

A main aim of the **Single Outcome Agreement** is to reduce inequality and disadvantage. This requires joint-working by all of the community planning partners by targeting services and resources. This strategy can play a significant role in reducing inequality and disadvantage through promoting a range of **targeted measures** specifically designed to reach those groups with lower than average participation rates in culture, leisure and sport. In

particular, there is strong evidence linking low rates of participation with poorer health outcomes; however targeted promotion of culture, leisure and sport can also have **positive outcomes** in terms of supporting and raising confidence and aspirations for vulnerable groups such as young people,.

The **Community Empowerment Bill** and subsequent legislation will give communities more say in how services will be delivered in their area and will give them more power to take control of local assets. The **community** are already a massive provider of culture, leisure and sport in the area and therefore the implementation of the Community Empowerment Bill will only increase the amount of activities and facilities provided and managed by local people. The Council, Trust, Third Sector Interfaces and National Bodies must support the **community** as they become further embedded within providing culture, leisure and sport (see also Theme Two: Assets and Facilities).

The work of other organisations and/ or other services within the Council can have an impact (positive and/ or negative) upon culture, leisure and sport provision in the area. It is therefore imperative that we **work together** to ensure that other policies, programmes or projects not only do not compromise culture, leisure and sport in East Dunbartonshire but that they complement and maximise the offer.

Actions Required*

Partnership & Community Support- We will work with the community to foster strong and ambitious development in culture and sport at grass roots level; and help empower communities to play a major role in delivering culture, leisure and sport.

Targeted Measures for Under Participation- Continue and improve the range of targeted measures for groups with lower than average rates of participation linking where appropriate with the 'Place Approach'; and ensure that delivery methods reach these groups effectively.

Represent CLS Interests in Other Strategies- We will work with internal and external partners to ensure that the culture, leisure and sport agenda is represented, respected and reflected in the development of related (or potentially conflicting) projects, policies or strategies.

*See Action Programme 1A - 1G for further information

Theme Two: Assets and Facilities

Meeting the Objectives	
1. Increasing Participation Good quality assets and facilities are necessary to encourage local people to use the facilities and ensure that participation in culture, leisure and sport is increased.	2. Improving Health through CLS Ensuring that East Dunbartonshire has high quality and up-to-date culture, leisure and sport facilities and assets will help maximise the health and well-being benefits of participating in culture, leisure and sport.
3. Developing People Fit for purpose assets and facilities are essential to ensure that our staff and volunteers can provide high quality activities and services that meet people's needs and wants. They will also ensure that people have the right facilities to help develop their talent, skills and confidence. The development of community and sports hubs allows communities and clubs to work together and learn from each other.	4. Maintaining Quality & Maximising Opportunities Managing our assets and facilities in a financially sustainable manner is fundamental in ensuring that the quality of culture, leisure and sport in the areas is maintained in the long-term and improved. The provision of new and/ or improved facilities that strengthen our existing assets will improve the culture, leisure and sport offer for residents and visitors and will support the local economy.

High quality assets and facilities are absolutely fundamental in ensuring that people are motivated to take part in culture, leisure and sport; and that the people involved in providing activities and services have the equipment and facilities they need. The current economic climate presents a challenge in maintaining high quality provision however a positive consequence of this challenge is that the public, voluntary and private sectors are working together better (see also Theme One: People and Partnership). This is evident through the Scottish Futures Trust Community Hub Initiative and the **sportscotland** Community Sports Hubs programme.

The Council is undergoing a major programme of transforming how it delivers its functions and services, and in particular with regards to culture, leisure and sport, the Council and Trust have identified current gaps in provision and opportunities for improvement. This includes the following new or upgraded facilities that are committed and are within various stages of planning:

- New and improved community sports facilities at **Huntershill Playing Fields** in Bishopbriggs including sports pavilion, recreation hall, tennis courts, full size all-weather playing field and athletics track.

- Refurbishment and extension to existing **Kilmardinny House Arts Centre** in Bearsden to provide improved facilities for arts, space for hire by various types of local groups, enterprise and training, and events and function space.
- Restoration and extension of **Kirkintilloch Town Hall** to form new a new flexible multi use facility in the heart of the town centre which can be used for a range of activities including performance and arts, weddings and functions, clubs, classes, community meeting spaces and it will also have a local heritage display.

As part of this transformation a network of new Community Hubs is being developed by the Council and its partners. Each new Community Hub will contain new/ enhanced **library** facilities and **community space**. Another element of the transformation is the development of new primary schools through the Primary School Improvement Programme. Each of the new schools will include high quality indoor and outdoor **sports facilities** and **outdoor learning spaces** to ensure that participation in culture, leisure and sport is embedded within the curriculum for excellence. This is an essential element of ensuring that young people participate in culture, leisure and sport from their early years, and is part of the pathway to ensure that participation is carried over into adult years (see also Outdoor Education and Active Schools in Theme 3 Access and Services).

The 2006 Leisure, Physical Activity and Sport Strategy identified a need for an eventual replacement to the existing **Allander Leisure** in Bearsden which has not yet been achieved. The engagement carried out last year and regular feedback to the Trust indicates that satisfaction with the existing centre is still relatively high; however the building has a limited lifespan and therefore the Council and Trust remain committed to replacing the Allander Leisure Centre to ensure that the objective of maintaining and improving assets is achieved.

The Trust manages and operates a number of culture, leisure and sport assets through a partnership and service level agreement with the Council. It is imperative to ensure that the Trust continues to be able to deliver its **high quality** facilities and activities in the challenging economic climate.

Sports pitches are an important element of the sport and leisure offer in East Dunbartonshire and specifically they allow local clubs and people to play team sports without the need to travel. KKP Consultants were commissioned to undertake a **Pitches Strategy** in consultation with sportscotland simultaneously with the development of this strategy. The results of the consultants work provides a full assessment of the condition and standard of pitches in the area and implementation of the recommendations in the Pitches Strategy will ensure that area enjoys good access to **high quality pitches** that meets local demands.

Mugdock Country Park is a very well used and highly regarded local asset that provides a number of opportunities for participating in culture, leisure and sport such as walking, cycling, musical events and performances, talks, local history and heritage, Ranger led activities and many more. As previously identified there is a challenge in ensuring that existing provision is maintained in the current financial climate. Moreover improving the offer at the park will play a significant role in achieving the objectives of this strategy. A 5 year strategy for Mugdock Country Park is currently under development and will contribute towards meeting the objectives of this wider strategy.

Actions Required*

New Council/ EDLC Facilities- We will deliver several new community assets that will have significant benefits to culture, leisure and sport including: refurbishment of Kilmardinny House Arts Centre, restoration of Kirkintilloch Town Hall, new community sports hub facility in Bishopbriggs, new community hubs including library facilities, a replacement Allander Leisure Centre and new Primary Schools. CLS interests and operational requirements must be taken into account as much as is practicable during the development of these new community facilities.

EDLC Business and Financial Sustainability- Prepare a Business Plan based on strategy priorities for the Trust to ensure long-term sustainability and best value. Continue to publish annual EDLC reviews.

Pitches Strategy- Implement recommendations of the Pitches Strategy.

Community and Club Assets- We will work with communities where there is interest for communities to take greater control of culture, leisure and sport assets. We will work with clubs to encourage improvement of facilities under their ownership/ management.

Mugdock Country Park- Finalise and implement a 5 year strategy for the park.

*See Action Programme 2A – 2I for further information

Theme Three: Access and Services

Meeting the Objectives	
<p>1. Increasing Participation</p> <p>Removing barriers to access will directly increase the percentage of people who participate in culture, leisure and sport which will result in a series of benefits for the area.</p>	<p>2. Improving Health through CLS</p> <p>Improving access to CLS will improve health and wellbeing through increased participation. Additionally encouraging people to travel actively to venues will maximise the health benefits of the activities they may already participate in.</p>
<p>3. Developing People</p> <p>Improving access to culture, leisure and sport will help foster talent and support those who do not already participate within CLS to develop skills and confidence.</p>	<p>4. Maintaining Quality & Maximising Opportunities</p> <p>Removing barriers to access will ensure that facilities and activities are used as much as possible thus helping to maintain long-term sustainability and maximise the range of activities available. Using digital resources well will also support the long-term delivery of services and activity. Cost effective options in the villages will improve access and maximise the CLS offer in these areas.</p>

Access to culture, leisure and sport is a major factor in determining whether people participate or not. **Barriers** to access can include cost, distance to facilities, lack of travel options, low confidence or a general lack of opportunities. Removing any existing barriers to culture, leisure and sport in the area will ensure that **participation** rates and subsequently **health** and **wellbeing** will be improved.

The **digital age** we live-in brings many benefits for overcoming barriers to culture, leisure and sport. From on-line exhibitions to fitness technology to websites offering general information and on-line booking **technology** is an important element of making culture, leisure and sport more accessible in different ways (see also Theme 4 Communication and Promotion).

Maximising digital opportunities has particular benefits to art, culture and lifelong learning by improving access to art collections, library collections/ e-books and archives/ historic databases; and can unlock opportunities for creative learning and skills development. It also provides a **platform** for artists (both professional and amateur) to promote, share and sell their work, as well as being an **artistic** medium in its own right. Maximising digital

opportunities will ensure that participation levels increase and can have a positive impact upon the local economy.

The degree to which people are encouraged and supported to take part in culture, leisure and sport starting in their **early years** is a significant factor in the likelihood of them participating in their adult life. The Scottish Government's agenda of focussing services on prevention rather than treatment places **outdoor education**, the **Active Schools** programme and pathways/ partnerships with clubs and **cultural education** at the heart of creating a healthier, fairer and confident society.

The 2006 Strategy for Leisure, Physical Activity and Sport included an action point to ensure the new facilities in **PPP schools** (which were in the planning stages during the preparation of that strategy and opened 2-3 years later) were fully accessible for **community use**. Whilst the facilities can be accessed by the community, the engagement for this strategy as well as regular feedback through the Trust's Sports Development Team has indicated that letting costs, booking procedures and booking conditions are a barrier to many of the groups who wish to access the pitches from being able to do so. This is part of a wider challenge across culture, leisure and sport where letting procedures and inconsistent pricing are discouraging participation.

Access to culture, leisure and sport in East Dunbartonshire's more rural areas can be more challenging than in the main towns. The engagement work undertaken has shown that satisfaction in our **villages** is a little lower than the rest of the area. The strategy therefore needs to explore cost effective and viable options for developing further opportunities in the villages to increase participation and satisfaction. It should be noted that the **communities** themselves play a bigger part in the delivery of culture, leisure and sport in their areas and therefore there is an opportunity for the Trust and Council to work together more closely with these community networks to improve access.

The way in which people physically access culture, leisure and sport facilities can enhance the overall experience and provide additional benefits. The vast majority of people drive to our venues. Changing this culture with improved active travel opportunities will increase opportunities for participation in physical activity; encouraging people to **walk**, **cycle** and **run** to facilities which in-turn will further improve health and wellbeing, and will **supplement** the benefits of attending venues and more managed assets.

Actions Required*

Maximise Digital Opportunities- We will make the most of digital opportunities to improve access to CLS and to foster talent.

Access through Education- We will ensure young people have first class access to culture,

leisure and sport through the Active Schools Programme, cultural education programmes and the establishment of an improved Outdoor Learning Centre at Mugdock Country Park.

Consistent Approach to Letting and Pricing- We will work to remove the barriers to accessing facilities and activities by improving consistency to create a coherent one stop service for customers.

Provision in Main Villages- We will improve access to CLS through expanding outreach into more rural areas, partnership working with communities and partner organisations and development of Outdoor/ Green Gyms.

Active Travel and Local Transport- Ensuring strong linkages with the Local Transport Strategy and Active Travel Strategy will improve access to CLS facilities and activities, particularly by more active and sustainable means.

*See Action Programme 3A – 3J for further information

Theme Four: Communication and Promotion

Meeting the Objectives	
<p>1. Increasing Participation</p> <p>Improving and promoting our outdoor and natural assets will encourage increased participation in more informal activities such as walking and enjoying the local environment and history. Additionally, improved co-ordination and cross communication in promoting CLS should result in an increase in the number of activities that each individual participates in.</p>	<p>2. Improving Health through CLS</p> <p>Improved coordination and promotion of our outdoor/ natural opportunities will improve health and wellbeing particularly by encouraging participation through informal/ softer activities that provide stimulation and may appeal to persons who do not feel able to/ wish to visit structured venues or take part in group activities.</p>
<p>3. Developing People</p> <p>Co-ordinated communication and promotion of our opportunities will help stimulate and develop confidence through informal and supplementary leisure activities.</p>	<p>4. Maintaining Quality & Maximising Opportunities</p> <p>Encouraging more visitors to the area will ensure that our outdoor and natural assets currently enjoyed by local residents and workers are not only improved but that any associated facilities are financially viable in the long-term.</p>

Good communication and promotion of the culture, leisure and sport in the area will increase participation by ensuring that residents, workers and visitors are aware of the opportunities available and are attracted to participate; specifically that we retain residents and workers to participate **locally** within the area thus reducing leakage to neighbouring areas, and that we **attract** visitors from out with the area.

There is currently a wealth of information available on the culture, leisure and sport offer available in East Dunbartonshire however it is held and disseminated across a wide range of different methods by a number of different organisations. Improved co-ordination and cross-promotion of the various different sources of information will make it **easier** for residents, workers and visitors to be aware of the full extent of opportunities within the area.

East Dunbartonshire has a wealth of outdoor/ natural assets that not only provide valuable recreation opportunities for residents and workers in the area but also attract some visitors to the area. Supporting the local economy is an important outcome identified in the Single

Outcome Agreement and improving the attractiveness of our assets such as the Forth & Clyde Canal, Antonine Wall and long distances walking routes will **increase visitor numbers**.

In particular there are opportunities to further promote the tourism offer in East Dunbartonshire through improvements to the **Antoine Wall** and associated attractions, the **Forth & Clyde Canal** and the **West Highland Way** in Milngavie.

In order to promote an open for business approach to the development of new culture, leisure and sport facilities the Council's **Local Development Plan** must be generally supportive of these kinds of development and include policies to encourage such proposals.

Actions Required*

Culture, Leisure and Sport Communication- Improve co-ordination, signposting and linkages between the wealth of information currently available via multiple sources.

Leisure and Tourism Promotion- We will further promote tourism in the area by revising the Economic Development Strategy and working with our partners to develop our assets.

Outdoor/ Natural Asset Improvements- We will improve the range of leisure activities available and the attractiveness of our best assets by working with our partners to; deliver the initiatives in the Antonine Wall Management Plan, produce a plan for improvements to the Forth & Clyde Canal Corridor and a plan to increase the attractiveness of the West Highland Way in Milngavie.

Local Development Plan- We will ensure there is a land use planning framework that promotes culture, leisure and sport (whilst balancing other considerations such as sustainability).

*See Action Programme 4A – 4I for further information

Delivery: Our Action Programme

This is our Action Programme for delivery. This brings together all the actions required in each of the preceding themes to produce a comprehensive programme that will lead to real action and change 'on the ground' and ultimately achieving the objectives of the strategy.

How to use the Action Programme

What- This column provides information on the nature of each action. In order to keep the Action Programme as succinct and manageable as possible some actions have been grouped together and/ or contain sub-actions. The actions are organised by the Themes in the preceding sections.

When- This sets out when the action should be completed or other major milestones as may be relevant. Some actions may be on-going with no particular end date but set out how regularly these actions are reviewed.

Who- Every action is assigned to a partner/ partners to ensure that there is a named party responsible for delivering each action. Where there are multiple partners and one has been identified in **bold-type** this is the lead partner for that action.

Progress Indicators- This column describes how we can measure the interim and final success of each individual action.

Partners

Bishopbriggs Community Sports Hub- BCSH
Community Providers (Community and voluntary groups that own/ manage facilities)
Clubs/ Community Groups
Creative Scotland
Dunbartonshire Family History Society- DFHS
East Dunbartonshire Voluntary Action- EDVA

East Dunbartonshire Leisure and Culture Trust- EDLC
East Dunbartonshire Council- EDC
East Dunbartonshire Community Planning Partnership- CPP
East Dunbartonshire Community Health Partnership- CHP
East Dunbartonshire Integrated Health and Social Care Partnership
East Dunbartonshire Tourism Partnership
East Dunbartonshire Heritage and History Forum (EDH&HF)

East Dunbartonshire Arts Council (EDAC)
 East Dunbartonshire Access Forum (EDAF)
 Forth & Clyde Canal Society
 Glasgow & West of Scotland Family History Society- GWSFHS
 Heritage Lottery
 Historic Scotland
 InspirED
 Kirkintilloch Town Centre Champions Group
 Milngavie BID Group (Business Improvement District)

Rob Roy Football Club
 Scotrail
 Sportscotland
 Stirling Council
 Strathclyde Partnership for Transport - SPT
 Twechar Regeneration Group- TRG
 Twechar Community Action- TCA
 Voluntary Arts Scotland
 West Highland Way Management Group- WHWMG

Progress Monitoring

For the Strategy and Action Programme to be successful and to ensure that the ambition and objectives are achieved it is important that progress on the delivery of the actions within the Action Programme are regularly monitored through a structured process. Therefore the monitoring arrangements proposed for the strategy are:

Monitoring Arrangements

- Establishment of Implementation Group consisting of all partners/ lead partners with specific actions in the Action Programme
- 6 Monthly Progress Updates provided by all partners in the Implementation Group using a Pro Forma template
- 6 Monthly Progress Reports compiling the completed Pro Forma templates circulated round Implementation Group to provide interim updates
- Annual Implementation Group Meetings
- Publish monitoring results on Council and Trust websites annually (to coincide with Annual Implementation Group Meetings)
- Biennial reporting of progress across the strategy to EDC Development & Regeneration Committee, EDLC Trust Board & Community Planning Partnership Board (in supplement to standard reporting for individual projects and operations)

It is then anticipated that the strategy will be replaced by approximately 2021.

Action Programme

Theme 1: People and Partnerships			
What?	When?	Who?	Progress Indicators
A. Arts & Culture Partnership Support Strengthen support for professional artists and amateur clubs, groups and individuals through various measures including: <ul style="list-style-type: none"> - Offer guidance with group operations such as governance, organisational structure, constitution and funding - Support local voluntary music providers through East Dunbartonshire's Youth Music ForumEast Dunbartonshire Arts Council - Arts Development Programme - Establish a Heritage and Arts Network working in partnership with local groups and community councils to continue the offer of heritage learning opportunities through the arts - Encourage local groups to apply for national awards and initiatives (such as Creative Places) - Investigate need for partnership arrangement with Creative Scotland to establish a plan for improvement in network support 	2021	EDLC Creative Scotland EDVA Voluntary Arts Scotland EDAC EDH&HF	Review every 2 years Increase in number of funding applications to Creative Scotland Contribution to Creative Scotlands 10 Year Plan and Youth Arts Strategy
B. Sport & Physical Activity Partnership Support Continue, review and develop existing network of support for clubs, groups and individuals, at all levels, through the following: <ul style="list-style-type: none"> - Commonwealth Games Legacy Programme - EDLC Club Development Officer - Coach Development Programme - Local Sports Council - Club Accreditation Scheme - Elite Athlete Performance Programme/ Talent Development 	2021	EDLC Sportscotland CHP	Review process every 2 years to identify and action areas for improvement

<ul style="list-style-type: none"> - West of Scotland Institute of Sport - Pathways/ links between Clubs and schools through the Active Schools Programme - Partnership programmes aimed at increasing physical activity - Community Sports Hubs (Milngavie & Bearsden, Huntershill and Hillhead) 			
C. Third Sector Organisational Support Support for clubs/ third sector groups through EDVA Community Improvement Planning Process: <ul style="list-style-type: none"> - Support and trouble-shooting for club/ group operations such as governance, organisational structure, constitution and funding - Signposting to other known help available 	2021	EDVA EDC EDLC	Review process every 2 years to identify and action areas for improvement
D. Community Providers Network Establish Community Providers Forum/ Network open to all third sector groups involved in the management of CLS facilities with a view that the group will: <ul style="list-style-type: none"> - Allow for the sharing of practical information and best practice in overcoming the challenges of community management. - Allow for speakers and professional advice to be delivered in a resource efficient way by reaching multiple groups at one time. - Meet on a regular pattern such as quarterly or half-yearly. - Be initially set-up by EDVA with an expectation that the group will become self-managing in the long term. 	Establishment of Network/ Forum by 2017	EDVA Community Providers EDC EDLC	Demonstrate meetings within the agreed pattern of regularity
E. CLD Plan and Community Grants Scheme Continue funding for culture, leisure and sport groups through local Community Grants Scheme and linkage with Community Learning Development Plan	2021	EDC	

F. Targeted Measures for Under Participation <p>Continue, enhance and extend programmes for groups with lower than average participation levels, linking where appropriate with the ‘Place Approach’ and including, but not restricted to, the following groups:</p> <ul style="list-style-type: none"> - Persons living in the most deprived neighbourhoods (as measured by Scottish Index of Multiple Deprivation; SIMD) - Older persons and those at risk of isolation - Young women and girls (particularly for sport) - Disabled people and those in poorer health - Intervention activities for children and young people identified as at risk <p>Review structure and delivery methods of activities to ensure that they are reaching under-represented groups effectively in that:</p> <ul style="list-style-type: none"> - they are being delivered as locally as possible in well-known locations - delivery has been adapted as much as is possible to suit the needs of the target group(s) - existing relationships are utilised as much as possible to encourage participation - any other barriers to participation are adequately addressed - the measures encourage intergenerational and intercultural activity where possible 	<p>2021</p> <p>2017</p>	EDLC EDC CHP EDVA	<p>Compare concessionary/junior participation rates with the % of the populations in those categories</p> <p>Use of Health Survey, LA Survey / EDLC indicators / Active schools data</p> <p>Use of Education Services data/risk matrix to target service provision</p> <p>Review process every 2 years to identify and action areas for improvement</p>
<p>In conjunction with the above programmes, continue and improve the following local health initiatives:</p> <ul style="list-style-type: none"> - GP Referral Scheme ‘Live Active’ - Reading and Libraries- information on health and provision, bibliotherapy, outreach and Home Library Service and volunteering (see also Action 3B), 	<p>2021</p>	EDLC CHP EDC	<p>Review process every 2 years to identify and action areas for improvement</p>

G. Culture, Leisure & Sport Influence Represent culture, leisure and sport interests in the development of other relevant local strategies/ policies; and represent East Dunbartonshire in the development of national policies and strategies; including, but not restricted to: <ul style="list-style-type: none"> - Single Outcome Agreement - Corporate Asset Management - Land Planning Strategies - Community Health - Education and Young People - National Consultations - National Body Corporate Plans - Volunteering 	2021	EDLC EDC EDVA	Responses provided
Theme 2: Assets and Facilities			
What?	When?	Who?	Progress Indicators
A. New Facilities- Arts & Culture Refurbishment and extension to existing Arts Centre at Kilmardinny House in Bearsden	2017	Build - EDC Operating - EDLC	Building works complete and new facility open Usage figures
Restoration of Kirkintilloch Town Hall to form new community facility including event space and local heritage display	2016	Build - EDC Operating - EDLC	Building works complete and new facility open Usage figures
B. New Facilities- Sports Replacement Allander Sports Centre on existing site in Bearsden	2023	Build - EDC Operating - EDLC	Building works complete and new facility open Usage figures
Demonstrate commitment to Community Sports Hubs in particular the development of a new Community Sports Hub in Bishopbriggs at existing Huntershill Playing Fields	2018	Build - EDC Operating- BCSH/ EDLC	Building works complete and new facility open Usage figures

C. New Facilities- Community Hubs & Libraries			
Bearsden Community Hub including community meeting space and new library with improved purpose-built archive facilities	2016	Build - EDC Operating – EDLC, EDC & CPP	Building works complete and new facility open Usage figures
Bishopbriggs Community Hub including community meeting space and refurbished library	2020	Build - EDC Operating – EDLC, EDC & CPP	Building works complete and new facility open Usage figures
Lennoxtown Community Hub including community meeting space and expanded library facilities	2016	Build - EDC Operating – EDLC, EDC & CPP	Building works complete and new facility open Usage figures
Milngavie Community Hub- Details to be confirmed	2020	Build - EDC Operating – EDLC, EDC & CPP	Building works complete and new facility open Usage figures
D. New Facilities- Replacement Primary Schools			
New Primary School in Lenzie on existing Lenzie Moss Primary site including high quality outdoor and indoor sport facilities, and outdoor learning space	2017	EDC	Opening of new school. Achievement of 2 hours of PE. Early years preschool activity programmes being promoted.
New Primary School in Bishopbriggs on existing Woodhill Primary site including high quality outdoor and indoor sport facilities, and outdoor learning space	2017	EDC	Opening of new school. Achievement of 2 hours of PE. Early years preschool activity programmes being promoted.
New Primary School in Bearsden on existing St Andrews Primary site including high quality outdoor and indoor sport facilities, and outdoor learning space	2018	EDC	Opening of new school. Achievement of 2 hours of PE. Early years preschool activity programmes being promoted.
New Primary School in Kirkintilloch on existing St Flannans Primary site including high	Late 2017	EDC	Opening of new school. Achievement of 2 hours

quality outdoor and indoor sport facilities, and outdoor learning space			of PE. Early years preschool activity programmes being promoted.
E. New Community Facility- Auchinairn Conduct a feasibility study regarding the scope and potential environmental implications of new community/ early years/ well-being facility in Auchinairn (linking with the 'Place Approach') and implement preferred option.	2021	EDC	Building works complete and new facility open Usage figures
F. EDLC Business and Financial Sustainability Prepare and Implement Business Plan for Trust based on the priorities of this strategy to include: <ul style="list-style-type: none"> - Strategy for improving value for money and generating income - Links between the Trust's 'daily activities' and the objectives of this strategy - Establish plan for reviewing existing internal process, activities and products 	2016	EDLC	Review Business Plan progress and update every 6 months
Continue to publish annual EDLC Review	Annual	EDLC EDC	Publication of Annual Review
G. Pitches Strategy Implement recommendations of Sports Pitch Strategy	2021	EDLC EDC	See Pitches Strategy
H. Community and Club Assets Identify potential areas for community asset transfer where service provision could be improved and where there is interest for community or club management.	2017	CPP EDC EDLC Clubs/ Community Groups	
Develop and support the construction of a Community Sports Centre at Donaldson Street in Kirkintilloch.	2017	Rob Roy FC EDC EDLC	

Support and encourage the improvement of facilities in club ownership/management.	2021	Sports & Other Clubs EDC EDLC	Improvements to facilities at club owned/managed sites
I. Mugdock Country Park Management & Improvements			
Produce and implement strategy for Mugdock Country Park covering management, improvements, future development, accessibility and financial sustainability.	2016	EDC Stirling Council	
Identify a new use for Craigend Castle and explore funding opportunities to develop a community use for the site.	2020	EDC Stirling Council	
Theme 3: Access and Services			
What?	When?	Who?	Progress Indicators
A. Maximise Digital Opportunities			
<ul style="list-style-type: none"> - Continue to promote digital arts and media (including Filming Locations) - Continue and improve Digital Learning and Skills programme 	2021	SLIC EDLC Creative Scotland	Review process every 2 years to identify and action areas for improvement
Improve and expand digital resources and archives: <ul style="list-style-type: none"> - Develop use of EDLC Images Website and expand content by working with local heritage groups and schools - Add images to educational resources such as SCRAN/GLOW for schools to access - Digitisation programme for volumes/ single page high use archives/ historic newspapers etc. - Increase number of online exhibitions - Maximise use of new online catalogue for archives and museum and gallery collections <ul style="list-style-type: none"> - Create online exhibitions of East Dunbartonshire Archive and Museum objects and community archives and objects (Trails and Tales) 	2021	EDLC Local History Groups Local Photographers GWSFHS Heritage Lottery Creative Scotland	Review process every 2 years to identify and action areas for improvement

B. Libraries, Reading and Learning Develop and promote libraries 'core offer': <ul style="list-style-type: none"> - Universal access- Promoting a culture of reading for pleasure for all, from early years to older people, and ensuring information is made freely available to all. - Digital Inclusion- Library digital skills programme for children and families and older learners. - Improving physical/mental health and wellbeing (see also Action 1F). - Culture and Creativity- supporting local writers/ artists and reader development programme. - Adaptation to latest trends, opportunities and new technologies. 	2021	EDLC	
C. Cultural Education <ul style="list-style-type: none"> - Support the development of the Expressive Arts Curriculum in Schools - Develop Creative Learning and Teaching in Schools through East Dunbartonshire's Creative Learning Network - Continuing and strengthening pathways for young people within the Creative Industries in partnership with further education - Offer CPD opportunities for teaching staff - Broker partnerships between education and Scotland's creative and cultural workforce - Develop literacy, expressive arts, local history & heritage education resources to support Curriculum for Excellence for example using Archives and Local Studies collections to learn about World War One 	2017	EDLC EDC Creative Scotland Education Scotland	Delivery of increased education resources Contribution to Creative Scotland's 10 Year Plan and Youth Arts Strategy Contribution to the government's Creative Learning Plan
D. Active Schools & Physical Education Continue to actively support and improve the Active Schools programme by: <ul style="list-style-type: none"> - Ensuring capacity and sustainability of Active Schools Co-ordinators - Maintaining strong links with Curriculum for Excellence - Continuing and strengthening pathways and partnerships with clubs 	Renewal of Funding 2019	EDLC EDC sportscotland	Continuation of Active Schools Programme ASMO data

<ul style="list-style-type: none"> - Continuing promotion of extra-curricular activities - Re-organising existing Physical Activity Forum to meet Physical Education, Physical Activity and Sport (PEPAS) structure 			
Continue to support high quality physical education as part of the Curriculum for Excellence.	2021	EDC EDLC	
E. Outdoor Learning			
Establish Outdoor Learning Centre at Mugdock Country Park to further improve integration of outdoor learning with school curriculum incorporating high environmental design standards.	2017	EDC	
Outdoor learning spaces, including provision for early years, at new primary schools (see also Action 2D).	See Action 2D	EDC	
F. Consistent Approach to Letting and Pricing across EDC and EDLC			
Investigate options for aligning booking processes and pricing between EDLC and Community Letting across all EDC facilities including PPP schools, EDLC arts and culture events/activities and general room bookings to create a coherent one stop service for customers.	2016	EDC EDLC Inspired	New booking processes and pricing system in place.
Implement preferred option	2018		
G. EDLC Concessions Scheme			
Review concessions scheme 'Passport to Leisure' to increase range of applicable activities and services to include discounts across culture, leisure and sport	July 2017	EDLC	Full Implementation of New Scheme
H. Provision in Main Villages			
Improve provision and access to culture, leisure and sport in villages (Lennoxton, Milton of Campsie, Torrance and Twechar) through: <ul style="list-style-type: none"> - Development of Outdoor/ Green Gyms 	2018	EDC EDLC CPP	

<ul style="list-style-type: none"> - Expanding outreach in these villages and investigate potential for partnership working between EDLC and community managed facilities in delivering culture, sport and leisure activities - Working with external groups/ national organisations to deliver activities in areas such as local history and the arts - Continued support for Twechar Healthy Living Centre 		Community Providers	
I. Trails and Tales <ul style="list-style-type: none"> - Consider the potential for a series of outdoor Heritage and Arts sculpture trails across East Dunbartonshire - Develop and deliver an engagement strategy to support trail management, maintenance and access - Create a trail navigation web site (www.trailsandtales.org) 	2021	EDLC EDAC	
J. Active Travel and Local Transport Implement relevant actions from Local Transport Strategy and Active Travel Strategy including: <ul style="list-style-type: none"> - Investigate the feasibility of a range of new cycle and walking routes and route improvements in order to deliver a network of active travel routes across EDC. - East Dunbartonshire Loop - Creation of a circular route connecting East Dunbartonshire's towns and villages. - Ensure areas of tourism interest such as Mugdock Country Park, the West Highland Way and the Forth and Clyde Canal are accessible through high quality footpaths/cycleways. - Permit cycling in all EDC parks on a 'Share with Care' principle. - Enhance the quality, safety and routing of paths and footways from residential areas to health and leisure centres. - Provide secure cycle storage at health and leisure centres. - Continuation and expansion of Primary Schools in EDC delivering Bikeability Scotland Level 2 Cycle Training. 	See Local Transport Strategy and Active Travel Strategy Action Plans	EDC SPT	Strategy implemented

<ul style="list-style-type: none"> - Promote dedicated workplace active challenges, such as the Annual Cycling Scotland Workplace Challenge and Paths for All Health Walks, to local employers. <p>Access from villages and less accessible areas to culture, leisure and sport facilities.</p>			
Ensure linkages with preparation and implementation of Active Travel Strategy	See Active Travel Strategy Action Plan	EDC	
Theme 4: Communication and Promotion			
What?	When?	Who?	Progress Indicators
A. Culture, Leisure and Sport Communication Improve cross-working, signposting and cross-promotion between existing websites and other media offering CLS information, including, but not restricted to: <ul style="list-style-type: none"> - EDC website - EDLC Website - EDOPPS4ALL.com - Thecampsies.co.uk - Eastdunassets.org.uk - Antoninewall.org - Trailsandtales.org - Third sector and private business websites - Social Media 	2018	EDC EDLC	Improvements and signposting in place
B. Leisure and Tourism Promotion Produce a revised Economic Development Strategy for East Dunbartonshire setting out a strategy for business, tourism and town centre development across the area.	2017	EDC	Strategy in place

Work to promote and develop the leisure and tourism opportunities across East Dunbartonshire in an inclusive and sustainable manner.	2020	EDC EDLC Mugdock Country Park Tourism Partnership Milngavie BID Group Local Businesses and wider Community	Measured through the Economic Development Strategy: - Visitor numbers - Initiatives undertaken - New businesses
Work with town centre communities to develop the night-time and weekend economy for residents, workers and visitors.	2020	EDC Town Centre Forums including Kirkintilloch Town Centre Champions Group and Milngavie BID Group Tourism Partnership	Measured through the Economic Development Strategy: - Visitor numbers - Initiatives undertaken - New businesses
Support improved facilities associated with the following assets (incorporating high environmental and design standards): - Antonine Wall (see Action 4C) - Campsie Fells (see Action 4D) - Forth and Clyde Canal (see Action 4E) - Long distance walking routes including the West Highland Way (See Action 4F), John Muir Way, Allander Way, River Kelvin Way, Strathkelvin Railway Walkway and Clyde Coastal Path	2020	EDC Scottish Canals Tourism Partnership	Measured through the Economic Development Strategy, Active Travel Strategy: - Projects undertaken
Promote festivals and events which attract leisure activity and through the operation of the festival promote the arts, sport, local identity and heritage (such as the Kirkintilloch Canal Festival, Local History Week, Doors Open Days and Thomas Muir Festival) and investigate new opportunities such as: - Family and Local History Fair	2020	EDC EDLC Town Centre Forums including Milngavie BID Group Tourism Partnership	Measured through the Economic Development Strategy: - Events held - Visitor numbers

<ul style="list-style-type: none"> - Arts Festivals - Sporting events (using assets such as the Campsies, Mugdock Country Park and the Forth & Clyde Canal) 			
C. Antonine Wall Delivery of the joint initiatives in the Antonine Wall Management Plan 2014 – 2019 and implementation of Antonine Wall Planning Guidance	2019	EDC Historic Scotland EDLC	Delivery of actions within the plan
D. Campsie Fells Consideration and delivery of the initiatives within the 'The Campsies: Strategic Review and Action Plan 2011.'	2021	EDC	Delivery of actions within the plan
E. Forth & Clyde Canal Develop and prepare masterplan/ planning guidance for the canal corridor, as part of the Local Development Plan, to establish a framework and priorities for general improvements and new facilities that may include projects such as path improvements, new jetties, public art and public spaces. The plan should be developed in partnership with Scottish Canals through a 'Charrette' style process bringing together stakeholders and partners.	2021	Scottish Canals EDC Tourism Partnership TRG/ TCA Forth and Clyde Canal Society	Forth and Clyde Canal Masterplan/ Planning Guidance in place
Implement the Forth and Clyde Canal Planning Guidance.	2025	Partners identified during development of guidance	Projects progressed or delivered
F. West Highland Way Prepare plan with partners (taking cognisance of emerging refocused WHW Management Strategy) for improvements to the West Highland Way in Milngavie to investigate and consider options to: <ul style="list-style-type: none"> - Improve official starting point with measures such as new public art and surface/ streetscape improvements - Improve connection between the starting point and railway station with Milngavie Information Centre 	2018	EDC Milngavie BID WHW MG Other Interested Community Groups Scotrail EDLC	

<ul style="list-style-type: none"> - Maximise the attractiveness of Milngavie Station as an arrival point for walkers and others for leisure and commuting purposes. 			
Secure funding and implement measures in the agreed plan.	2021	Partners identified during development of plan	
G. Local Heritage and Arts Promotion The local arts and heritage offer will be promoted and expanded upon at the following: <ul style="list-style-type: none"> - Auld Kirk Museum - Lillie Art Gallery - Kilmardinny House Art Centre - Kirkintilloch Town Hall 	2021	EDLC EDC	
H. Milngavie Reservoirs Continue to work in partnership with Scottish Water and the local community to deliver appropriate tourism and leisure related facilities identified in the Milngavie Reservoirs Conservation & Recreation Management Plan	2021	Scottish Water Friends of Milngavie Reservoirs EDC	
I. Local Development Plan Ensure a land use planning framework that promotes culture, leisure and sport is provided through the Local Development Plan which supports: <ul style="list-style-type: none"> - New culture, leisure and sport assets - Diverse town centre economies - Tourism and business development - High quality design - Digital communications And protects: <ul style="list-style-type: none"> - Natural assets 	Local Development Plan scheduled for adoption end 2016	EDC	Local Development Plan in place. Delivery to be measured through the LDP Action Programme and Monitoring Statement.

Note: The delivery of each action in the programme must take into account any potential impacts upon equal opportunities (see Equalities Impact Assessment) and must take into account the Strategic Environmental Assessment conducted for this strategy; further consideration of these factors should be carried out at the detailed project planning stage and should be reported through the monitoring arrangements.

* These actions are being delivered through the implementation of the Corporate Asset Management Plan which is the lead strategy for these actions.

A Culture, Leisure and Sport Strategy for East Dunbartonshire

Report of Engagement & Consultation

Contents

Part 1: Early Engagement (June - October 2014)

1. Introduction
2. Pre-Engagement- Kilmardinny Arts Centre/ Queens Baton Relay
3. On-line Survey Results
4. Public Workshops
5. National Bodies etc. Workshop
6. Pop-Up Stalls/ Events
7. Active Schools
8. Conclusions/ Influencing the Strategy

Part 2: Draft Strategy Consultation (September – November 2015)

1. Introduction
2. Online Survey and Consultation Responses
3. Summary of Comments & Proposed Changes to Strategy

Part1: Early Engagement (June – October 2014)

1. Introduction

This section supports the Draft Culture, Leisure and Sport Strategy for East Dunbartonshire by detailing the engagement activities that were undertaken as part of the preparation of the draft strategy, and the results of the engagement.

On the 5th of August 2014 East Dunbartonshire Council and EDLC Trust published the 'Where We Are Now' and 'Shaping Our Future' documents as part of the early stages in developing a Culture, Leisure and Sport Strategy. The documents were designed to initiate discussion and debate which would in-turn inform the preparation of the draft strategy. The publication of the documents were preceded by an initial engagement session in June at Kilmardinny House and general awareness raising during the Queens Baton Relay visit to East Dunbartonshire before the Commonwealth Games.

The initial 'Where We Are Now' document was intended to present a general picture of culture, leisure and sport in East Dunbartonshire whilst 'Shaping Our Future' explored a series of topics to guide discussion and contained a questionnaire (which could be completed on-line).

The engagement process was publicised through the following:

- Local Press (B&M Herald, Bishopbriggs Herald, Kirkintilloch Herald)
- Council and Trust websites, and Social media
- Emails to known local interest groups (through EDLCT and EDVA) and national bodies
- Posters at EDLC locations such as libraries and leisure centres
- General awareness raising at Queen's Baton Relay (3 locations)
- The Local Development Plan newsletter
- Copies of documents in EDLC locations and Council Offices at Southbank Marina and Broomhill Industrial Estate

In addition to the on-line survey a series of sessions were undertaken to provide a number of different ways for stakeholders to be involved and speak directly with officers. The table opposite lists the various methods of engagement undertaken with approximate number of participants in each case. Further details on each of the methods and summaries of the information gathered is provided in the following sections of this report.

Session/ Method	Approx. number of participants
Kilmardinny Arts Centre	40
Queens Baton Relay	35
On-line Survey	702
Public Workshops	40
National Bodies etc. Workshop	12
Pop-Up Stalls Events	50
Active Schools	85
Total Participants*	964

* this figure will include minor double counting due to a small number of people participating in more than one way.

2. Pre-Engagement (June/ July 2014)

Kilmardinny Arts Centre 24th June 2014

As there are many players in the provision of culture, leisure and sport in East Dunbartonshire the Council and Trust set up a Steering Group, comprised of partner organisations and umbrella organisations, to guide the preparation and development of the strategy. A key theme that has emerged since the inception of the group has been that the community and relevant stakeholders should be engaged in the process as much as is possible. To put this ethos into practice an early engagement session was held at Kilmardinny Arts Centre in advance of the main engagement. The purpose of the session was to get the participants to:

1. check the titles of proposed engagement documents and their structure to advise whether or not these are clear, easy to understand and make sense; and
2. come up with possible questions to be used in a survey that would form one of the main elements of the forthcoming engagement.

The session was extremely well attended with approximately 40 participants from the local community, local businesses, the Trust and the Council. Participants were split into 6 groups. After a short presentation and a brief discussion on the titles and structures of the proposed engagement documents, the session focussed on getting the groups to come up with potential questions to be asked in the survey. Each group was given:

1. a list of themes/ topic areas to guide their deliberations; and
2. a set of 'question criteria' to test the usefulness of their questions and consider how easily the results of each question can be collected.



The Council and Trust considered this to be an extremely valuable exercise that led to some small but important changes to the titles of the documents to ensure that their purpose was easier to understand. More significantly however, the session resulted in a vast number of suggestions for questions to be used in the survey. Officers then pulled all of the suggestions

together to discuss, condense and debate them in order to come up with a shortlist of questions to use. The resultant questionnaire which featured in the Shaping Our Future document and on-line survey was largely comprised of questions which had been suggested through this session.

Queens Baton Relay 19th July 2014

The Council and Trust were keen to utilise the opportunity of the Queens Baton Relay passing through East Dunbartonshire to increase awareness of the Culture, Leisure and Sport Strategy and the forthcoming engagement. Information stalls were provided at the following locations over the course of the day:

- Milngavie & Bearsden Community Sports Hub
- Campsie Memorial Hall, Lennoxton
- Leisuredrome, Bishopbriggs

This gave officers the opportunity to promote the on-line survey and public workshops, and also allowed members of the community to discuss informally culture, leisure and sport issues in their area. In total officers spoke with approximately 35 people including some who did not participate much in culture, leisure and sport at the time.



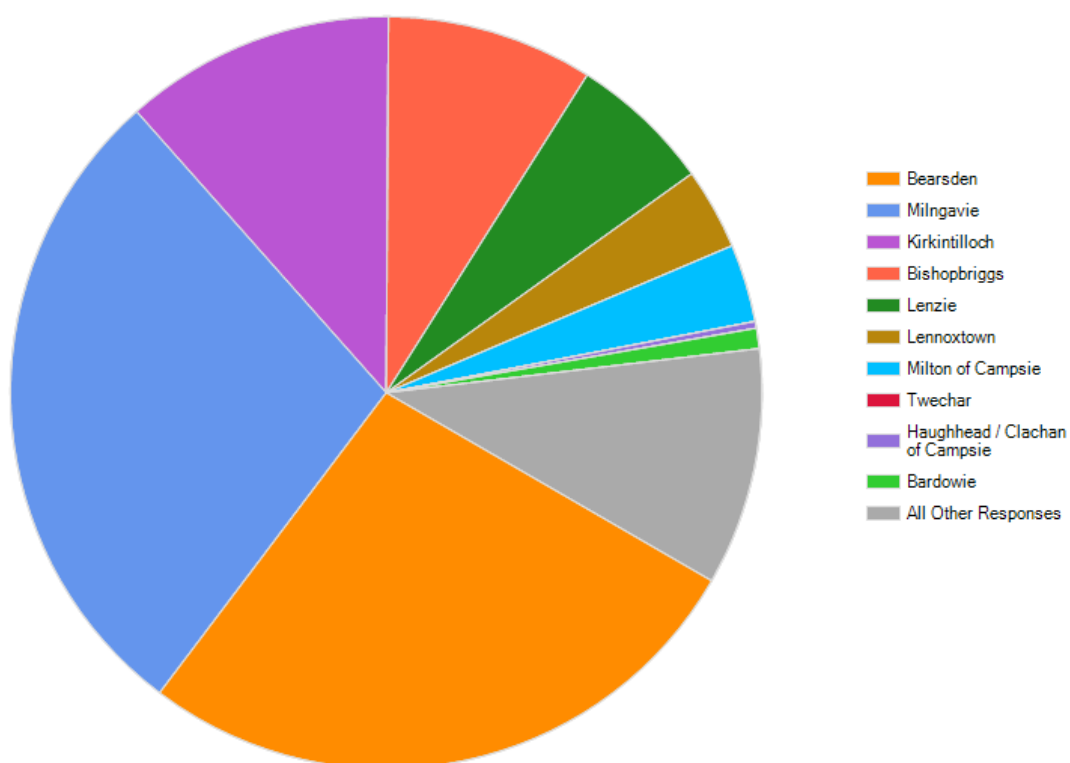
3. On-line Survey Results

The survey was placed on the Council's website and publicised via press and other avenues. A total of 702 responses were received within the survey period. The results from this survey can be found below split by each question. Respondents were not obliged to answer all questions and so some will have received fewer than the overall total of replies. Some questions were open and simply invited a response, others offered a series of choices and asked respondents to choose one and finally there were some questions which allowed respondents to choose more than one answer. It is for this reason that some questions may total to more than 702 replies.

The first few questions were simply the identification details of the person responding, more detailed questions on culture, leisure and sport followed.. Some people were completing the questionnaire as individuals and others were replying on behalf of their organization.

Q1. Personal Details/ About You

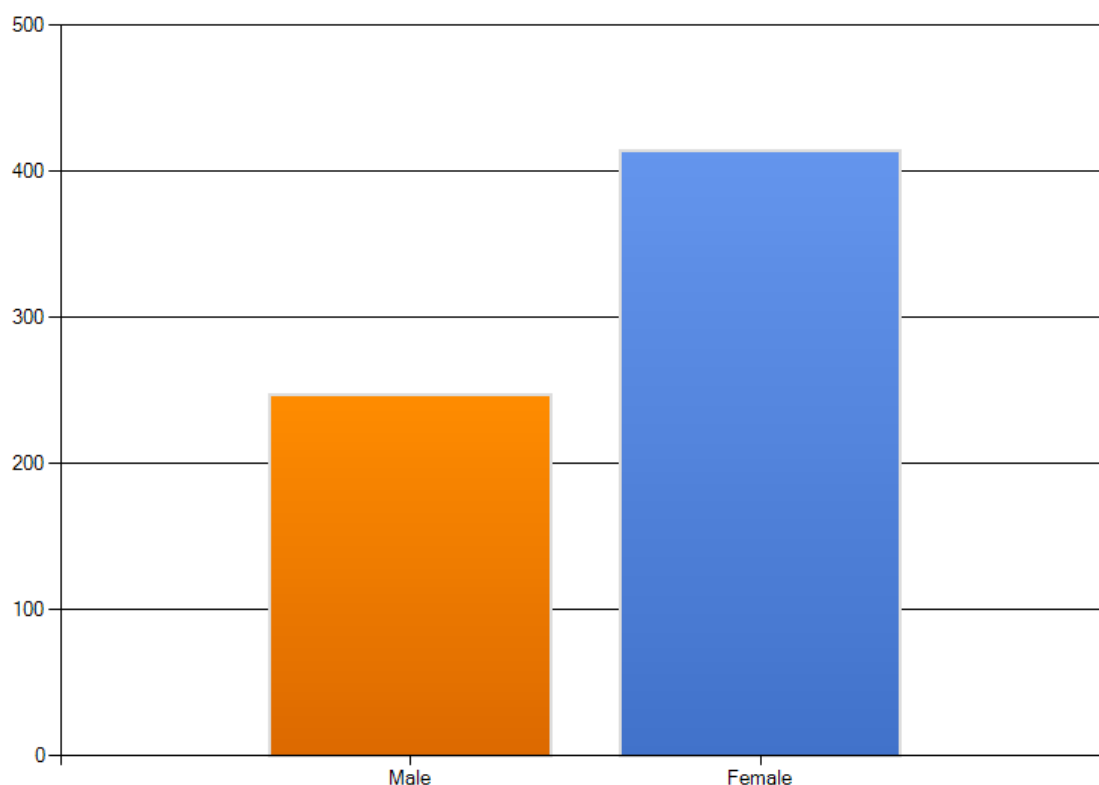
Where do you live, or where is your organisation based?



Over half of respondents (378 out of 686) who answered this question stated they were from Bearsden (185) or Milngavie (193).

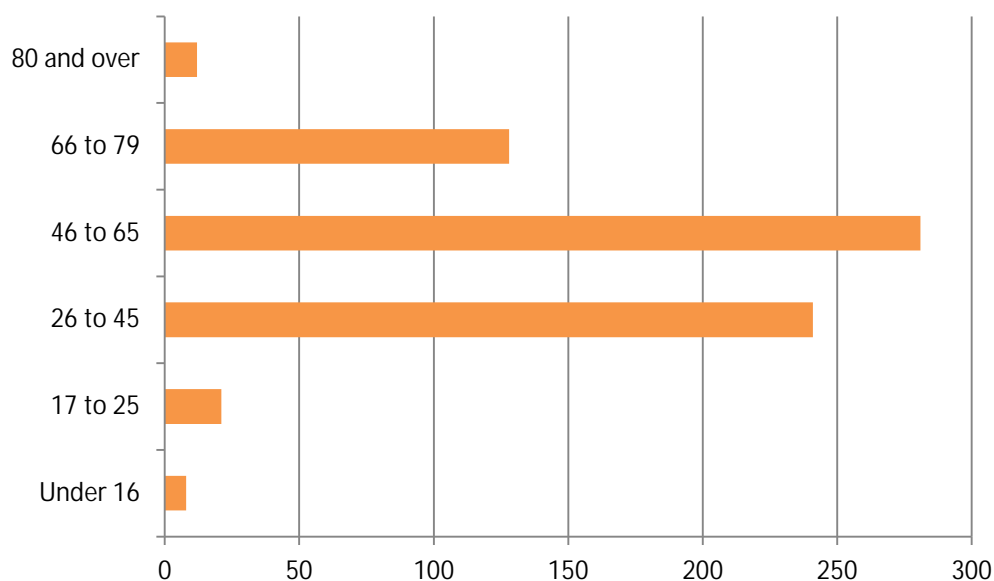
Of the responses from those located outside of East Dunbartonshire, the vast majority came from Glasgow, with occasional responses from Coatbridge and Paisley. Representations were received from outside the Glasgow City region from Stirling and Dumfries and Galloway.

What is your Gender?



661 respondents answered this question. Out of these, there was a higher number of female respondents (414) compared to male respondents (247 males), which is a ratio of female to males that is greater than in wider society.

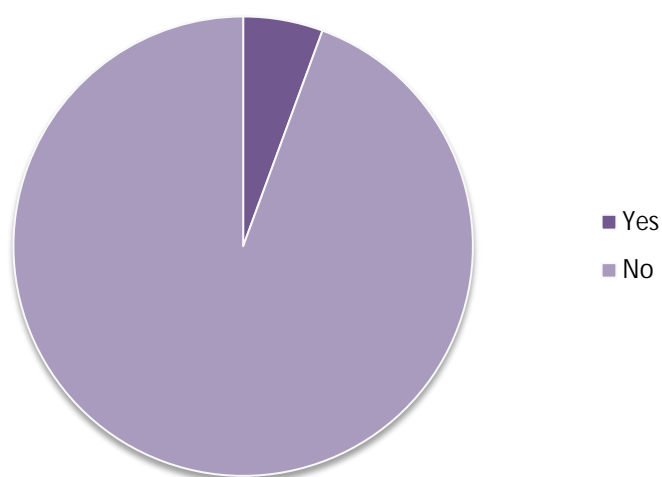
What Age Category?



697 respondents answered this question. A large proportion of responses were received for the two age groups between the ages 26 to 66 (522 responses). It is noted however that this will have been in part because the two age brackets in question encompassed the widest range of ages (both brackets spanning around 20 years).

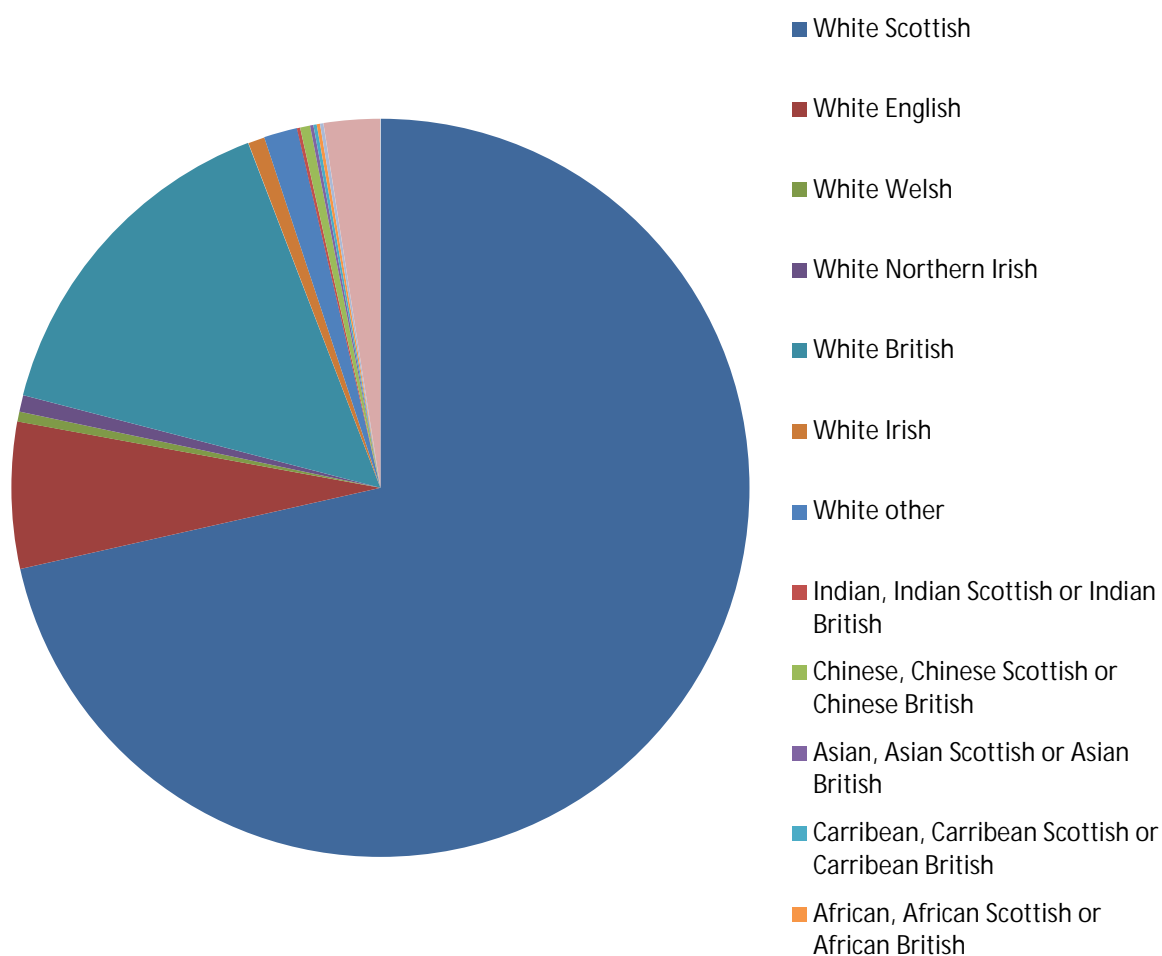
More generally it is positive that there was such a good level of response from the age group 66 to 79, however it is particularly hoped that in future greater participation can be gained from the over 80 group and the two age groups under 25 (although parents and guardians – recorded in older age brackets in this section – do partly represent the interests of those in these younger age brackets)

Do you consider yourself to have a disability?



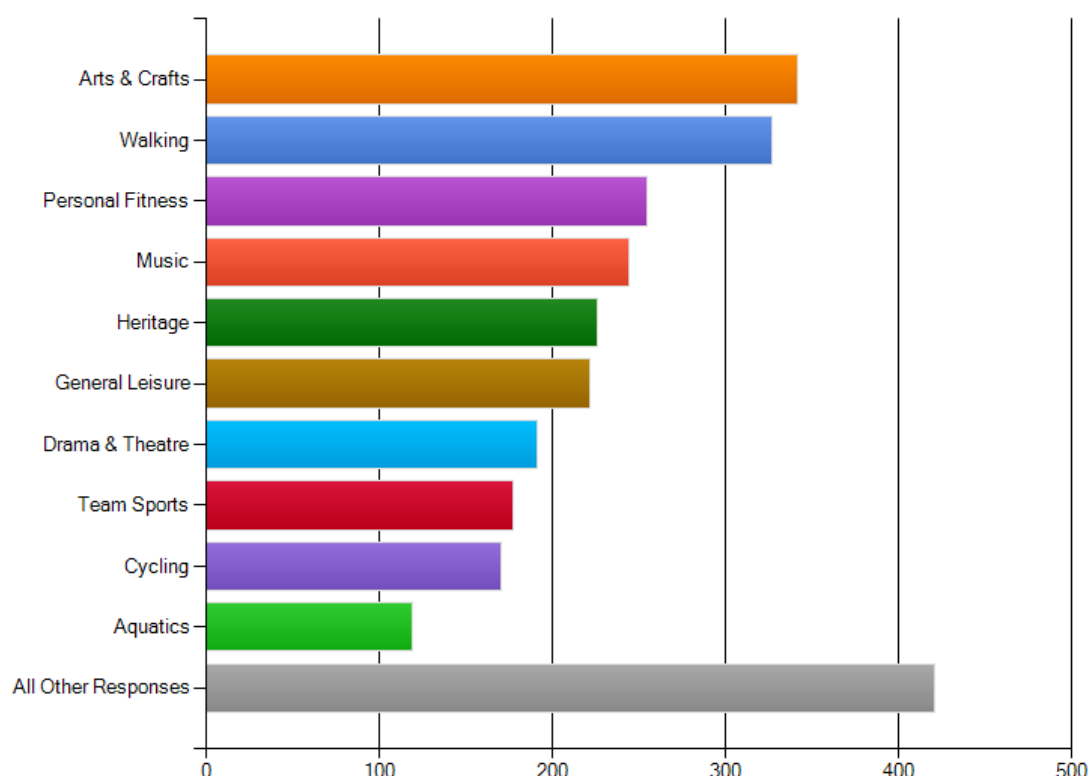
667 respondents answered this question, with 5.6% advising they had a disability. This is marginally below the ratio that is reported for East Dunbartonshire's population where 7.8% have their day-to-day activities limited by a health problem or disability. Given the desire for this strategy to reflect the full range of East Dunbartonshire's community and to encourage increased participation, further engagement with disabled persons during the draft strategy stage is required.

Which of these best describes your cultural background/ ethnic group?



687 respondents answered this question. The vast majority of respondents reported themselves as being white across a range of distinctions, with the largest individual group being White Scottish as would be expected given the location of East Dunbartonshire.

Q2. Do you have a specific interest in Culture, Leisure & Sport?



A total of 684 responses were received to this question. The results show that there is a good variety of interests well represented by respondents to the survey, with it being noted that the largest categories (Arts & Crafts and miscellaneous) themselves represent a number of interests within them.

Many replies noted other interests beyond the categories shown in the above graph. Foremost amongst these was gymnastics, mountain biking, libraries, museums, golf, reading and writing. Whilst some of these could have been answered as falling within the broader suggested categories (for example mountain biking within cycling), the desire for respondents to identify their particular interest in a distinct format further illustrates the point that there are a very wide range of specific activities that users are keen to see recognised on an individual basis.

Q3. What would you like to see as the main objective for the East Dunbartonshire Culture, Leisure and Sport Strategy?

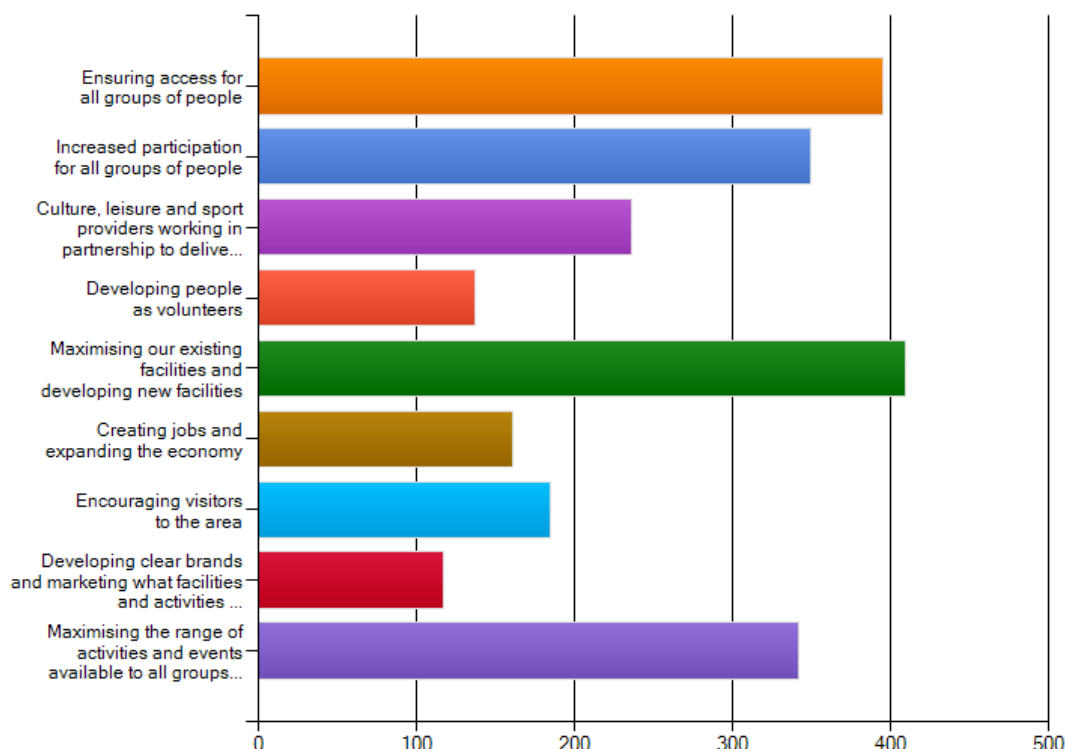
This was an open question was answered by 413 people. In general it is the case that the open questions tended to attract a slightly lower response rate than those where people were simply choosing an answer.

A key focus of responses was on improving existing facilities and providing new facilities; with a desire for improving the range of activities and events also a notable priority. Improving access and participation were both very important issues for respondents.

A summary of the key points is as follows:

- Improve availability via extended opening hours, cheaper cost and having facilities closer to their communities. Some responses wished for more centrally located facilities.
- Improve the quality of facilities. Many responses sought upgrading the Allander sports centre and pitches in Milngavie, as well as walking and cycling routes.
- Provide a wider range of activities and facilities. Particularly identified were gymnastics, off-road horse riding facilities, and a Lennox Forest mountain bike park.
- Use cultural activity to reduce social isolation, inequality and raise community identity. Desire for community dialogue on priorities and more volunteering opportunities.
- To have more services for all minority groups, with a fair balance between all of these.
- Access to all activities via public transport. Also desire for safe cycle and walking routes.
- An integrated policy that joins up different facets of CLS. Also combine resources in all three leisure centres so elite performance can be reached.
- Promote the culture and heritage of the region to encourage visitors and tourism. Improvement of storage and documentation of the Museum Collections
- I would like to see a general mix of Art, Culture and Sport with equal emphasis on all.
- Greater support for a wide range of the arts, particularly the teaching of it.

Q4. What do you think should be the main themes for the Culture, Leisure and Sport Strategy should be in order to deliver the objectives you have identified above?

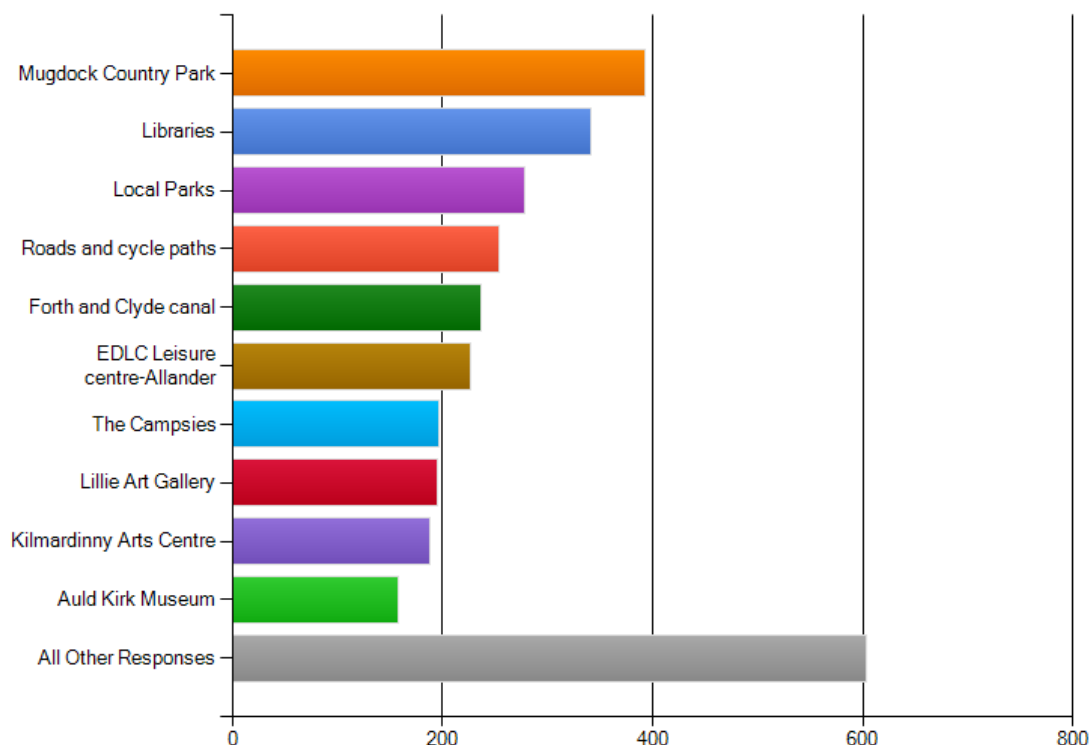


This was one of the questions where people could make more than one choice and so the total exceeds the actual number of respondents – which was 525 in this case.

These quantified results reflect the balance of qualitative responses to question three, with a particular desire for improving existing facilities and providing new facilities; with an associated desire for improving the range of activities and events also ranking as a significant priority. Equally, improving access and participation were both very important priorities amongst respondents.

Many of the additional comments provided actually re-affirmed support for the themes above, however some additional comments related to encouraging partnership working with other groups and increasing the numbers of younger people and children involved in culture, leisure and sport.

Q5. What culture, leisure and sport facilities do you use at present?

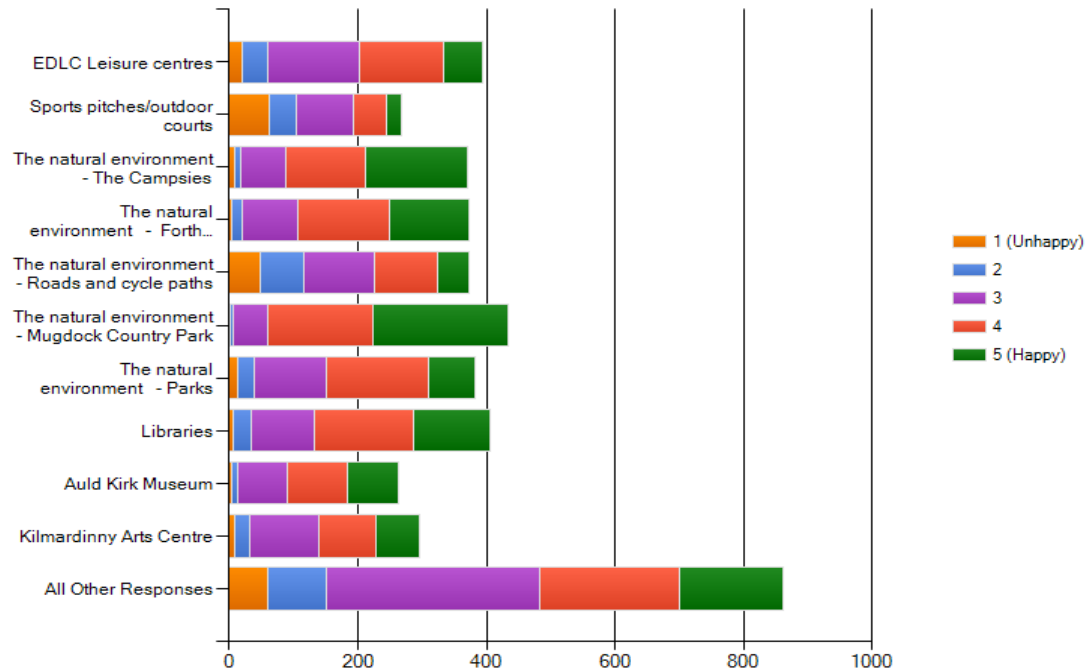


Again this is a question where more than one response was possible. In this case 499 people provided answers.

Mugdock Country Park was a very popular, specific facility with respondents. In this respect it is noted that – as a natural environment it provides an ability for users to undertake a range of other activities within it. This reflects results are generally which show a relatively even split amongst a range of different types of facilities.

In addition to the facilities noted above, there was strong support for pathways, dedicated cycle routes and bridleways as well as village halls.

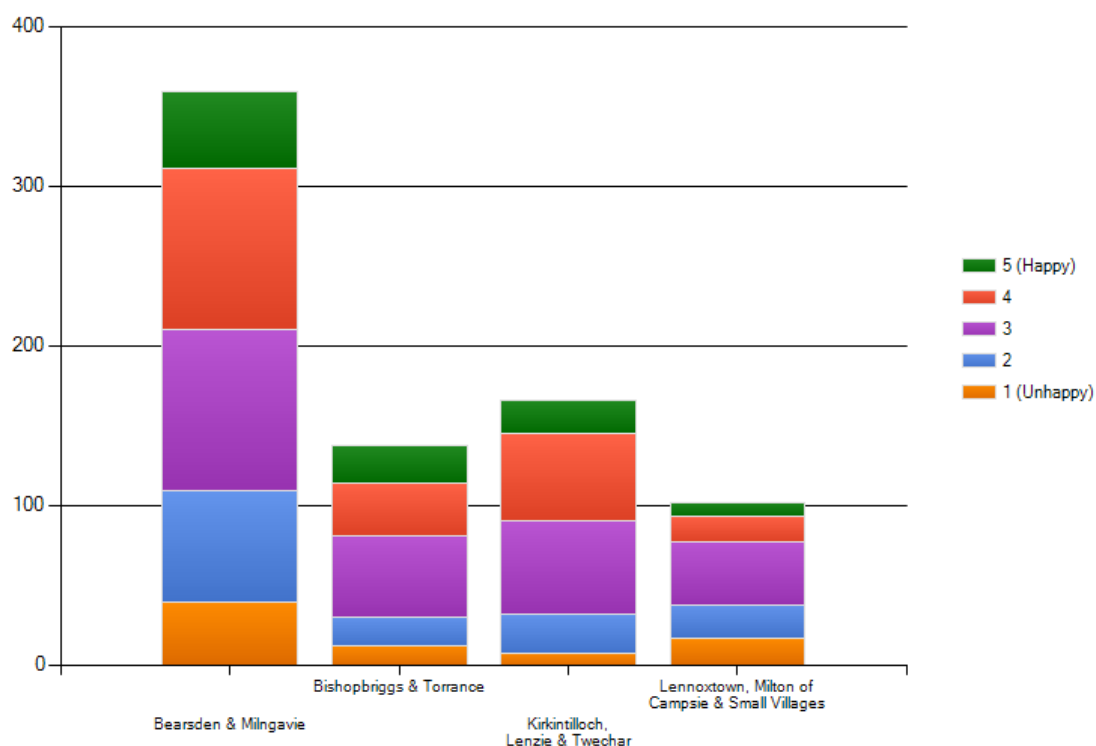
Q6. How happy are you with the provision of culture, leisure and sport facilities in East Dunbartonshire?



This question was answered by 493 individuals and again it was possible to offer more than one response.

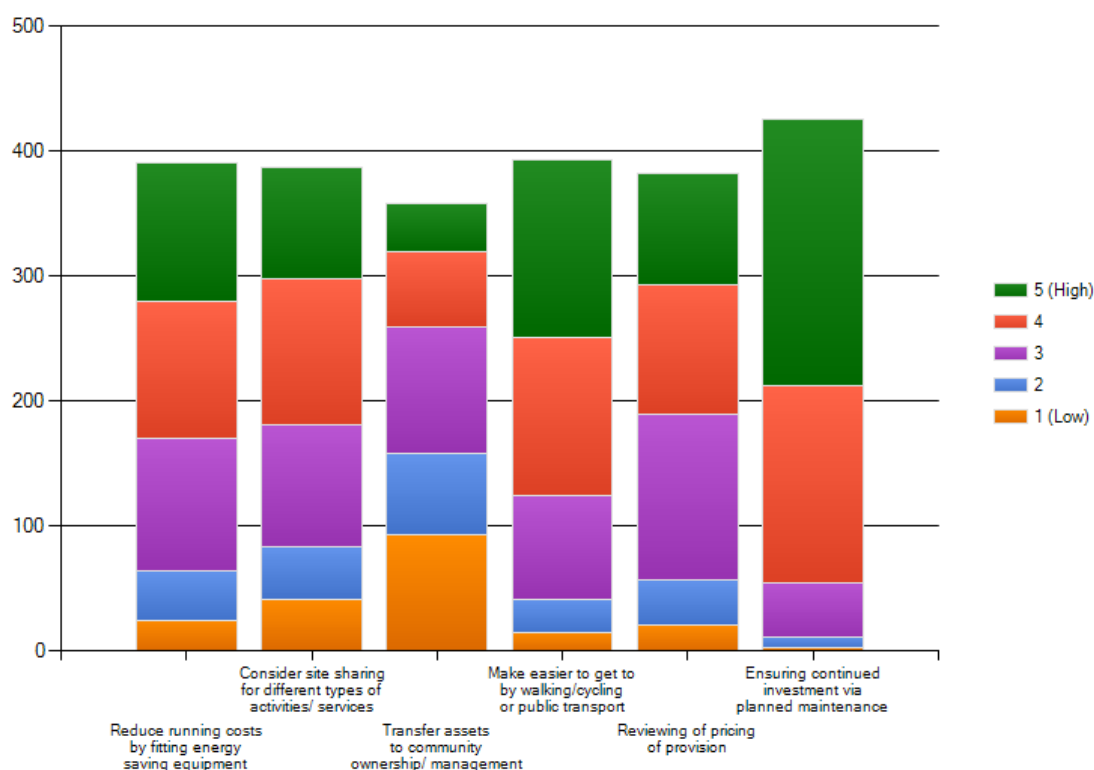
In all cases, most respondents scored culture, leisure and sport provision between 3 and 5. In a broad summary this would mean that only a minority of respondents would say they were more unsatisfied than they were happy with provision. The areas with the most dissatisfaction however were provision of cycle paths and roads within the natural environment as well as sports pitches and outdoor courts.

Q7. How happy are you with the provision of culture, leisure and sport in the following areas within East Dunbartonshire?



For this question people were asked to respond in relation to services in the areas of East Dunbartonshire which they had experienced. 480 individuals replied. There was a high number of responses related to provision in Bearsden and Milngavie, however the breakdown in satisfaction of provision across the area of East Dunbartonshire was generally similar, with the only particularly noteworthy difference found Lennoxtown, Milton and small villages where there was a slightly lower relative proportion of respondents who were happy with provision compared to other areas.

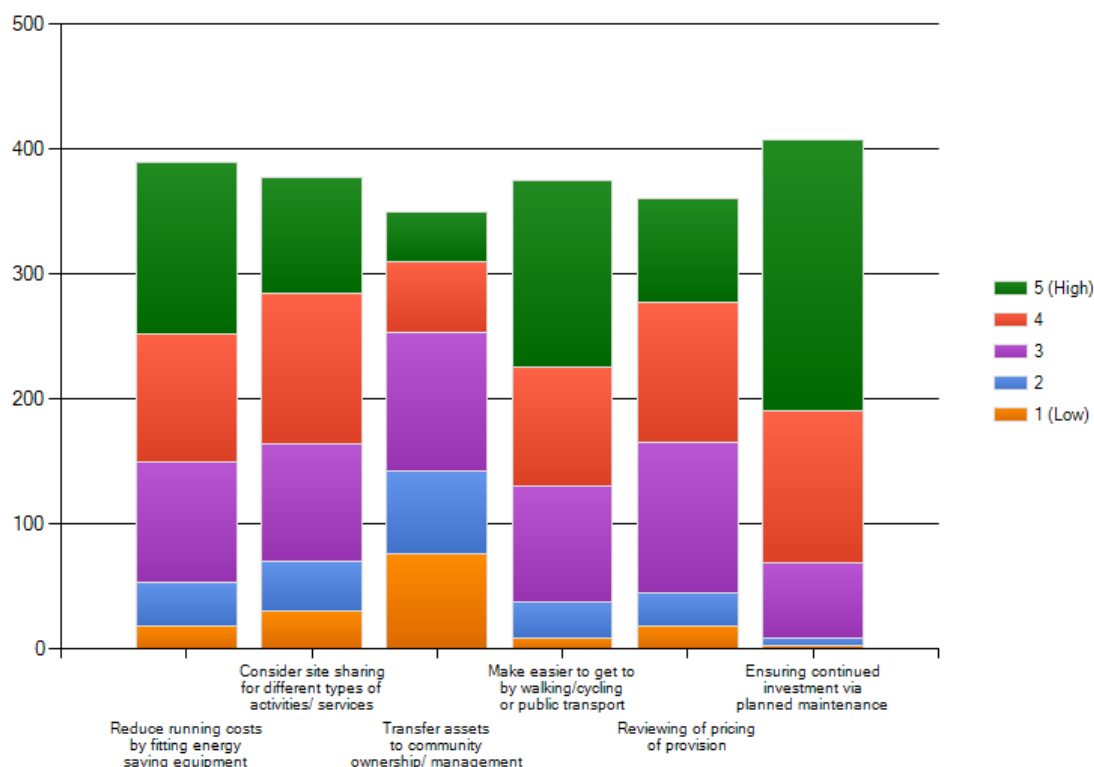
Q8. In what ways could the providers of culture, leisure and sport improve or maximise their existing assets?



This question attracted 477 respondents. In general respondents were in favour of most options above, excepting the transfer of assets to community ownership/management, however the continued investment in assets was the most popular, with improving active travel access to facilities also positively viewed.

In addition to the above, further common suggestions were better marketing and increasing the opening hours of facilities – in particular those associated with schools.

Q9. How do you think providers make their facilities and services more sustainable in the long term?

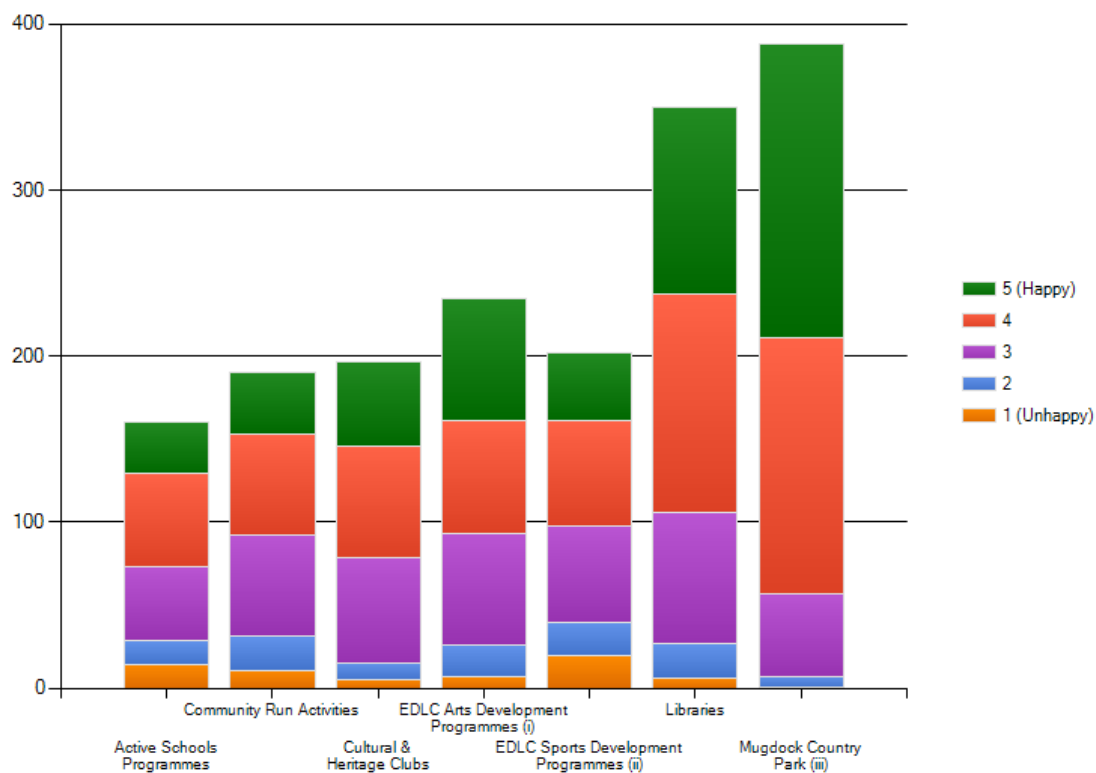


This question attempted to identify the priorities for action that people felt should be addressed. A total of 449 people answered this question.

Once again, generally respondents were in favour of most options above excepting the transfer of assets to community ownership/management. In this case there were also a desire for continued investment in assets and improving active travel access to facilities, with an additional enthusiasm for reducing running cost by fitting energy saving equipment.

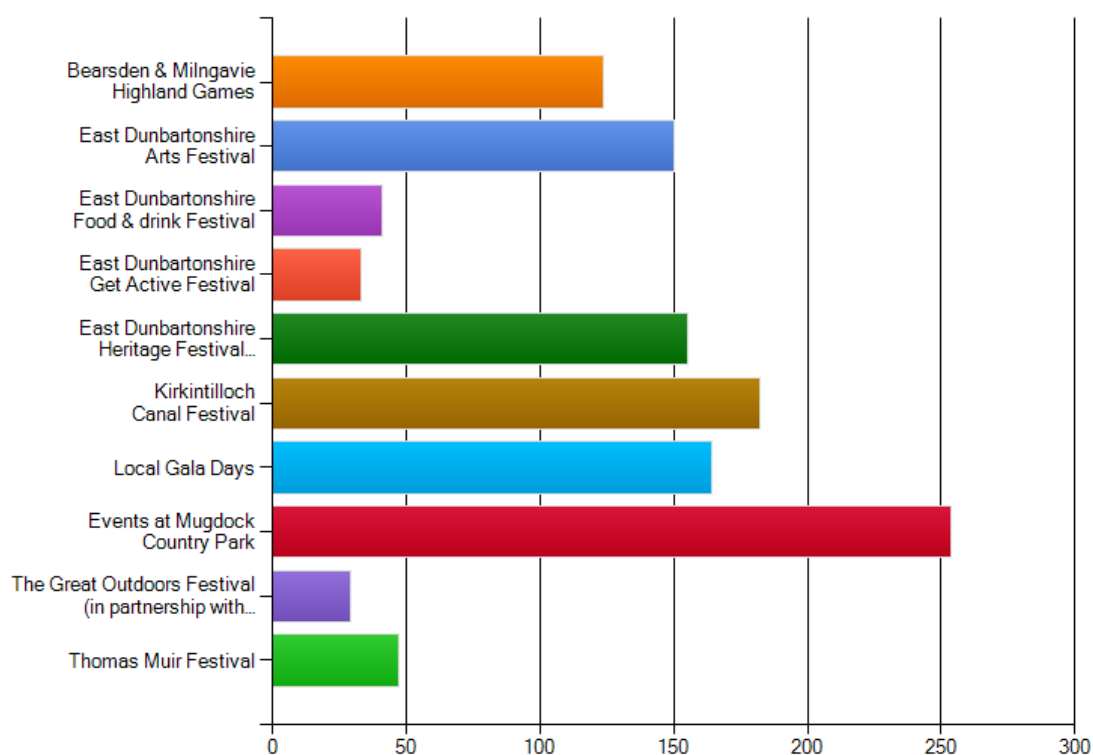
Further suggestions to this question echoed the additional responses to question 9, with the addition that more could be done to tailor facilities and provision in the long term to the communities which facilities served.

Q10. Of the activities and services that you currently use, how happy are you with them?



This question asked people to respond only for those services which they are currently using = 451 replies were made. Across the range of facilities, respondents were overwhelmingly happy with the facilities they use. This could suggest that respondents were keen to use this question as an opportunity to also re-iterate their desire to retain the facilities in question.

Q11. What events and festivals within East Dunbartonshire do you attend or participate within?



Again, this was a question which could elicit more than one response from participants. A total of 412 people replied.

The results show a relatively even split of popularity for the various options above, with the particularly noteworthy result being the high attendance of events at Mugdock – which reflects earlier results showing the popularity of the facility more generally.

Many further respondents noted their attendance of the Bearsden Festival and Milngavie Book Festival, as well as many exhibitions and events held at the Auld Kirk and Lille Art Gallery. In this regard it is noted that a higher number of overall responses were received from respondents from Bearsden and Milngavie, which is expected to have had a bearing on results such as the above.

Q12. Which of these events do you view as important for the local community and/ or what new events would you like to see in East Dunbartonshire?

This was another open question allowing people to choose their own response and attracted 236 replies.

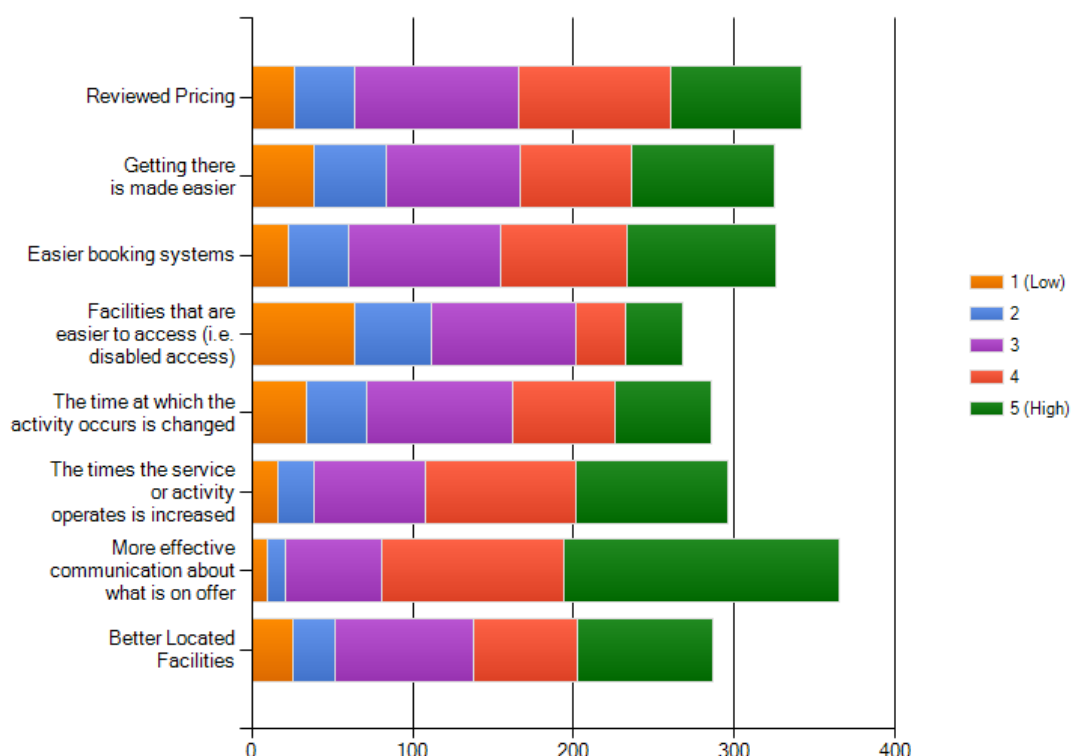
A large number of respondents were positive about a wide range of events, particularly those which related to culture and the heritage of East Dunbartonshire. There was also a particular desire for greater number of sports events.

Although not directly answering this question, a general theme was also the desire for many events to be made more accessible by greater promotion, transport links or introductory features within the events themselves.

A summary of the comments more generally is noted below:

- Workshops to teach music and to play instruments should be encouraged, particularly noted that Scottish and local culture should be promoted through folk music.
- Increase the number of exhibitions and improve advertising in advance.
- Events that include all minority ethnic groups that live in the area.
- Desire to see a Book Festival. Also children's events such as Summer Reading.
- More events for artists and people who enjoy art. Also desire for a regular craft fair.
- Better to have a smaller number of larger and better organised events than lots of smaller very specific events.
- A range of sports events. Particularly popular were event that capitalised on the theme of the Commonwealth Games, as well as long distance races taking advantage of local heritage.
- Doors Open Day(s) and events to show of unique heritage such as an Antonine Wall event.

Q13. What would persuade you to access of culture, leisure and sport facilities and activities more frequently that you do at present?

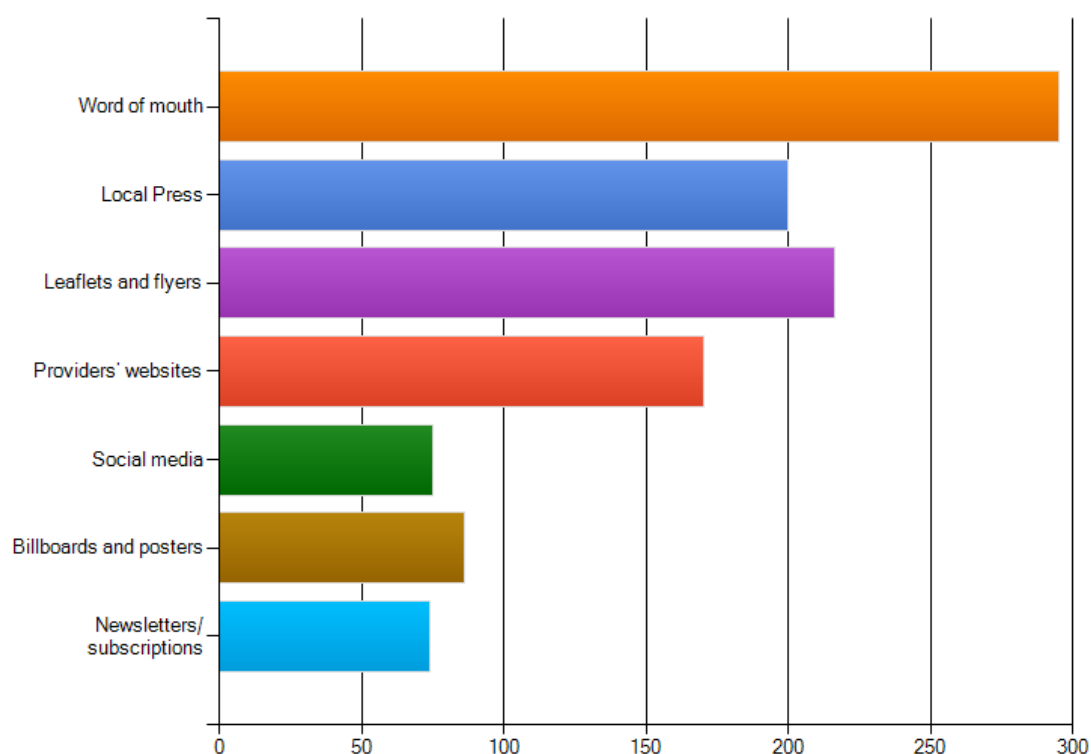


A total of 415 people answered this question and it was possible to choose more than one response.

There was general support for almost all of the measures noted above with most having at least 80% of responses giving either neutral and positive backing to them, however there was particular support for more effective promotion of what was on offer.

In relation to booking systems, it was particularly noted in further responses that this would be sought through more intuitive and convenient online booking systems. Also in further comments, many respondents said that more arts classes would increase their use of facilities.

Q14. How do you currently find out about culture, leisure and sport related facilities and activities in East Dunbartonshire?

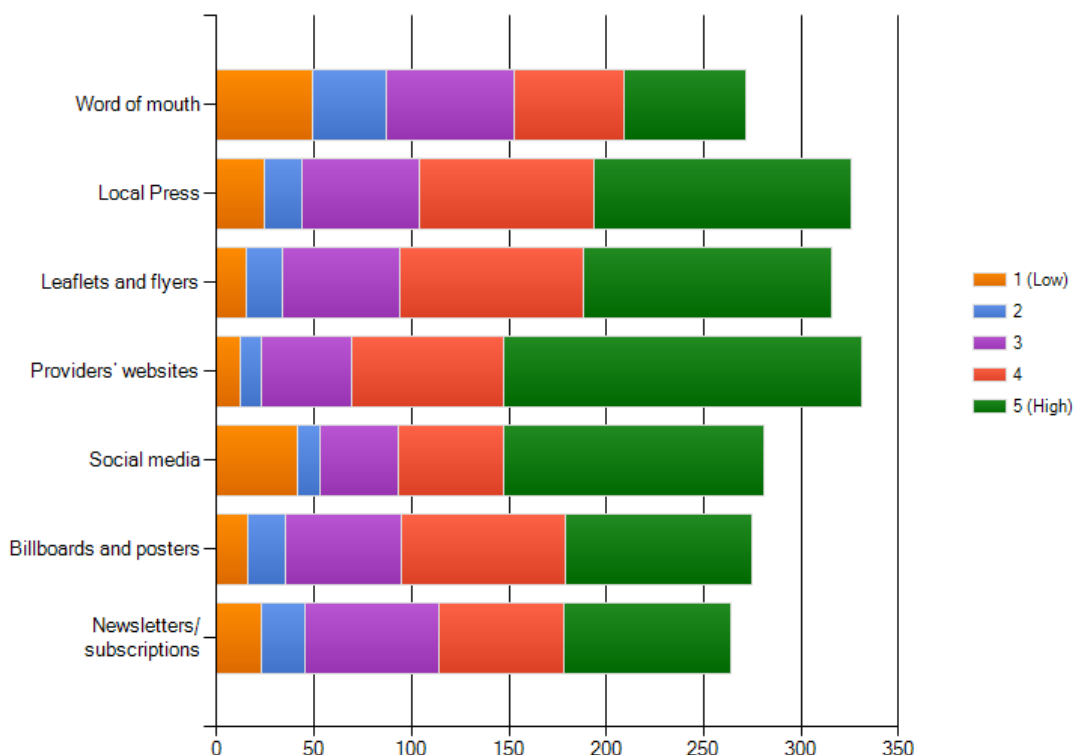


This question was answered by a total of 431 people and choice was open for people to choose as many as they felt were appropriate.

Word of mouth was the clear leader in making respondents aware of facilities and activities. By comparison it would appear that less people were made aware by pro-active outreach measures such as social media, posters and newsletters.

Overwhelmingly additional responses cited email as a means by which they found out about facilities and activities.

Q15. How would you like to find out in future about culture, leisure and sport related facilities and activities?

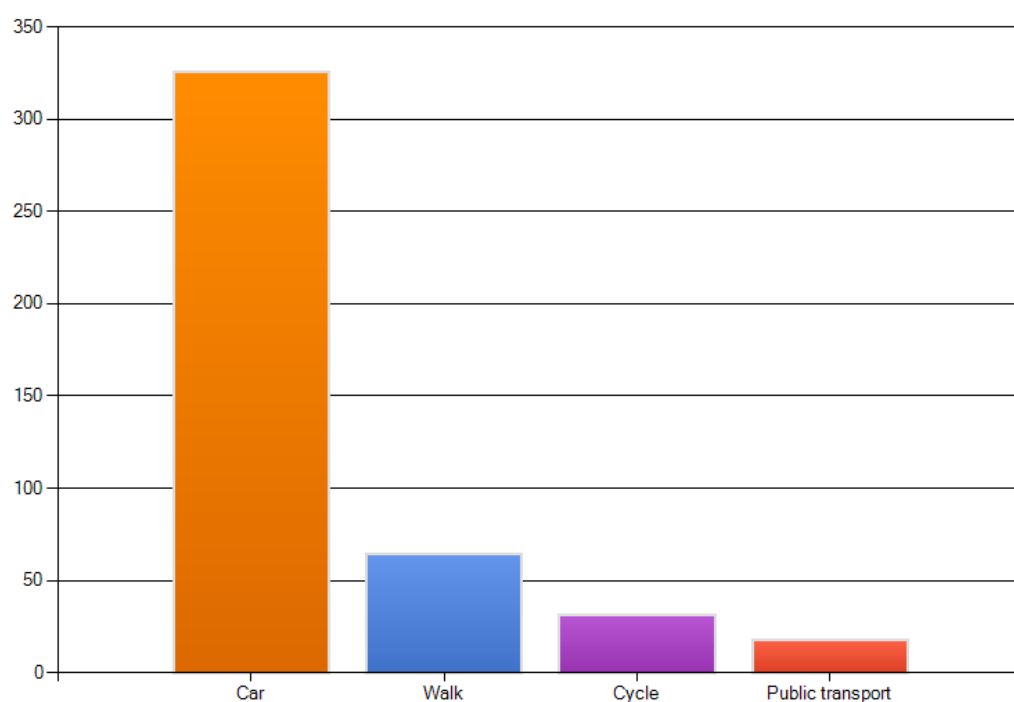


This was a question looking to test out people's priorities and as such could attract multiple answers. A total of 425 individuals responded.

As a direct follow-up the previous question, this question revealed that most respondents would ideally prefer to find out about leisure, culture and sport through other means than word of mouth such as websites, local press, social media, leaflets and posters.

As per the previous question in relation to existing methods of finding out about matters, further responses also primarily note that email is also the optimal means of finding out about facilities and activities.

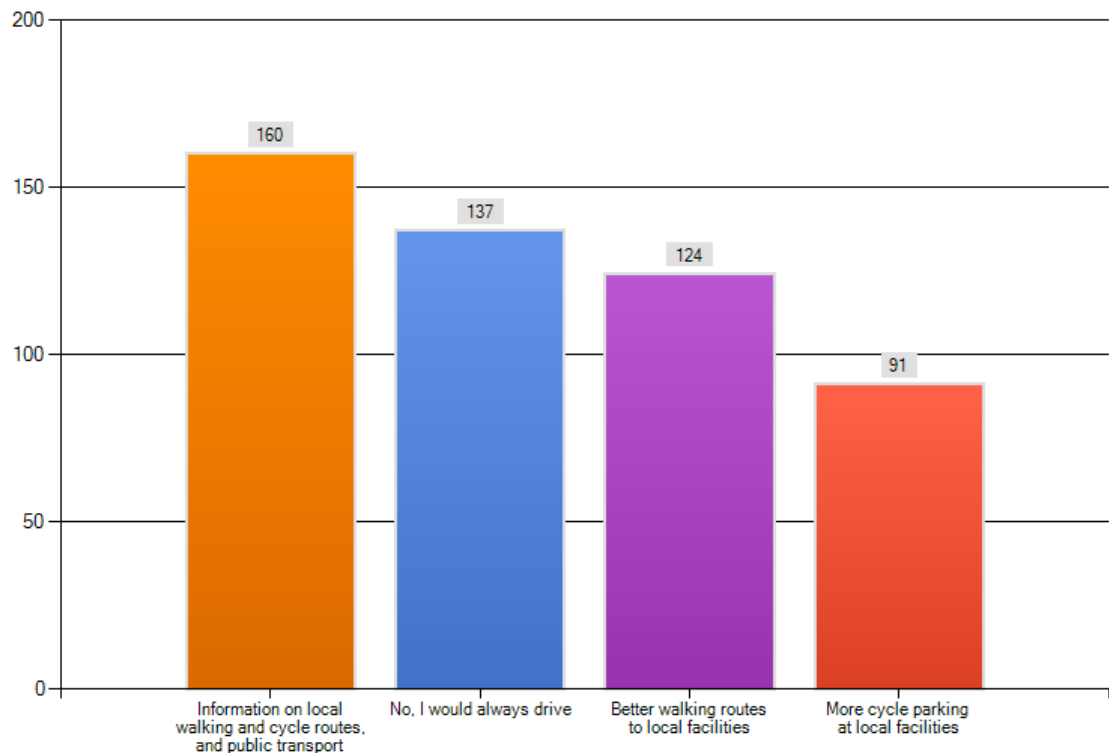
Q16. How do you get to facilities, activities and services that you currently?



This question could attract multiple responses and was answered by 437 individuals.

Whilst the graph above shows respondents overwhelmingly visited facilities by car, additional responses noted that the survey seemingly only permitted one option to be ticked which meant that many respondents were unable to state that they also often walked and cycled to facilities in addition to taking their cars.

Q17. If you travel to the facilities and services you use by car, what would make you access these by more sustainable and active forms of transport?



This question allowed multiple responses and 362 individuals replied.

Just over one quarter said their behaviour would not change, however of those who said they may travel more sustainably the most common reason would be if greater information on sustainable and active travel links was available.

Further responses tended to expand upon the above by adding that very limited public transport is available across East Dunbartonshire and that cycling would be more popular if lanes were physically segregated from roads or more dedicated cycle paths were provided.

Q18. What facilities, services and activities would you like to see more of provided locally or provided in the area for the first time, if any?

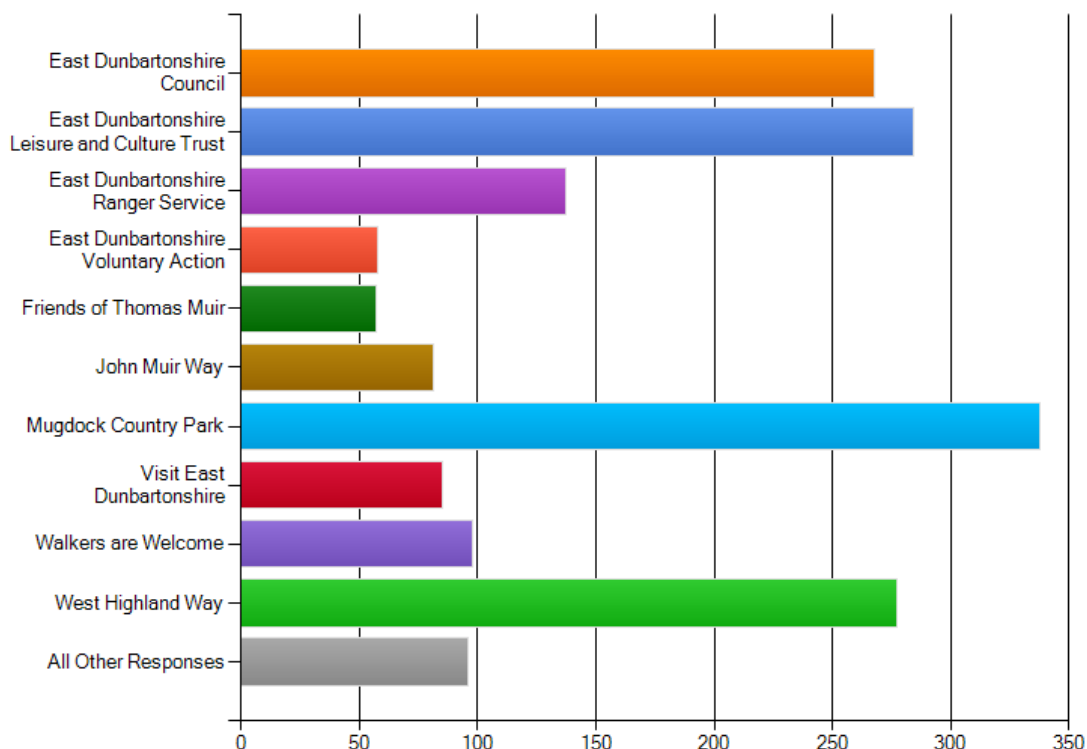
As an open question this reflected the trend of attracting a lower number of individual replies – in this case 244.

A strong theme amongst responses was the desire for more niche activities to be provided, even on a trial and introductory basis. Enhancement of facilities associated with more conventional activities was also regularly desired.

The integration of local heritage into various activities was also a common point raised, for example featuring information in guided walks and having events in historic places such as Peel Park.

- Affordable teaching of arts and crafts, with greater variety of classes. Particular desire for use Kilmardinny Arts Centre and evening classes in schools.
- Teaching of music and performances of music by professionals to create greater interest.
- More live drama, comedy and dancing performances utilizing a dedicated theatre facility. Also strong desire for cinema.
- Upgrading of swimming pools and wider range of classes, sessions and facilities including hydrotherapy pool, poolside seating and diving boards.
- Better walking routes and groups –with heritage trails with information boards.
- Trial options to support less mainstream activities such as gymnastics and horse riding.
- More quality cycle paths and traffic free routes. Create a mountain bike park
- Greater range of reading, particularly local information, with archives, libraries, mobile library and museums important for this.
- Local farmers markets. Also food and drink events.
- Better use of community spaces for events such as Peel Park.
- Support for allotments, or at the very least community gardens.
- Delivering activities in non-traditional venues and places, like care homes, homeless community venues, addiction services and villages. Activities for minority groups.

Q19. What brands do you recognise as being an important part of the culture, leisure and sports offer in East Dunbartonshire?



This is a question which attracted 434 individual responses and one where multiple options could be chosen.

The four clear leaders in respondents awareness of 'names' associated with culture, leisure and sport were East Dunbartonshire Council, Leisure and Culture Trust, Mugdock Park and West Highland Way. It is noted the latter two may likely have their profile boosted by being associated with high profile cultural places and routes.

Further responses were limited but noted a range of different brands, however the most commonly cited were Kilmardinny Arts Centre and the Lille Art Gallery.

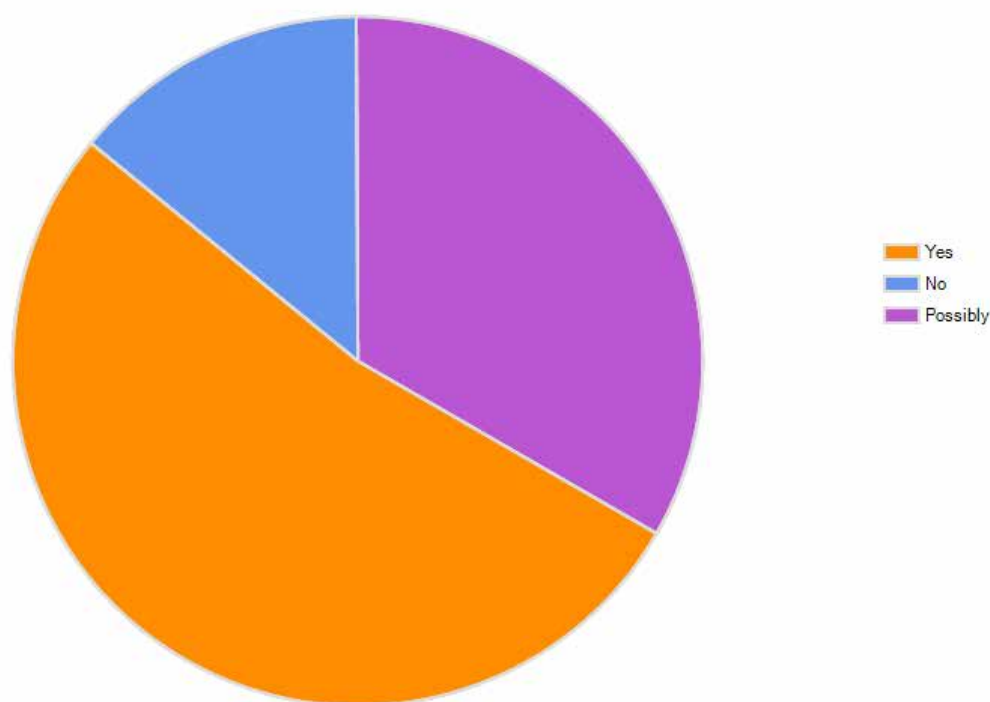
Q20. How do we promote the area as a destination for culture, leisure and sport? Does East Dunbartonshire have a 'Unique Selling Point?'

As an open question this attracted 234 replies.

A recurring point of responses to this question was utilizing the unique heritage of the area, including both the human history and the natural environment of area, which becomes a uniquely attractive proposition given its accessible location so close to a large urban area.

- Advertise it as a day-tripper destination to neighbouring areas,.
- Location near to Glasgow and Loch Lomond, where the city meets the country.
- Promote unique and quality natural heritage, particularly good range of walks.
- Create new unique landmarks like water kelpies, or other objects along the canal path.
- Invest in facilities to host more events such as mountain biking at dedicated forest trails.
- Improve and utilize train and road network, as well as better connect active travel network to Glasgow, for example connecting the West Highland Way to Glasgow city centre.
- History and archaeology is a distinct draw, for example the area's unique museums.
- Publicise East Dunbartonshire's vibrant artistic community, from music to arts and crafts.
- Digital/online and social media. Advertise in Tourism Scotland.
- Having a tidier environment, for example at the start of the West Highland Way
- More regular and higher profile art exhibitions at the museums and galleries.

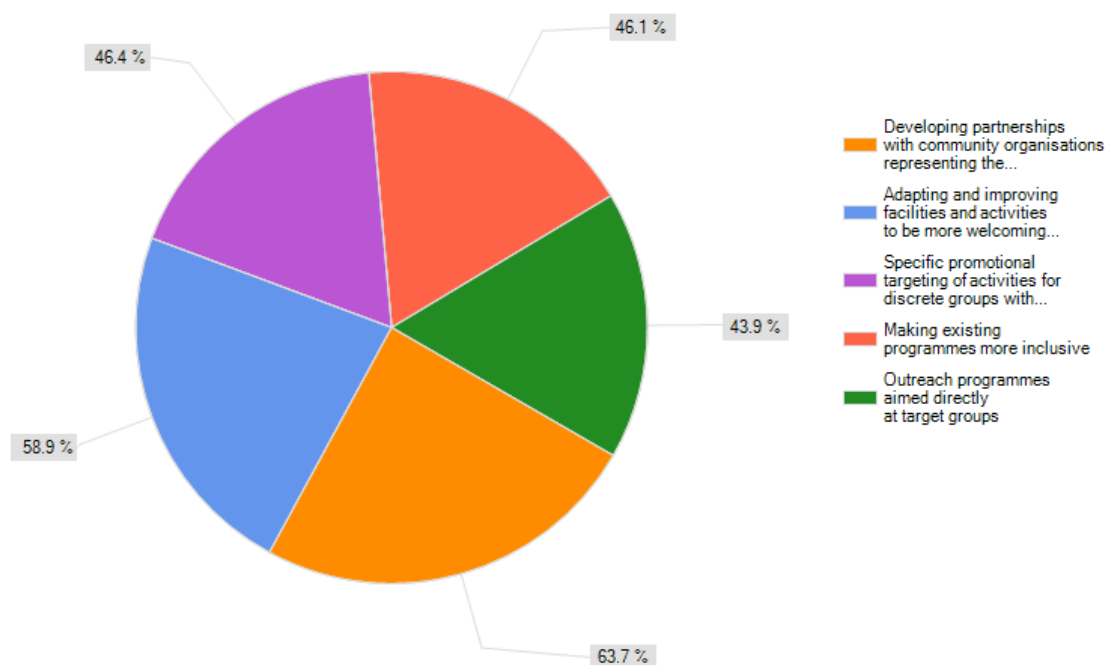
Q21. Do you think that the strategy should have specific aims and actions for groups or communities East Dunbartonshire that have lower than average participation levels (such as women, girls, older people, religious groups, minority ethnic communities, and those with a disability, long term health condition or on low incomes?)



This question allowed only one response from each individual to allow an accurate proportion to be reflected – there were a total of 428 individual replies.

More than half of respondents (225) felt that specific aims for increasing involvement of groups less typically involved in culture, leisure and sport was a good idea, with less than a quarter disagreeing with this proposal.

Q22. What type of things do you think would be helpful in improving levels of participation among these groups of people?



A total of 399 people responded to this question. There was a very even split amongst the various measures suggested, with no particular proposal being clearly more popular. Given the high number of responses overall however then it would not be unreasonable to infer that all suggestions had a good level of support.

Further responses were varied but, of the common themes that were evident, lower cost and ease of access were particularly noted as having potential to increase participation in groups that are presently lower-than-average in participation.

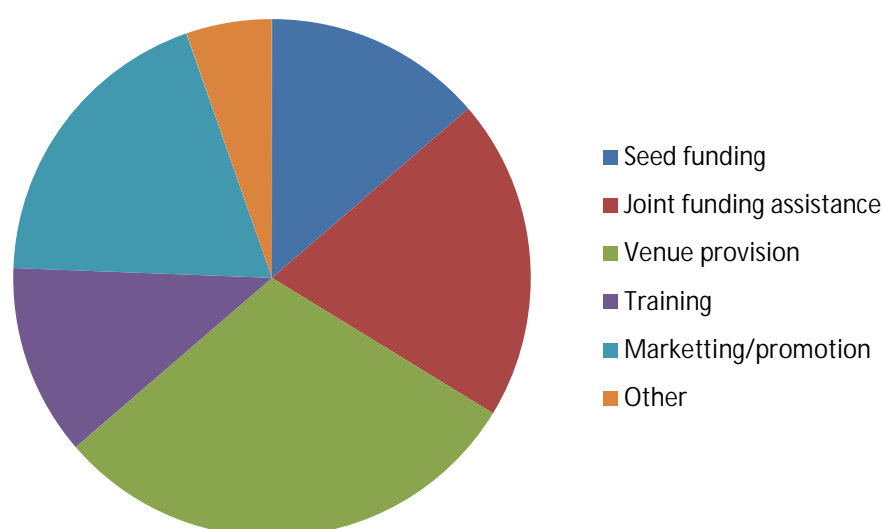
Q23. Do you consider that your organisation can contribute to the Culture, Leisure & Sport Strategy, and would want to be involved in the production and delivery of the strategy's Action Programme?

This question attracted 71 responses. A wide range of groups expressed interest in a diverse manner of ways in assisting the strategy's Action programme. These were so broad in nature that they are simply summarised below rather than attempting to focus attention on any particular group in this abstract summary section.

- Kirkintilloch Seagull Trust which gives free canal cruising to those with special needs will continue trying to enrich the lives of those we meet from Day Centres, Residential Care Homes & Special Needs Schools, & make their two hour trip as interesting as possible
- Milngavie Boys Club - community involvement through more football teams, expanding range of sports/activities offered. Now involving girls, ethnic communities, and older groups.
- Kirkintilloch Olympians provide a significant facility for all ages to participate in athletics and run many community events. Programmes for fitness, endurance running and track events.
- Desire to bring forward the Lennox Forest mountain bike park, greater gymnastics, a range of arts & crafts activities, musical events and teaching, creative writing and bibliotherapy
- Sports Council wishes to further promote existing private, public and voluntary facilities.
- The Scottish Library and Information Council (SLIC) would be happy to provide input on the draft strategy when it is available.
- Kilmardinny Players and Bearsden art club wishes to support the expansion of arts, including those that are dramatic, visual and musical.
- Mains Estate Residents Association and Westerton PS Parent Council happy to promote, host and provide volunteers for activities.
- Baldernock Local History Group and Milngavie Heritage Centre keen to help deliver the strategy to promote heritage for all ages, particularly through maintenance of our library facilities and archives.
- Glasgow and Districts branch of the Embroiderers' Guild wishing to foster interest in embroidery and recruit young members and demonstrating some techniques at exhibition.
- Wild by Nature is based in Kirkintilloch and provides a range of excursions for thousands of people, which get residents and visitors enjoying the countryside and waterways.

- Milngavies and Bearsden swimming club could definitely help the council reach target. We offer swimming for all ages for boys and girls. Currently our membership is 2/3's female.
- U3A in Lenzie has 96 members in the age group 50 to 90 and has over 20 interest groups doing culture and sport
- Killermont Parish Church has halls already providing sport and leisure opportunities to our community. The Church would be happy to work with others to enhance and extend these.

Q24. What can the East Dunbartonshire Leisure and Culture Trust and/or East Dunbartonshire Council do to help you/your organisation to improve or develop your culture/leisure or sport activities? Tick as many as appropriate



This question was answered by 250 respondents, with those responding able to select multiple answers. All options have a reasonable level of support however venue provision is clearly the most popular option that respondents selected to assist them in developing and improvement of their culture, leisure and sport activities. It is noted that 173 of the 250 respondents selected this option representing over two-thirds (69%) of the total of those that answered this question.

Of those who responded other, many responses focused on the need to improve the quality of venue provision. Other responses generally noted the need for venues and facilities to be made more accessible in terms of cost and transport. The upcoming lack of a hall space in Bearsden is also noted as a future problem.

Q25. If you have any comments on the information provided within the Where We Are Now document, please provide it below:

An open question which attracted a total of 41 responses, in addition to other miscellaneous comments from earlier questions that have been moved to this section.

- Support for unique attractions in East Dunbartonshire, ranging from The Auld Kirk, the use of Kirkintilloch Town Hall, Campsie Fells, local archives on industrial heritage.
- They are all important but transport around the area is crucial and at the moment is difficult. The cycle festival was great but unless we have good cycle lanes it becomes inaccessible.
- Facilities in Milngavie seem comparatively poor, needing a range of extra provision.
- The photos used in the document do not reflect the users of culture, leisure and sport.
- There is a focus on solely number of users rather than the value of experience, for example, resulting in Auld Kirk Museum and Lillie Art Gallery are identified as weaknesses.
- There is a cultural divide between the East and West of East Dunbartonshire. Need to increase teaching and promotion of the Arts in the East.
- Various features noted as omissions, including libraries, museums, exhibitions classes, Huntershill house, War Memorial Hall, Tom Johnson house and Bearsden town hall.
- Some comments noted that document emphasizes sport more than leisure or culture.
- Many informal green play spaces (that are maintained by EDC) have been left out.
- Incomplete list of leisure clubs, for example Milngavie Mountaineering Club and golf clubs.
- Some comments in support of how comprehensive the document is, however others feel it could be more detailed and that making representations on survey was difficult.
- Needs for more focus on facilities and activities which contribute to benefit of older people, for example yoga and dancing can improve health in older people.

Q26. What information relevant to the identified topic areas do you think may be missing from the document?

An open question attracting 43 responses, in addition to other miscellaneous comments from earlier questions that have been moved to this section. This question particularly drew responses seeking further data on provision and usage, especially comparative to other areas and facilities.

- Limited information or evidence on the promotion statistics on school lets, broadband provision, computer use in libraries and participation in cultural activity.

- Need for greater information and for data provided to be compared to national averages.
- More details needed on the wide range of cultural services, including libraries that themselves provide a wide range of services for many groups in the community.
- The teaching of Art and Music is not emphasized, particularly in the poorer areas of the East. The appropriate heads of cultural services should contribute more to the next document.
- Information sought on plans for specific facilities, including Brookwood Library and Kilmardinny Arts Centre
- Small communities need to be respected, with many people unhappy with various smaller settlements being lumped together despite having different histories and needs.
- It should be asked what specific areas that respondents wish to see money spent.
- To get a balanced picture also need to note what is provided by private clubs and charities.

Q27. Is there any other information relating to culture, leisure and sport not covered by the topic areas within the document that will assist in building a picture of culture, leisure and sport in East Dunbartonshire?

An open question attracting 47 responses, in addition to other miscellaneous comments from earlier questions that have been moved to this section.

- There should be more Active School activities during holidays.
- Cultural Co-ordinator Programme should be included. Closer working between departments needed, in particular link up with education, as well as Sports development and clubs.
- Plus the amount of external funded successfully brought in by all areas of Culture in EDLC.
- The Council's good art collection should be stored in suitable conditions and continue to be shown alongside traveling exhibitions of new art work with more publicity.
- Some comments noting good work done by staff within Cultural Services, however others note the need to prevent event committee members etc. to remain in office too long to avoid stagnation. Need to clarify the responsibilities of The Council and The Trust.
- The document should have less charts and text citing irrelevant information with more focus on places and their impact the local area. A more clear and concise document are needed.
- There needs to be a clear, all-encompassing ethical statement of what the document wishes to achieve.
- The planning process should publicise widely applications to alter or demolish buildings which could have significant cultural implication, with additional further account and recording of buildings proposed to be demolished.

- Some comments requesting more activities for teenagers and pre-school children, however others stating there is too much focus on children and too little on adults.
- The area's main water courses, the Kelvin, Luggie, Glazert and Allander could provide more leisure activities. Fishing and angling clubs are established but with management these water courses could be more of an asset.

Q28. Is there any data that has not been provided in the document that you think would need to be included in a revised version of this document to help monitor the progress of the strategy?

- Priority needs to be given to sports in which the majority participate.
- A better spread of classes possibly on a seasonal manner of more during the winter and less in the summer as that's when holidays and outdoor sports will take precedence.
- More information should be given to the public to note that if facilities are not used more they will be lost, for example libraries and halls.
- If facilities have to be lost to save money then information is needed regarding the proposed alternatives to help stop people worrying.
- What are the costs involved in the various areas of Culture Leisure and Sports provision at present and how do these relate to numbers of users for each provision?
- What extra revenue would be produced by a 2% or 5% increase in charges?
- What are the ages of participants and how many live out with the district?
- What measurable impact do the services have on the health and wellbeing of the residents?
- The timescale of the plan has not been promoted effectively.
- Milngavie Heritage Centre should have exclusive access to the Court Room in Town Hall. It should be seen as a community facility in a similar way as the libraries.
- There is a serious need to reach older and disabled people and people suffering from long term health issues living in the community as well in the institution. Loneliness is a real problem and strategies are needed within the Community to encourage interaction.

Q29. If there is anything that you want to add please add your comments here:

Finally, an open question, which attracted 102 replies from individuals, in addition to other miscellaneous comments from earlier questions that have been moved to this section.

- Conflicting opinions submitted about the merit of library facilities, with some seeing them as essential facilities and others noting they are redundant in the present time.
- Comments about length and complexity of the survey as well as limited publicity of it, also noting no section to note organisation respondent belongs to.
- No hard copies of the main documents or survey available - even in libraries.

- This consultation should be extended so that a proper strategy document that covers all areas of the service can be produced and then consulted on.
- Art classes are important to allow people to participate in their community, make friends, build their confidence and even develop their skills so they can become exhibiting artists.
- The Council and Trust must give regular feedback to everyone taking the survey.
- It is clear that both 'Where are We Now' and 'Shaping our Future' fail to address the fundamental need to define the culture of East Dunbartonshire.
- The area lacks green spaces so keep those we have. Keep Oakburn Park for playspace.
- There are no tennis courts which the council own.
- All schools should stay open an extra hour for sports from P1. This would make kids fitter and help working parents. There should be interschool sports competitions in local parks.
- There are many advantages of a community garden and accessible allotment area; fewer food miles, healthy organic veg with reasonable, outdoor exercise, community spirit enhancement, friendship, and pride in the local area.
- Myriad of nuisance issues Allander Sports Centre including piped music, the amount of time given to the Bearsden and Milngavie swimming club and the booking process for swimming lessons.
- The strategy should concentrate on the people who simply live here, work hard and want to enjoy and participate in this wonderful area of Milngavie and Bearsden.

4. Public Workshops

The Council and Trust were keen to ensure that there was a number of different ways in that the community could be involved in the preparation of the strategy and, although the on-line survey would allow us to reach a large number of stakeholders, more explore complex themes might not be fully explored through this method. Therefore it was considered important to hold a number of workshops open to anyone with an interest in culture, leisure and sport. Overall, approximately 40 people attended the 5 workshops which were held at the following:

Kilmardinny Arts Centre	12.08.14
Kirkintilloch Leisure Centre	14.08.14(AM) & 28.08.14 (PM)
Bishopbriggs Memorial Hall	20.08.14
Glazert Country House Hotel	03.09.14

The exercises in the workshops were focussed around the two documents that had been prepared to facilitate the engagement period 'Where We Are Now' and 'Shaping Our Future' (the latter contained the questions in the on-line questionnaire). The workshop exercises focussed in on a small number of key questions to allow more in-depth consideration and debate of certain issues.

Exercise 1: Where We Are Now

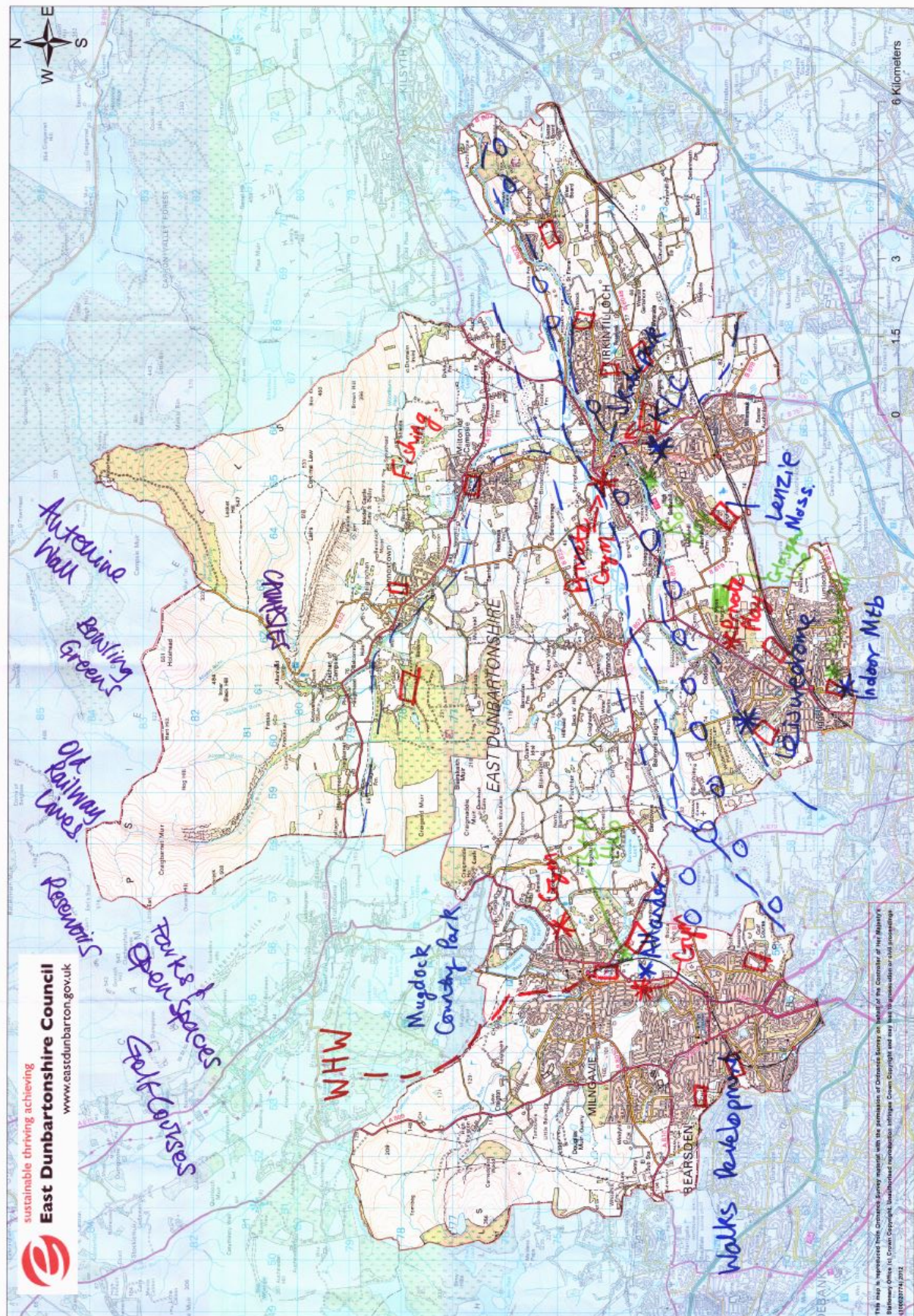
Q1. What are your interests in Culture, Leisure and Sport?

- | | | |
|----------------|--|--------------------|
| - EDLC Staff | - Cycling/ Mountain Biking | - Local Businesses |
| - Golf | - Local Heritage & History | - Local events |
| - Libraries | - Working with Young People | - Web Resources |
| - Bowling | - Community Councils/ Residents Groups | - Volunteers |
| - Walking | - Community Managed Assets | - Leisure Centres |
| - Football | - Arts and Sports Development/ Clubs | - General Keep Fit |
| - Table Tennis | - Activities for Older Persons | - Natural Assets |

This question allowed people within the groups to introduce themselves and to get an idea of the different interests of attendees.

Q2. On the maps provided, please highlight where you think some of our best assets are?

See sample map on next page.



Example Maps from Public Workshops

Q3. What are the current strengths and weaknesses of the CLS offer in East Dunbartonshire?

STRENGTHS	WEAKNESSES
Libraries- Locations, Book Stock Levels, Digital Resources, Learning Opportunities, Activities for Young People	Libraries- Varying Opening Hours, Challenge of Keeping Software Up to Date, Wifi
Leisure Centres- Good Quality, Long Opening Hours, Expertise of Staff, Health Referrals, Location of Kirkintilloch Leisure Centre/ Access by Bus Services	Leisure Centres- None in the Villages, Healthy Eating Not Promoted in Cafés,
Outdoor Assets such as the Campsies, Long Distance Walking Routes & other Walkways, Lennox Forest	Outdoor Assets- Walkways Signage is Poor, Lack of Safe Walking/ Cycling Routes in Rural areas, Potential of Campsies/ Antonine Wall Not Fulfilled, Golf Courses not Used to Full Potential (Cost/ Perception issues)
Festivals such as Canal Festival and Outdoor Festival	Communication & Advertising- No Single Source of Information/ Things Hard to Find, Websites Not Up to Date, Digital Methods of Communication Not Suitable for Everyone, Not Every Area Well Covered By Local Newspapers
Inclusive Approach to EDLC services	
Strong Community Interest in Improving the Area/ Using Local Assets	Pricing Issues- Inconsistencies Between Pricing Structures for EDLC, EDC & PPP Schools

Q4. If you have looked at the blue document, is there anything else that you think should be included?

Groups & Clubs – Curling Clubs (8)	- Lennox Forest
Private Businesses – Gyms	- Campsies Website
Facilities suitable for those with mental and physical disabilities	- Events & Festivals – exhibitions, archive events, local history
Strathkelvin Railway Path	- Ski Club
Whitefield Pond & Angling Clubs	- Sailing (Bardowie)
Playparks- Haughhead	- U16 Golf Clubs
Info on libraries and programmes ran there (24/7 Libraries)	- P48 –Communities helping to run Auld Kirk, Sports Facilities (e.g. Craft Sellers)
Existing Strategies	- Reading Groups
Ensure culture is covered better	- Caldwell Hall, Torrance
Woodmill Park Playing Field & Changing Facilities	- Information on other national priorities (not just strategies)
Firbank Ave Park (Pg29)- Tennis Court in use but not playing fields	- Driving Forward Together- National Golf Tourism Strategy
Torrance Football Club	- Linkages to GCV Green Network
Add Milton of Campsie Art Club (Pg 37)	- More detailed information on trends in health & wellbeing at national and local level

Exercise 2: Shaping Our Future

Q1. What do you think should be the MAIN themes and objectives for the CL&SS?

- Do a few things well - Prioritise, Fund & Deliver
- Getting children active/ Continuation of positive work to date with young people
- More use of schools facilities
- Inclusive/ Affordable (Competitive) – accessible both financially and physically
- Improved quality of life- good safe access to services & open Space
- Encouraging access by sustainable transport
- Branding & Marketing- Promoting EDC for the quality facilities it has
- Create Tourism Projects/ honeypot sites e.g. Lennox Forest, Campsites
- Focus on outdoors, provision of paths, signage
- Awareness/Communication/Access to Information
- Funding & Support for Community Groups to access funds

Q2. Are there any cultural, leisure or sporting facilities/ activities currently not available within the area that you would like to see; and think would work?

- Mountain Biking facilities for all levels in Lennox Forest
- Sports Outreach to smaller settlements– gym room, exercise classes, 'pop up gym', outdoor gym
- Better Community Spaces
- Better use of facilities in Schools
- Portable Facilities for Ice Skating & Curling
- Outdoor Education Centre – Next to Canal?
- Better partnerships with neighbouring Local Authority/ More Service Level Agreements
- Upgrade pitches at Boghead and Luggie Park to 3G pitches (See Pitches Strategy)
- BMX Tracks
- Street Theatre & Music/ Outdoor Exhibitions
- Provision of Sports such as Squash Table Tennis
- More Facilities for Children- play areas in Town Centres
- Skatepark In Bishopbriggs
- Indoor Climbing Wall (Possibly in War Memorial Hall)

Q3. How could we encourage people to access facilities and activities by more sustainable and active forms of transport?

- Linking settlements with better footpaths and cycleways
- Increase awareness of footpaths and cycleways
- Provide info on transport/ active travel options to CLS facilities

- Simplified signposting
- More/ Better Cycle Storage at Public Facilities
- 'Boris Bikes' located at key LC&S location hubs
- Use of Ring 'N' Ride bus- no bus to Leisuredrome
- Educate canal towpath users to share space

Q4. Should the Strategy have specific aims and actions for groups or communities that have lower than average participation levels? How would we do this?

The vast majority of people at the workshops agreed that the strategy should have some specific actions for groups with lower participation rates where these fit with the wider strategy of increasing participation for all.

How?

- Provide discounts for groups with lower participation rates– roll this out wider than trust but make sure this is done in a way that avoids stigma. The discount and additional support needs to be advertised.
- Choice of Arts and Sport for all- Pathways to help people find what suits their interests/ personal circumstance
- Outreach programmes where trained members of staff are given target groups and actively go to those communities to promote culture and sport activities available (such as ethnic minorities, younger girls/ women, older persons and disabled persons)
- Continue the Active Schools programme, links with local clubs and sport promotion in schools. A similar programme for culture would be good
- Cross-promotion between culture and sport (such as local history display in sports centres)
- Adapted activities for older persons/ disabilities, Learning in Later Life, combining gentle exercise with stimulation such as local heritage and photographs
- Provide assistance to overcome barriers to culture, leisure and sport (such as a creche, adapted transport, flexible membership)
- Continue Commonwealth Games/ para-sport legacy

Q5. How could East Dunbartonshire be promoted as a unique destination for culture, leisure and sport (if we should at all)?

Most of the participants agreed that the area should be promoted to attract visitors; however some participants expressed that it was more important to promote internally to the people living within East Dunbartonshire.

How?

Promote ED as an 'excellent' and accessible destination for people in Glasgow	Make facilities better and they will promote themselves. Build something like the Helix.
Utilise local knowledge to improve history offering and improve interpretation at historic attractions such as the Antonine Wall & the canal	Attract a big provider (i.e. Go Ape) which would have a regional pull – proactive marketing/work with landowners & Forestry Commission
Promote our cycling and walking routes- 'Best of Both' – flat and easy routes or more challenging	Public Wif in our Town Centres and around attractions
Create new 'view points' like those delivered through the Scenic Routes project	Make better use of existing branding such as Canal Capital, Fair Trade Towns, Walkers are Welcome
Hold more big events (e.g. Highland Games)	Provide more accommodation including camping
Connected thinking between our assets and providers	Push our big assets more- i.e. West Highland Way



Q6. Please feel free to suggest anything that you feel is missing from the consultation documents or has not been covered in this workshop.

- It is right to deal with culture, leisure and sport altogether as they all contribute to wellbeing- You can be doing both at same time such as doing Historical/Educational Walks and Cycles
- Support for community groups managing community assets:
 - Ø Financial advice including identifying possible funding opportunities, insurance costs etc.
 - Ø Support with filling out funding applications
 - Ø Legal advice and protection
 - Ø Information sharing with similar groups
- Support for community leisure groups:
 - Ø Training & coaching
 - Ø Assistance with communications & promotion
 - Ø Resource planning, constitutions
- Tablet/ Computer courses are really important for supporting the development of culture
- Information should be accessible- the web does not suit everyone
- Loss of healthy habits 'shop' in Kirkintilloch is a shame (but the information on paths etc. is now on web, is it in libraries?)
- Good work has been done on signage for walkers
- Consultation on the Hub Projects could have been much better
- East Dunbartonshire Voluntary Action (EDVA) have an important role
- It would have been good if you could have seen own response to the Online Survey
- Lennoxtown library opening hours – has late night opening but this means losing time during the day
- When sites are re-developed for something else historical features should be retained
- Scotland's Urban Past Project

5. National Bodies etc. Workshop Results

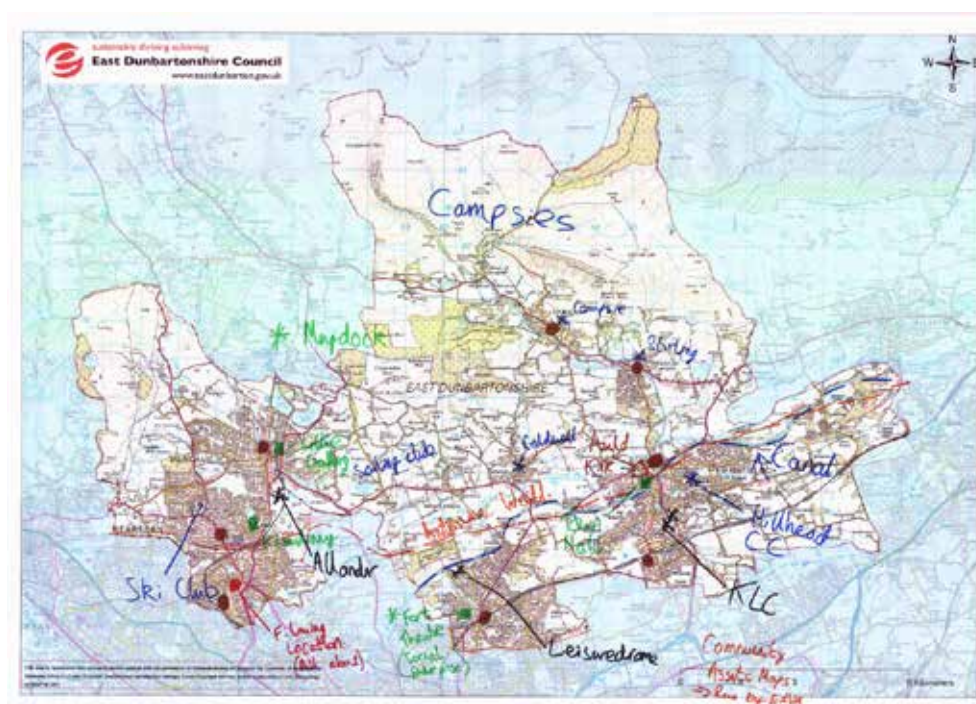
In addition to the public workshops, a specific session for representatives of national bodies and relevant EDC services was held on the 1st of September 2014. The format of the workshop was similar to the public sessions but the agenda and questions were tailored accordingly to suit the roles of the participants. The workshop was attended by representatives from the following organisations/ services:

- Creative Scotland
- Scottish Library & Information Council
- Tennis Scotland
- Scottish Swimming
- EDC Employability
- EDC Development & Regeneration
- Netball Scotland
- sportscotland
- EDC PELO (Education)
- EDC Community Protection
- EDLC

Exercise 1: Where We Are Now

Q1. On the maps provided, please highlight where you think some of our best assets are?

3 Leisure Centres	Campsies	West Highland Way
Sports pitches across ED	Canal/Marina	Luggie Park Skatepark
KCSC Development	Core Path Network	Twechar Healthy Living Centre
M&B Community Sports Hub	Arts Venues- Kilmardinny/ Lillie	8 Libraries
Lennox Forest	Mugdock Country Park	Private Gyms
6 PPP High Schools and 2 Non-PPP	Sports Clubs – Rugby, Football, Golf, Tennis	Antonine Wall & Auld Kirk Museum



Q2. What do you think of the information within the blue document? Is there anything missing that should be included?

- Scottish Swimming Corporate Plan
- Raising Community Planning/Sport Profile (Statement) – Applies to Culture too
- CHP Link?
- Principle of Integrated Working/Who's involved
- Reverse the Layout: Why it is offered? Data could be at the bank?
- Use the Sportscotland Map/Diagram
- National Libraries Strategy – Spring Next Year
- National Youth Employment Strategy – What is Youth (up to 25?)

Q3. What are the current strengths and weaknesses of the CLS offer in East Dunbartonshire?

STRENGTHS	OPPORTUNITIES
Mugdock Country Park	PPP schools – pricing and access Different management and booking arrangements still
Local Heritage (very profound)	Security Issues at schools??
Kilmardinny House Arts Centre	Lots of Professional Arts Groups and Individuals in EDC – Live here but not all based in or contribute fully to local community
Strong positive relationships between EDC & EDLC, and with external partners	Workshop space happening at Kilmardinny House
Investment Level	Leakage to Glasgow
Staff Expertise and Knowledge	Disconnect between East & West in ED
Proximity to Glasgow	Continuing participation after young people leave school
Private Homes for Filming Locations	Integration between PE & AS/SD

Exercise 2: Shaping Our Future

Q1. What do you think should be the MAIN themes and objectives for the CL&SS?

- Health/Wellbeing for all- Full Age Range Participation Pathway
- Lifelong Learning/Digital Lives/Employability
- Partnership – Health/Council (Employability)/Trust/Volunteers – Community Capacity Building- support & knowledge
- Placemaking/ Assets – Not just Buildings
- Resolving/Improving/Harmonising access
- Raising the profile of sport in East Dunbartonshire and SOA
- Developing potential (pathway opportunities) performance (something like this)
- Balancing Sports (traditional core 'base' sports with team ('art of sport') sports

- Demonstrating the power of culture and sport

Q2. How could we encourage people to access facilities and activities by more sustainable and active forms of transport?

- Promotion and marketing of active travel/ public transport options available for accessing facilities, services and activities
- Transport passes – bring it closer
- Provide Links in the Strategy to the Local Transport Strategy
- Upgrade paths – more maintained
- Outreach – use technology to bring services to people i.e. home library

Q3. Should the Strategy have specific aims and actions for groups or communities that have lower than average participation levels? How would we do this?

- Having it as a key thread of the strategy would be great for raising profile and funding
- Push and further promote 'Passport to Leisure'
- Further promotion of the Live Active Referral Scheme
- The Trust already does a lot of good work
- Older people/younger girls (overlap with transport and funding)
- Lunch Clubs for different age groups etc.
- Outreach – use technology to bring services to people i.e. home library
- More use of local parks and bandstands
- Link with employability and skills
- Communication – What we can offer

Other Comments

Although Historic Scotland were unable to attend the session they provided the following comments:

- The Antonine Wall Management Plan 2014- 19 sets out several cross-council projects that will benefit the culture, leisure and sport offer in East Dunbartonshire (and potential international benefits due to wider partnership with Hadrian's Wall and the German Limes).
- The council owns several parts of the Antonine Wall and it would be good if this maintenance and management is integrated as much as possible into wider strategic work by the Council and partners.
- Historic Scotland has recently been involved in some projects to install/ upgrade signs and interpretive boards; the on-going maintenance of these will be the responsibility of the Council.

6. Pop-Up Stalls/ Events

In order to reach out to groups that do not always get involved in local consultations 3 pop-up stalls/ sessions were held. These comprised stalls at Tesco in Milngavie and the Kirkintilloch Canal Festival, and a visit to Lennoxtown Chatty Club and provided an opportunity for informal/ unstructured conversations regarding the strategy. Approximately 50 people were engaged through the pop-up events.

The pop-up session in Lennoxtown was scheduled to ensure that older persons opinions (including those with reduced mobility or independence) were captured.

Milngavie- Tesco, 23rd August 2014

- I use Mugdock Park for dog training and socialising. The paths are great.
- More Mountain Biking Trails would be great but not everyone likes formal trail centres:
 - We like to bike off trail/ build our own
- I would visit the Lillie more if there were more exhibition and events on regional history.
- Child obesity is a big problem. More and different sports should be pushed in schools.
- There aren't enough informal playing fields/ ball sports spaces.
- Pitches at Douglas Academy are too expensive.
 - People jump the fences anyways.
 - Sometimes the Police come.
- The Allander is alright. Quality of the machines is good. New building would be great but is not a priority.
- More people would go in the Lillie Art Gallery if it looked better from the outside.
- I Travel to the South Side for the Youth Football Programme because it's better quality than ED's.

Canal Festival- Union Street, Kirkintilloch 24th August 2014

- No mention of Kirkintilloch Bowling Club on booklets and on websites.
- Low impact exercise classes should be on at evenings and weekends, not just during the day. Some people with specialist/ adapted physical exercise needs work during the day. Not everyone disabled is unemployed.
- Facilities are good and well-priced.
- Free swimming for EDLC members' children is great.

- Conflict on the Canal
 - pedestrians feel a bit uncomfortable because of cyclists.
- No availability for Baby swimming classes (5 month waiting list) in Kirkintilloch and Bishopbriggs. This needs to be addressed.
- The range of sports available in EDC is generally very good.
- Communication and promotion of what is available is really important.
- A more user friendly booking system is needed.
- Get rid of junk food from EDLC cafés. It is counterproductive to the Healthy Living Ethos.
- Kids in Glasgow get swimming for free, why not in East Dunbartonshire?
- Need better discounts for people who work but are on low wages.
- Canal Towpath
 - segregate pedestrians and cyclist where possible.

Lennoxtown Chatty Club- Lennoxtown School of Music, 27th August 2014

- Music, dancing and socialising is very important for health and well-being.
- More support for Community run organisations is needed.
- Our Care Home has armchair aerobics every Wednesday afternoon and is very well liked.
- Special 1 hour swimming sessions at KLC for over 60's would be great. Swimming with other age groups can be noisy and a little intimidating.
- We run an armchair exercise class at our residential area but over-zealous health and safety culture is being used by some to deliberately make providing the class difficult- stopping people from providing activities for themselves.
- Our Care Home goes trips to Caulders Garden Centre and the Tickled Trout but mostly we go outside of EDC.
- There is no Arts or Drama Centre on this side of Council Area. It is almost impossible to get to Kimardinny House in Bearsden by bus.
- Computer lessons in Lennoxtown would be great as not everyone can travel to Kirkintilloch.
- Community Bus too busy, we can never get it booked.
- Some of us use the local library in Lennoxtown, but some of us prefer Kirkintilloch.
- There is too much emphasis nowadays on communicating digitally. We need better use of:
 - Local Notice Boards
 - Community Radio
- The Pool at Kilsyth is very good but it takes 2 buses to get there.
- Bus service to KLC is good, though not to Leisuredrome.

- A notice in the Hub (WPL) showing 'what's on' would be good.
- The accessible route into Auld Kirk needs to be more obvious or signed (it's round the back).
- Not everyone reads the local Paper. Perhaps a 'one stop' section in the paper showing everything that's on would be good. Not individual ad-hoc adverts etc.

7. Active Schools

To ensure that as many different groups as possible were involved within the engagement on the strategy short workshops were held at 4 high schools across the area; Bearsden Academy, Boclair Academy, Bishopbriggs Academy, Douglas Academy and Kirkintilloch High, with a total of approximately 85 participants. The sessions utilised existing networks in place as part of the Active Schools programme and were delivered by the Active Schools Co-ordinator for each school.

Officers approached high schools in the area regarding engagement sessions that would be delivered via art and/or drama classes however these unfortunately did not come to fruition due to general busyness in the school curriculum and the lack of existing networks such as that with the Active Schools programme.

Q1. What is Culture, Leisure and Sport?

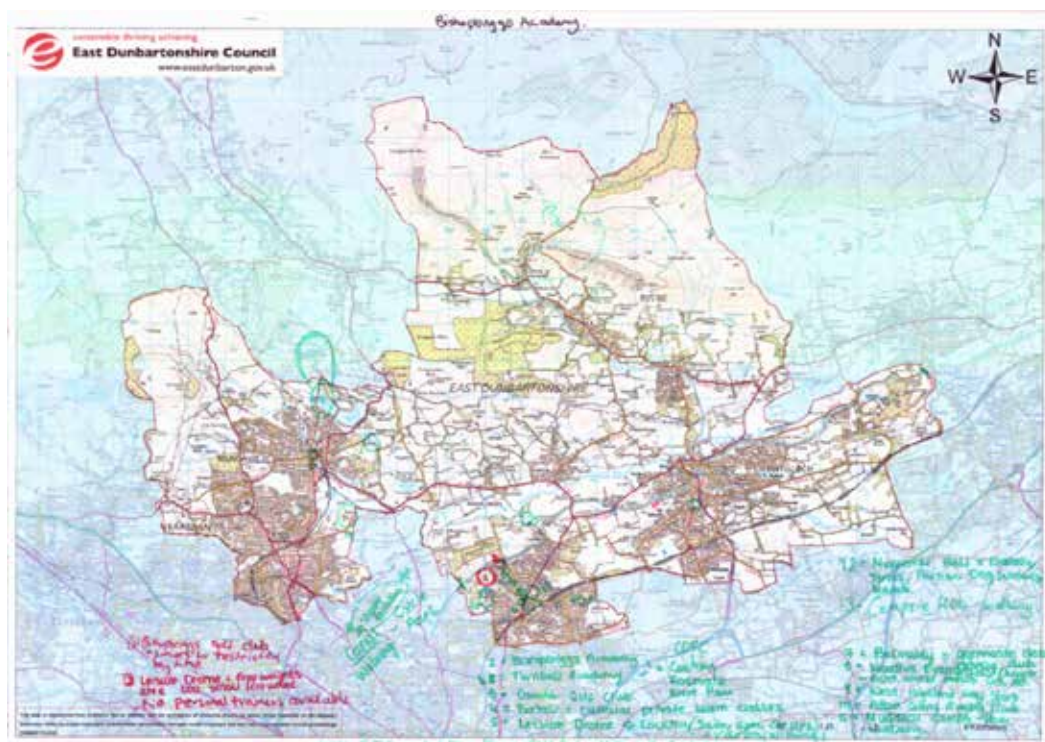
This question was asked to introduce the topic and encourage the young people to think about the broadness of culture, leisure and sport. Given that the sessions were arranged through Active Schools this question was particularly important in ensuring that the young people considered culture and general leisure in the session as well as sport.

Culture	Leisure	Sport
Kelvin Grove Art Gallery/ Lillie Art Gallery	Leisure Centres/ Gyms	Golf Courses/ Driving Range
Roman Baths/ Forts/ Camp	Mugdock Country Park	Milngavie and Bearsden Sports Hub
Kilmardinny House/ Loch	Libraries/ Reading	Sports Pitches
Festivals/ Tradition/ Celebrations	West Highland Way/ Hillwalking	Sports Clubs- Football, Rugby, Netball, Badminton, Boxing, Gymnastics
Antonine Wall	Parks	Leisure Centres
Mugdock Country Park & Castle	Milngavie Waterworks/ Reservoirs	Swimming
Churches	Campsie Fells	Private Gyms
Libraries/ Reading	Golf Clubs	BMX Track/ Cycling
Museums	Lennoxtown	Bowling Greens
Cinema	Camping	Dancing
Canal/ Marina	Bird watching	Tennis Courts
Music	Fishing	Archery
Burgh Hall/ Public Halls	Social Interaction/ Games	Bearsden Ski Club
Castles	Camping	Triathlon Club
Leisure Centres	Relaxation	Bardowie Sailing Club
	Town Centres/ Retail Parks	Being Healthy/ Productive
	Skate Park	River Kelvin
	Restaurants	Running Track
		Snooker/ Pool

Q2. Where are the best things in East Dunbartonshire with regards to Culture, Leisure and Sport? What is not so good?

Best Things	What Is Not So Good
New Schools	Allander Leisure Centre needs improving/ costs too much
The West Highland Way brings in tourists and money	Make more of the Roman Baths/ Forts
The Cheaper Golf Clubs in the area	Lillie Art Gallery needs updating
Antonine Wall/ Roman Baths/ Forts	Kirkintilloch Skate Park
Campsie Fells & Lennox Forest	Expensive Golf Clubs/ Clubs restrictions on juniors
Auld Kirk Museum	Crowding in Leisuredrome gym
Lochs/ Reservoirs	Unused land
Kirkintilloch Leisure Centre/ Leisuredrome	The Campsie Fells aren't used enough
Kirkintilloch Skate Park	
Mugdock Country Park	
Halls/ Churches	

The groups also identified a small number of facilities outside East Dunbartonshire including Broadwood Stadium and the BMX course in Cumbernauld, and Kelvingrove Art Gallery in Glasgow.



Example map with good and not so good points annotated (Bishopbriggs Academy)

Q3. What culture, leisure or sport facility or activity currently not available in East Dunbartonshire would you like to see? Do you think it would work here?

- | | |
|--|---|
| - Cinema | - Better bike storage facilities at schools |
| - Go-Karting | - Segway Track |
| - Athletics track and facilities | - Ice Hockey & Skating Facilities |
| - Paintball | - Indoor Surfing |
| - New Allander Leisure Centre | - Outdoor Gyms |
| - Chain restaurants | - Outdoor skatepark in Bishopbriggs |
| - Sport shops | - Easier one-off lets- not just about organised clubs |
| - Motorcross Track | - Dancing- cater better for recreational/ fun dancing rather than just clubs that do shows & competitions |
| - Netball (good in schools but not outside) | - Wooden Indoor Games Hall |
| - Rock Climbing Wall | - Indoor Public Tennis Courts |
| - More football pitches/ free pitches | - Aquarium |
| - Facilities at Leisure Centres for Sandsports | - Shooting Range |
| - More cycle paths | |

By far the most popular suggestion was for a cinema with many of the groups stating that it can be difficult for young people to travel to the nearest cinemas in Glasgow and North Lanarkshire. Other suggestions cited several times included go-karting, paintball, an athletics track and chain restaurants. A number of groups noted that providing these things in East Dunbartonshire would attract people to the area and in-turn create more local jobs. Some groups also made comments on matters such as the inaccessibility of existing facilities and the lack of public transport in the evenings.

Q4. Participation levels in culture, leisure and sport in East Dunbartonshire are above the national average; however some geographic areas or groups within the community have lower than average participation levels. What could the strategy do to increase participation in these areas/ groups?

- Free/ Cheap Sessions/ 2 for 1 sessions
- Link better with local transport
- Reduce cost of using sports pitches
- Encourage family participation with good family discounts
- Target advertising to young people- use social media
- Widen the age ranges for activities
- Events with celebrities/ sportspersons/ role models to grab people's attention

- Allow school pupils to use the pitches at their school outside of school hours
- Keep up the Active Schools programme
- More links between schools and local clubs (emphasis on girls and young persons with disabilities/ additional needs)
- Specific clubs for target groups
- Increase awareness of activities for older persons
- Actively work towards evening out gender imbalance for sports and clubs such as rugby, football, dance, sewing and netball
- One-off competitions and have local clubs there to try to sign people up

8. Conclusions/ Influencing the Strategy

The purpose of this section is to draw together brief conclusions from all of the engagement to produce key messages for taking into consideration during the development of the draft strategy.

General Satisfaction

- In general, people are happier with CLS provision in the area than they are unhappy.
- Satisfaction was highest with Mugdock Country Park followed by Libraries, the Campsites and the Canal.
- For groups/ types of facilities, only sports pitches/ outdoor courts had satisfaction levels that were more unhappy than happy (please see pitches strategy).
- Lennoxton, Milton of Campsie and smaller villages was the only area where more people on average were unhappy with provision locally than those that were happy with provision.
- Bearsden & Milngavie was slightly happier than unhappy.
- Kirkintilloch etc. had the highest level of satisfaction, followed by Bishopbriggs.

Facilities & Assets

- Pricing & booking differences between EDLC and PPP schools.
- Allander Sports Centre needs upgrade/ replacement.
- Sports Pitches in Milngavie could be better (refer to Sport Pitches Strategy).
- Utilise the Lennox Forest for tourism- particularly mountain Bike Park.
- Community providers need more help and guidance.

Accessing Facilities

- The vast majority of people access existing facilities by car, or a combination of methods depending on the activity, time and location (where they use multiple services). Many people said they would consider travelling by means other than the car if better information on walking and cycling etc. was provide/ routes were improved/ cycle parking at facilities, although a significant portion said they would always drive.

Communication and Promotion

- Marketing and promotion could be better- would increase participation.
- Transfer of assets to community management was the least popular option for making facilities and assets sustainable in the long-term.
- People would generally like to see more events happen in the area.
- People generally support the promotion of the area as a destination for CLS.

- Most people currently find out about things through word of mouth but most people would prefer to find out via the other identified methods (descending order-provider's websites, local press, leaflets, social media, posters and newsletters).

Suggestions for Additional/ New Activities or Facilities

- Wide range of suggestions on what activities or facilities people would like to see more of. Particularly common responses included:
 - Ø Cinema (particularly young people)
 - Ø Greater variety of art classes
 - Ø More live drama, music and comedy
 - Ø Greater range of reading material
 - Ø Support for 'niche' sports such as gymnastics, horse riding

Other Key Comments

- People generally support (though not unanimously) the strategy having specific aims and actions for groups with below average participation levels.
- A number of groups said they would be willing to contribute towards the strategy.
- Perception that culture is seen as second to sport/ the need to treat culture, leisure and sport equally/ integrated policy approach.

Part 2: Draft Strategy Consultation (Sep – Nov 2015)

1. Introduction

The Council, Trust and Community Planning Partnership approved the draft Culture, Leisure and Sport Strategy for a 6 week public consultation which ran from 28th September 2015 until 9th November 2015. A consultation webpage containing the draft strategy documents and an online survey was created on the Council's website. The consultation was promoted via the following methods:

- Adverts and stories in local press
- Social Media
- EDC website
- Pop-up sessions at Allander Leisure Centre & William Patrick Library
- Local Development Plan Newsletter

The number of representations received on the draft strategy was significantly lower than the number of people who were engaged in the early stages of preparing the strategy. This in part reflects the work that Council and Trust has done to engage people at the start of the process when there is the greatest opportunity to influence the development of the strategy. Additionally, the nature of commenting on a strategy compared to a more general survey is considered to have had some impact upon the number of respondents. Although the number of respondents was relatively small, many provided a large amount of comments and feedback which has resulted in a number of changes being made to the strategy.

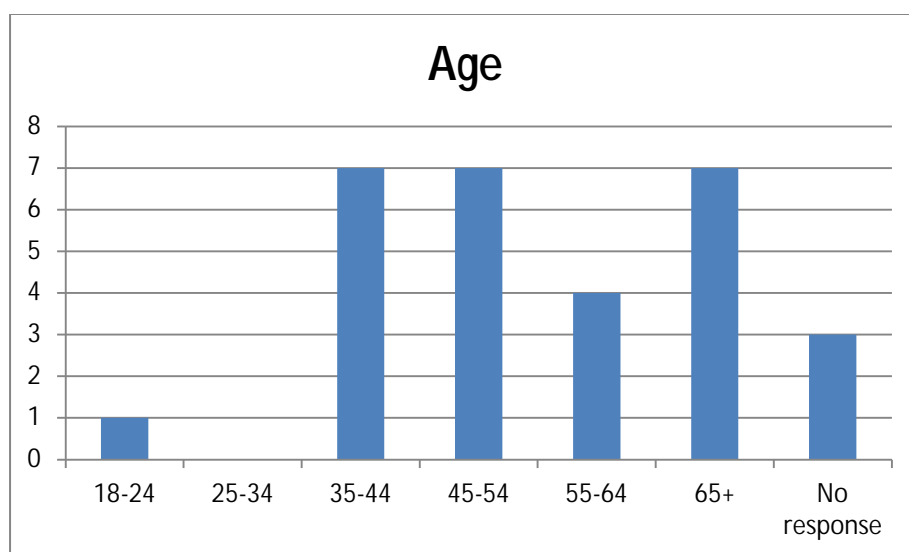
Online Survey Responses	29
Written Representations	6
Total Respondents	35

2. Online Survey and Consultation Responses

Section 1- Respondent Details

The data within this section is based on those who filled out the online survey only and tells us a little bit about who has responded. The answers to Questions 1 and 2 have not been provided as these relate to personal information.

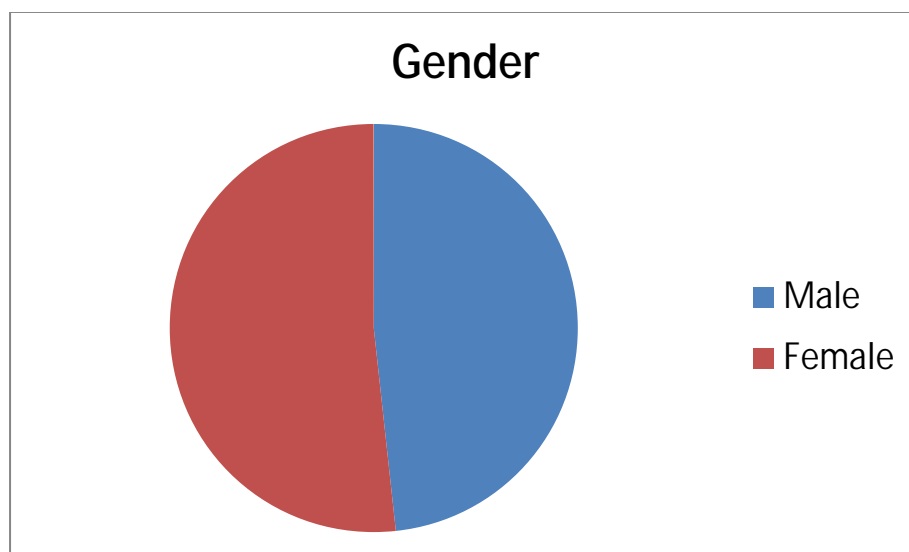
Q.3 What is your age?



No of responses: 26

The majority of respondents were 35 and over. Whilst less younger people responded to the draft strategy, this group were engaged in producing the strategy, for example through the active schools work.

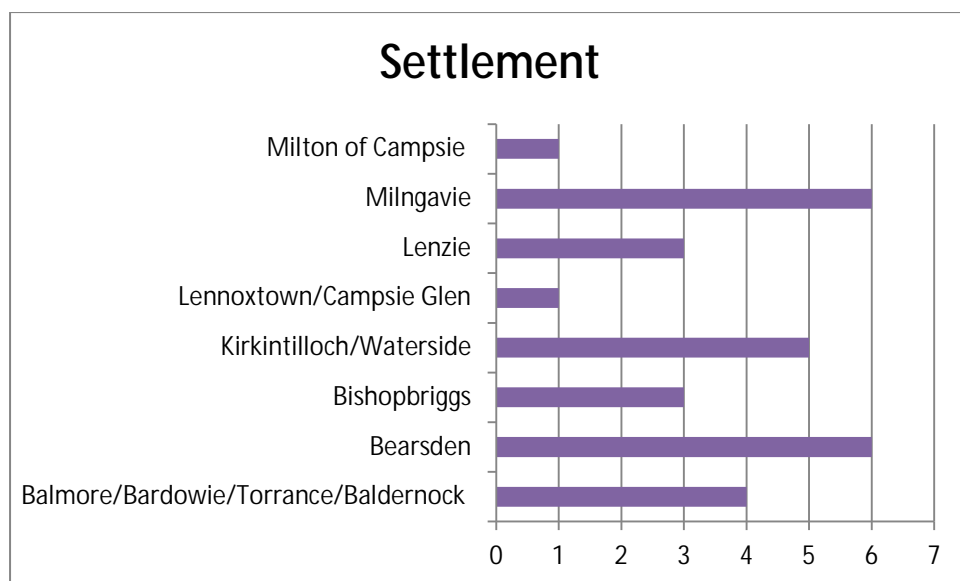
Q.4 What is your gender?



No of responses: 29

The numbers of males and females responding is fairly equal.

Q.5 Which area do you reside in?



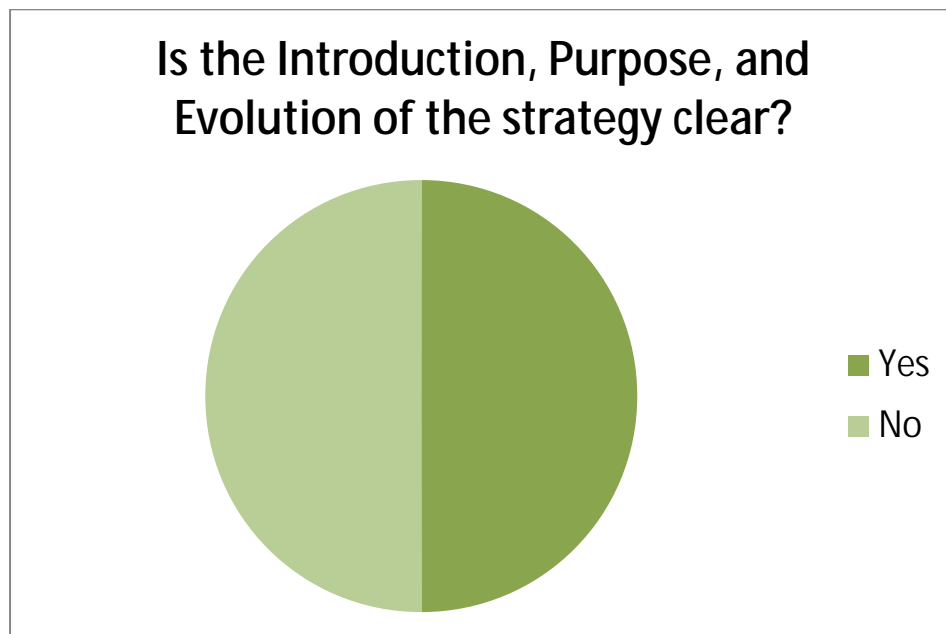
No of responses: 29

Responses were received from across the Council area.

Section 2- Feedback on Draft Culture, Leisure & Sport Strategy

The answers to the questions in this section include the written responses which have been allocated (and split up where appropriate) to the question most suited to the nature of the comments. A summary of the comments and the Council / Trust's response to the suggested amendments is provided at the end.

Q.6 Is the Introduction, Purpose, and Evolution of the strategy clear?



No of responses: 18

Half of the respondents (9 people) felt that the introduction, purpose and evolution of the strategy sections are clear.

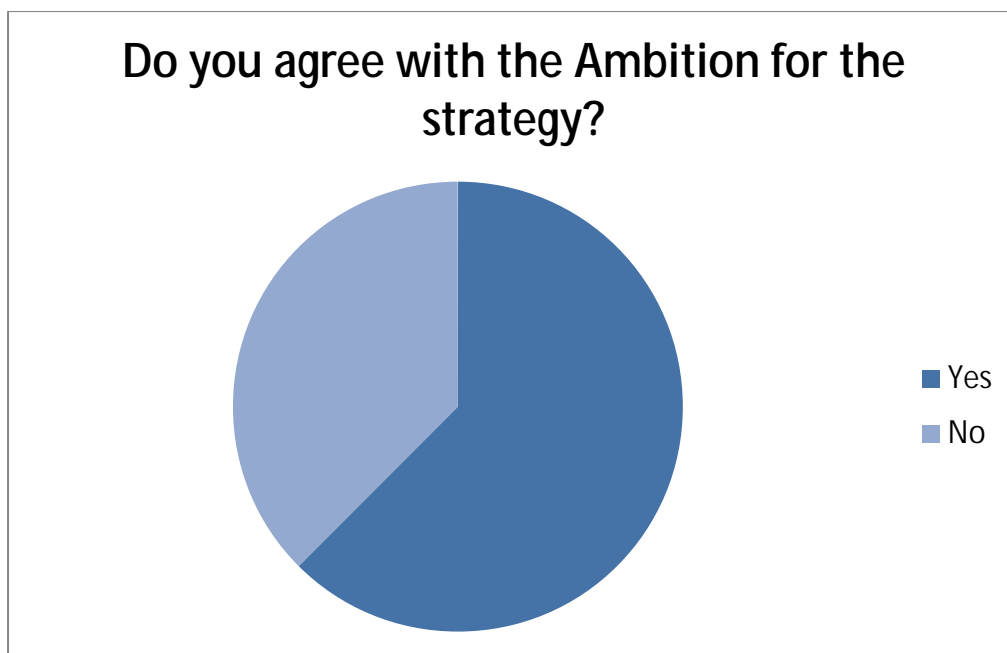
Tell Us Why- Yes

3. The East Dunbartonshire Heritage & History Forum welcomes the development of the East Dunbartonshire Leisure, Culture & Sport Strategy 2016-2021. Thank you for the opportunity to comment. The Forum has read the draft Strategy with interest and is gratified that history and heritage have generally been given due prominence in the draft Strategy. We do note, however, that there are several places where heritage and history could be given more prominence. We especially note that on p.5 (i.e., before pp.8-19) the East Dunbartonshire Heritage & History Forum is the key over-arching forum for this element of cultural matters in ED. EDH&HF should thus be a key partner in the 'rolling out' of the Strategy (p.5). p.8: Please add the following to Cultural Assets in the top 'bubble': "More than a dozen thriving local history and heritage groups"
4. Because I can read it.

Tell Us Why- No

1. I think that to include libraries under cultural assets is misleading. The EDLC website splits libraries, arts and heritage so the strategy document should too. Many people don't think of libraries as cultural assets. Cultural assets, art and heritage would be better - with libraries separate. Surely libraries fall within both culture and leisure?
2. I think that a whole section of strategy has been missed. You quote on page 16 the Scottish government's aims in acknowledging our rich cultural heritage and embracing our historic environment then fail in the document to include any real mention of heritage and history. Where is the mention of EDLC's Heritage Lottery funded project Trails and Tales? Why only mention history and heritage at Mugdock when both WP library and Brookwood hold local history collections, photos and research tools. All free. The purpose diagram on page 12 should include heritage and libraries as separate entities. Libraries which play such an important roll in building strong communities and creating a sense of well-being. There is no plan for libraries showing how they will change and evolve A good place to start would be to look at the Carnegie Trust poster which shows all that libraries do . . . and will do <http://www.carnegieuktrust.org.uk/CMSPages/GetFile.aspx?guid=f931e7a6-a1c3-48d7-8df0-e705c1109c17> This leaflet sets out the range of ways in which public libraries can affect the wellbeing of individuals and communities, and how libraries are relevant to four main policy areas: social, economic, cultural and education policy.
3. The link to www.eastdunbarton.gov.uk/draftCLSS is not found on the Council website, but that does not surprise me!
4. The link to the documents does not work
5. Culture is a very wide term; history, heritage and archaeology need to be made more prominent in the strategy either under this heading? or separate. Also Tourism surely features under Culture, Sport and Leisure and needs to be covered within this section. Family history is also a huge part of tourism.
6. Too many interlocking objectives

Q.7 Do you agree with the Ambition for the strategy?



No of responses: 16

Approximately two thirds of respondents agreed with the ambition for the strategy.

Tell Us Why- Yes

1. We agree with the need for strong partnership to achieve the goals. A more successful country can be achieved through sport, leisure and culture to provide health and physical well-being. Improvement of local facilities is noted in the Ambition. British Land Company Ltd wishes to deliver its long term plan to improve leisure and recreation facilities at Milngavie (Virgin Active Health, Racquets and Golf Club).
2. We believe that history and heritage form an integral and essential part of Culture and we therefore welcome the importance given to culture in the strategy.
3. Although this must align with development constraints and significantly reduce the erosion of greenspace, greenbelt, sports pitches and golf clubs due to housing development pressure.

Tell Us Why- No

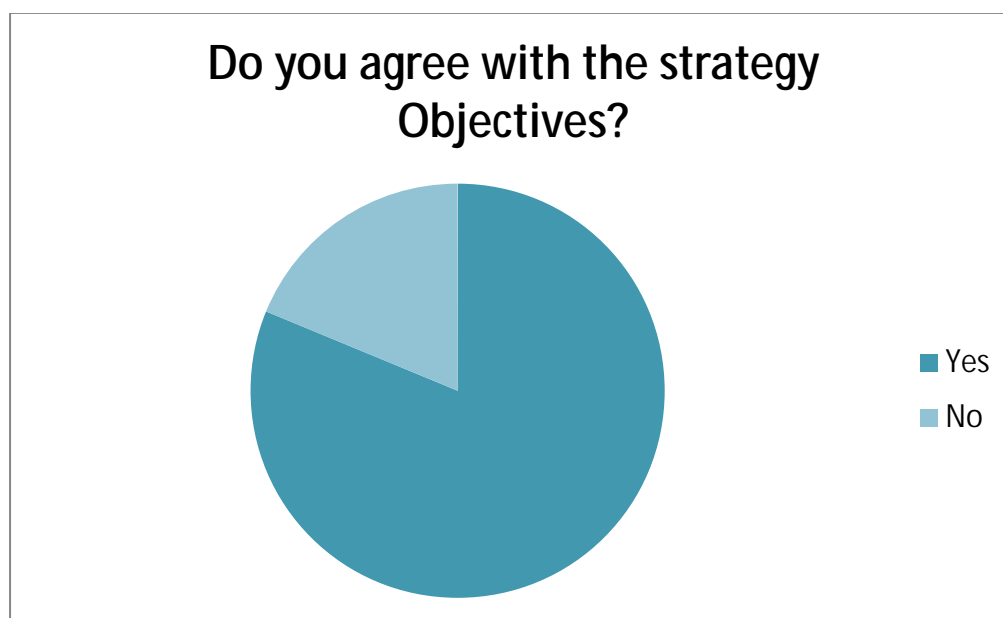
1. There could be even more content to do with promoting Heritage, History and the Arts. There is a lot of focus on sports but taking into account that 60% of the population is over 50 and this is projected to increase more focus should be facilities, interests and fitness for this section of the population. There are adequate facilities for the youngsters through schools, sports centres and clubs and I understand that the Bears Way cycle lane is now being promoted as targeting up to the age of 19 and below, as advised at a recent CC meeting by EDC officials which seems to be a change of how it was originally promoted. Therefore we need much better facilities to address the well being of an older generation.

2. Not sure it does enough to meet the national aims for arts and culture as defined in the document.
3. Too wordy
4. Unsure it is the right way to go
5. No focus on improving better/elite athletes

Tell Us Why- Other

1. Don't know what the ambition is. Do you mean vision?

Q.8 Do you agree with the strategy Objectives?



No of responses: 16

The majority of respondents agreed with the strategy's objectives.

Tell Us Why- Yes

1. We agree with all 4 Objectives. We see a role to be offered by the Virgin Active Health, Racquets and Golf Club at Milngavie is that it can add additionality to the Leisure Strategy Objectives through various benefits, including provision of land to accommodate new or improved leisure needs for Milngavie or the wider East Dunbartonshire population; through a revised offer of sporting activity (golf, tennis, fitness, well-being with new complementary activities associated with golf and more generally physical activity in a greenspace setting and with little requirement to build new facilities or develop out into the countryside).

2. Not all too much emphasis for the sport side and not enough on the arts and cultural side. Also in times of little funds when our streets are not being cleaned, bins not emptied EDC should be extremely careful to protect frontline services.
3. I don't agree with how you plan to fulfil your strategy by selling off a perfectly good library and destroying what was a functioning well-used village hall. Sugar-coating it with a new leisure centre with a planned delivery date of 2023 is laughable and hiding it in an overly wordy 44 page report is pathetic.
4. Some yes some no...

Tell Us Why- No

1. Does not include enough non-competitive sports such as walking, cycling, rambling, access to good quality greenspace for the majority of residents not just those lucky enough to live near a park. Does not reflect the cultural, historical and tourism qualities strongly enough.

Q.9 Do you have any comments on the following parts of the draft Culture, Leisure and Sport Strategy set out below:

Theme One: People and Partnership and the actions identified as part of this theme? (Pages 22-23 and Actions 1A - 1G

1. We welcome the recognition there are many other agencies in addition to the Council and Trust as providers of culture, leisure and sport in the area.
2. THEME ONE: PEOPLE AND PARTNERSHIP. EDH&HF and its member heritage and history groups have already done much by way of Increasing Participation among organisations in East Dunbartonshire. We are committed to a continuation of this objective, by maintaining our close links with EDLC, working with a range of other groups in the community and promoting participation within our own membership and that of our member groups. We are also very keen to support EDLC in its strategy for Developing People. We already have a strong network in place.

ACTION PROGRAMME: THEME 1. EDH&HF should be included in its own right among the Partners listed. Both the Forth & Clyde Canal Society (as it should be) and the Glasgow & West of Scotland Family History Society are listed, but no local (i.e. EDC) history or heritage societies appear. The EDH&H Forum is the 'umbrella' group for the more than a dozen such societies (with a combined membership of over 500) from across the full geographical and social range of East Dunbartonshire and is very active, often acting in partnership with the EDLC cultural team, maintaining a link between the latter and the various heritage and history groups in East Dunbartonshire. The overall list seems flawed; would not the Dunbartonshire Family History Society be more appropriate as a partner than the West of Scotland Family History Society?

ACTION PROGRAMME: THEME 1A. As already noted, East Dunbartonshire Heritage & History Forum is a key partner in any Arts & Culture Partnership Support and should be listed under "Who?". Thus, on p.31, re-word to acknowledge that ED already has one active and successful Network Forum, namely, the East Dunbartonshire Heritage & History Forum. Re-word thus: "Using the East Dunbartonshire Heritage & History Forum as a model, establish the Community Providers Forum/ Network open to all third sector groups involved in the management of CLS facilities with a view that the group will: ..."

3. GP referral live action - I believe the library has a scheme Healthy Reading. No mention of book clubs
4. I don't think there are enough disabled sports programmes for adults in edc. Glasgow life has a great programme. I regularly go to Scotstoun even though i live in Milngavie. No programme at the Allander or other EDC facilities.
5. I note on page 30 the action programme under Arts & Culture Partnership refers as follows: "Strengthen support for professional artists and amateur clubs, groups and individuals through various measures including:
 - Support with funding applications and identifying available support
 - Establish local artists network
 - Encourage local groups to apply for national awards and initiatives"

I wish to point out that these objectives overlap significantly with those of East Dunbartonshire Arts Council (EDAC). This is a representative voluntary body established in 1997 soon after the merging of local authorities, by then Council Officer Joan Riddell. Two elected members of EDC are delegated to attend its monthly meetings, currently Cllrs Gotts and Macdonald, and Trust Officer Gillian Price likewise. Since formation, EDAC has dispersed to voluntary groups and individuals a subvention of 8K annually from Community Grants, on which committee it is currently represented (by Ruth Blakey), and has established a well-informed comprehensive network amongst the grants recipients, chiefly through representation of varied art forms. EDAC's constitution, revised in 2013, its current membership and lists of grants awarded since 2008 can be viewed at: www.edartscouncil.org.uk

I therefore request that EDAC be listed amongst the partners with EDLC in the tabulation of the above objectives. There is surely a parallel case for reference elsewhere to EDAC's sister group ED Sports Council.

6. Does it really give what the people want? I Am unsure.

Theme Two: Assets and Facilities and the actions identified as part of this theme? (Pages 24-26 and Actions 2A-2H):

1. We recognise the challenge faced by the Council and Trust as providers of culture, leisure and sport in the area in regard to funding, resourcing and maintaining the assets. There is a role to be played by the private sector in terms of options for assets and facilities.

2. **THEME TWO: ASSETS AND FACILITIES.** EDH&H Forum has noted with concern that there is no mention of Museum and Art Gallery facilities in the narrative text of the document, either as EDLC assets or community assets. We believe that such facilities need to be maintained as priority. The Auld Kirk Museum and the Lillie Art Gallery are both unique of their kind in East Dunbartonshire, so need to be maintained and developed both for their own sakes and as an inspiration (and partner resource) for Community Groups wishing to develop their own facilities. The community-led Milngavie Heritage Centre project is one such. It is a project of great promise but depends greatly on the expertise of EDLC professionals for guidance and support. It is vital that this continues, and if it develops in the intended way it seems likely that similar community projects will develop in East Dunbartonshire. In a similar vein, the importance, protection and development of local archives and associated facilities, so critical to cultural activities in the heritage area, need to be emphasised and assured.

Letting costs: Local heritage and history groups have been adversely affected by poor letting procedures and major inconsistencies in letting costs. So, sentence in 2nd para p.24 should read: "Whilst the facilities can be accessed by the community, the engagement for this strategy as well as regular feedback through the Trust's Sports Development Team has indicated that letting costs, booking procedures and booking conditions are a barrier to many of the groups who wish to access the pitches sporting (and cultural) facilities from being able to do so and isare therefore discouraging participation in team sports and in cultural activities".

p.26: To "retain residents" is a worthwhile goal but the strategy needs also to be outward - looking to meet the important goal of building links with groups in neighbouring areas to facilitate applications for major grants, such as HLF.

ACTION PROGRAMME: THEME 2. There is a clear argument for including heritage/history facilities in Community Hubs, as a specific provision in their own right. Community identity is significant, and only by maintaining heritage/history collections and facilities can this identity be secured on a permanent basis, supported by professional expertise (in archives, museums and library local studies).

3. The Community Stadium for Rob Roy FC etc - how will this mesh with the proposed stadium in Auchinairn, primarily for Glasgow City FC, which has been trailed in the media but is not addressed in the plan?
4. I don't agree with the destruction of our village hall to create some spurious "community hub" which no-one has asked for. I don't agree with the selling off of the library. Re: the Allander: Presumably by 2023 the Allander will need replacing anyway. So "big wow", you're going to wait until the situation is dire and no-one uses it anymore. A point at which there would be a public outcry. What a plan!
5. Are they what is needed

6. I would like to see improved facilities for a range of abilities.
7. Allander upgrade taking too long. Feel like poor relations in Milngavie.
8. It's disappointing that there has been no progress on the Allander Leisure Centre and the suggested opening when it is eventually revamped is 2023. When is Cala's financial contribution due?
9. We would like to make comment to the Pitches Strategy when that is published for comment.
10. I am the Secretary of RSCDS Glasgow Branch SC008002. We currently use Milngavie Town Hall & Westerton Hall on a weekly basis for Scottish Country Dance classes from September to April. We also hold seven dances during the year in either Bearsden Hall, Milngavie Town Hall or Westerton Hall. Scottish Country Dancing has been proved to benefit people's health & wellbeing as well as being a very sociable exercise. To lose any of the hall facilities would be a great loss to the community.
11. The aims sound very impressive. However as one concerned with local history I remain unconvinced. Selling off important historical properties such as Huntershill House and the Smithy at Cadder, together with the library building in Bearsden does not suggest a genuine concern for culture or the environment.
12. This survey is ridiculous. I do not want a community hub. I want the library to say where it is. I want the village hall to be used as a means of gathering the community together for clubs and events which enrich our lives and not as somewhere to pay my council tax. I can do that online. I can't however hold a birthday party. Or send my children to after school or go to a live concert or art show online. I want the Allander to be upgraded as a when necessary. Starting with the indoor football area which stinks.
13. The focus of this document is largely on sports facilities. Of course these are relevant but Culture and Leisure are of considerable importance to many residents. We feel that Bishopbriggs is not well served in these areas. Unlike other parts of East Dunbartonshire we have no Arts Centre, old Town Hall etc which could be used as community culture and leisure areas.

In terms of local facilities for our ever-increasing percentage of older residents (who have given up active participation in strenuous sporting activities) our local library is a quiet location which is also a source of local information and social interaction.

Since the Community Room in the library was opened several years ago, its use has intensified as the community council and many other specific-interest groups of residents have been using the facility regularly. Over 2 dozen groups, ranging from book clubs to pre-school activity groups have had to be relocated, having meeting times changed. This has made us very aware of a hidden unmet need in Bishopbriggs.

A few years ago extensive EDC offices in Bishopbriggs town centre were closed. The EDC building Woodhall on Balmuirdy Road has also been closed, in fact sold off by EDC. This means that Bishopbriggs residents have now lost any ability to interact personally with local council officers. This is obviously a problem. However we do not see that the solution to this problem is to further impoverish the amenity of local Bishopbriggs people within the town centre of Bishopbriggs.

14. With respect to the strategy document, it is stated, and I quote;
 Page 25: new community hubs will contain “new enhanced library facilities and community space “
 Page 37: “Bishopbriggs Community Hub including community meeting space and expanded library facilities”.
 What EDC is referring to as a HUB in Bishopbriggs is a serious reduction in library space and community meeting space.
 In fact what has happened recently is that EDC has now used the community room in our library as part of its office function, replacing its previously surrendered space in the town centre and Woodhall. Either of these could have been used for EDC office functions.
15. MCC notes the references to a heritage display within the restored Town Hall at Kirkintilloch but there is none for such a resource in Milngavie. Yet the Milngavie Heritage Centre group (originally a sub-group of MCC) has been working hard for years to collect objects and to mount regular exhibitions. The Strategy should support the community's long-held aspiration for a permanent museum for Milngavie, which has a rich history.
16. How do you expect people to use archives when you sell off the building which currently houses them and make inadequate provision for a replacement location. Digital archives which exist are useful for those who can access them but a significant number of people interested in local history are unable or unwilling to use them. Moreover the vast majority of material is not and never will be digitised. It would be prohibitively expensive. You cannot argue that you are supporting local culture if you do not make all archives available to all.
17. With a few exceptions, the council's record to date in supporting local history and indeed local wishes has been abysmal and the strategy does not suggest that making money by selling off valuable properties will no longer outweigh the importance of retaining these properties for local people to use and enjoy.
18. We suggest that attention to “heritage” in the strategy could be enriched by inclusion of the following Milngavie-related material:

1. Milngavie Heritage Centre
 Draft page 37.

In the tabulation re Milngavie Community Hub, we suggest reference to recognition of the strong local aspiration, (and outstanding “proof of principle”) for including history/heritage facilities in the projected Hub. A mini-museum for Milngavie? We note the highest rating

given to "Maintaining existing facilities and developing new facilities" in responses to question 6 of the questionnaire.

19. We are also disappointed to see no reference to maintenance of archives and access to them, (other than digital). In the west of ED we are anxious that the high quality archive facilities promised to replace those presently at Brookwood be realised in the projected Bearsden hub.
20. A recent survey by Milngavie Community Council (questionnaire on paper sent to all homes and on-line) elicited 1,300 returns. Prominent under "What We don't like" (about Milngavie) was "Less feeling of community than we've had". One strong community enterprise helping towards regenerating a sense of community, since its inception in 2009, has been Milngavie Heritage Centre. Each of its wide-ranging exhibitions, two per year, of aspects of Milngavie History (staffed entirely by volunteers) has welcomed 400-500 visitors. The project was initiated by Milngavie Community Council, remains community-led, but benefits greatly from partnership working with EDLC staff. As such it could act as a beacon to stimulate similar projects elsewhere in ED.

Theme Three: Access and Services and the actions identified as part of this theme? (Pages 28-29 and Actions 3A-3H):

1. We recognise the way in which people physically access sport and recreation may need to change. EDC is a rural authority, towns such as Milngavie might provide a regionally based asset for access by a wider catchment in the rural area.
2. ACTION PROGRAMME: THEME 3. East Dunbartonshire Heritage & History Forum suggests that the phrase 'Archives and Local Studies Collections' be re-phrased to read 'Archives, Museum and Local Studies Collections'. It is noteworthy that, in addition to the significant EDLC collections, Milngavie Heritage Centre has its own collection in this field.
3. Whilst it is highlighted that the active travel strategy would be promoted without clean pavements clear of litter and dog mess and leaves there is little to promote not taking the car. Also many of the football clubs and sports clubs parents just drive and cause parking congestion where ever they go so this would need to be addressed and not just a token gesture thrown at it.
4. Provision in Main Villages- We will improve access to CLS through expanding outreach into more rural areas, partnership working with communities and partner organisations and development of Outdoor/ Green Gyms. Why is this limited to "main villages"? Surely all rural and semi-rural areas are entitled to this provision, where possible.
5. Leisure and culture both definitely include libraries, but there is no real mention of how libraries are going to evolve and maintain their role in improving and promoting the well-being of the community; promoting reading, literacy and learning, digital inclusion, social well-being, culture and creativity etc. Free Internet and access to information, local collections, historic material.

6. So much more needs to be included in this strategy document. You have photos in your document of children being introduced to all that a library can offer but no mention of objectives for thriving libraries. Encouraging and developing reading, access to knowledge (24/7), providing trusted information and safe space, school library involvement (a love of reading is important in academic achievement), helping meet the aims of the curriculum for excellence etc.
7. Family history is a huge interest for all, especially visitors from abroad and this should be addressed in the document. Local history collections and free information resources that can be accessed by anyone. Free library services for all and mention of a vision for a library card that can be used throughout Scotland. Free internet access and so much more. Start with the Carnegie Trust "Speaking Volumes" leaflet for some ideas to include in the document. Why also do we not promote the fact that libraries sell maps and local studies books and both the museum and art gallery have a "shop". Hope you are able to address all that is missing.
8. How do you expect people to use archives when you sell off the building which currently houses them and make inadequate provision for a replacement location. Digital archives which exist are useful for those who can access them but a significant number of people interested in local history are unable or unwilling to use them. Moreover the vast majority of material is not and never will be digitised. It would be prohibitively expensive. You cannot argue that you are supporting local culture if you do not make all archives available to all.
9. You want to encourage local groups yet the availability of Libraries for local groups to meet in the evening appears to be under threat.

Theme Four: Communication and Promotion and the actions identified as part of this theme? (Pages 30-31 and Actions 4A-4G):

1. We agree with the Strategy's statement in this Theme which says "In order to promote an open for business approach to the development of new culture, leisure and sport facilities". The Local Development Plan process must sit more collaboratively with other programmes and strategies.
2. ACTION PROGRAMME: THEME 4. East Dunbartonshire Heritage & History Forum suggests that 'Doors Open Day' be included alongside 'Local History Week' in the list of festivals and events. 'Doors Open Day' is one of the events that enjoy joint working between EDLC and the EDH&H Forum. EDH&H Forum is committed to its continuation and development.
3. EDC website need to promote CL&S. Hopefully early days yet but searching for museum, Lillie or library has little success.
4. Give Eastdunbartonassets a miss. If it has been in existence since 2012 - it should list all the assets in ED. Surely EDC and EDLC websites can fulfill this service and are already doing that. Edunassets website starts by asking "Overall, how satisfied are you with your life nowadays?" How depressing!

5. Many tourists visit all of our assets - cultural and sports not enough mention of how you are going to develop that. Are you going to continue Doors Open Day?
6. Not clear
7. I see you want to support the John Muir Way but not apparently the Thomas Muir way which is much more important in this area.
8. We are disappointed that there is no reference to the Milngavie Reservoirs in the draft CLS Strategy, despite our comments in response to the consultation last year. It had been omitted from the consultation questionnaire even though previous surveys had shown extremely high numbers of visitors, far higher than any others listed in the Strategy apart from Mugdock Country Park.

The Reservoirs are an important cultural, and potentially educational, resource. There was formerly a museum in Commissioners' Cottage (Mugdock Cottage) within what is now called the "Old Waterworks" which explained its fascinating history. The contents were removed 'temporarily' for an exhibition in the city 16 years ago, but never returned. School classes were taken there to be shown how water was treated and also to look round the museum. Opportunities for the future are documented in the "Milngavie Reservoirs Conservation and Recreation Management Plan (<http://www.milngavie.org/mrcarp.pdf>).

Because of its huge historical significance, the entire Loch Katrine Water Supply Scheme, opened by Queen Victoria in 1859, is 'A' listed. The reservoirs and surrounding parkland also have multiple designations in the Local Plan, namely "Conservation Area", "Historic Garden and Designed Landscape" and "Local Nature Conservation Site".

Besides cultural and educational opportunities, the traffic free, level paths around the Reservoirs are valued both by runners and those with impaired mobility as a great place for informal exercise in a scenic environment.

We are very surprised that the Milngavie Reservoirs have been omitted from Section 4 of the draft Strategy. They probably receive more visitors than the Antonine Wall, Forth & Clyde Canal, and Campsie Fells put together. Research by Friends of Milngavie Reservoirs (FoMR) showed that visitors came from every Glasgow postcode and beyond, with 50% from out with the Milngavie and Bearsden Area.

Although the Reservoirs have been neglected in recent years, EDC Greenspace is now working with FoMR to provide new planting. Recently Scottish Water contacted FoMR to say that, after concentrating on water quality for the first 12 years since their formation, they now wished to widen their remit and to work with the community to restore the heritage at the Reservoirs. The Strategy should build on these initiatives.

9. We are disappointed that there is no reference to the Milngavie Reservoirs in the draft CLS Strategy, despite our comments in response to the consultation last year. It had been omitted from the consultation questionnaire even though previous surveys had shown extremely high numbers of visitors, far higher than any others listed in the Strategy apart from Mugdock Country Park.

The Reservoirs are an important cultural, and potentially educational, resource. There was

formerly a museum in Commissioners' Cottage (Mugdock Cottage) within what is now called the "Old Waterworks" which explained its fascinating history. The contents were removed 'temporarily' for an exhibition in the city 16 years ago, but never returned. School classes were taken there to be shown how water was treated and also to look round the museum. Opportunities for the future are documented in the "Milngavie Reservoirs Conservation and Recreation Management Plan (<http://www.milngavie.org/mrcarp.pdf>).

Because of its huge historical significance, the entire Loch Katrine Water Supply Scheme, opened by Queen Victoria in 1859, is 'A' listed. The reservoirs and surrounding parkland also have multiple designations in the Local Plan, namely "Conservation Area", "Historic Garden and Designed Landscape" and "Local Nature Conservation Site".

Besides cultural and educational opportunities, the traffic free, level paths around the Reservoirs are valued both by runners and those with impaired mobility as a great place for informal exercise in a scenic environment.

We are very surprised that the Milngavie Reservoirs have been omitted from Section 4 of the draft Strategy. They probably receive more visitors than the Antonine Wall, Forth & Clyde Canal, and Campsie Fells put together. Research by Friends of Milngavie Reservoirs (FoMR) showed that visitors came from every Glasgow postcode and beyond, with 50% from out with the Milngavie and Bearsden Area.

Although the Reservoirs have been neglected in recent years, EDC Greenspace is now working with FoMR to provide new planting. Recently Scottish Water contacted FoMR to say that, after concentrating on water quality for the first 12 years since their formation, they now wished to widen their remit and to work with the community to restore the heritage at the Reservoirs. The Strategy should build on these initiatives.

10. Draft page 41- Please Include Milngavie Reservoirs in text.

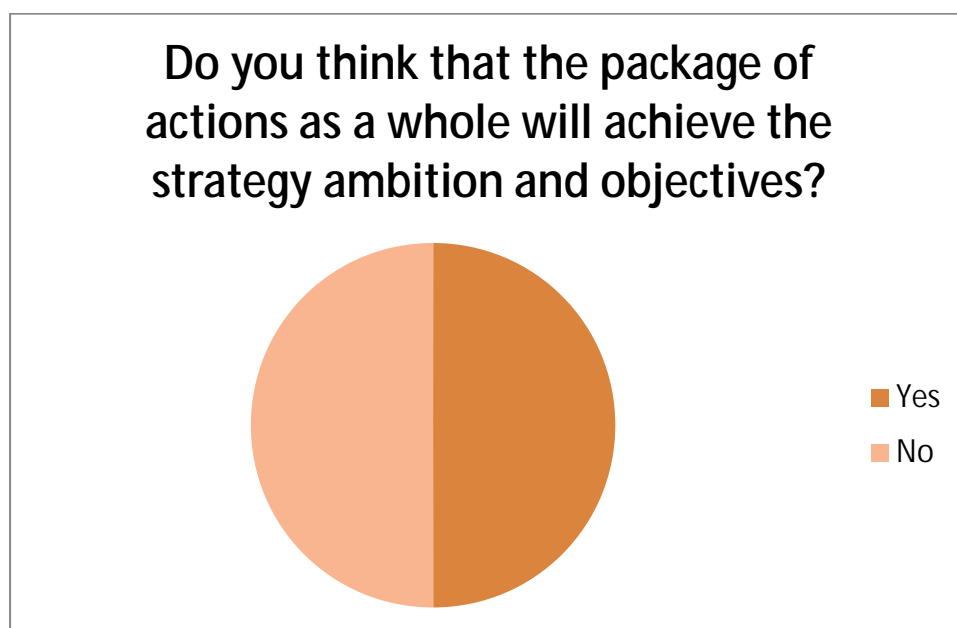
In "Actions Required" box, we suggest using part quotation from ED Local Development Plan 2 (page 90) "(The Council) will continue to work with Scottish Water and the local community to deliver appropriate tourism and leisure activities identified in the Milngavie Reservoirs Conservation and Recreation Plan". Such partnership working is already on-going.

As a heritage asset, the Reservoirs are of international importance, stemming from their historic role in civic interventionism and the extraordinary calibre of the engineering, both reflected in the A-listed status of the entire Victorian system and their Designed Landscape designation.

The Reservoirs were not even listed in question 5 of the on-line questionnaire, otherwise it is likely they would have elicited a high score for usage second only to Mugdock Country Park. Much of the characterisation of Mugdock Country Park in the draft strategy "a very well-used and highly-regarded local asset that provides a number of opportunities for participating in culture, leisure and sport such as walking, cycling, local history and heritage" applies equally to Milngavie Reservoirs.

With their circuit of all-ability paths, the Reservoirs offer physical recreation such as walking, cycling and running to large numbers, notably including the less-able, and should therefore be included amongst the "opportunities to experience the great outdoors" in the foreword on Page 2.

Q.10 Do you think that the package of actions as a whole will achieve the strategy ambition and objectives?



No of responses: 12

Half of the respondents (6) think that the package of actions as a whole will achieve the strategy ambition and objectives.

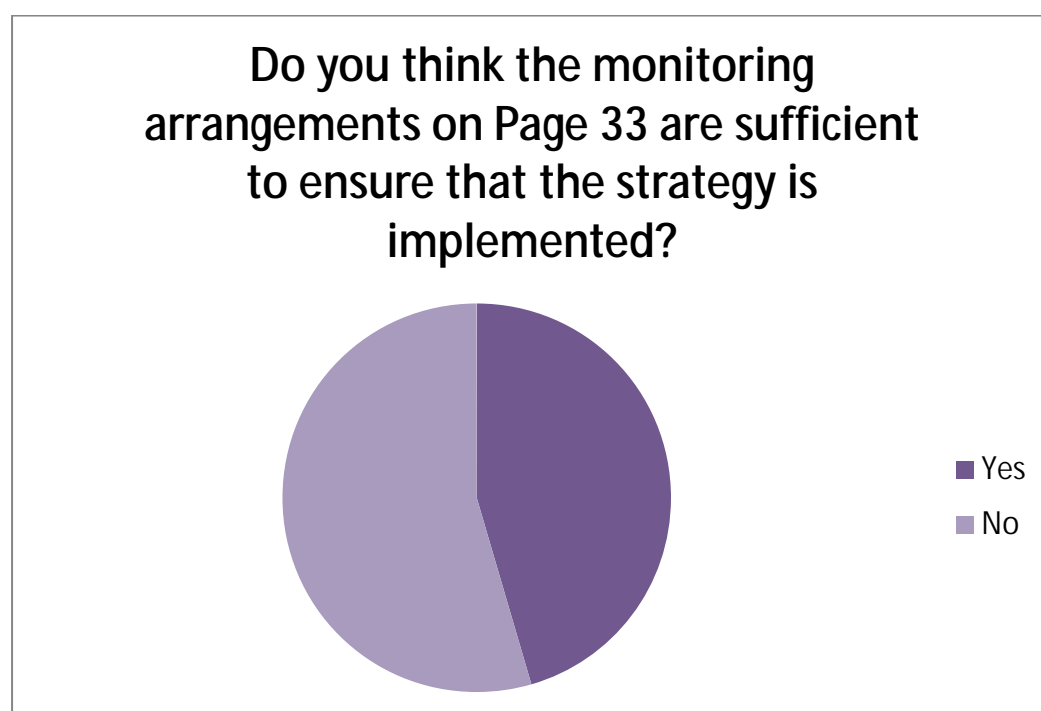
Tell Us Why- Yes

1. The package is measured and not overly ambitious that it would be a challenge itself to deliver. That is why our client British Land is keen to work more collaboratively with the Council and Leisure Trust to explore ways in which it can help deliver the strategy aims and objectives, as well as deliver improvement and a future high quality asset for the area.
2. Yes with the addition of local heritage and history as an important theme for EDC, with its history of major activities in industry, mining and transport (F&C Canal). Indeed, this history is essential to understanding the character of the region.
3. I am really unsure

Tell Us Why- No

1. Not enough funding
2. Stop trying to sell off our assets. We already have a library and a leisure centre.

Q.11 Do you think the monitoring arrangements on Page 33 are sufficient to ensure that the strategy is implemented?



No of responses: 11

Just under half of the respondents felt that the monitoring arrangements are sufficient.

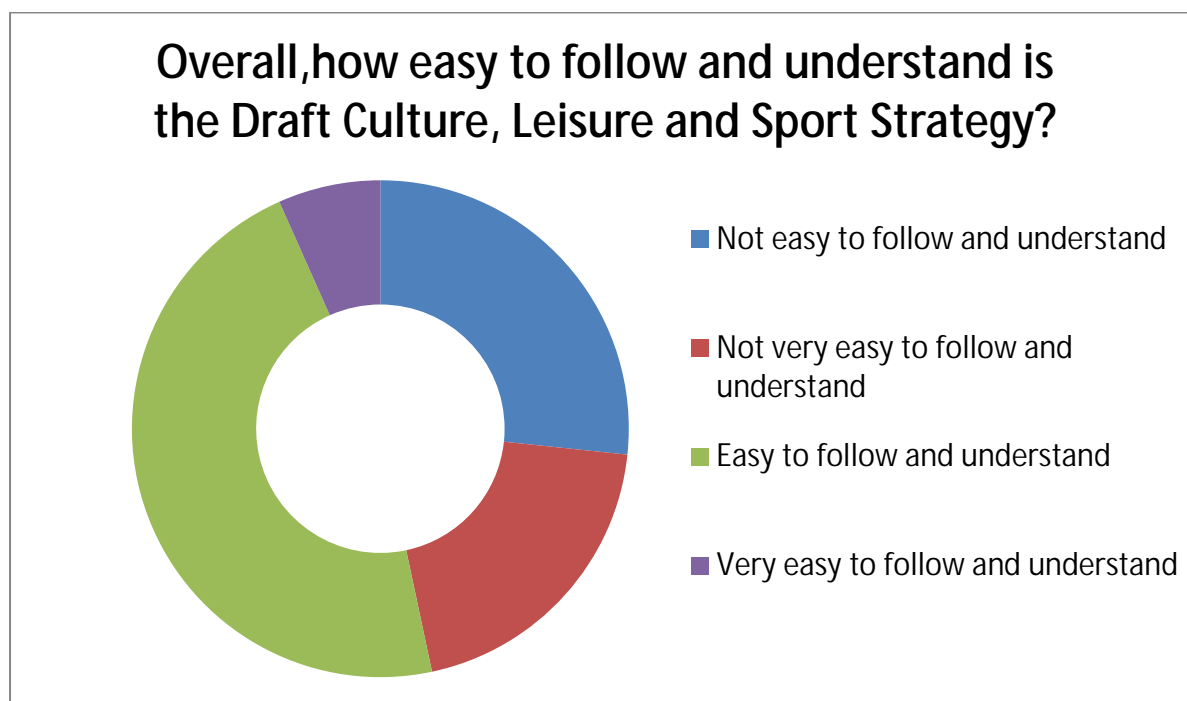
Tell Us Why- Yes

1. The monitoring arrangements appear sensible. We would wish to be considered in any future organisation of activity in this regard.
2. I hope so

Tell Us Why- No

1. For the Progress Indicators for Theme 1A. Arts & Culture Partnership Support, we suggest widening "Increase in number of funding applications to Creative Scotland" by adding "and other funding agencies" at the end (i.e., to "Increase in number of funding applications to Creative Scotland and other funding agencies").
2. I have no trust in EDC to monitor as with other strategies they have not taken base figures before they even introduce a new scheme or system and I would quote the Bear's Way cycle lane as an example.
3. Why would I care about your monitoring arrangements? Presumably the council has competent people working for it. You've certainly managed to out together a survey that will stop most people responding with their real concerns about facilities being run down, sold off and destroyed. This survey is a joke.
4. Pressure from development industry over land and property; inefficient use of current facilities; influence of private developers

Q.12 Overall, how easy to follow and understand is the Draft Culture, Leisure and Sport Strategy?



No of responses: 15

Over half of the respondents felt that the draft strategy is easy to follow and understand overall.

Tell us why-

1. Strategy is rather opaque in places with quite a lot of 'management speak' and high-sounding aims but feeling as if it lacks real groundedness.
2. The new EDC website did not bring up the strategy document and the link my councillor sent me to access this did not bring it up. Also once I got it many of the documents were upside down or sideways. Not helpful for ease of the public/taxpayer being able to access.
3. The pages referred to in this questionnaire don't seem to tie up with my PDF document. Filling in this questionnaire is very difficult - some of the answer boxes can be expanded to view what you are writing and other can't. I have given up with it as I am unable to review easily what I have written

Q.13 Do you have any comments on any of the supporting documents (Where We Are Now: Updated 2015, Report of Engagement, Environmental Report (SEA) and Equalities Impact Assessment)? Please state which document(s) your comment(s) relate to.

1. In the report of engagement mention was made that libraries seem to have been omitted. Not enough has been done to address this in the document.

Q.14 Do you have any other comments on the strategy that you would like to make?

1. From a sports point of view, there are distant target dates for something which has been lacking for some time. More could be done for current good athletes.
2. It is highly slanted in favour of sport. Perhaps it is difficult to marry sport with heritage and culture and therefore the strategy should be further split.
3. Strategy is rather opaque in places with quite a lot of 'management speak' and high-sounding aims but feeling as if it lacks real groundedness.
4. Probably just another cobbled together strategy on which EDC shall ignore the comments anyway and charge ahead with what they wish to deliver irrespective of whether it is really what people want. Then at the end they shall change what they said it was really about to suit the mood.
5. The map showing CL+S assets is very poor. Cultural assets is too wide a term and arguably libraries should be shown separately. The map is sparse of assets - there are surely more. At least one library is missing and where are the sites of historical interest? Churches and archaeology, too, perhaps. It could show so much more, museum, art gallery local history centres, art centres, theatres. It is revealing that the facilities finder on the EDLC website only shows sports centres and libraries but not Bishopbriggs Library, AK Museum and Lillie Art Gallery.
6. There is no mention of the Cultural Co-ordinator programme or Trails and Tales. History and Heritage is a large part of tourism throughout East Dunbartonshire and hardly mentioned. Plenty of mention of sports clubs and promotion but little on other leisure clubs, whether run by EDLC or not; reading groups, drama clubs, golf, computer clubs, arts, music and so on. Strategy document still needs quite a bit of work and expertise from those areas less clearly defined, in particular, libraries (and its full range of services), heritage and the Culture Coordinator Programme. Looking forward to seeing the full strategy.
7. Contactless payment needs to be introduced in all facilities as most payments are small.
8. It is also astonishing that there is no reference in the draft Strategy to the Lillie Art Gallery.
9. Suck it and see
10. I support the Milngavie Community Council response (Milngavie Reservoirs, Local Heritage Display, Lillie Art Gallery).
11. This document (of 48 pages) does little more than state the present situation. We could not find any enterprising, thought-provoking ideas for possible future positive progress.
12. On page 16 we read "The Scottish Government asserts that 'culture, creativity and a rich, dynamic heritage sit at the heart of Scotland's communities and everything we do.' Yet references to heritage in the draft strategy are minimal, and to museums (and galleries)

virtually non-existent. This is despite the outstanding EDLC assets of the Auld Kirk Museum and the Lillie Art Gallery. It is also at odds with the strong score for "heritage" amongst specific interests reported in the responses to question 2 of the 2014 on-line questionnaire, and to "Lillie Art Gallery" and "Auld Kirk Museum" in responses to question 5.

13. Draft page 2 (Exec Summary). Please include Milngavie Reservoirs in the list of "the great outdoors" in paragraph 2.

2. Summary of Comments & Proposed Changes to Strategy

Table 1- Introduction, Purpose & Evolution/ Overall Document			
Question Results	Changes Made?	Council/ Trust Response	SEA Implications
Q.6 Is the Introduction, Purpose, and Evolution of the strategy clear? Yes 50% No 50%	Yes	These sections have been amended, shortened and reorganised to be more user-friendly and easier to orientate.	The introductory sections are not subject to Strategic Environmental Assessment.
Q.12 Overall, how easy to follow and understand is the Draft Culture, Leisure and Sport Strategy? 53% Easy or Very Easy to Follow	Yes	As above.	The sections which have been amended/ shortened were not subject to Strategic Environmental Assessment.
Comments	Changes Made?	Council/ Trust Response	SEA Implications
The strategy is too long. Significantly reduce wording/ detail in some sections.	Yes	It was considered important that the draft strategy contained a good level of detail to demonstrate how the strategy was developed. However it is acknowledged that for the final strategy some of this information can be streamlined and that some sections can be shortened. In this regard, the following changes have been made: <ul style="list-style-type: none"> - Remove Executive Summary - Prioritise Strategy Diagram 	The sections which have been amended/ shortened were not subject to Strategic Environmental Assessment.

		<ul style="list-style-type: none"> - Keep and improve Map - Merge and condense Introduction and Purpose sections - Remove Timeline - Remove SMART Objectives Appendix 	
<p>The language used suited to professionals.</p> <p>Strategy is rather opaque in places with quite a lot of 'management speak' and high-sounding aims but feeling as if it lacks real groundedness.</p>	Yes	The language in the strategy has been reviewed and where possible jargon has been removed. The shortening of sections (as above) should help with the general accessibility of the strategy.	Modification of the language and terminology used within the Strategy to ensure it is more accessible and user-friendly will not result in any additional environmental impacts.
Action Programme could be a separate document.	No	During the consultation the Action Programme was the part of the strategy which attracted the most attention from respondents. It is considered important that people reading the strategy see how the ambition and objectives will be realised.	No changes made.
Cultural Assets is too wide of a term and there should be more distinction between the types of types of assets on the strategy map.	Yes	The strategy map has been amended to show libraries as a separate asset type and more detail has been added (however care has been taken not to over complicate or overload the map).	The map was not subject to Strategy Environmental Assessment.

Table 2- Ambition & Objectives			
Question Results	Changes Made?	Council/ Trust Response	SEA Implications
Q.7 Do you agree with the Ambition for the strategy? Yes 63% No 37%	No	The ambition was largely well received and no changes are required.	No changes made.
Q.8 Do you agree with the strategy Objectives? Yes 81% No 19%	No	No changes required.	No changes made.
Comments	Changes Made?	Council/ Trust Response	SEA Implications
Too much repetition between Ambition and Objectives	No	It is considered that the ambition sounds less ambitious without the second paragraph and that although there is a degree of repetition, this creates clear linkages and contributes to the flow of the strategy.	No changes made.
The strategy doesn't do enough to meet national aims for arts and culture.	Yes	Additional wording on national vision for arts and culture has been added to the Strategy Development section (previously titled Evolution of Strategy) and a number of small additions/ amendments have been made to some actions, see Action Programme table below.	The Strategy Development section was not subject to Strategic Environmental Assessment. The actions which have been amended were screened out during the initial stages of SEA process. Therefore no environmental implications have been identified.
It is not necessary to detail why the objectives have been selected.	No	These sections help understand the background, rationale and development of the objectives.	No changes made.

Table 3- Action Programme & Monitoring			
Comments- Theme 1: People & Partnership	Changes Made?	Council/ Trust Response	SEA Implications
The wording of Actions 1A and 1F can be improved to better reflect the arts and culture development programmes and support.	Yes	The proposed amendments are considered to strengthen the action and have been made to Actions 1A and 1F.	This action was screened out during the initial stages of the SEA process. Therefore no environmental implications have been identified.
There is no reference to reading version of Live Active.	Yes	The wording of Action 1F has been amended to include healthy reading initiatives.	This action was screened out during the initial stages of the SEA process. Therefore no environmental implications have been identified.
There is no focus on improving better/ elite athletes. There are some distant targets for sport but more needs to be done now for current good athletes	Yes	The strategy is intended to be a high level and as such it would be difficult to expand upon the range of sport development and support provided by the Trust, and shorter-term targets, in great detail. However some minor wording amendments have been made to Action 1B to reflect this.	This action was screened out during the initial stages of the SEA process. Therefore no environmental implications have been identified.
Comments- Theme 2: Assets and Facilities	Changes Made?	Council/ Trust Response	SEA Implications
Timescales for delivering the new Allander Sports Centre are too long, 2023 is too far away.	No	Funding has been allocated in the Council's 10 year capital investment plan to deliver the replacement Allander, with work programmed to commence in 2021/22. The timing of the project is linked to the receipt of phased developer contributions from the Kilmardinny development.	No changes made.
The new Community Hubs are not wanted.	No	The Council is committed to its programme	No changes made.

We do not want to lose valuable library space and locally important Council buildings should not be sold off.		<p>of transformation, asset rationalisation and the delivery of its customer services strategy which will realise significant investment in new and refurbished fit for purpose facilities across East Dunbartonshire whilst reducing operational and financial inefficiencies. The delivery of new community hubs represents one strand of this strategy.</p> <p>The Council is committed to working with the EDLC Trust, its Community Partners and all other stakeholders to ensure the design of new hubs and/or community assets provide the facilities required for the locality where the facility is being constructed. Each hub and the facilities provided therein will therefore be bespoke to its location.</p>	
Selling off important historical properties such as Huntershill House does not suggest a commitment to heritage.	No	Huntershill House is Category B listed building and therefore any proposed redevelopment resulting would be required to meet planning regulations and local planning policy which protect the special character and interest of the building.	No changes made.
The strategy should support the community and Milngavie Heritage Group's long-held aspiration for a museum in Milngavie. This could form part of the proposed Milngavie Hub (perhaps similar to the heritage display being delivered in Kirkintilloch Town Hall).	No	As stated above, the Council will work with stakeholders to ensure that the design of each new hub meets the needs of that community area. The community and heritage groups aspirations are noted.	No changes made.

The strategy should take better recognition of the contribution that the Private Sector can play in delivering the strategy objectives. Particularly, much improved leisure and sport facilities can be realised as part of a redevelopment of the existing Dougalston Golf Course and Virgin Gym.	No	There is an important role for the private sector in delivering the strategy and partnership working has been identified as a key theme. However, in this particular instance the project being promoted would be dependent on a significant release of greenbelt land for housing which would be contrary to East Dunbartonshire Local Plan 2 and the proposed Local Development Plan. Analysis in the Where We Are Now document demonstrates that Council policies generally encourage leisure related developments (approx. 95% of planning applications are approved).	No changes made.
Physical access to archives in Bearsden and Milngavie should be retained, it shouldn't just be digital access.	Yes	A purpose built and improved archive facility will be provided as part of the Bearsden Hub project. The wording has been amended to Action 2C to reflect this.	This action was screened out during SEA process. No environmental implications.
Comments- Theme 3: Access and Services	Changes Made?	Council/ Trust Response	SEA Implications
There are no actions for libraries and reading.	Yes	A new action setting out priorities for continual development of libraries and reading has been added to the strategy.	The inclusion of this new Action is operational in nature and unlikely to result in any additional environmental impacts. The Strategy modification will be referenced and detailed appropriately within the SEA Post-Adoption Statement.
There is no mention of the Trails and Tales project which is very important locally.	Yes	Given the strategic and cross-functional nature of the Trails and Tales project this has been include in the strategy as a new action (3I).	The inclusion of this new Action is not likely to result in any additional environmental impacts. This Action is likely to link with the East Dunbartonshire Loop project

			which is incorporated within the Councils Active Travel Strategy which was subject to an individual SEA. Any new or proposed heritage trails will be subject to appropriate feasibility studies.
The wording of Action 3B 'Cultural Education' can be improved.	Yes	This action has been amended to include the additional wording suggested to improve and strengthen the wording of the action.	This action was screened out during the initial stages of the SEA process. Therefore no environmental implications have been identified.
Why is provision for rural areas limited to main villages?	No	This action was included in the strategy in response to comments received regarding general provision in rural areas. The focus on main villages is considered to be proportionate and should result in generally improved accessibility across more rural areas.	No changes made.
Lettings for arts, culture and heritage groups is also a problem as well as sport.	Yes	Action 3E clearly states that the review to create a consistent approach to pricing and booking system across the Council and Trust facilities clearly states that this is also applicable to arts and culture venues. It is acknowledged however that the text within Theme Three does not reflect this fully and has therefore been updated.	Changes only apply to wording with the Theme Three text which is not subject to SEA.
The strategy does not include enough non-competitive sports such as walking, cycling and access to good quality greenspace. There is no support given for the Thomas Muir Way.	No	The Council has recently produced an Active Travel Strategy and an Open Space Strategy which cover these areas both at a strategic and more detailed level.	No changes made
Comments- Theme 4: Communication and Promotion	Changes Made?	Council/ Trust Response	SEA Implications
More actions are needed to promote	Yes	Additional wording has been added to	The new wording inserted into Action 4B is

heritage such as the Trails & Tales Project and continuing Doors Open Days. (Note there were some supportive comments regarding general recognition of heritage in the strategy).		Action 4B to increase heritage promotion within the strategy. See Theme 3 for Trails and Tales.	not anticipated to have any additional environmental implications to that already identified within the Environmental Report.
There is not enough in the strategy regarding developing tourism.	No	With regards to developing tourism, the Council considers that the Economic Development Strategy (EDS) is the most appropriate vehicle for this. A new EDS is in the early stages of development and will be available for public comment in due course. There is of course a strong overlap and therefore a number of specific tourism have been included but the wider picture will be covered within the EDS.	No changes made.
It is surprising that Milngavie Reservoirs have not been included in the strategy given their significance for a number of areas including heritage, tourism, leisure and sport. We suggest that a new action is added using some of the wording from Local Plan 2.	Yes	The Council supports enhancement of Milngavie reservoirs. A new action, based on the wording in Local Plan 2 as suggested, has been added to the strategy (Action 4H).	The wording for the action has been taken from Local Plan 2 which stated that appropriate tourism and leisure related facilities will be delivered in the Milngavie Reservoir Conservation and Recreation Management Plan. The Management Plan was completed prior to the enactment of the Environmental Assessment (Scotland) Act 2005 and the initiation date contained within related SEA Regulations for Scotland. As this Action is in direct reference to measures contained within the Plan, an assessment of the Action would be unsuitable.
There are no actions for the Auld Kirk Museum or Lillie.	Yes	Additional wording has been added to Action 4B to include the promotion and	The addition of the new action is anticipated to have minor positive impacts

		continual development of the Auld Kirk Museum and Lillie Gallery.	on cultural heritage and population and human health in relation to the potential increased access to and promotion of cultural heritage and arts assets. This modification will be referenced and detailed appropriately within the SEA Post-Adoption Statement for the Strategy.
Question Results	Changes Made?	Council/ Trust Response	SEA Implications
Q.10 Do you think that the package of actions as a whole will achieve the strategy ambition and objectives? Yes 50% No 50%	Yes	The majority of respondents who said no to this question had concerns regarding individual projects/ facilities etc which is addressed under individual actions above.	See above.
Q.11 Do you think the monitoring arrangements on Page 33 are sufficient to ensure that the strategy is implemented? Yes 45% No 55%	No	Upon reflection of the results for this question, the Council and Trust still considers the Monitoring Framework to be robust and proportionate. It will be effective in ensuring that the strategy is delivered and will flag any areas requiring further action. It should be noted that no alternative methods of monitoring were suggested.	No changes made.
The actions are measured and not overly ambitious. The strategy merely states the current position and doesn't propose anything new.	No – although a range of changes are set out above.	The Council and Trust considers that the final strategy provides a range of far-reaching and comprehensive actions that will deliver the ambition and objectives of the strategy, whilst taking into account the current level of resources. The significant engagement has been taken into account in developing the final strategy and the actions aims to take advantage of the range of	No changes made.

		partners which can deliver for culture, leisure and sport, whether individually or in partnership.	
--	--	--	--

Table 4- Supporting Documents & General Comments			
Supporting Documents (Q.13)	Changes Made?	Council/ Trust Response	SEA Implications
<u>Environmental Report</u>			
<p><i>Historic Environment Scotland-</i> HES is content that the assessment and findings are appropriate and commends the clarity of the assessment and findings in the Environmental Report.</p> <p>The authority could consider including an additional SEA monitoring indicator for impacts upon historic environment assets.</p>	See Post-Adoption Statement	<p>The commendation by Historic Environment Scotland is noted.</p> <p>See Post-Adoption Statement.</p>	Comments on the Environmental Report have been taken into account and will be addressed in the Post-Adoption Statement.
<p><i>Scottish Environment Protection Agency-</i> We note that the comments that we fed back at the scoping stage, in our role as a consultation authority, have been taken into account.</p> <p>We note that the Sports Pitches Strategy has been assessed separately. We are satisfied with this approach.</p>	See Post-Adoption Statement	See Post-Adoption Statement.	Comments on the Environmental Report have been taken into account and will be addressed in the Post-Adoption Statement.
<p><i>Scottish Natural Heritage-</i> The proposed Ambitions and Objectives have been broadly assessed as having 'positive', 'neutral' and 'no likely significant effect' on Biodiversity, Flora and Fauna. We broadly agree with the</p>	See Post-Adoption Statement	See Post-Adoption Statement.	Comments on the Environmental Report have been taken into account and will be addressed in the Post-Adoption Statement.

assessment presented and therefore can confirm that we have no detailed comments to make.			
<u>Report of Engagement</u>			
In the report of engagement mention was made that libraries seem to have been omitted. Not enough has been done to address this in the document.	Yes	A range of changes have been made to the actions in the strategy and these are noted in the tables above.	See above.
General/ Other Comments (Q.14)	Changes Made?	Council/ Trust Response	SEA Implications
The link doesn't work.	N/A	This was the result of technical issues arising from the launch of new Council website. Issue was fixed as soon as possible.	N/A
The survey isn't easy to fill out.	N/A	The survey was tested to ensure it was as easy to fill in as possible however it was not designed as a stand-alone survey and was intended to be read in conjunction with the draft strategy document. The Council continually works to improve its consultation methods and these comments have been noted. It should be noted that no specific comments are provided as to what improvement could be made.	N/A
The strategy is highly slanted in favour of sport.	Yes	The development of the strategy has been guided by the consultation, steering group	See individual changes.

		and information available. The Council and Trust's intention is that all aspects of culture, leisure and sport are covered by the strategy. As a result of the consultation responses received further changes have been made to the actions to enhance the culture aspects of the strategy.	
Contactless payment needs to be introduced in all facilities as most payments are small.	No	This comment refers to a matter not deemed to be of strategic interest, however this comment will be considered by the Trust when payment technology is next reviewed.	No changes made.
There is a lot of focus on sport in the strategy, and facilities in the area are already good for younger people. We need much better facilities to address the well-being of older people. I don't think there are enough disabled sports programmes for adults in EDC. Glasgow life has a great programme.	No	Action 1F includes targeted measures to increase participation for groups with lower rates of participation; this includes older people and those with disabilities. This action is applicable to culture, leisure and sport and seeks to increase the range of opportunities available for such groups. Action 3F requires the EDLC Concession Scheme to be improved and expanded to include arts and culture as well as sport.	No changes made.
Further loss of halls would be a great loss to the community.	No	Maintaining the existing quality of provision is one of the 4 objectives of the strategy. The current financial climate presents challenges to this and as a result there are a number of actions within the strategy that aim to ensure quality of provision is maintained (particularly the actions in theme's one and two).	No changes made.

Where we are now

A review of existing culture, leisure and sport activities and provision in East Dunbartonshire

Updated **Septemeber** 2015



EXECUTIVE SUMMARY

This document has been published alongside the draft Culture, leisure and sport strategy for East Dunbartonshire to provide an evidence base which influences and supports the content and recommendations contained within the strategy.

The document provides a series of information that is considered to be relevant to the current position regarding culture, leisure and sport in the area and is presented in the following topic areas:

1. A brief review of general demographic trends in East Dunbartonshire, such as population, health, participation in the arts and participation in physical activity.
2. Identification of what national and local policies and strategies are relevant for taking into account in the preparation of the strategy.
3. A review of the 2006 East Dunbartonshire leisure, sports and physical activity strategy including a brief critical analysis on the successes of the strategy.
4. An overview of our current assets in the area, including facilities managed by EDLC Trust, the Council, community groups and private providers; as well as 'unmanned' assets such as the West Highland Way, Antonine Wall, Campsie Fells and the Forth and Clyde Canal.
5. An overview of the current usage of our assets arranged in the following groupings: culture, sport and physical activity, the great outdoors (including Mugdock Country Park and events) and community centres/ general letting. This section also includes non-exhaustive lists of the types of relevant groups that currently operate within East Dunbartonshire and information on the Active Schools programme.
6. A brief overview of projects currently under development by the Council (in conjunction with EDLCT where appropriate) such as the redevelopment of Kirkintilloch town hall, refurbishment and extension of Kilmardinny Arts Centre and the construction of new community hubs. This section includes a list of relevant planning applications from approximately the last five years.
7. A summary of the preceding chapters and draws conclusions as to how this information will influence the development and direction of the Culture, leisure and sport strategy.

CONTENTS

1. Introduction
2. Key trends in East Dunbartonshire
3. What national and local policies and strategies are relevant to culture, leisure and sport in East Dunbartonshire?
4. Review of 2006 leisure, sports and physical activity strategy – How did we do?
5. What are our current assets?
6. What is the current usage of our assets?
7. Commitments
8. Conclusions – influencing the strategy
9. References
10. Appendices



1. INTRODUCTION

Culture, leisure and sport strategy for East Dunbartonshire

East Dunbartonshire Leisure and Culture Trust ('the Trust') and East Dunbartonshire Council ('the Council') have published a draft culture, leisure and sport strategy for the Council area. It is the first overarching strategy of its kind and upon formal adoption by the Trust and Council it will underpin the direction of cultural, leisure and sport provision across East Dunbartonshire.

East Dunbartonshire has a wealth of culture, leisure and sport assets and activities that contribute significantly to the high standards of living within the area and as a result participation levels are generally above the national average (as evidenced within this report). However, there is always room for improvement and the culture, leisure and sport strategy will aim to make sure that providers work smarter and in a more co-ordinated manner to ensure that the high quality offer of culture, leisure and sport in East Dunbartonshire is maintained and improved.

This document is published alongside the draft strategy to supplement and support the main strategy. The full suite of documents forming the Draft strategy is as follows:

- Draft strategy
- Where We Are Now (updated 2015)
- Report of engagement
- Sport pitches strategy
- Environmental report

Purpose of this document

The purpose of this document is to support the draft strategy by providing background information and evidence which:

- informs the recommendations and actions within the draft strategy; and
- provides a baseline to which the success of the strategy can be monitored and measured.

This information has been provided within a separate document to allow the draft strategy to be concise, accessible and focused on the future of culture, leisure and sport in East Dunbartonshire. An initial version of this document was published for consultation in August 2014 and the comments received during that period have resulted in significant changes and improvements to the document.

Please note that this document is intended to provide an overall picture of culture, leisure and sport regardless of provider to ensure that the strategy is informed by the 'bigger picture' and allows all organisations with a significant role in the provision of culture, leisure and sport to work together. Additionally, the document is not intended to be exhaustive and the information is provided only for the purposes of identifying key trends and conducting a general stock-take of culture, leisure and sport in the area to inform how the strategy can take culture, leisure and sport forward.

Draft strategy and action programme

The draft strategy includes an Action Programme to clearly set out what actions are required to ensure that the strategy is successful in delivering the proposed improvements, and who is responsible for each action. The draft strategy also sets out on-going monitoring arrangements to periodically check the progress being made on collective and individual actions.

In order to monitor and measure the overall success of the strategy, it is important that the strategy is supported by accurate data on current provision and activity levels. Therefore, further data collection and refinement may be required prior to the formal adoption of the culture, leisure and sport strategy.

Next steps

This is your opportunity to provide comments on the draft strategy. Upon completion of this second round of consultation the Trust and Council will analyse the responses and will consider what changes to the draft strategy may be required. The strategy will then be amended where appropriate and remitted to the Trust, the Council and the Community Planning Partnership for formal approval and adoption (estimated as early 2016).



2. KEY TRENDS IN EAST DUNBARTONSHIRE

This chapter highlights key demographic trends and other statistics that provide a useful background for understanding the factors that affect (or conversely are affected by) the provision of culture, leisure and sport in East Dunbartonshire now and in the future. The information and statistics shown here are intended to provide a high level ‘snapshot’ and in many cases a comparison with the Scottish national average is provided.

Further statistics and information can be found in the East Dunbartonshire area profile April 2014 available at www.eastdunbarton.gov.uk and the other sources referenced below. The information is presented in the following topics/ sections:

- A. Population
- B. Health
- C. Participation in culture
- D. Participation in physical activity
- E. Scottish index of multiple deprivation
- F. Other indicators

A. Population

East Dunbartonshire’s population has steadily declined from 108,243 in 2001 to 105,026 in 2011. Mid- year population estimates in 2013 showed the total population having grown slightly to 105,860. However, projections continue to show the population falling to 98,696 by 2037.

The proportion of those aged 65+, and particularly those aged 75+, is projected to increase markedly. All other age groups are projected to fall over this period, although the 30-49 age-group will still form the largest single group by 2037. Nevertheless, this increase among the older age groups is likely to have an impact on the type and range of activities, facilities and services required by local people.

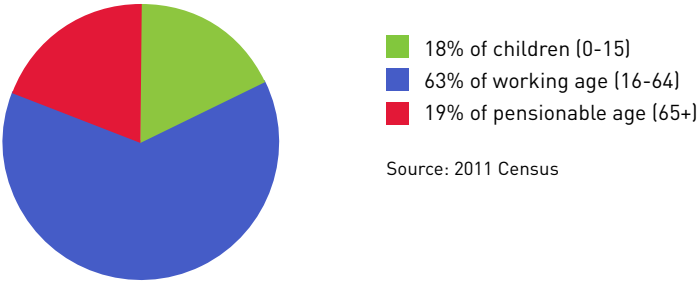
Figure 1: East Dunbartonshire population by ward (2001 and 2011)

	2001 Population	2011 Population	2001 – 2011 Difference
East Dunbartonshire	108,243	105,026	-3,217
Bearsden North	14,974	13,909	-1,065
Bearsden South	12,993	13,328	335
Bishopbriggs North and Torrance	13,753	14,405	652
Bishopbriggs South	12,635	11,711	-924
Campsie and Kirkintilloch North	11,825	12,047	222
Kirkintilloch East and Twechar	14,714	12,745	-1,969
Lenzie and Kirkintilloch South	13,503	13,645	142
Milngavie	13,846	13,236	-610

Figure 2: Population by age group (2011)

East Dunbartonshire 2011

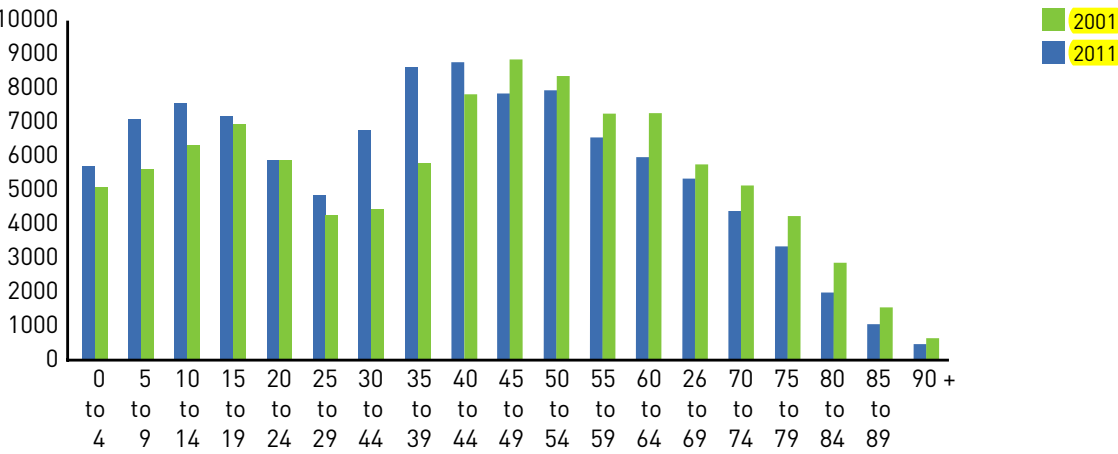
The pie chart on the right shows the percentage of children, working age and pensionable age residents in East Dunbartonshire. The percentage of children has decreased by around 2.5% since the 2001 Census, the working age population has also decreased by nearly 2%, and there has been a 4% rise in the percentage of the population aged over 65.



Source: 2011 Census

Figure 3: Population by age ranges (2001 and 2011)

East Dunbartonshire population 2001 – 2011



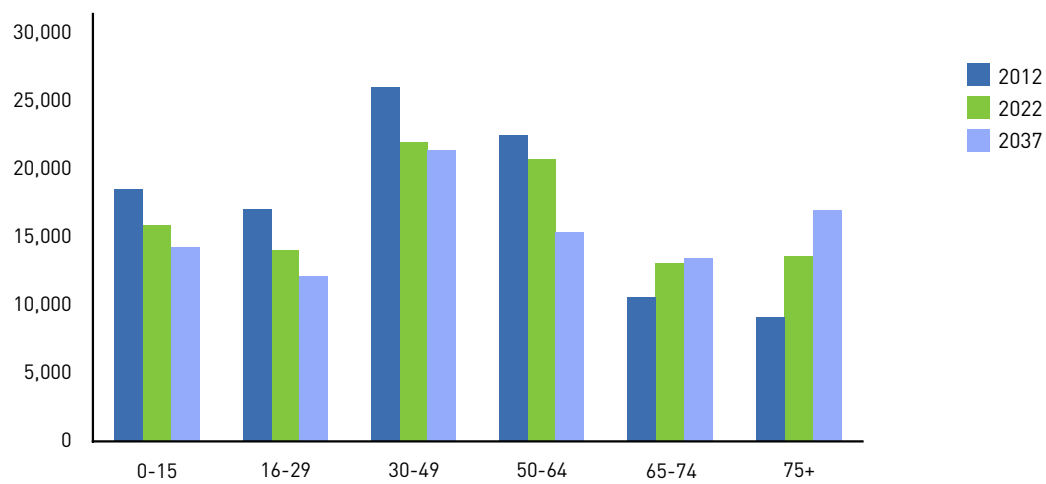
Source: 2001 and 2011 Census

Figure 4: Percentage male and female by ward (2011)

	Total Population	Percentage Males	Percentage Females
Scotland	5,295,403	48.5%	51.5%
East Dunbartonshire	105,026	48.2%	51.8%
Bearsden North	13,909	48.2%	51.8%
Bearsden South	13,328	48.1%	51.9%
Bishopbriggs North and Torrance	14,405	48.4%	51.6%
Bishopbriggs South	11,711	47.8%	52.2%
Campsie and Kirkintilloch North	12,047	47.8%	52.2%
Kirkintilloch East and Twechar	12,745	48.4%	51.6%
Lenzie and Kirkintilloch South	13,645	48.9%	51.1%
Milngavie	13,236	47.6%	52.4%

Source: 2011 Census

Figure 5: Population projections by age



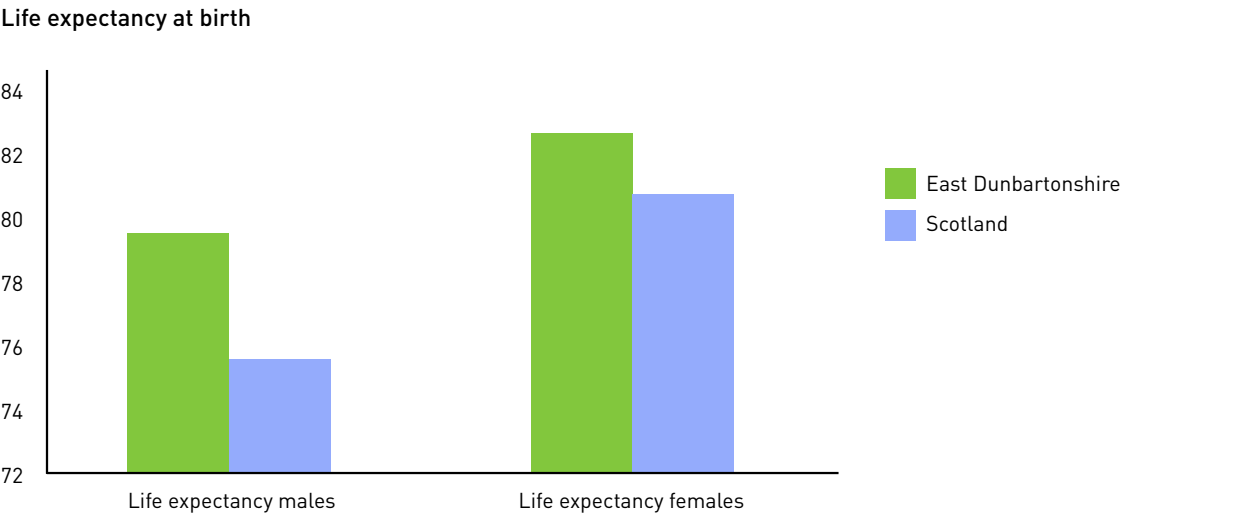
Source: General Register Office for Scotland Population Projections

B. Health

Health in East Dunbartonshire is generally very good with the average life expectancy of both males and females above the national average. The percentage of households with a member who has a long-standing illness or disability is below the national average with the percentage of females with a long-standing condition being significantly lower.

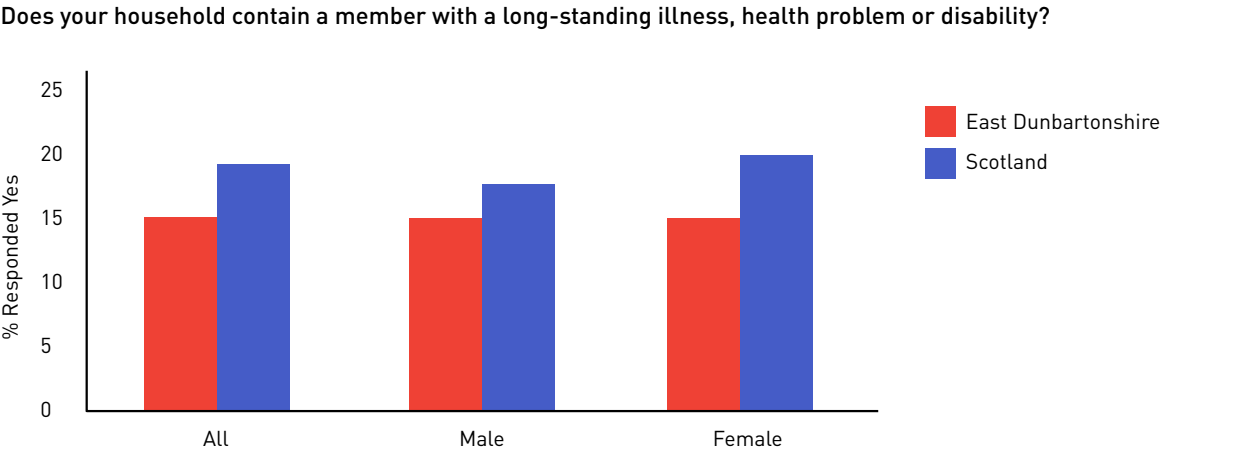
As would be expected, general health varies across East Dunbartonshire with only the Kirkintilloch East and Twechar Ward being below the national average. Bearsden North contains the highest average of people considered to be in good or very good health.

Figure 6: Life expectancy by gender



Source: National Records of Scotland – life expectancy for areas in Scotland, 2008 – 2010

Figure 7: Percentage households with long-term illness or disability



Source: Scotland's People: Annual Report Results from 2013 Scottish Household Survey: Local Authority Tables East Dunbartonshire

Figure 8: General health by ward

	All people	Very good or good health	Fair health	Bad health or very bad health
Scotland	5,295,403	82.2%	12.2%	5.6%
East Dunbartonshire	105,026	84.9%	10.8%	4.3%
Bearsden North	13,909	89.0%	8.4%	2.6%
Bearsden South	13,328	87.5%	9.6%	2.9%
Bishopbriggs North and Torrance	14,405	85.6%	10.7%	3.7%
Bishopbriggs South	11,711	83.2%	12.0%	4.8%
Campsie and Kirkintilloch North	12,047	83.2%	11.5%	5.2%
Kirkintilloch East and Twechar	12,745	80%	13.2%	7%
Lenzie and Kirkintilloch South	13,645	85.0%	10.6%	4.4%
Milngavie	13,236	85.2%	11.1%	3.7%

Source: 2011 Census



C. Participation in culture

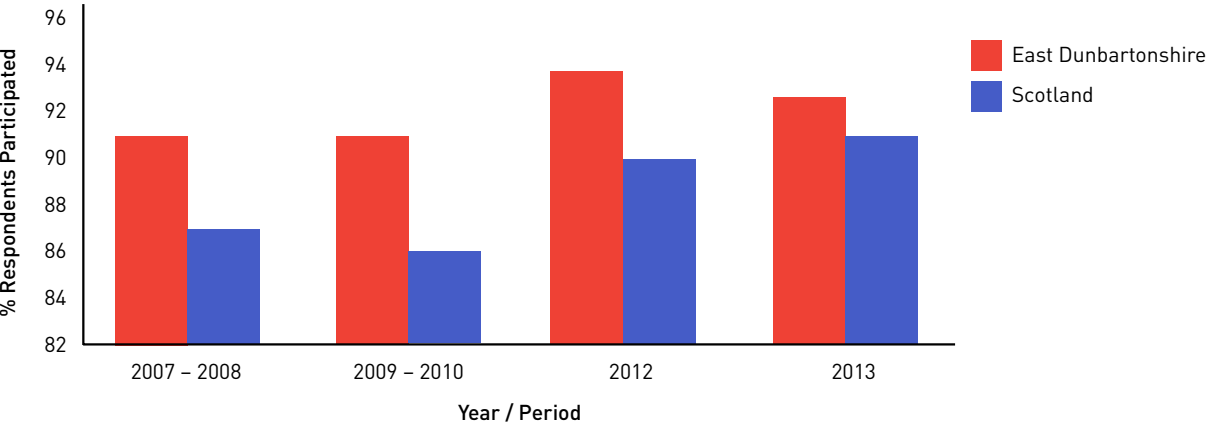
Average levels of engagement in cultural activities and events in East Dunbartonshire are generally high and are above the national average. However, cultural engagement in the area reduced slightly in 2013 and this reduction, coupled with an increase in participation levels nationally, the gap between East Dunbartonshire and the national average has narrowed to 2% in 2013 from 5% in 2009/2010.

Going to the cinema is the most popular type of cultural visit in East Dunbartonshire where the highest percentage of respondents (60%) had visited the cinema in the last 12 months. However, the percentage for those aged 65 and over was not as high and it should be recognised that the data does not take regularity of visits into account. Other types of cultural visits that attracted a high response include (in descending order) attending museums, libraries, theatres, historic places, live music events and galleries.

Reading is by far the most predominant cultural activity in terms of participation. Whilst the percentage of 16 to 39 year olds who read for pleasure is still high, the figure is significantly lower than the other two age groups. For a full breakdown of cultural engagement, including less popular visits and activities, and for a comparison for each activity against the national average, please see the 2013 Scottish Household Survey Tables for East Dunbartonshire.

Figure 9: Overall cultural engagement (2007 / 2008 – 2013)

Cultural engagement by adults in the last 12 months by year



Source: Scotland’s People: Annual Report Results from 2013 Scottish Household Survey: Local Authority Tables East Dunbartonshire

Figure 10: Attendance at cultural places or events

Percentage respondents who have attended a cultural event or visited a place of culture in the last 12 months

	All	Gender		Age		
		Male	Female	16 – 39	40 – 64	65 plus
East Dunbartonshire						
Cinema	62	62	63	84	62	33
Live music event	36	35	37	44	40	19
Theatre – e.g. pantomime / musical / play	39	27	49	26	47	41
Library (including mobile and online)	42	28	55	43	38	49
Museum	46	41	51	41	55	37
Historic place	38	39	38	43	40	28
Gallery	33	31	35	28	40	27
Exhibition – including art, photography and crafts	22	18	26	15	27	23
Street arts (e.g. performances in public places)	10	7	14	13	12	5
Culturally specific festival (e.g. Mela / Gala days)	22	26	18	27	27	5
Dance show / event – e.g. ballet	11	6	16	7	13	13
Classical music performance or opera	15	14	16	3	16	30
Book festival or reading group	6	3	9	1	11	4
Archive or records office	3	4	3	–	4	7
No answer	13	15	12	9	10	23

Source: Scotland’s People: Annual Report Results from 2013 Scottish Household Survey: Local Authority Tables East Dunbartonshire

Figure 11: Participation in cultural activities

Percentage respondents who have participated themselves in cultural activities in the last 12 months

	All	Gender		Age		
		Male	Female	16 – 39	40 – 64	65 plus
East Dunbartonshire						
Read for pleasure (not newspapers or comics)	68	67	70	55	76	73
Used software to produce creative work	16	16	15	21	15	9
Crafts such as knitting, wood, pottery, etc.	18	3	32	11	20	22
Dance - e.g. ceilidh, salsa, Highland dancing, ballet	9	5	13	11	9	6
Played a musical instrument or written music	14	17	11	13	15	12
Photography / making films or videos	8	8	8	11	6	6
Painting, drawing, printmaking or sculpture	14	9	18	25	8	7
Creative writing - stories, books, plays or poetry	5	2	8	6	3	7
Took part in a play / sang in a choir	3	3	3	1	4	5
Other cultural activity	2	1	2	–	4	1
No answer	23	25	21	33	17	19

Source: Scotland’s People: Annual Report Results from 2013 Scottish Household Survey: Local Authority Tables East Dunbartonshire

D. Participation in physical activity

With regards to physical activity, East Dunbartonshire’s population is relatively active with 79% of people participating in sporting activity. Overall, activity is highest in 16 to 39 year olds and lowest in the 65+ age group.

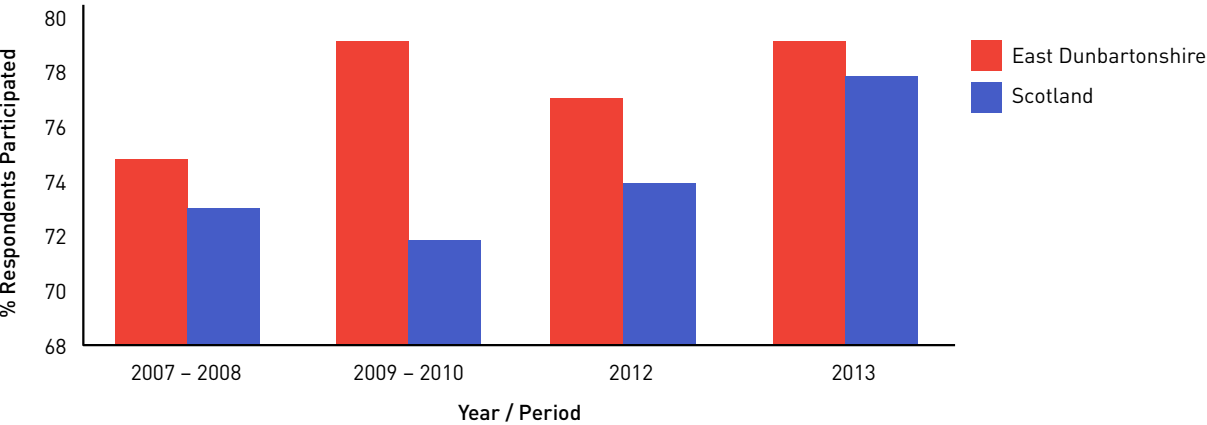
The most popular activity is walking (64%), followed by swimming (20%) and keep fit / aerobics and multi-gym/ weight training (both 15%). There are many sports where participation levels vary greatly by gender, the most extreme examples being golf (28% to 1%) and snooker (13% to 1%).

The percentage of residents in East Dunbartonshire who travel to work by active means is lower than the national average. This is lowest in Kirkintilloch North and Campsie where the percentage of people participating in active travel is almost half the national average.

When asked about the legacy of the 2014 Glasgow Commonwealth Games the percentage of respondents in East Dunbartonshire who felt that the games would have a lasting benefit was slightly below the national average.

Figure 12: Overall Participation in Sporting Activity (2007 / 2008 – 2013)

Participation in any sporting activity (including walking) by adults in the last 12 months by year



Source: Scotland’s People: Annual Report Results from 2013 Scottish Household Survey: Local Authority Tables East Dunbartonshire

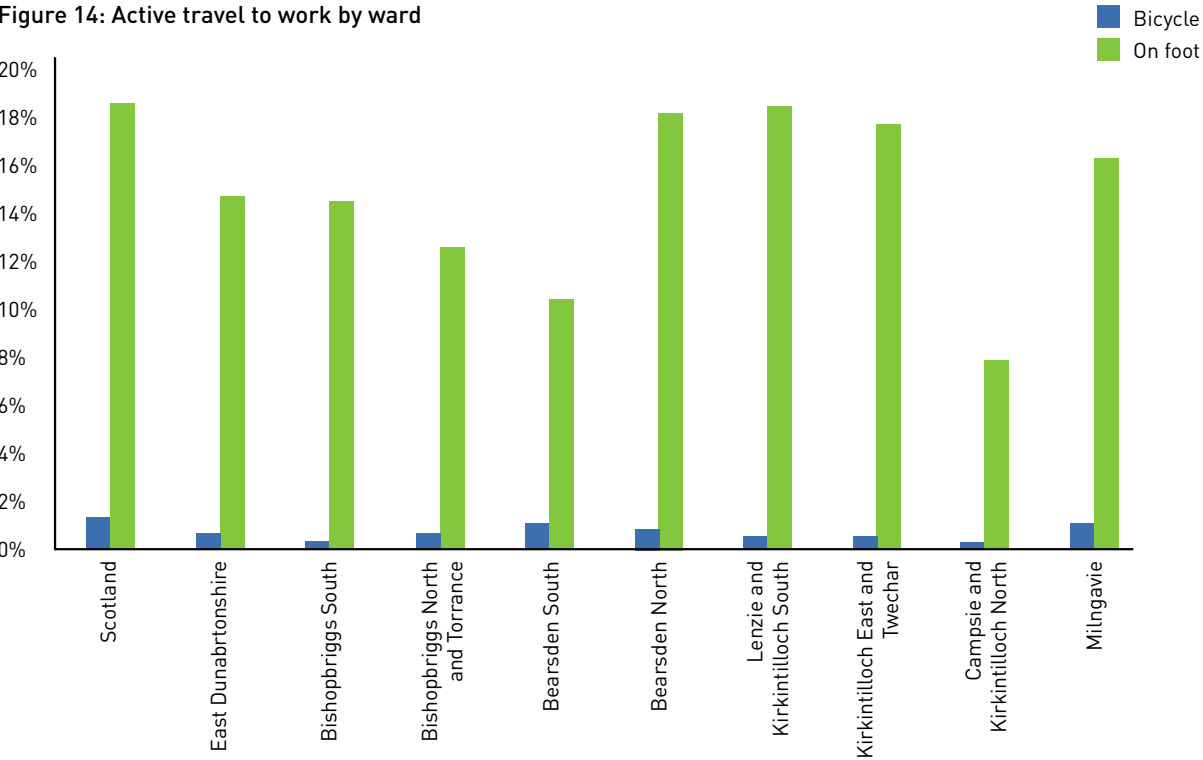
Figure 13: Participation in physical activity by sport

Percentage respondents who have participated in sport and exercise in the last weeks

	All	Gender		Age		
		Male	Female	16 – 39	40 – 64	65 plus
East Dunbartonshire						
Any sporting participation (including walking)	79	82	76	85	84	63
Any sporting participation (excluding walking)	58	67	49	79	51	40
Walking (at least 30 minutes)	64	66	63	63	72	51
Swimming	20	18	22	31	14	16
Keep Fit /Aerobics	15	9	20	25	9	11
Multigym / Weight training	15	22	8	26	14	3
Running / jogging	11	17	5	16	12	–
Cycling (at least 30 minutes)	10	12	7	9	13	4
Dancing	6	5	7	9	4	5
Football	8	14	2	14	7	–
Golf	14	28	1	15	16	9
Snooker / Billiards / Pool	7	13	1	16	4	–
Bowls	1	1	0	–	–	2
Other	15	22	9	16	18	11
None of these	21	18	24	15	16	37

Source: Scotland’s People: Annual Report Results from 2013 Scottish Household Survey: Local Authority Tables East Dunbartonshire

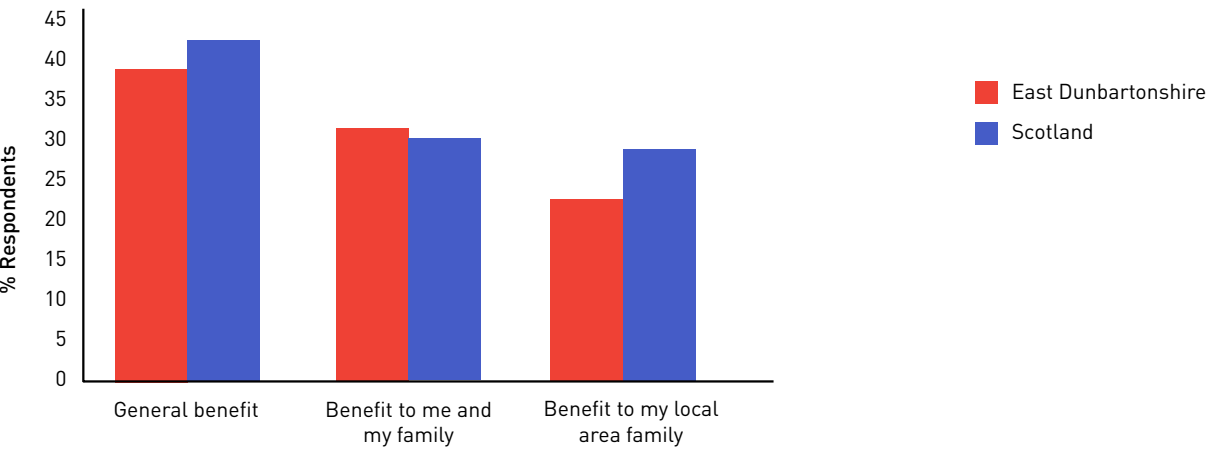
Figure 14: Active travel to work by ward



Source: East Dunbartonshire Area Profile 2014

Figure 15: Commonwealth Games Legacy

Percentage respondents who think there will be a lasting benefit of the 2014 East Dunbartonshire Games



Source: Scotland’s People: Annual Report Results from 2013 Scottish Household Survey: Local Authority Tables East Dunbartonshire



E. Scottish index of multiple deprivation

East Dunbartonshire is an area with largely low levels of deprivation compared to other Scottish local authorities, with the majority of East Dunbartonshire’s datazones falling into the least deprived 25% of the country by using the Scottish Index of Multiple Deprivation (SIMD). However, there are pockets of deprivation with four of the area’s 127 datazones falling into the 20% most deprived in Scotland and a further si datazones falling with the 30% most deprived.

Although there are no specific statistics for participation in culture, leisure and sport by SIMD datazones down to the East Dunbartonshire level, national data confirms that participation in culture, leisure and sport increases generally as deprivation decreases.

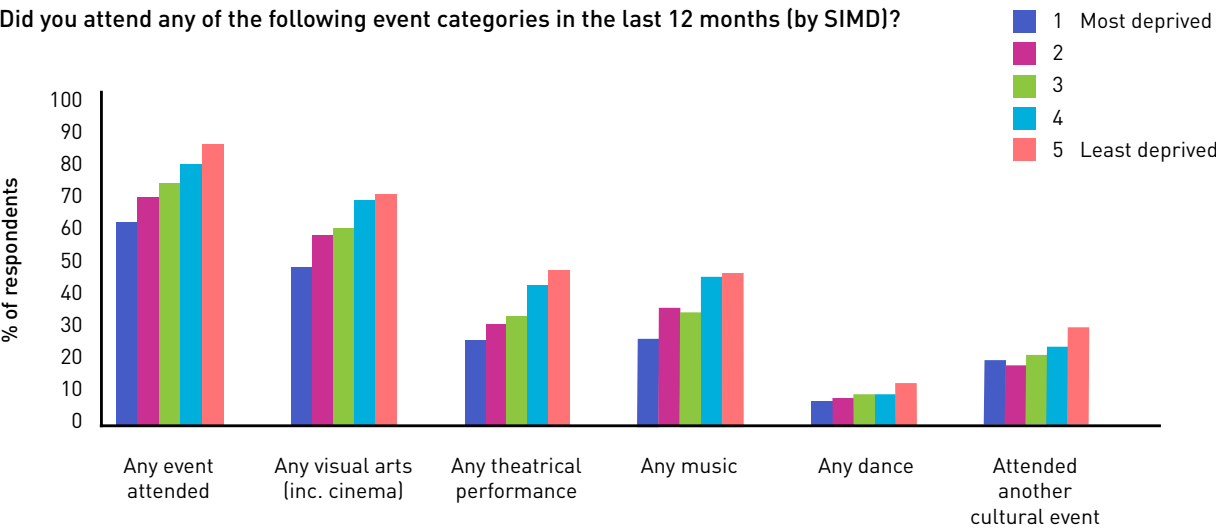
However, interestingly there does not appear to be any clear relationship between deprivation and the availability of local sports facilities (though local variances may exist) as evidenced by Figure 20.

Figure 16: Most deprived SIMD datazones in East Dunbartonshire

ED Rank	Datazone	Intermediate Zone	2009 Band	2012 Band	2009 Rank	2012 Rank
1	S01001513	Hillhead	0-5%	0-5%	242	152
2	S01001512	Hillhead	5-10%	0-5%	336	183
3	S01001546	Lennoxtown	10-15%	10-15%	950	722
4	S01001424	Auchinairn	20-25%	15-20%	1,313	1,252
5	S01001500	Hillhead	10-15%	20-25%	775	1,344
6	S01001509	Hillhead	20-25%	20-25%	1,472	1,444
7	S01001517	Keystone and Dougalston	30-35%	20-25%	1,968	1,542
8	S01001522	Harestance	25-30%	20-25%	1,762	1,611
9	S01001537	Twechar	15-20%	25-30%	1,202	1,629
10	S01001536	Twechar	20-25%	25-30%	1,366	1,643

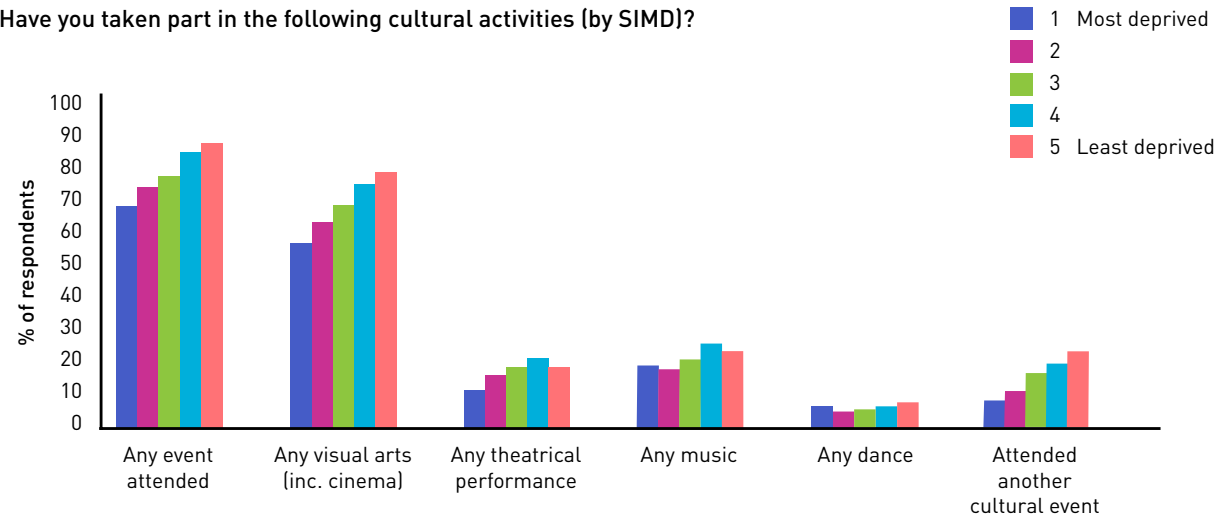
Source: Scottish Index of Deprivation: 2012 Datazone Analysis

Figure 17: Attendance at cultural events in the past 12 months, by SIMD



Source: People and Culture in Scotland 2008

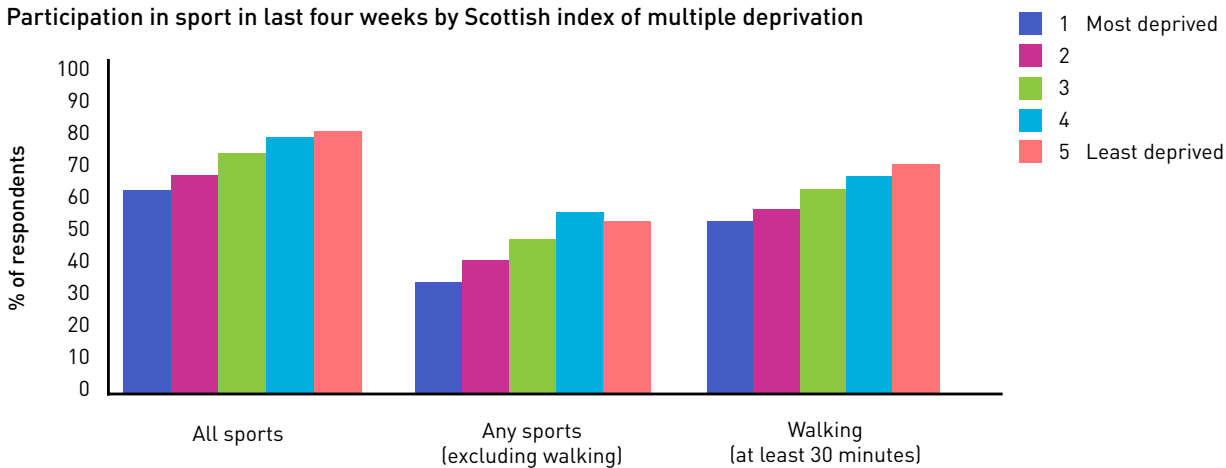
Figure 18: Participation in cultural activities, by SIMD



Source: People and Culture in Scotland 2008

Figure 19: Participation in sport by SIMD

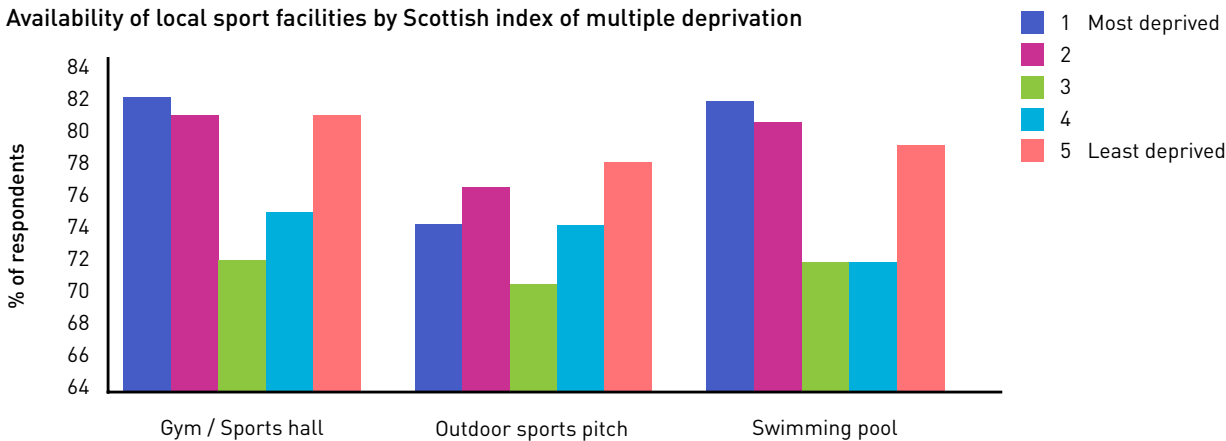
Participation in sport in last four weeks by Scottish index of multiple deprivation



Source: People and Sport in Scotland 2008

Figure 20: Availability of sports facilities by SIMD

Availability of local sport facilities by Scottish index of multiple deprivation



Source: People and Sport in Scotland 2008

F. Other indicators

Employment and Tourism

The percentage of residents in East Dunbartonshire who are employed in the leisure and sales/ customer services industries is slightly below the national average (1.4% and 0.5% below respectively). The total number of jobs in East Dunbartonshire that are estimated to be generated directly through local tourism has fallen from 1,118 in 2009 to a total of 9,44 in 2013.

Community Safety



East Dunbartonshire is regarded as a safe place to live with the level of crime being significantly lower than the Scottish average with 1,022 crimes and offences per 10,000 of the population in 2011/12 compared to the Scottish average of 1,633.

Car Ownership

As would be expected in an area with relatively low deprivation, car ownership levels are generally very high. Kirkintilloch East and Twechar is the only ward within East Dunbartonshire where the percentage of households with no car is above the national average, and where the average number of vehicles per household is below the national average.



Figure 21: Occupation by Ward (2011)

	All people aged 16 – 74 in employment	Managers, directors and senior officials	Professional occupations	Associate professional and technical occupations	Administrative and secretarial occupations	Skilled trades occupation	Caring, leisure and service			
Scotland	2,516,895	8.4%	16.8%	12.6%	11.4%	12.5%	9.7%	9.3%	7.7%	11.6%
East Dunbartonshire	50,022	9.9%	24.6%	14.3%	12.4%	9.8%	8.3%	8.8%	5.0%	6.9%
Bearsden North	6,617	12.5%	34.5%	15.0%	11.1%	6.0%	6.2%	7.2%	2.9%	4.6%
Bearsden South	6,287	12.0%	31.9%	15.0%	11.8%	7.9%	6.0%	7.4%	3.0%	4.3%
Bishopbriggs North and Torrance	6,888	10.0%	24.3%	15.4%		10.0%	7.0%	9.1%	5.0%	5.7%
Bishopbriggs South	5,824	8.2%	17.5%	13.0%	14.2%	12.2%	9.5%	11.0%	6.0%	8.4%
Campsie and Kirkintilloch North	5,922	9.2%	20.9%	13.5%	11.2%	12.0%	10.9%	8.4%	5.7%	8.3%
Kirkintilloch East and Twechar	5,810	5.9%	13.0%	11.4%	12.5%	13.4%	12.4%	10.7%	8.9%	11.8%
Lenzie and Kirkintilloch South	6,570	9.6%	25.2%	15.1%	13.5%	9.1%	8.2%	8.4%	4.8%	6.3%
Milngavie	6,104	10.4%	27.7%	15.5%	11.6%	8.7%	7.2%	8.3%	4.1%	6.6%

Source: 2011 census

Figure 22: Employment in Tourism related Jobs by Sector

Number of employments by tourism sector (full-time equivalent)

Sector	2009	2010	2011	2012	2013
Accommodation	201	176	194	126	126
Food and Drink	359	330	311	319	320
Recreation	182	165	159	171	168
Shopping	160	147	138	141	142
Transport	216	198	185	186	188
Direct Employment Subtotal	1,118	1,017	988	943	944
Indirect Employment	486	442	409	421	424
Total Employment	1,604	1,459	1,397	1,364	1,368

Source: Scotland’s People: Annual Report Results from 2013 Scottish Household Survey: Local Authority Tables East Dunbartonshire

Figure 23: Crime Rates per 10,000 Population (2011/12)

	Non sexual crimes of violence per 10,000 population	Sexual offences recorded per 10,000 population: 2011 – 2012	Motor vehicle offences recorded per 10,000 population: 2011 – 2012	Robbery per 10,000 population: 2011 – 2012	Domestic house-breaking per 10,000 population: 2011 – 2012	Theft of a motor vehicle per 10,000 population: 2011 – 2012	Drugs per 10,000 population: 2011 – 2012
Scotland	18	14	635	4	33	13	67
East Dunbartonshire	10	6	389	2	26	8	33

Source: Scottish Neighbourhood Statistics 2011/12

Figure 24: Car Ownership by Ward (2011)

	No cars or vans	One car or van	Two cars or vans	Three cars or vans	Four cars or vans
Scotland	30.5%	42.2%	21.6%	4.3%	1.3%
East Dunbartonshire	19.0%	43.1%	30.2%	6.1%	1.6%
Bearsden North	10.3%	41.7%	38.9%	7.0%	2.0%
Bearsden South	9.9%	44.0%	37.1%	7.2%	1.9%
Bishopbriggs North and Torrance	15.8%	44.1%	31.2%	7.0%	1.9%
Bishopbriggs South	23.4%	44.6%	25.8%	5.1%	1.1%
Campsie and Kirkintilloch North	22.6%	41.6%	27.6%	6.3%	1.9%
Kirkintilloch East and Twechar	32.4%	42.6%	19.8%	4.1%	1.1%
Lenzie and Kirkintilloch South	19.2%	43.3%	30.1%	6.2%	1.3%
Milngavie	19.1%	43.5%	30.4%	5.6%	1.5%

Source: 2011 census

3. WHAT NATIONAL AND LOCAL POLICIES AND STRATEGIES ARE RELEVANT TO CULTURE, LEISURE AND SPORT IN EAST DUNBARTONSHIRE?

For the proposed Culture, leisure and sport strategy to be fully successful it will need to take into account all relevant national and local agendas and ensure appropriate linkages with these strategies and policies. The table below contains a list of policies and strategies that are considered to be relevant to the strategy at both a national and local level.

Figure 25: Relevant national strategies and policies

National

Sport and activity
<div>→ Reaching Higher</div> <div>→ Let’s Make Scotland More Active</div> <div>→ Scotland United – Scottish FA National Vision</div> <div>→ One National Plan for non-professional football in Scotland 2013-2015</div> <div>→ The Big Pitch – Scottish FA’s First Facilities Strategy</div> <div>→ Cycling Action Plan for Scotland</div> <div>→ Commonwealth Games Legacy Plan</div> <div>→ Play Strategy for Scotland</div> <div>→ Inspiring Scotland through rugby – the journey to 2016 – Scottish RU National Strategy for Rugby</div> <div>→ Scottish swimming corporate plan</div> <div>→ Driving Forward Together – national golf tourism strategy</div> <div>→ Let’s get Scotland Walking – the national walking strategy</div>
Future / draft policies and legislation
<div>→ Community Empowerment Bill</div> <div>→ Giving Children and Young People a Sporting Chance</div>
Health
<div>→ Getting it Right for Every Child</div> <div>→ Re-shaping Care for Older People</div> <div>→ Aging Well</div> <div>→ Equally Well</div> <div>→ A More Active Scotland, Building A Legacy from the Commonwealth Games</div>
Education and learning
<div>→ Early Years Framework/Early Years Collaborative</div> <div>→ Curriculum for Excellence</div> <div>→ Gaelic Language Plan</div> <div>→ Literacy Action Plan</div>

Other national
<div>→ Scotland Performs</div> <div>→ National Standards for Community Engagement</div> <div>→ Youth Employability Strategy</div> <div>→ Volunteering Strategy Scotland</div> <div>→ Scotland’s Digital Future: A Strategy for Scotland</div> <div>→ Let’s Get On - Digital Participation: A National Framework for Local Action</div> <div>→ National Parenting Strategy</div> <div>→ Tourism Scotland 2020 – A Strategy For Leadership and Growth</div> <div>→ 2018 ‘Scotland’s Year of Youth’</div>
Arts and culture
<div>→ National Culture Strategy</div> <div>→ National Strategy for Public Libraries in Scotland</div> <div>→ Creative Scotland 10 year Plan</div> <div>→ Creative Scotland Youth Arts Strategy</div> <div>→ Going Further: the national strategy for Scotland’s Museums and Galleries</div> <div>→ Many Stories, One Scotland: Scottish Council on Archives National Plan</div> <div>→ What is Creativity? – Scotland’s Creative Learning Plan</div>

Figure 26: Relevant Local Strategies and Policies

East Dunbartonshire

Local East Dunbartonshire Council
<div>→ Emerging Corporate Asset Management Plan and Transformation Agenda</div> <div>→ Budget Strategy</div> <div>→ Local Plan 2 and Emerging Local Development Plan</div> <div>→ Open Space Strategy</div> <div>→ Core Path Plan</div> <div>→ Economic Development Strategy</div> <div>→ Local Transport Strategy and Emerging Active Travel Strategy</div> <div>→ Antonine Wall Management Plan (with partner organisations)</div> <div>→ Emerging Mugdock Country Park Strategy</div>
Local other
<div>→ Single Outcome Agreement (SOA)</div> <div>→ Community Health Partnership Development Plan</div> <div>→ East Dunbartonshire Leisure, Physical Activity and Sport Strategy 2006</div> <div>→ Sports Pitches Strategy 2005 and emerging Sports Pitches Strategy</div> <div>→ Community Learning and Development Plan</div>

4. REVIEW OF 2006 LEISURE, SPORT AND PHYSICAL

ACTIVITY STRATEGY – HOW WE DID WE DO?

Background

In November 2004, East Dunbartonshire Council commissioned **Genesis**, Strategic Management Consultants, to facilitate the development of a Leisure, Physical Activity and Sport Strategy for East Dunbartonshire. Within the overall initiative, Genesis was also asked to support the production of a more detailed strategy addressing the specific issues of pitch sports. This was fast-tracked to provide the Council with a clear picture of the supply, demand and quality of sports pitches which could inform the Public and Private Partnership (PPP) process for redeveloping the Council's schools.

This final version of the Strategy was produced following consideration of a range of comments received on a previous consultative draft circulated in September 2006. Since the development of the Strategy a number of the actions outlined have been included within and taken forward by other strategic plans including the Open Space Strategy.

A major focus of the Strategy was addressing the levels of activity amongst all sections of the East Dunbartonshire population and it also considered the benefits to be achieved through the provision of enhanced and targeted services in the areas of tourism and economic development and in tackling community development, social inclusion and regeneration.

Purpose of the strategy

The strategy was an integrated and comprehensive Leisure, Physical Activity and Sport Strategy which provided a vision and framework, identified available resources and indicated how they can be most effectively utilised. A key focus within the strategy was the delivery of sport and early introduction to a physical activity culture, with the creation of progressive pathways to support individual and club development throughout the area.

Consultative activities

The strategy was to be one for the people of East Dunbartonshire and it was important that they were consulted and given the opportunity to contribute to its development.

Participants were invited to suggest issues which they believed needed to be addressed in the strategy. There was a very wide range of opinion voiced at the meetings and the top actions suggested through the consultation are summarised below:

- Improve facilities, including those in schools and for informal activities
Especially a new sports centre at Kirkintilloch
Other priorities included a running track and other specialist facilities, parks, cycle paths and play areas, skatepark
Affordable access to facilities
- Better promotion/communication of activities and programmes
Especially a central directory and possibly an on-line booking system
Greater coordination and management of facilities and programmes
- Make better use of the natural resources
- Better coordination and linkages between departments, policies and strategies
- Club development and support
Including coaching development and volunteer support
Greater support for minority sports

Vision and strategic goals

The main challenge to be tackled by the 2006 strategy was to capture the full potential of the services delivered in East Dunbartonshire in terms of health, social inclusion, economic development and community well-being.

The vision for this strategy was therefore *to put leisure, sport and physical activity at the heart of the communities of East Dunbartonshire.*

Strategic goals

The key goals developed for the strategy were as follows:

- Goal 1:** To improve the health and quality of life of the people of East Dunbartonshire by increasing levels of physical activity
- Goal 2:** To provide pathways into life-long participation in activity and to higher levels of sporting performance
- Goal 3:** To maximise the use of the built facilities and natural assets of East Dunbartonshire
- Goal 4:** To ensure that effective partnerships are established and maintained between and among the public, voluntary and commercial agencies in East Dunbartonshire in pursuit of this strategy.

Key strategic action areas

In order to achieve these goals within the framework of the Strategy, a set of key strategic action areas were identified.

1. Built facilities

Major facilities

East Dunbartonshire had a reasonable provision for the main built facilities of swimming pools and sports halls. The main gap in provision was in the Kirkintilloch area; however, the new centre was opened in July 2007.

Schools improvement project

The Council has delivered a number of new Secondary Schools in East Dunbartonshire. It is important to note that community access to enhanced sports facilities within these new secondary schools was seen as a priority. The opening up of sports halls and pitches for community use would make a substantial contribution to realising both the quality and acceptable quantitative levels of provision.

Sports pitches

A detailed sports pitches strategy was developed as an integral part of this broader leisure strategy.

The key elements of that strategy related to the poor quality of the grass pitch provision and the complete lack of synthetic pitch provision in the management of the Council.

Through the schools improvement programme and through further investment in targeted sites there has been significant investment in synthetic pitches, grass pitches and changing accommodation across the area. This has led to a genuine enhancement of both the quality of provision made and of the carrying capacity available.

2. Countryside

East Dunbartonshire has some outstanding natural resources which can and do make a considerable contribution to physical activity. The Campsie Fells, Mugdock Country Park and the Forth and Clyde Canal are all critical resources recognised as providing excellent opportunities for physical activity.

Many of those consulted as part of the strategy development process highlighted the further potential of these resources to make a significant contribution to the levels of physical activity in East Dunbartonshire and to the development of activity-based tourism, especially by day visitors.

3. Voluntary sector partnerships

The private sports clubs of East Dunbartonshire provide an outstanding and varied resource providing access to a very wide range of activities from hockey to skiing. Consultations in 2005/6 had suggested that the partnerships between the Council and the voluntary sector clubs were limited and that there was scope for a considerable enhancement in partnership working. The provision of a Club Development Officer and work with Active Schools has led to far more effective partnerships with local clubs and volunteers. This has helped the voluntary sector to play a much stronger role in expanding participation and in developing pathways for performers.

4. Physical activity

While many of the considerations within the strategy focused on formal sporting activities, there was a strong voice within many of the consultations in support of informal levels of physical activity and the promotion of activity to the inactive sections of the community. An exclusive sport specific focus was likely to miss large sections of the community which are either inactive or have low levels of physical activity. Action to address the Scottish Executive’s Physical Activity Strategy could be delivered by a Physical Activity Forum established as a partnership between the Greater Glasgow Health Board and the Council.

5. Children’s play

The Council has a wide range of play facilities throughout East Dunbartonshire and has carried out a detailed audit of the quality and extent existing provision. It has not developed a specific strategy for the on-going development of children’s play; however, an Open Space Strategy covering outdoor play areas has been developed.

6. Development support

Sports development

East Dunbartonshire Leisure and Culture Trust presently have a very active and enthusiastic sports development team supported by Council resources and by some of the major governing bodies of sport.

The Council will want to ensure that the existing close working partnership between its Sports Development and Active Schools Officers is maintained and that they work together to support the implementation of club accreditation schemes.

Target group activity

A range of issues were raised throughout the consultation processes about the specific needs of identified groups within the population including those with disabilities, women, older people and minority ethnic communities. In addition to these specific target populations, it was suggested that consideration also needs to be given to identified, deprived communities within East Dunbartonshire.

Pathways

The issue of support for talented individuals within East Dunbartonshire was a concern raised widely within the sporting community consulted. The recent provision of the Athlete Performance Programme has improved the level of support to talented athletes within the area.

7. Marketing, promotion, implementation and evaluation

A surprisingly large number of those consulted indicated that, while they were aware that there was a wide range of activities available in East Dunbartonshire, there was not an integrated source of information bringing together the activities and opportunities available from all the various sectors. Major progress to achieve the goals identified above is likely only to happen if access to good information is available and the services involved are well publicised. The provision of a dedicated web site for East Dunbartonshire Leisure and Culture has helped address this along with the inclusion of information on local clubs and organisations on the web site and publicity materials.

The following table sets out the key strategic actions identified in the 2007 Strategy and progress against these.

Key Strategic Actions 2007 – 2012

Figure 27: Update on Key Strategic Actions 2007 – 2012

1 Built facilities

Ref	Key actions	Strategic goal	Lead responsibility	Timescales	Status 2015
1.1	Complete the new sports centre and swimming pool in Kirkintilloch (Planned to open in June 2007).	1,3	Kirkintilloch Initiative Head of Service	June 2007	Facility completed and operational July 2007.
1.2	Replace the existing Allander Leisure Centre with a new facility.	1,3	Corporate Director Environment	2014	Project delayed / now being led through Allander Champions group – capital funding available in 2018.
1.3	Review the staffing structures in anticipation of the opening of the new facility in Kirkintilloch to provide core resources that service all the Council-managed facilities.		Commercial Manager Leisure	March 2007	Completed March 2007.
1.4	Ensure that the new facilities in the PPP schools are fully accessible for community use.	1,3	Head of Service	December 2009	Facilities available for community use although issues remain over pricing and access for clubs.
1.5	Consider an integrated management approach across all community leisure provision, including schools.	3,4	Head of Service	August 2008	Pricing and access to facilities reviewed annually including Ppassport to leisure for target groups.
1.6	Consider a range of approaches to ensure affordable access to facilities.	1	Commercial Manager Leisure	March 2009	Pricing and access to facilities reviewed annually including passport to Leisure for target groups.
1.7	Implement the recommendations of the Sports Pitches Strategy.	1,3	Commercial Manager Leisure		Completed over five year period including facility and pitch upgrades at various locations. Booking and access still an issue for clubs.
1.8	Investigate opportunities for the development of an athletics track in East Dunbartonshire.	1,3,4	Commercial Manager Leisure	March 2009	Funding was not initially available for a track in East Dunbartonshire however EDC and EDLC are funding a development of a track for delivery in 2015.
1.9	Consider the impact of the transport infrastructure on access to services and facilities.		Commercial Manager Leisure	April 2008	Review of services to leisure facilities completed August 2008.

2 Countryside

Ref	Key actions	Strategic goal	Lead responsibility	Timescales	Status 2014
2.1	Review and establish a clear policy for the provision of outdoor education in East Dunbartonshire.	1	Education service		Outdoor education areas incorporated into PPP secondary schools. School visits to Mugdock Country Park.
2.2	Develop and further promote a series of way-marked routes for cycling, jogging and walking.	1,3	Development and Regeneration		New way-marked routes associated with Thomas Muir Trail and John Muir Way. Bikeability scheme to promote cycling to school.
2.3	Develop a promotional plan to encourage the use of all countryside resources in East Dunbartonshire.	1,3	Development and Regeneration		Work under way to promote Campsie Fells through Tourism Partnership.
2.4	Work to secure a stronger partnership with Mugdock Country Park to increase the utilisation of that resource.	3,4	Commercial Manager Leisure		Work undertaken with Park manager to promote use of facilities year round and through school holiday activity programmes. Park management now integrated within Council's Development and Regeneration Directorate.

3 Voluntary sector partnerships

Ref	Key actions	Strategic goal	Lead responsibility	Timescales	Status 2014
3.1	Review the scope for the transfer of appropriate resources into community trust or club management.	3,4	Commercial Manager Leisure	June 2007	Initial discussions with interested clubs completed but no transfers to date. Work on this has been superseded by the Community Empowerment Act Bill.
3.2	Dedicate development officer resources to the support of clubs and their volunteer resources.	2,4	Operations Manager Sports Development	March 2007	Club Development officer appointed in May 2011.
3.3	Provide advice for clubs on fundraising and facility development.	4	Club Development Officer	January 2007	Completed February 2008 and continued update and support through Club Development Officer.
3.4	Provide further support for the training of coaches.	3,4	Commercial Manager Leisure	June 2008	Completed June 2008 with support through Sports Development and Local Sports Council. Support continued through Club development Officer.
3.5	Review the role of the local sports council in supporting the voluntary sports sector in East Dunbartonshire.	4	Operations Manager Sports Development	May 2008	Completed July 2008.

4 Physical activity

Ref	Key actions	Strategic goal	Lead responsibility	Timescales	Status 2014
4.1	Establish a Physical Activity Forum as an extension to the present Active Schools Steering Group in East Dunbartonshire as a partnership between the Council and the Health Board.	1,2,4	Commercial Manager Leisure	August 2007	Established November 2007 jointly with Active Schools.
4.2	Develop programmes targeted at the inactive populations in the community.	1	Commercial Manager Leisure	May 2008	Completed May 2008 and ongoing targeting of specific groups including women, young girls and looked after and accommodated children.
4.3	Seek long term sustainability for the Active Schools Coordinators.	4	Active School Manager	April 2008	Programme established in 2004 and currently funded until March 2015 with a commitment to extend until 2019.

5 Childrens play

Ref	Key actions	Strategic goal	Lead responsibility	Timescales	Status 2014
5.1	Consider the need for and scope of a children's play strategy.	1,2	Commercial Manager Greenspace	August 2007	Open Space Strategy developed.

6 Development support

Ref	Key actions	Strategic goal	Lead responsibility	Timescales	Status 2014
6.1	Review the posts and focus of the Sports Development Section to ensure that this resource is targeted directly on the delivery of the key actions in this strategy.	1,2,4	Operations Manager Sports Development	March 2007	Completed as part of restructuring process July – December 2009.
6.2	Create a dedicated post to support club sport, volunteers and sport for people with a disability.	1,2,4	Operations Manager Sports Development	March 2007	Completed as part of restructuring process and appointment made May 2011.
6.3	Provide appropriate training and staff development to allow existing staff to develop new capabilities in line with those required to sustain the strategy.	1	Operations Manager	December 2007	Skills audit carried out and training programme implemented January 2008 and continually reviewed to meet the needs of employees and service delivery.
6.4	Consider the creation of a club accreditation scheme for East Dunbartonshire.	2,4	Commercial Manager Leisure	April 2009	Review completed of existing Accreditation Schemes with NGB's and other LA's May 2009 and working with local clubs to assist in attaining relevant accreditation.
6.5	Continue to support the West of Scotland Institute of Sport.	2,4	Operations Manager Sports Development	Ongoing	Continued Liaison through Sports Development Service and Financial support reviewed on annual basis.
6.6	Provide more support for pathways within clubs Establish a coach development programme.	2,4	Operations Manager Sports Development	March 2008	Analysis of existing provision carried out and gaps identified. Coach education programme implemented and reviewed annually.
6.7	Support governing body led talent identification and development initiatives.	2,4	Operations Manager Sports Development	April 2010	Ongoing financial support provided through local sports council. Football, rugby, gymnastics and swimming initiatives in progress and Athlete Performance programme established.
6.8	Investigate the possibility of partnership agreements with neighbouring councils to secure access for appropriate individuals to dedicated programmes and facilities operated these Councils.	2,4	Operations Manager Sports Development	July 2010	Liaison with neighbouring Council's completed and access agreed for live active scheme, talented sports performers and work underway for Dunbartonshire swim squad.

7 Marketing, promotion, implementation and evaluation

Ref	Key actions	Strategic Goal	Lead responsibility	Timescales	Status 2014
7.1	A web based system should be established to carry information on all appropriate opportunities and organisations in East Dunbartonshire. This could include links with all facility websites.	4	Commercial Manager Leisure	2012	East Dunbartonshire Leisure and Culture Trust Web Site created including individual facility pages as well as links with clubs and national bodies.
7.2	Consider the development of a centralised on-line booking system and a common pricing policy.	3,4			East Dunbartonshire Leisure and Culture has central booking system for all activities. Pricing policy agreed on annual basis with the Council.
7.3	Voluntary and community activities should be included in Council promotional material and campaigns.	4			East Dunbartonshire Leisure and Culture includes activities by local clubs and organisations within activity brochures and wWeb site.
7.4	Dedicated staff time should be allocated to the monitoring and evaluation of the strategy on an on-going basis with annual reports published.				Review of the Strategy taking place through production of 2015 Culture, leisure and sport strategy.
7.5	Develop and promote the East Dunbartonshire Leisure brand.			April 2011	East Dunbartonshire Leisure and Culture trust established in April 2011 with own brand.

5. WHAT ARE OUR CURRENT ASSETS?

Despite East Dunbartonshire’s relatively small size, it is considered that the area has a wealth of cultural, leisure and sporting assets including a World Heritage Site, long-distance walking and cycling routes, the Campsie Fells and local facilities such as libraries, a museum, art gallery, leisure centres and many more.

The Council and East Dunbartonshire Leisure and Culture Trust collectively is the biggest single provider of facilities in the area, however, assets owned and / or managed by private and voluntary organisations make an equally-significant contribution to culture, leisure and sport provision in the area. The website www.eastdunassets.org.uk provides information on a wide range of facilities and services across East Dunbartonshire (including, but not restricted to, culture, leisure and sport) bringing together numerous providers. Similarly www.thecampsies.co.uk provides information on activities, attractions and accommodation in the area surrounding the Campsie Fells, across multiple local authority areas.

East Dunbartonshire’s culture, leisure and sporting assets have been grouped in this section for ease of reference, into the following groups:

- A. Cultural assets
- B. Sport and physical activity
- C. The great outdoors
- D. Community centres / halls and general letting
- E. Play areas and open space

However, it should be noted that the groupings are not exhaustive and that there is significant overlap between these assets, therefore many some may be mentioned twice whilst others may only be included in one section where it is considered to be a ‘best-fit’.

It is recognised that there is a level of inter-dependence between East Dunbartonshire and neighbouring authority areas where there is some leakage, particularly to the City of Glasgow and large-scale facilities such as Glasgow Museums, city centre restaurants and the SECC and concert venues. Conversely, the area’s proximity to the rest of the Greater Glasgow and Clyde Valley conurbation brings visitors to our assets, such as the Forth and Clyde Canal and the Campsies.

Cultural assets

EDLC is by far the biggest provider of cultural facilities in East Dunbartonshire. This includes eight libraries which range from small village libraries to larger libraries serving the towns and the wider area. In addition to their traditional role, facilities in our libraries include local archives (at William Patrick and Brookwood libraries), public access computers, wi-fi (at William Patrick and Bishopbriggs libraries), four learning suites, various bookable rooms, general activity space and online resources. William Patrick Library has been part of a Community Hub since 2012 (see chapter 7 Commitments for other Community Hub projects).

The Trust has three key arts and heritage venues which are the Auld Kirk Museum in Kirkintilloch, Lillie Art Gallery in Milngavie and Kilmardinny Arts Centre in Bearsden. The museum is a Category A-Listed Building that houses a collection of about 13,000 items plus visiting exhibitions and a shop. The art gallery contains a collection of about 450 works plus visiting exhibitions. The arts centre is also a Category A-Listed Building and provides accommodation for a wide variety of art classes and activities, as well as general hire and also includes a theatre.

The Council and Trust are currently undertaking work to restore Kirkintilloch Town Hall (another Category A Listed Building) which will provide further cultural facilities. For other heritage assets see the Outdoors section below.

There are also a small number of facilities, namely the Fort Theatre, Turret Theatre and Brackenbrae House, which are largely used and maintained by single user groups.

Figure 28: Cultural assets

Overview of Cultural Assets	
- Auld Kirk Museum/ Barony Chambers, Kirkintilloch	- Lennoxtown Library
- Bishopbriggs Library	- Lenzie Library
- Brackenbrae House, Bishopbriggs	- Lillie Art Gallery, Milngavie
- Brookwood Library, Bearsden	- Milngavie Library
- Craighead Library, Milton Of Campsie	- Other Heritage Assets (see Outdoors Section)
- Douglas Academy Music School	- Turret Theatre, Kirkintilloch
- Fort Theatre, Bishopbriggs	- Westerton Library
- Kilmardinny House Art Centre, Bearsden	- William Patrick Library, Kirkintilloch
- Kirkintilloch Town Hall (not yet in use)	

Sport and physical activity assets

East Dunbartonshire has three main leisure centres the Allander in Bearsden, Kirkintilloch Leisure Centre and the Leisuredrome in Bishopbriggs. Facilities at all three leisure centres include a swimming pool, health suite, fitness suite (THEGYM), group fitness studios, various sports halls, courts and pitches, and a cafe. Additional assets include an indoor bowling facility at the Allander, a conference room at Kirkintilloch Leisure Centre and Charlie’s Big Adventure at the Leisuredrome. There are no EDLC leisure centres located within the villages.

A large amount of sports facilities within East Dunbartonshire are owned or managed by clubs and user groups. This particularly includes golf courses, bowling greens, rugby pitches, tennis courts, Milngavie and Bearsden Community Sports Hub and Twechar Healthy Living and Enterprise Centre. East Dunbartonshire has 14 Golf Courses with eight of these within in a relatively small geographic area on the western side of the Council area. Other club-run facilities appear to be somewhat more evenly spread throughout the Council area.

For sports pitches and associated facilities such as pavilions etc. (including football, rugby and hockey) please see the Sports Pitch Strategy.

Figure 29: Sport assets

Overview of sport and physical activity assets	
- Bearsden and Milngavie Community Sports Hub	- Leisuredrome, Bishopbriggs
- Bowling Greens x9 (see clubs in Chapter 6)	- Other Bowling: Ten Pin Bowling (Kirkintilloch) and Indoor Bowls (Allander)
- Football Pitches (see Sport Pitches Strategy)	- Private Gyms x4 Approx.
- Golf Courses x15 (see clubs in Chapter 6)	- Rugby Club Grounds x3 (see Sports Pitches Strategy and Chapter 6)
- Kirkintilloch Leisure Centre	- Tennis Courts (see clubs in Chapter 6)
	- Twechar Healthy Living and Enterprise Centre

The Great Outdoors

East Dunbartonshire is blessed with several natural and historic assets that make a significant contribution to culture, leisure and sport provision in the area, including many assets of national importance:

- i. The route of the Antonine Wall cuts across East Dunbartonshire from east to west and includes points of interest such as Bar-Hill Fort, Auld Kirk Museum and the Bearsden Roman Baths.
- ii. The Forth and Clyde Canal also largely runs east to west (although entering Glasgow city near Bishopbriggs and remerging briefly at Westerton) and contains a well-used towpath / Sustrans cycle route along its length and a marina at Southbank in Kirkintilloch.
- iii. Scotland’s most popular long distance walking route ‘The West Highland Way starts’ in Milngavie town centre where there are a small number of businesses and services related to the walk (including four WHW Passport Stamping Stations). The first six miles of the route’s 96 miles are in East Dunbartonshire before it passes into Stirling to the north.
- iv. East Dunbartonshire’s second long-distance walking route The John Muir Way was completed in 2014 and passes through the area from near Twechar to Campsie Glen on its 134-mile journey from Dunbar to Helensburgh. Unlike the West Highland Way the entire route can be cycled.

East Dunbartonshire has a wealth of regionally and locally-important outdoor assets such as the Campsie Fells, Mugdock Country Park (located within Stirling Council area but managed by East Dunbartonshire Council), local walking routes, local reservoirs and watercourses, areas of local nature interest and outdoor related businesses / accommodations.

Figure 30: Outdoor assets

Overview of The Great Outdoors	
- Antonine Wall and Roman Baths (WHS) - Campsie Fells - Forth and Clyde Canal including Southbank Marina and jetties at Cadder, Glasgow Rd Bridge ('The Stables') and Twechar - John Muir Way - Local history - Tales and Trails Project across East Dunbartonshire - Local nature areas such as Lenzie Moss - Local water bodies such as Mugdock Reservoirs, Bardowie Loch, Antermony Loch, Kilmardinny Loch and Whitefield Pond - River Kelvin and tributaries	- Mugdock Country Park including shops and cafes, Mugdock Castle, garden centre, theatre, play area and BBQs - Outdoor-related businesses and accommodations, etc. - Thomas Muir Heritage Trail, former railways and other core paths - West Highland Way - WoS Snowsports Centre (Bearsden Ski Club) - Trails and Tales town and village sculpture and art trail network (installation 2017)

Community centres / halls and general letting

General use / multi-purpose halls and rooms provide a valuable resource and allow a wide range of cultural, leisure and sporting activities to take place within local communities. The vast majority of the activities and events held in community centres and public halls are run by volunteers in the community for their community.

Following the transfer of a number of public halls from the Council in the late 2000s a number of halls are now owned and / or managed by the community in which they serve and are run by local volunteers. This is particularly prevalent in the villages.

In addition to the halls managed by the Council, EDLC and community groups, there are also a number of bookable halls and community facilities provided by places of worship that are available for wider public use.

The above public and community halls are complimented by bookable accommodation in primary and secondary schools. It is recognised that there are limitations in the times that these facilities can be booked, and the activities that can take place, due to the nature of school operations.

Figure 31: Halls

Overview of Community Centres and Halls*	
- Auchinairn Community Centre - Bearsden Burgh Hall - Bishopbriggs Memorial Hall - Brackenbrae House, Bishopbriggs - Craighead Community Centre, Milton Of Campsie - Caldwell Hall, Torrance - Campsie Memorial Hall, Lennoxtown - Fraser Centre, Milngavie - Hillhead Community Centre - Kessington Hall, Bearsden - Kirkintilloch Town Hall (not yet in use)	- Lenzie Public Hall - Milngavie Community Centre - Milngavie Town Hall - Stirling Hall, Milton of Campsie - Torrance Community Centre - Twechar Healthy Living and Enterprise Centre - Various halls at places of worship - Various halls and accommodation at primary and secondary schools - Westerton Hall

* Note that this list does not include bookable accommodation as part of cultural or sporting assets which are covered by the respective sections.

Play areas and open space

The Scottish Government’s Play Strategy for Scotland: Our Action Plan recognises the importance of providing outdoor facilities for children’s play as a fundamental part of a young person’s development and encouraging a healthy lifestyle later in life. The table below provides an overview of outdoor children’s play facilities across East Dunbartonshire. For further and more general information on multi-functioning open spaces please see the East Dunbartonshire Open Space Strategy.

Figure 32: Play spaces

Overview of Play Areas		
Balmore Croft Road	Bearsden Adjacent to Nevis Road Lane at Kenilworth Crescent Grampian Way Heather Avenue Mosshead Road / Stockiemuir Road Colquhoun Park Westerton Park King George V Park Kilmardinny Grove Norman Macleod Crescent	Bishopbriggs Kirkstall Gardens Rear of Bishopbriggs Leisure Centre Meadowburn / Hilton Road Park Avenue / Birnam Avenue Lennox Crescent / Kirkintilloch Road Springfield Road Callieburn Road / Springfield Square Menteith Avenue O’Neill Avenue / Dene Walk Buchanan Drive Angus Avenue Bishopbriggs Town Park South of Cloan Crescent Kincardine Drive Lumloch Way (Bishopbriggs East)
Haughhead Castleview	Kirkintilloch Kinkell Gardens Alloway Grove Langmuir Road Newdyke Road Meiklehill Road/ Hardmuir Road* Luggie Park Friars Croft End of Blackburn Crescent Haig Road Glencairn Street Woodhead Park Willowbank Gardens Kilsyth Road/ Eastside Peel Park Park Burn/ Adamslie Drive	Lennoxtown Kincaid Drive North Birbiston Road James Hemphill Court Calico Way

Lenzie Thornwood Avenue Cypress Court Monkland Avenue East Garngaber Road Alexandra Park Woodilee Village (under construction)	Milngavie Falloch Road/ Hunter Road Oakburn Avenue Main Street/ Keystone Avenue Douglas Street Dougalston Crescent Campsie Drive	Milton of Campsie Scott Avenue Campsie Road James Boyle Square Murray Gardens / Birdston Road Kirkton Crescent / Glenburn Crescent
Torrance West Acre Park / West Balgrochan Road Main Street Firbank Avenue	Twechar Glen Shirva Road Twechar Healthy Living and Enterprise Centre/ Kelvin View	



6. WHAT IS THE CURRENT USAGE OF OUR ASSETS?

This section is intended as a snapshot of the general usage of our assets and facilities in the area and is not intended as a definitive or comparative count of the numbers of patrons at local facilities. The information will be used to identify trends in usage and to gain an overall understanding of how our assets are used.

Culture

The table below demonstrates that attendance at EDLC’s cultural facilities has been steadily increasing in recent years (although there was a significant drop in library visits in 14/15). In addition to the services and activities provided within venues, the trust has a number of online resources including web exhibitions (on topics such as the Forth and Clyde Canal and the Lion Foundry), photo library, healthy reading resource, local heritage and information/ signposting on researching your family history.

Figure 33: Usage of EDLC Cultural facilities

EDLC cultural facilities usage	2012 / 13	2013 / 14	2014 / 15
Auld Kirk Museum	20,192	21,459	25,417
Lillie Art Gallery	11,141	11,447	13,566
Kilmardinny House	21,035	22,249	27,603
Museums / Arts Sub Total	52,368	55,155	66,586
Library Visits	668,234	682,801	599,194
Total Cultural Assets	720,602	737,956	665,780

Libraries

East Dunbartonshire’s libraries are well used and the public engagement carried out in August / September 2014 showed significant support for the services and activities within libraries (see Report of Engagement). These services and activities include (in addition to traditional lending):

- Archives – unique historical records of the Council and also local people, businesses and organisations
- Family and local history displays, events, courses and workshops
- A wide range of reader-development activity for adults, including reading groups, Relaxing Reads and author events
- Bookbug Sessions for the under 3s (including Gaelic and ‘dad friendly’ sessions)
- Chatterbooks Reading Groups (7-11 year olds)
- Saturday Club including gaming and tournaments
- Home Library Service
- Pop-up Health Library
- People’s Network access to computers, Internet and email
- Online library services, including ebooks and information provision
- Digital skills programmes and sessions, including formal learning and inclusive sessions
- Outreach programme, including Storysharers and Story Stars

Auld Kirk Museum and Lillie Art Gallery

The Auld Kirk Museum and Lillie Art Gallery are both accredited, and have an on going programme of one-off and regular exhibitions, events and activities including:

- Tamfest
- Festival of Museums
- The Big Draw
- Christmas exhibitions
- The Return of the Romans
- Scottish Photographic Circle
- Artist talks and tours

Arts development programmes

Kilmardinny Arts Centre in Bearsden offers a range of art programmes which support individual arts development for all ages and includes classes/activities in the following areas:

- Drawing
- Water-colour, Oil, Silk and Acrylic Painting
- Pastels, Ink and other Media
- Jewellery Making
- Textiles
- Creative Writing
- Puppet-making and Puppetry
- Digital Media including Stop-Start animation
- Printing



Figure 34: Arts and culture leisure groups

Arts and culture leisure groups in East Dunbartonshire (not exhaustive)		
Arts East Dunbartonshire Arts Council Allander Artists Bishopbriggs High Arts Club Bearsden Art Club Bearsden and Milngavie Decorative and Fine Arts Society Milngavie Art Club Milton of Campsie Art Club	Crafts Baldernock Gardening Club Bearsden Flower Club Bearsden Wine Circle Campsie Floral Art Club Campsie Horticultural Society Kilmardinny Quilters Kirkintilloch Horticultural Society Lenzie and District Flower Club Milngavie Flower Club East Dunbartonshire Crafts Forum Embroiderers Guild of Kirkintilloch Scottish School of 3D Decoupage (Milngavie) Strathclyde Woodturners (Lenzie) West of Scotland Guild of Weavers, Spinners and Dyers (Milngavie) The Village Patchers The Model Railway Club	Dance Westerton Country Dance Group Urbaniks Street Skool of Dance Blast Cheer Squad (Bishopbriggs) Performers Dance Academy (Kirkintilloch and Allander)
Drama Antonine Theatre Group (Bishopbriggs) The Drama Workshop (Bearsden) (YP) East Dunbartonshire Arts and Events - Young People Kilmardinny Players Kirkintilloch Players MoPac Theatre Company (Milton of Campsie) Pied Piper Productions (Bearsden) (YP) Starmaker School of Drama (Lennoxtown) (YP) Torrance Parish Church Drama Group	Historical Interest Baldernock Local History Group Bearsden Local History Group Bishopbriggs Local History Group Campsie Local History Group Dunbartonshire Family History Society Forth and Clyde Canal Society Friends of Thomas Muir Kirkintilloch & District Society of Antiquaries Lenzie Local History Group Milngavie and Bearsden Historical Society Milngavie Heritage and History Group Milngavie Heritage Centre Milton of Campsie Historical Society Torrance Local History Group Twechar Local History Group University of the Third Age	Music A La Carte Singers Baby Bliss Bearsden and Milngavie Youth Orchestra Bearsden Choir Bearsden Young Fiddlers Cadder Music Club Campsie Accordion and Fiddle Club Campsie Celtic Folk Players Dunbartonshire Concert Band Dunbartonshire Wind Ensemble DWE Monday Swing Big Band (Kessington) Enjoy Music Friends of Instrumental Services Kelvin Choir Kenmure Kinning Park Pipe Band Kilmardinny Music Circle Kirkintilloch Band Kirkintilloch Kelvin Brass

Music (continued) Kirkintilloch Ladies Choir Kirkintilloch Male Voice Choir Kirkintilloch Pipe Band Lennoxtown and Bishopbriggs School of Music Milngavie Choir Milngavie Music Club Milngavie Pipe Band Milngavie Young Singers Milton of Campsie Scottish Folk Music Club Mini Mistieros Springfield Cambridge Festival Chorus (Bishopbriggs) Westerton Male Voice Choir	Other Bridge / card playing groups Play groups General companionship Bearsden poetry group Brookwood library computer group Probus learning group	Reading Approx. 50 groups – evenly split between groups directly managed and facilitated by libraries and those which meet independently. Includes specialist groups such as the Visually Impaired Reading Group and the Adult Learners Reading Group.
---	--	--



Sport and physical activity

Leisure Centres / Sports Development

The table below demonstrates that attendance at EDLC’s leisure centres has generally been increasing over recent years (although there was a significant drop in water activities at KLC in 2014/15). An on-line booking facility for fitness classes was introduced in 2014 and should contribute to further increases in patronage. The facilities in East Dunbartonshire’s three leisure centres are supported by fitness instructors and coaches as part of THE GYM and sport development programmes in football, gymnastics, rugby, swimming and other sports. For the usage of sports pitches please see the Sports Pitches Strategy.

Figure 35: Usage of EDLC sport facilities

EDLC leisure centres usage	2012 / 13	2013 / 14	2014 / 15
Allander Leisure Centre: Water Activities Dryside Activities	132,183 244,757	135,458 264,096	142,419 254,998
Total Allander	376,940	399,554	397,417
Kirkintilloch Leisure Centre: Water Activities Dryside Activities	165,997 191,117	174,484 206,482	133,260 186,247
Total Kirkintilloch Leisure Centre	357,114	380,966	319,507
The Leisuredrome: Water Activities Dryside Activities	147,173 224,027	167,218 238,445	149,578 254,439
Total Leisuredrome	371,200	405,663	404,017
Leisure Centres (combined): Total Water Activities Water Activities from Sports Development Total Dryside Activities Dryside Activities from sports Development	445,353 45,636 659,901 64,216	477,160 56,748 709,023 88,506	370,488 54,769 621,718 73,966
Total leisure centres	1,105,254	1,186,183	1,120,941
Other leisure / sport service areas: Charlies Big Adventure (Leisuredrome) Community Fitness Live Active	16,808 4,573 881	17,003 4,929 1,064	
Total other leisure / sports services	-	-	
Total Usage – Sport and Leisure	1,127,516	1,209,179	

Figure 36: Sport and physical activity groups

Sport and activity leisure groups in East Dunbartonshire (not exhaustive)		
Angling Clubs Cairnie Campsie AA Gadloch	Bowling Clubs Allander Indoor Bowling Bearsden Bishopbriggs Campsie Kirkintilloch Lenzie Milngavie Pro-Bowl Juniors Westermains Westerton Woodilee	Curling (facilities outside East Dunbartonshire Council) Cadder Campsie Glen Lenzie Ladies Strathkelvin Bearsden
Football Antonine FC Baljaffray FC Bearsden Amateurs Blair Thistle Campsie Black Watch F.C Campsie Boys Club Campsie Minerva AFC Celtic Youth FC Clydebank U21s Cresswell Lane FC Crosslands AFC FC Thistle Harestanes AFC Jordanhill Campus AFC Kirkintilloch FC Kirkintilloch Miners Kirkintilloch Riverside Kirkintilloch Rob Roy Kirkintilloch Thistle KRR Harestanes Lenzie Spartans FC Lenzie Union Milngavie Boys Club Old Kilpatrick Utd Parklife FC	Golf Clubs Balmore Bearsden Bishopbriggs Cadder Campsie Clober Dougalston Douglas Park Glasgow (Killermont) Hayston Hilton Park Kirkintilloch Lenzie Milngavie Windyhill	Gymnastics Bishopbriggs Acro Gymnastics Lenzie Gymnastics Club Allander Gymnastics

Sport and activity leisure groups in East Dunbartonshire (not exhaustive)		
Football <i>(continued)</i> Rosebank Utd Rannoch AFC Rossvale BC Redbrae Athletic Torrance Waterside Amateurs Westerton Boys Club West Park United	Martial Arts Chung Yong Taekwondo Bishopbriggs Karate Club Glasgow Karate Club Zanshin Kai Karate Club UK Tae Kwon Do Bushido Karate (Allander) Tei Karate (Allander) Hokushin Karate (Allander) Pro Judo	Other groups Strathkelvin Ramblers Kelvin Valley Beekeepers Association Fusion Triathlon Club Torrance Community Cricket Club Milngavie and Bearsden Shinty Club Clyde Arrows (archery) Glasgow Mountain Bike Club Milngavie Mountaineering Club Kirkintilloch Mountaineering Club Western Wildcats Hockey Club Allander Lifesaving Club Fusion Triathlon Club Bearsden Ski Club Bardowie Sailing Club
Racquet Sports Bearsden Lawn Tennis Club Milngavie Tennis Club Craigdhu Tennis Club Milngavie and Bearsden Tennis Club Allander Men’s Squash Club Allander Ladies Squash Club Thorn Park Tennis Club Woodhead Park Badminton Club Lenzie Tennis Club Westerton Tennis Club	Rugby West of Scotland Rugby Football Club Allan Glen’s Rugby Academy Lenzie Rugby Club	Swimming Milngavie and Bearsden Swimming Club Kirkintilloch and Kilsyth Amateur Swimming Club Scotia Amateur Swimming Club Splash Sports

Active Schools

Active Schools is a national programme funded by East Dunbartonshire Council and sportscotland, and managed by East Dunbartonshire Leisure and Culture Trust. The aim of the programme is to:

- increase the number of children and young people participating in school and community sport
- increase capacity through the recruitment, retention and development of a network of volunteers to deliver sport in schools and the wider community.

The Active Schools team work with local clubs and organisations to build ‘pathways’ from schools to the local community, increasing the number of opportunities for primary and secondary pupils to engage in sport.

The academic year 2013 / 14 was a very successful one for Active Schools and its partners within East Dunbartonshire. Some of the key successes were:

- 141,358 participant sessions provided- an increase of 17, 624 from 2012/13
- 7,416 activity sessions delivered – an increase of 1410 from 2012/13
- 475 volunteers delivering within Active Schools supported programmes – an increase of 120 from the previous year
- 101 senior pupils helping to deliver Active Schools supported activities
- 59% of the total primary school roll and 28% of the total secondary school roll attended at least one extra-curricular sporting activity within their school.
- 14 training courses ran throughout the year with 203 teaching staff / pupils / parents / coaches attending.

Further information can be found in the East Dunbartonshire Active Schools Annual Review 2013 / 14 which can be viewed on the Trust’s website.

Athlete performance programme

The Athlete Performance Programme is a key part of the 2014 Legacy programme and has been rolled out by East Dunbartonshire Leisure and Culture Trust and East Dunbartonshire Council, in partnership with sportscotland. The elite programme started in January 2014 with 117 athletes nominated by clubs and schools. A total of 22 have been selected to take part and are being be given a unique sporting opportunity.

A year-long programme has been specifically designed for each athlete in order to improve sports performance, taking into consideration their own individual biomechanics. Sessions include: nutrition; strength and conditioning; speed and agility; flexibility; co-ordination; and evaluation for both coaches and athletes. Selected athletes have access to qualified staff from sportscotland and local gyms.

Many of the parents of athletes on the programme have indicated through a feedback survey that they have seen significant improvements on individual athletes’ performances. The programme is undergoing continuous improvement and review. For further information please see the Athlete Performance Programme Year One Report.

The great outdoors

Given the nature of our outdoor assets measuring their use can be difficult, however, the early engagement carried out for the culture, leisure and sport strategy in August/ September 2014 demonstrated that our outdoor assets are greatly used and valued by the people who live within and visit the area (see Report of Engagement). This section provides a flavour of the usage of our outdoor assets, including associated events and festivals.

Long-distance walking routes

Approximately 35,600 people walked the entire length of the West Highland Way in 2014 and an estimated 50,000 day-walkers did the first section of the route from Milngavie to Carbeth and Glengoyne Distillery. This presents a very significant volume of people and all of these walkers will have passed through Milngavie town centre, providing a boost to local businesses. It is however recognised that the length of time and money spent by each walker in the town will vary and may not be maximised.

Information on the usage of the John Muir Way which opened in 2014 should become available in the future as the route beds in.

Forth and Clyde Canal

A large number of boats pass through East Dunbartonshire every year on the Forth and Clyde Canal, many of which will stop in the area at places such as Southbank Marina and Cadder to access local services.

An estimated 115,000 people used the canal towpath at Cadder, Bishopbriggs. This is an increase of approximately 25,000 users when compared with figures from 2010.

Mugdock Country Park

As Mugdock Country Park is a more contained and managed asset with bookable resources, the average number of users is somewhat easier to estimate and monitor than other outdoor assets. Over the past five years there has been an overall rise in the total number of visitors to the park over (however, there was a drop in the 2013 / 14 financial year), as shown in the table following.

Forth and Clyde Canal

A large number of boats pass through East Dunbartonshire every year on the Forth and Clyde Canal, many of which will stop in the area at places such as Southbank Marina and Cadder to access local services.

An estimated 115,000 people used the canal towpath at Cadder, Bishopbriggs 2014. This is an increase of approximately 25,000 users when compared with figures from 2010.

Figure 37: Visits to Mugdock County Park

Year	Total Visitors to Park (Estimate)
2010/11	574,452
2011/12	614,686
2012/13	635,014
2013/14	608,229
2014/15	628,620

A further breakdown of how the park is used is provided in the table below. The information outlined is representative of the range of activities carried out at the park, with details provided of the number of bookings confirmed, but it should be noted that this does not capture the many more informal activities that take part within the park.

Figure 38: Activities at Mugdock Country Park (2013/14)

Facility	Bookings	Comment
Room hire – Theatre suite	241	The range of uses for the theatre suite includes: <ul style="list-style-type: none">- Organised public events such as cinema club, art shows, concerts and other lectures- Corporate events- School groups- Private functions
Countryside Events including Ranger Service	330	Events take place both within and outwith the park and include: <ul style="list-style-type: none">- Ranger-ed themed walks, activities and voluntary working parties- Music / dance / craft workshops- Outdoor survival events for children / families- Mountain biking workshops
Education room	124	The education room is mainly used by school and community groups for activities, and as a base if the weather is wet
Bandstand	17	A programme of band music is held over summer months in the Walled Garden. Music is performed by voluntary and community groups
BBQ sites (x2)	148	The park’s two BBQ sites (Gallowhill and Pond) have high demand during the summer months
Mugdock Castle		Open at weekends May to September (staffed by volunteers)

It should be noted that a strategy for Mugdock Country Park is currently being produced and further information, including the results of a public consultation, can be found on the park’s website www.mugdock-country-park.org.uk

Festivals and events

Festivals and events make a significant contribution to the culture, leisure and sport offer within East Dunbartonshire, and help to publicise, increase awareness and celebrate the assets and opportunities available in the area. The table below presents an overview of the wider festivals and events that take place across East Dunbartonshire (not including EDLC events covered in the previous sections). The biggest and best-known event to take place in East Dunbartonshire is the Kirkintilloch Canal Festival which has been attended by approximately 30,000 people in recent years and provides an eight fold boost to the local economy.

Figure 39: Festivals and events across East Dunbartonshire

Event / Festival title	Description	Location	Timescale
Principal festivals	Food and Drink Festival	Across East Dunbartonshire	1 Apr – 30 Apr
	Get Active Festival		13 May – 30 June
	Heritage Festival – including Doors Open Day		19 Aug – 30 Sept
	Arts Festival – including Book and Arts		12 Oct – 9 Nov
Sports Relief – Mugdock Mile	One day charity event	Mugdock Country Park	23 Mar
Summer season of Bandstand Events	Up to eight Sunday afternoon bandstand performances	Mugdock Country Park	July – Aug (eight weeks, one performance per week)
Annual Kirkintilloch Canal Festival	Large-scale festival with activities across leisure, sport, arts and heritage	Kirkintilloch	18 Aug – 25 Aug (annual event)
Outdoor Walking Festival	In conjunction with partnering Council	Across East Dunbartonshire	26 Aug – 1 Sept (Annual event)
Thomas Muir Festival	Festival celebrating the life and times of Thomas Muir, ‘Father of Scottish Democracy’, with a focus on culture events	Bishopbriggs	13 Nov – 16 Nov
Two-day Winter Festival at Mugdock Country Park	Festival events	Milton of Campsie, Lennoxtown and Torrance	30 Nov and 1 Dec (annual event)
Mugdock Country Park	What’s On event activity, including Countryside Rangers – programmed activity	Mugdock Country Park	Annual programme of event activity in park, including music festival
Campsie Mayfest	Community art and music festival	Milton of Campsie, Lennoxtown and Torrance	15 May – 24 May
Bearsden and Milngavie Highland Games	Traditional Highland Games	West of Scotland Rugby Football Club	13 June (no event in 2014 but re-scheduled for 2015)

Community centres / halls and general letting

As detailed in Chapter 5 East Dunbartonshire has many bookable halls, rooms and other facilities that are managed by a large mix of providers. As a result capturing the usage of halls across East Dunbartonshire is somewhat difficult. Information on Council hall lets is provided to help identify key trends in bookings and demand, however, it is fully recognised that this only represents a portion of hall usage in the area. It should be noted that many of the groups mentioned in the preceding sections on cultural and sporting groups use many of the general halls.

East Dunbartonshire Council halls

East Dunbartonshire Council maintains and runs five halls for public bookings (Bearsden Burgh Hall, Milngavie Town Hall, Torrance Community Centre, War Memorial Hall and Westerton Hall). The tables following provide an overview of usage across the Council-managed halls and are split between commercial and concessionary lets. Concessionary lets are to groups that are both of charitable status and provide a level of community benefit.

Figure 40: Council Halls Commercial Lets

Halls commercial lets

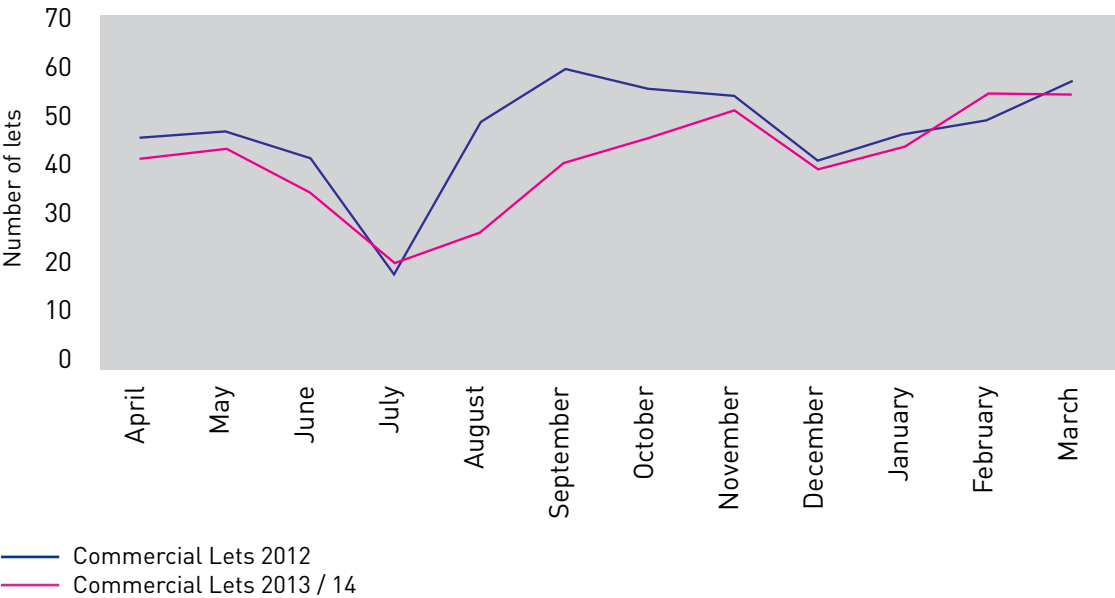
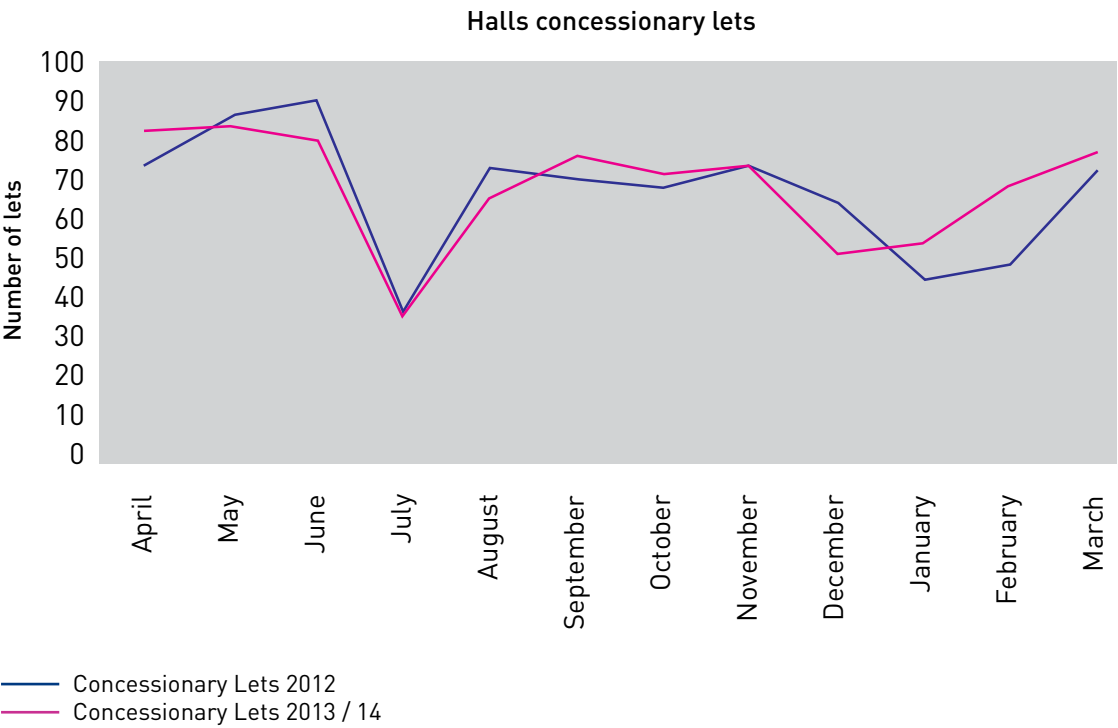


Figure 41: Council halls concessionary lets



Community Lets at Schools

The Council is committed to making schools available for community use after the normal school day has finished. Schools are normally available in the evenings and at weekends during the school letting period. Space within all secondary schools and a limited number of primary schools is available for individual or group let. There is currently no data on school lets, however, the introduction of a new Council booking system in 2014 that includes schools facilities should allow this information to be collected in the future.



7. COMMITMENTS

This section provides a brief overview of the current projects relevant to culture, leisure and sport that are currently under development within East Dunbartonshire. The information is presented as the following:

1. proposals being delivered by the Council and EDLC Trust
2. a list of relevant planning applications from 2009 – 2015.

The table below provides a list of projects that are at various stages of planning/ development and have been committed and resourced by the Council and Trust. The strategy will not re-visit the principle of these projects, however, their integration within the strategy will be crucial in not only maximising the benefits of each project, but equally in ensuring delivery of the overall aims and objectives of the strategy.

Figure 42: Current projects

East Dunbartonshire Council / EDLC Trust projects currently under planning and development	
Project	Proposal
Allander Leisure Centre	Replacement leisure centre on existing site
Bearsden Community Hub	Relocation of existing library and archive and creation of new community facilities
Bishopbriggs Community Hub	Details to be confirmed
Boghead Playing Fields	Pitch upgrade and drainage improvements
Huntershill Playing Fields	Pitch, pavilion and athletics track refurbishment / upgrade and formation of tennis courts (see planning application TP/15/0278)
Kilmardinny Arts Centre	Refurbishment of Category A-Listed Building and improvement of facilities
Kirkintilloch Town Hall	Restoration of Category B-Listed Building and formation of new community facilities
Kirkintilloch Community Sports Centre (community project with support from the Council)	Relocation of existing Rob Roy Football Club to new community sports facility (see planning application TP/ED14/0198)
Lennoxtown Community Hub	Relocation of existing library and creation of new community facilities (see planning application TP/14/0679)
Milngavie Community Hub	Details to be confirmed
Trails and Tales	Design and installation of outdoor walking sculpture/art trails

Culture, leisure and sport related planning apps (2009 – 2015)

The information following is intended only to give an indicative picture of physical changes in the provision of culture, leisure and sports assets in East Dunbartonshire roughly over the last 5 years. The applications received by the Council during this time include proposals for replacement sports pitches and pavilions, tourist accommodation, residential moorings on the Forth and Clyde Canal, new community facilities and changes of use for small-scale units and premises. There were significantly more applications to change premises to leisure uses than applications to change existing leisure facilities to other non-leisure uses. The majority of applications were approved (approx. 95%) and therefore there does not appear to be any general barriers in terms of planning for leisure uses.

It should be noted that the Proposed East Dunbartonshire Local Development Plan (published April 2015) contains a Community Facilities and Open Space policy (building upon the existing policy in Local Plan 2 2011) which supports the development of new leisure-related facilities and resists the loss of existing facilities except where it can be demonstrated that the facility is surplus to requirements or where the redevelopment will provide enhanced facilities. This policy will be monitored as part of the monitoring for the Local Development Plan.

Figure 43: Relevant planning applications

Culture, leisure and sport related planning apps (2009 – 2015)			
Ref	Description	Location	Decision
15/0545	Erection of new greenkeepers shed	Clober Golf Club, Craigton Road, Milngavie	Pending
15/0278	Erection of sports pavilion, sport pitch, tennis courts and athletics track	Huntershill Sports Ground, Huntershill Road, Bishopbriggs	Pending
15/0195	Change of use from former mill to outdoor education base and small campsite	Gavell Road, Twechar	Grant
14/0851	New / replacement floodlights	Westerton Tennis Club	Grant
14/0819	Renewal of consent TP/ED/11/0550 to build an extension to the clubhouse	Bearsden Lawn Tennis Club	Grant
14/0751	Change of use from leisure to shop	9 Mugdock Road, Milngavie	Grant
14/0679	New Community Hub	Main Street, Lennoxtown	Grant
14/0447	Change of use from retail and fitness gym to live entertainment and function suite	1 Cowgate, Kirkintilloch	Withdrawn
14/0363	Temporary caravan site for Commonwealth Games	Bankell Farm, Strathblane Road, Milngavie	Grant
14/0328	Change of use from ceramic workshop to class gymnasium	Donaldson Crescent, Kirkintilloch	Grant
14/0275	Change of use from business to Callanetics studio	Springfield Works, Emmerson Road, Bishopbriggs	Grant
14/0198	Community sports facility	Donaldson Street / Southbank, Kirkintilloch	Grant
14/0363	Change of use from office to a Pilates studio	Crossveggate, Milngavie	Grant
13/0795	Conversion of garage to form two holiday lets	Barraston Holdings, Torrance	Grant
13/0527	New Community Hub	Main Street, Lennoxtown	Grant
13/0412	Construction of new community centre and associated landscape	Meiklehill Road, Hillhead, Kirkintilloch	Grant
13/0330	New primary school with associated sports pitch – Note for School use only	Southbank Marina, Kirkintilloch	Grant
13/0330	Formation of six residential craft moorings	Forth and Clyde Canal, Southbank, Kirkintilloch	Grant

Culture, Leisure and Sport Related Planning Apps (2009 – 2015)			
Ref	Description	Location	Decision
13/0088	Formation of nine residential craft moorings	Forth and Clyde Canal, Southbank, Kirkintilloch	Grant
12/0735	Use of woodland and agricultural field for paintball games facility.	Sauchenhall Farm, Mollins Road, Kirkintilloch	Temporary Consent
12/0678	New foodstore and community facilities etc.	Bishopbriggs town centre	Grant (Appeal)
12/0530	Revised Kilmardinny masterplan	Kilmardinny / Westpark	Grant
12/0454	Erection of eight holiday chalets	Antermoney Road, Milton of Campsie	Grant
12/0427	Replacement and enlargement of sports pitch	Boclair Academy	Grant
12/0426	Replacement and enlargement of sports pitch	Lenzie Academy	Grant
12/0227	Class 1 foodstore and replacement rugby pitch	West of Scotland RFC, Milngavie	Grant
12/0103	Replacement sports pavilion	Taig Gardens, Kirkintilloch	Grant
12/0022	Conversion of garage to form holiday cottages	Barraston Holdings, Torrance	Withdrawn
11/0875	Replacement sports pavilion	High Park, Lennoxtown	Grant
11/0862	Change of use from light manufacturing to dance studio	Campsie Road, Kirkintilloch	Grant
11/0661	Conversion of garage to form holiday cottages	Barraston Holdings, Torrance	Refuse
10/0807	Amendment – conversion of outbuildings to holiday homes	Antermoney Road, Milton of Campsie	Grant
10/0404	Amendment – formation of four holiday homes	Antermoney Road, Milton of Campsie	Withdrawn
10/0368	Change of use from retail to fitness studio	Townhead, Kirkintilloch	Refuse
10/0328	New changing facilities	Cloberfield, Milngavie	Grant
09/1096	Construction of new community building	Meiklehill Road, Hillhead	Grant
09/0780	Proposed wildlife garden and car parking	Antermoney Road, Milton of Campsie	Grant

8. CONCLUSIONS – INFLUENCING THE STRATEGY

The preceding chapters have aimed to provide an overall picture of existing culture, leisure and sport provision in East Dunbartonshire. The purpose of this chapter is to bring together this information in order to draw conclusions to guide the development of the forthcoming strategy. A summary / conclusion of each chapter is provided followed by an overview SWOT analysis.

Key trends in East Dunbartonshire (Chapter 2)

The key findings from Chapter 2 are:

- East Dunbartonshire’s population is aging and declining
- East Dunbartonshire is generally a healthy place
- Participation levels in culture and sport in East Dunbartonshire are above the national average. However, there are small pockets of areas that are within the 30% most deprived areas of Scotland according to the Scottish Index of Multiple Deprivation (2012) and participation in these areas is typically lower
- There appears to be no clear relationship between lower participation rates in deprived areas and the availability of sport facilities
- Leisure and tourism is an important source of local jobs
- Car ownership in East Dunbartonshire is very high compared to the national average.

National and local strategies / policies (Chapter 3)

Chapter 3 demonstrates that there are a large number of strategies and policies at both a national and local level that are relevant to preparation of the culture, leisure and sport strategy. It is important that the strategy takes cognisance of these strategies and policies where relevant, and consolidates them into a single, high-level strategy covering all areas of culture, leisure and sport.

Review of 2006 Leisure, Sports and Physical Activity Strategy (Chapter 4)

The 2006 Leisure, Sports and Physical Activity Strategy (see Chapter 4) contained 35 key actions, 34 of which have been fully or partially met (the vast majority being fully achieved). The one key action that has not been fulfilled is the replacement of the existing Allander Leisure Centre (Ref 1.2) with a new facility. Although the project has not yet been delivered, the Council is committed to delivering a replacement facility – which is identified in the Council’s Asset Management Plan for capital funding in 2018.

Actions that have been partially met or are still progressing are as follows:

- Ref 1.3 Ensure new PPP school facilities are fully accessible for community use. *Position in 2015: facilities in PPP schools are available for community use, however, there are issues with price and access.*
- Ref 1.8 Investigate and develop athletics track.

Position in 2015: athletics track now under planning and development at Huntershill.

A number of actions within the strategy required the review of various matters relating to the provision of sport. Given that the strategy is now nine years old it is considered that the new strategy should seek to review these matters again where appropriate, or where review has been continuous, ensure that on going review continues.

It is clear that the 2006 strategy has had a very positive impact upon leisure, sport and physical activity in East Dunbartonshire, and that the vast majority of its key actions have been met. The forthcoming strategy should ensure that this good work is continued and it is considered that the actions discussed above should be carried forward.

What are our current assets? (Chapter 5)

Chapter 5 demonstrates that East Dunbartonshire has a wealth of cultural, leisure and sporting assets including a World Heritage Site and museum, long-distance walking and cycling routes, the Campsie Fells, the Forth and Clyde Canal and local facilities such as libraries, art venues, leisure centres, pitches, club-owned assets and many more community facilities. The purpose of the strategy is to improve culture, leisure and sport in the area and therefore given that budgets in all sectors continue to face considerable pressure the strategy should support the sustainable management of our existing assets as well as identifying and addressing any current gaps.

The Council and EDLC are the biggest providers of culture, leisure and sport facilities in the area, however, assets owned and / or managed by private and voluntary organisations make a very significant contribution. Therefore the strategy and action programme will need to recognise that there will be various partners across different sectors in delivering the strategy.

What is the current usage of our assets? (Chapter 6)

Chapter 6 demonstrates that there is generally an upward trend in the total number of people using our culture, leisure and sport assets (although not universally), and reflects the good work and initiatives being undertaken at ground level to increase participation.

The strategy should set actions to ensure that this general upward trend continues and that East Dunbartonshire remains to have above national average participation across culture, leisure and sport.

Commitments (Chapter 7)

Chapter 7 provides a list of projects that have been committed and resourced by the Council. The strategy will not re-visit the principle of these projects; however their integration within the strategy will be crucial in not only maximising the benefits of each project but equally in ensuring delivery of the overall aims and objectives of the strategy.

The review of culture, leisure and sport related planning applications concludes that the vast majority of applications have been approved and there do not appear to be any barriers in this regard.

SWOT analysis

The figure following contains an initial SWOT analysis which presents a very high level analysis of the current position within East Dunbartonshire and identifies potential areas for improvement. The document demonstrates that provision of culture, leisure and sport in East Dunbartonshire is generally good and that there is a wide variety of assets, facilities and activities in the area. However, some areas of weakness remain and the proposed Culture, Leisure and Sport Strategy should set actions to tackle these areas (where this is deemed practicable).

Figure 44: SWOT analysis

Strengths	Opportunities
<div>→ Generally high participation rates</div> <div>→ Community demand</div> <div>→ Generally healthy population</div> <div>→ Wide variety of assets</div> <div>→ Campsie Fells, countryside setting and heritage assets</div> <div>→ Programme of local festivals and events</div> <div>→ Wide variety of local groups and organisations</div> <div>→ Strong development programmes in schools and across culture, leisure and sport</div> <div>→ Existing partnerships</div> <div>→ Trust model for leisure and culture</div>	<div>→ Pockets of low participation rates</div> <div>→ Pockets of health inequality</div> <div>→ High usage of private car</div> <div>→ Remote areas that are less accessible to culture, leisure and sport provision</div> <div>→ Age / Condition of some sports facilities</div> <div>→ Different system of management between EDLC, East Dunbartonshire Council and PPP facilities</div>
Weaknesses	Threats
<div>→ Campsie Fells and countryside setting</div> <div>→ Forth and Clyde Canal</div> <div>→ Long-distance walking routes</div> <div>→ Antonine Wall and local heritage</div> <div>→ Further increase participation levels</div> <div>→ Reduce health inequalities</div> <div>→ Improve sustainable and active access to facilities</div> <div>→ Opportunities for cross-working</div> <div>→ Facilities improvements</div> <div>→ External funding opportunities</div>	<div>→ Budget pressures and financial sustainability</div> <div>→ Lack of investment</div> <div>→ Local economic conditions</div> <div>→ Unaligned agendas</div> <div>→ Misinformation / Miscommunication</div>

Next Steps

The findings and conclusions of this document have been taken into account in the preparation of the draft Culture, leisure and sport strategy which is out for public consultation until early November. For further information on the process and the relationship between the documents please see Chapter 1 Introduction.



9. REFERENCES

Athlete Performance Programme Year One Report, February 2015, East Dunbartonshire Leisure and Culture Trust

EDC Area Profile, April 2014, East Dunbartonshire Council

East Dunbartonshire Active Schools Annual Review 2013/14, 2014, East Dunbartonshire Leisure and Culture Trust

Single Outcome Agreement, April 2014, East Dunbartonshire Community Planning Partnership

One National Plan Implementation within East Dunbartonshire 2013 – 2015, 2013, East Dunbartonshire Leisure and Culture Trust

People And Culture in Scotland 2008: Results from the Scottish Household Survey Culture and Sport Module 2007 / 2008, November 2009, National Statistics for the Scottish Government

People and Sport in Scotland in Scotland: Results from the Scottish Household Survey Culture and Sport Module 2007 / 2008, November 2009, National Statistics for the Scottish Government

Play Strategy for Scotland: Our Action Plan, October 2013, Scottish Government

Scotland’s People: Annual Report Results from 2013 Scottish Household Survey: Local Authority Tables East Dunbartonshire, February 2015, National Statistics for the Scottish Government

Scottish Index of Multiple Deprivation: 2012 Datazone Analysis, February 2014, East Dunbartonshire Council

STEAM Final Trend Report For 2009 – 2013 East Dunbartonshire, May 2014, Global Tourism Solutions (UK)



FURTHER INFORMATION

East Dunbartonshire Council Land Planning Policy Team
Email: development.plan@eastdunbarton.gov.uk
Tel: 0141 578 8600

East Dunbartonshire Leisure and Culture Trust
William Patrick Library
2-4 West High Street
Kirkintilloch
G66 1AD

Tel: 0141 777 3143
edlc@eastdunbarton.gov.uk

OTHER FORMATS

This document can be provided in large print, Braille, or on audio CD and can be translated into different community languages. Contact the Corporate Communications team at East Dunbartonshire Council, 12 Strathkelvin Place, Kirkintilloch, Glasgow G66 1TJ Tel: 0300 123 4510

本文件可按要求翻譯成中文，如有此需要，請電 0300 123 4510。

اس دستاویز کا درخواست کرنے پر (اردو) زبان میں ترجمہ کیا جاسکتا ہے۔ براہ مہربانی فون نمبر 0300 123 4510 پر رابطہ کریں۔

ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮੰਗ ਕਰਨ ਤੇ ਪੰਜਾਬੀ ਵਿੱਚ ਅਨੁਵਾਦ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਕਿਰਪਾ ਕਰਕੇ 0300 123 4510 ਫੋਨ ਕਰੋ।

Gabhaidh an sgriobhainn seo cur gu Gàidhlig ma tha sin a dhith oirbh. Cuiribh fòn gu 0300 123 4510

असुसोध करने पर यह दस्तावेज हिन्दी में भाषांतरित किया जा सकता है। कृपया 0300 123 4510 पर फ़ोन कीजिए।

EDLC
ED LEISURE + CULTURE



sustainable thriving achieving

East Dunbartonshire Council

www.eastdunbarton.gov.uk

Company Registration No. SC389516. A registered Scottish Charity SC041942. VAT No. GB 102 8920 37.

COMMUNITY PLANNING PARTNERSHIP BOARD 24 MARCH 2016

CST/036/16/GM

DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

CONTACT OFFICER:

**GERARD MCCORMACK, EAST
DUNBARTONSHIRE COUNCIL, 0141 578 8252**

SUBJECT TITLE:

**JOINT RESOURCING OF DEDICATED POLICE
OFFICERS TO PLACE AREAS - UPDATE**

1.0 PURPOSE

- 1.1. The purpose of this report is to provide the Board with an update on the request to seek additional funding from community planning partners to resource the dedicated police officer provision in each of the 'place' areas.

2.0 SUMMARY

- 2.1. At its meeting on 10th December 2015, the CPP Board approved a formal request be made to a range of partners to seek approval from their respective Boards / Committees for a contribution of £30,000 for 2016/17 towards the joint Police model (report no. CST/184/15/CS).
- 2.2. There are currently two dedicated officers in post, one in Hillhead and the other in Lennoxtown. It was anticipated that a further post be funded to operate in Auchinairn.
- 2.3. At its meeting on 10th December 2015, the CPP Board agreed that the following additional organisations¹ be asked for a financial contribution of £30,000 for 2016/17:
- Scottish Fire and Rescue Service
 - Health and Social Care Partnership
 - NHS Greater Glasgow and Clyde
 - Scottish Canals
 - New College Lanarkshire
 - Scottish Enterprise
 - Strathclyde Partnership for Transport
 - Skills Development Scotland

¹ The existing posts are currently funded by Police Scotland and East Dunbartonshire Council

- 2.4. It was proposed that should partner contributions exceed the required amount to fund the Officers, the remainder would be utilised to assist with the development of the place approach in each area.
- 2.5. Responses have been submitted from all organisations with the exception of NHS and Scottish Canals. So far, no additional organisation is in a position to contribute any financial resource for 2016/17.
- 2.6. The report submitted to the CPP Board in December sought to articulate the benefits of these posts to the wider CPP and highlighted the improvements made in Hillhead and Lennoxtown.

3.0 RECOMMENDATIONS

- 3.1. It is recommended that the Partnership Board:
 - a) Note the responses from the respective partner organisations to the request from the Community Planning Partnership Board.

ANN DAVIE
DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

AGENDA ITEM NO: 10

**COMMUNITY PLANNING
PARTNERSHIP BOARD**

10 MARCH 2016

ESW/039/16/DD

**DIRECTOR OF EDUCATION & CHILDREN'S
SERVICES**

CONTACT OFFICER:

**DIANE DOBIE, ACTING CRIMINAL JUSTICE
SERVICE MANAGER (TEL: 0141 578 3045)**

SUBJECT TITLE:

INTERAGENCY SYSTEMS OF INTERVENTION

1.0 PURPOSE

- 1.1** The purpose of this report is to provide an overview of the evidence based approaches and interventions previously presented to the Social Work Committee and to offer an explanation of the shared principles underpinning these interventions and approaches. The areas referred to in this report are Early and Effective Intervention (EEI) (references ESW/054/14DD, Functional Family Therapy (FFT) (references ESW/001/16/JB), Family Assessment and Contact Team (FACT) (references ESW/008/16/SM) and Community Risk Management (CARM) (reference ESW/025/15/DD).

2.0 SUMMARY

- 2.1** Interventions and approaches referenced above are all underpinned by the “Getting it Right for Every Child” (GIRFEC) agenda as outlined in the Children and Young Person’s (Scotland) Act 2014. Services are based on the principles of early intervention and prevention and are designed to improve outcomes for children and young people. The above services are targeted at children and young people on a continuum of risk with the intensity of service provision increasing with the level of risk.
- 2.2** **Early and Effective Intervention (EEI)** services are targeted at children and young people who present with a lower level of risk and consequently require a less intensive service. Support for this group is delivered on a voluntary basis and should predominantly be provided by universal services. (EEI) is part of a wider Whole System Approach (WSA) towards the prevention of offending behaviour by young people aged between 12 and 18 years. The approach intends to ensure that young people referred for an EEI service, receive a timely and proportionate intervention. This approach also diverts young people from statutory measures through the provision of, “the right help at the right time”. The introduction of EEI in EDC has successfully reduced referrals for offending behaviour to the Scottish Children’s Reporter’s Administration (SCRA) for the past 2 consecutive years.
- 2.4** **Functional Family Therapy (FFT)** is a service being established in East Dunbartonshire in partnership with Renfrewshire and Action for Children in addition to 2 other local authorities: East Renfrewshire and West Dunbartonshire. (FFT) is for young people aged 12-17 years

who are at high risk of being formally looked after and accommodated by the Social Work Department. Children referred to this service are often already subject to statutory measures of supervision, are supported in the family home but are at high risk of being admitted to care. (FFT) offers an intensive, evidence based programme of intervention which aims to prevent young people from being admitted to care. The approach maximises opportunities for young people to be cared for safely at home whilst supporting and building capacity in parents to make the necessary changes in their behaviours.

- 2.5** The **Family Assessment and Contact Team (FACT)** is a service for children and young people of all ages who are at risk of being unable to return home on a permanent basis. Children accessing this service are at the higher end on the continuum of risk and intensity of service provision. Children require a sense of permanence for their wellbeing and need decisions about their future to be made at the earliest opportunity.

The (FACT) service is an externally commissioned intervention, targeted towards children who are already looked after and accommodated and who may require permanent care. The (FACT) team support robust assessments for permanency being provided at the earliest possible stage. (FACT) deliver independent; evidence based Parenting Capacity Assessments (PCAs) which inform whether a child is in need of permanent care. The FACT service help support robust and timeous decisions being reached about children requiring permanent care. The independent assessments offered by (FACT) can be used in court for children in need of permanent care.

- 2.6** **Community Risk Management (CARM)** is an approach at the highest end of the continuum of risk and service provision. Young people accessing this support are aged 12-18 years and pose the highest risk of harm to themselves or others. This multi-agency approach is designed to safely manage young people in the community in order to improve outcomes for them. The approach involves the application of risk management principles: Monitoring; Supervision; Victim Safety Planning and Interventions. The approach is influenced by the Children's Hearing (Scotland) Act (2011) which places a legal duty on local authorities to identify alternatives before recommending that a child subject to compulsory measures of supervision is placed in secure accommodation. The approach is designed to where possible; prevent young people from being placed in secure accommodation and custody. This approach is also applied to young people who are in secure care or custodial settings with the intention of maximising where possible their safe return to the community.

3.0 RECOMMENDATIONS

- 3.1** It is recommended that the Community Planning Partnership (CPP):

a) Note the contents of this report.

DIRECTOR OF EDUCATION & CHILDREN'S SERVICES

4.0 BACKGROUND

- 4.1** GIRFEC is the national approach to improving outcomes through public services that support the wellbeing of children and young people.
- 4.2** East Dunbartonshire Social Work Department received Scottish Government funding for 2 consecutive years to implement a Whole System Approach (WSA) with the purpose of improving outcomes for young people involved in offending behaviour. A (WSA) had different facets ranging from Early and Effective Intervention (EEI) to managing high risk young people in the community to prevent their reception into secure care.
- 4.3** The joint development of FFT in EDC has been explored with Renfrewshire Council and their partner Action for Children, as well as 2 other local authorities (East Renfrewshire and West Dunbartonshire) and agreement reached about expanding the Renfrewshire FFT Team to provide a service to EDC and the other two local authorities. (The agreement is subject to Committee consideration).
- 4.4** FACT developed from a mapping exercise which identified that there was a gap in service provision which provided an evidence-based approach to Parenting Capacity Assessments which could address drift and delay in permanency planning consultation.
- 4.5** A decision about permanence is essential for a child's wellbeing and robust assessments are essential to prevent drift in these situations and to contribute to improved outcomes for children who cannot return to live with their family.
- 4.6** The (CARM) approach is a facet of a (WSA) to support the safe management of high risk young people in the community and prevent their reception into care. here

COMMUNITY PLANNING PARTNERSHIP BOARD 24 MARCH 2016

CST/030/16/GM DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

CONTACT OFFICER: GERARD MCCORMACK, EAST DUNBARTONSHIRE COUNCIL, 0141 578 8252

SUBJECT TITLE: COMMUNITY PLANNING OUTCOMES PROFILE UPDATE

1.0 PURPOSE

- 1.1. The purpose of this report is to provide the Board with an update on the Community Planning Outcomes Profile project.
- 1.2. An initial report was submitted to the Board at its meeting on 19 March 2015 (report no. CST/011/15/GM) that outlined the initial stages of the project, timelines and intended outcomes. This report identifies the change in scope of the project and the potential benefit to the East Dunbartonshire CPP from closer involvement with the project and colleagues within the Improvement Service.

2.0 SUMMARY

- 2.1. In January 2015, Elma Murray (Chair of the Outcomes, Evidence and Performance Board), wrote to the Chair of each Community Planning Partnership to inform them of the process being implemented to inform the development of the Profiles. The Outcomes, Evidence and Performance Board reports to the Public Service Reform Board.
- 2.2. The rationale for the development of the Profiles is to “help CP boards to better understand their own local needs, target improvement activity through access to consistent and comparative data and supporting mechanisms”.
- 2.3. An update was issued in June 2015 that identified a series of further events to explore the following:
 - a) How Boards / partners / communities might use the Outcomes Profile
 - b) The key functionalities the Outcomes Profile should have
 - c) How the information should be presented.
- 2.4. The project is now being used to allow CPPs to compare with similar geographies across Scotland and assist in understanding why communities can suffer better or worse outcomes. From a CPP perspective this will be a valuable resource in enabling the CPP to strengthen its evidence base and improve our use of performance and research information.

2.5. The Community Planning and Partnerships Manager then met with colleagues from the Improvement Service in January 2016 and the following was discussed:

- The clear links between the development of Local Outcome Improvement Plans and Local Plans based around evidence and appropriate performance measures
- The need to improve research and performance information within community planning. The outcomes project is aiming to assist CPPs use local evidence for planning and comparing with other areas across Scotland. This will also assist in the Audit Scotland Public Performance Reporting requirements.
- To further enhance our GIS Mapping Tool to enable all partners to use the system
- Understanding partner data requirements around confidentiality / protection and whether we need to consider a protocol
- Further meetings (to be arranged) with Community Planning and Place / Corporate Performance and Research and the Improvement Service to explore opportunities for enhancing the mapping tool.

3.0 RECOMMENDATIONS

3.1. It is recommended that the Board:

- a) Note the progress being made with regard to the outcomes project

ANN DAVIE

DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

EAST DUNBARTONSHIRE COMMUNITY PLANNING PARTNERSHIP BOARD

RHONDDA GEEKIE, LEADER OF THE COUNCIL – CHAIR	1
COUNCILLOR MOIR	1
COUNCILLOR MACKAY	1
COUNCILLOR LOW	1
COUNCILLOR GHAI	1
COUNCILLOR GOTTS	1
COUNCILLOR JARVIS	1
COUNCILLOR HENDRY	1
COUNCILLOR SMALL	1
COUNCILLOR O'DONNELL	1
CHIEF EXECUTIVE	1
Director of Development & Regeneration	1
Director of Customer Services & Transformation	1
Director of Finance & Shared Services	1
Director of Neighbourhood Services	1
Director of Education & Children's Services	1
Gerard McCormack, Community Planning & Partnerships Manager	1
Nicola McAndrew, Place and Capacity Building Lead	1
Nicola Swan, Strategic Planning Advisor	1
Karen Murray, Chief Officer, East Dunbartonshire Health & Social Care Partnership, Stobhill Hospital, 300 Balgrayhill Road, Glasgow G21 3UR	1
Emilia Crighton, Interim Director of Public Health, NHS Greater Glasgow & Clyde, J.B. Russell House, Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow, G12 0XH	1
Chief Inspector Craig Smith, Police Scotland, Kirkintilloch Police Office, 45 Southbank Drive, Kirkintilloch, G66 1RX (craig.smith@scotland.pnn.police.uk)	1
Jim Hymas, Local Senior Officer, Argyll & Bute, East & West Dunbartonshire, Scottish Fire & Rescue Service, Headquarters, 2 Kilbowie Road, Hardgate, Clydebank G81 6QT (James.Hymas@firescotland.gov.uk)	1
John Binning, Strathclyde Partnership for Transport, Consort House, 12 West George Street, Glasgow, G2 1HN (john.binning@spt.co.uk)	1
Derek Smeall, Vice Principal, New College Lanarkshire, Cumbernauld Campus, Tryst Road, Town Centre, Cumbernauld, G67 1HU	1
John McNair, Head of Regional Business Development, New College Lanarkshire, Cumbernauld Campus, Tryst Road, Town Centre, Cumbernauld, G67 1HU	1
Jackie Burrows, Chair, East Dunbartonshire Voluntary Action, Units 4 & 5, 18 - 20 Townhead, Kirkintilloch, G66 1NL	1
Gilbert Grieve, Chief Executive, East Dunbartonshire Voluntary Action, Units 4 & 5, 18 - 20 Townhead, Kirkintilloch, Glasgow, G66 1NL	1
Thomas McInnes, Department for Work & Pensions, Kirkintilloch Job Centre, Queen Street, Kirkintilloch, G66 1JN	1
Martin Brickley, Equality Engagement Group, 1 Claremont Avenue, Kirkintilloch, G66 1BB	1
Steve Dunlop, Director, Scottish Canals, 1 Applecross Street, Glasgow G4 9SP	1
Gordon Carmichael, Community Councils' Liaison Committee, 11 Northbank Road, Kirkintilloch, G66	1
Kenny Richmond, Director (Regional Support), Scottish Enterprise, Atrium Court, 50 Waterloo Street, Glasgow, G2 6HQ	1
Sharon Kelly, Skills Development Scotland, Adelphi Centre, 12 Commercial Road, Glasgow, G5 0PQ	1
Christine McDowall, Team Leader, Skills Development Scotland, Careers Centre, NCL Kirkintilloch Campus, 50 Southbank Road, Kirkintilloch, G66 1NH	1
Mark Grant, General Manager, East Dunbartonshire Leisure Trust, Wm. Patrick Library, 2/4 West High Street, Kirkintilloch, Glasgow, G66 1AD	1
Scott Hill, Chair, East Dunbartonshire Leisure & Culture Trust, Wm Patrick Library, 2/4 West High Street, Kirkintilloch, Glasgow, G66 1AD	1
Advaith Jairam, East Dunbartonshire Youth Council, 8 Ewing Walk, Milngavie, G62 6EG	1
Gino Satti, Birdston Farm Cottage, Kirkintilloch, G66 1RW	1
Governor, Low Moss Prison, 190 Crosshill Road, Bishopbriggs, G64 2QB	1
Janice Frame Committee Services Officer	2
FOR INFORMATION ONLY:	
Sandra Cairney, Head of Strategy, Planning & Health Improvement, East Dunbartonshire Health & Social Care Partnership, Stobhill Hospital, 300 Balgrayhill Road, Glasgow G21 3UR	1
Allan Comrie, Strathclyde Partnership for Transport, Consort House, 12 West George Street, Glasgow, G2 1HN (allan.comrie@spt.co.uk)	1
Janice Kennedy, Stakeholder & Partnership Executive, Scottish Enterprise, Strathclyde Business Park, Bellshill, ML4 3AD	1
Angela Fegan, Communications Manager	1
Richard Millar, Scottish Canals, 1 Applecross Street, Glasgow G4 9SP	1
Gordon Thomson, EDVA, Ceartas Advocacy Suites, 5-7 McGregor House, Kirkintilloch G66 1XF	1