Community Planning Partnership Development – Proposed Changes

The Chief Officer's Group is asked to:

- Consider the merits of an independent chair and agree a position to recommend to the Board.
- Consider and agree the draft TOR at appendix 1
- Agree to formalise the role of the Chairs Development Group, moving forward this will be known as the Partnership Co-ordinating Group
- Agree to disband the COG from June 2020
- Consider and agree to recommend to the Board the reviewed membership of the Board as outlined in the TOR at appendix 1
- To agree to design and introduce of a programme of community engagement training building on existing work in place. Additional resource is likely and the scope of this will be presented to a future meeting.
- Commit to developing an asset register to which all organisations will contribute as a mechanism for supporting community partnerships through existing staff resource.
- Agree to the introduction of a small grants budget for Community Partnerships and HOIP Delivery Groups to support project activity.
- Re-affirm support to resource local Partnership areas of responsibility.
- Note the commitment from the Council, Police and SFRS to fill the outstanding CLD lead vacancies within the partnership.

1. Background

1.1 Following the introduction of the Community Empowerment Act, new arrangements for delivering Community Planning in Highland were agreed in 2016. The last three years have been a period of transition and significant cultural change in the way in which public bodies come together and work together – both strategically and locally. The partnership agreed that it was timely to review the current arrangements, determine what was working and identify areas for improvement.

1.2 A self-evaluation was carried out by the partnership in February 2019. This highlighted that partners agreed:

- There was a joint vision for the CPP and joint objectives had been integrated in planning (HOIP)
- That the partnership understands community needs and aspirations
- There was evidence of a commitment from partnership and communities to capacity build and empowerment

1.3   The evaluation also suggested areas for improvement including:
- The need for dedicated resources
- Need for time to review and share best practice
- The need to strengthen further links to communities
- The need to strengthen accountability
- The need to strengthen the evidence base for work and performance reporting.

1.4   A Development Day was held in September attended by CPP Board Members, Chief Officer Group members and Community Partnership representatives. This session provided an opportunity for reflection and consideration of the strengths of the partnership and areas for improvement but also sought to develop key actions to take forward areas for improvement identified.

1.5   Key areas for improvement and associated actions were:

Governance and Accountability
- Consider appointment of an independent Chair to drive the work of the partnership
- Develop a terms of reference for the partnership clearly identifying roles, and responsibilities
- Following from the terms of reference, review the structures required to support the CPP
- Review the membership of the partnership

Identification of Key Partnership Priorities
- Review Strategic and Local Delivery Plans to ensure improved alignment of local and strategic priorities
- Review and agree the evidence base
- Undertake a gap analysis
- Identify key performance indicators
- Formalise Chairs Development group to improve reporting and accountability.

Support to Community Partnership
- Review the Chairs/Partnership resource pack
- Develop an induction training package

- Creation of an asset register to identify administrative and professional support

Resourcing
- Identify resource to support and deliver on priorities

1.6   The following provides an update on work undertaken since the development day to progress the actions identified including seeking approval for a number of proposed changes to how the partnership operates.

2.   Governance and Accountability

2.1   A number of actions were identified to support improvements to the governance and accountability arrangements for the partnership:

- Consider appointment of an independent Chair to drive the work of the partnership
- Develop a terms of reference for the partnership to clearly articulate roles, and responsibilities
- Following from the terms of reference, review the structures required to support the CPP
- Review the membership of the partnership

An update on each and recommendations on how to progress is provided below.

2.2   *Independent Chair*

It was proposed that commissioning an external chair to lead the partnership would provide a degree of independence and leadership which could help support improved scrutiny and direction for the partnership.

Investigations have suggested that employing an external chair for 2 days per month would cost the partnership around £12,000 per year.

Whilst there is support for the independence of an external Chair, there have also been concerns expressed regarding the associated costs.

COG Decision: Consider the merits of an independent chair and agree a position to recommend to the Board.

2.3   *Terms of Reference*

It was agreed that the partnership needs a formal terms of reference (TOR) to articulate roles and responsibilities and improve overall governance and accountability. A draft TOR appendix 1. This sets out:
- The purpose of the CPP

- CPP Structure
- CPP Board: core remit, membership, meetings
- Partnership Co-ordinating Group: remit, membership, meetings
- HOIP Delivery Groups: remit membership, meetings
- Community Partnership Chairs: remit, membership, meetings

COG Decision:
- Consider and agree the draft TOR at appendix 1

2.4 ***Reviewing the Structures***

It is proposed to formalise the role of the current Chairs Development Group. The role of the new group – Partnership Co-ordinating Group – is to ensure better alignment of local and strategic priorities and provide a forum for scrutiny and review of delivery. The group will be comprised of HOIP Delivery Group Chairs and Community Partnership Chairs. HOIP Delivery Group Chairs will have responsibility for reporting on progress against the HOIP to the Board including local partnership action. The Community Partnership Chairs will identify what their partnerships are doing to meet the aspirations of the HOIP delivery plans.

The development of the TOR has resulted in the sub-group concluding that with a strengthened and more focused Board, combined with the Partnership Co-ordinating Group, there is now no need for the Chief Officer's Group. This would also remove the current duplication of attendance and discussion between the Board and COG. It is proposed that the COG continues until the end of June 2020 in parallel and in support of the new arrangements.

COG Decision:
- Agree to formalise the role of the Chairs Development Group to the Partnership Co-ordinating Group
- Agree to disband the COG from June 2020

2.5 ***Membership of the Partnership***

As part of the new arrangements, a review of membership of the Board and supporting structures has been undertaken. Several core principles to guide this are proposed:
- A smaller Board is vital to ensure more effective operation and focus
- The Board should be comprised of statutory partners and core partners with a Highland wide remit and cross priority focus
- Third sector representation will be through the HTSI and HLH
- Community Partnership Chairs will be represented on the Partnership Co-ordinating group

- Partner agencies with specific area or service remits will be represented on the relevant local partnership or HOIP delivery group

COG Decision: consider and agree to recommend to the Board the reviewed membership of the Board as outlined in the TOR at appendix 1

3. Identification of Key Partnership Priorities

3.1 The development session identified a need for the partnership to be more focused in its prioritisation; a smaller number of outcomes that are deliverable. This is supported by several key actions:
- Review Strategic and Local Delivery Plans to ensure improved alignment of local and strategic priorities
- Review and agree the evidence base and undertake a gap analysis
- Identify key performance indicators
- Formalise Chairs Development group to improve reporting and accountability of priorities

3.2 ***Review Strategic and Local Delivery Plans***

Work has already begun to review HOIP delivery plans against local partnership plans. This will ensure that collective local priorities are reflected within the strategic priorities of the partnership and monitored accordingly. It is noted that some priorities will be area and community specific. Community Partnerships will also review the HOIP delivery plans against their local plans to ensure any key actions are reflected locally. The formalisation of the Chairs Development Group will provide a forum for review, scrutiny and reporting.

3.3 ***Identify key performance indicators***

The development session identified the need to embed a greater focus on performance across the partnership in order to drive forward improvement. As outlined in the TOR, reporting and monitoring of performance is intended to be core to the remit of the Board and the Partnership Co-ordination Group. A joint approach to identifying key performance indicators will be taken through the Partnership Co-ordination Group. There is a need to identify indicators to measure overall performance and improvement against partnership outcomes alongside indicators to monitor delivery of actions.

3.4 ***Review and agree the evidence base and gap analysis***

Existing priorities both strategically and locally have been developed based on feedback from local communities. There is a need to review against the evidence base in order to determine whether they remain core priorities for the partnership or whether partnership action should take a particular focus. A gap analysis will be undertaken following this to determine areas for further

partnership priority. This work will contribute to the February meeting of the Board which will focus on review and planning for the forthcoming year.

3.5 ***Formalise Chairs Development Group***
As noted in section 2.4, it is proposed to formalise the role of the Chairs Development group to become the Partnership Co-ordination group. This group will ensure review, monitoring and alignment of partnership priorities and have responsibility for reporting on performance and improvement to the Board.

4. **Support to Community Partnerships**
4.1 Supporting Community Partnerships has been identified as a core area for development. Whilst ongoing training and support has been in place, combined with opportunities for development and sharing of good practice, feedback from Partnerships indicates there is a need for consistency in support to enable them to fulfil their role.

4.2 Key actions to support the partnerships develop include:
- Review the Chairs/Partnership resource pack – refresh the original resource pack to ensure it reflects recent tools and guidance. To be taken forward within existing resources. This will be led by the Head of Health Improvement and completed by April 2020.
- Develop an induction training package. In recognising that new officers join community partnerships, develop an induction programme on community planning and community partnerships to ensure a level of understanding of the purpose and role when participating in community partnerships. To be developed within existing resources. This will be led by the CLD Support Officer and completed by April 2020.
- Implement a programme of community engagement training across the partnership. Recognising that not all staff are appropriately skilled to undertake a greater community engagement role as a member of the community partnership, implement a joint programme of training on engagement.
- Creation of an asset register – designed to identify where support can be sourced across the core partner organisations across a range of areas identified by the partnerships e.g. community engagement, training, graphics, administration, meeting venues. An example is provided at appendix 2 and populated by the SFRS to illustrate the opportunity.

4.3 **COG Decision:**
- To agree to design and introduce a programme of community engagement training building on existing work in place. Additional

resource is likely and the scope of this will be presented to a future meeting.

- Commit to developing an asset register to which all organisations will contribute as a way of supporting community partnerships through existing staff resource.

5.   Resourcing

5.1   Resourcing of community planning priorities and Community Partnerships has been a consistent challenge. The Community Empowerment Act introduced new ways of working and new requirements on how organisations should work together but without any new resource to support this change. Organisations must therefore change the way they operate and structure themselves to support community planning activity, shifting resources to where they are needed. This is a significant cultural change at a time when overall budgets and staffing resources are stretched.

5.2   *Resourcing Partnership Priorities*
The development day and subsequent discussions at both COG and the Board have reaffirmed partner commitment to resourcing partnership priorities and areas for action. Resourcing is included within the TOR for the Board and the greater focus on monitoring and reporting is designed to ensure there is greater visibility on the resourcing requirements in order to deliver against key priorities. This includes the need to rationalise and prioritise where the focus of the partnership should be.

5.3   *Small Grants Budget*
A key area identified by partnerships is the need for a small grants budget. This would be to provide resource to take forward small scale 'tests of change' or 'seed corn' funding for local initiatives or activities. Approval of applications can be sought out with these meetings via email, where there is a need to do so. For 2019/20, all 5 core organisations have agreed to contribute £5,000, creating a grants budget of £25,000 which Community Partnerships and HOIP Delivery Groups can access. The intention is to add to this budget annually with the sums agreed by the Board at its June meeting. It is proposed partnerships can make applications of up to £1,000 and these will be considered by the Partnership Coordinating Group at their quarterly meetings. A draft grant form can be found at appendix 3.

COG Decision:
Agree to the introduction of a small grants budget for Community Partnerships and HOIP Delivery Groups to support project activity of up to £1,000.

5.4   *Support to Local Partnerships*

There have been lengthy discussions in the last year regarding how best to support Community Partnerships in their day to day activity. This is particularly related to officer support. A number of partnerships have dedicated officer support – either full time or part time – and this has clearly had a positive impact on the operation of the partnerships.

The position agreed in May was the need for core partners to resource the partnerships which they are responsible for.

COG Decision:
Re-affirm support to resource local Partnership areas of responsibility.

5.5 ***Support for CLD Activity***

Scottish Government guidance outlines that Community Learning and Development should be delivered in a community planning context. In Highland CLD has been an integral part of community planning and has included Community Partnerships developing joint Locality/CLD plans for the communities identified for partnership action. CLD has been also been incorporated into community planning arrangements at a strategic level and is a main focus of the Community Learning, Development and Engagement (CLDE) Delivery Group.

From the inception of the HOIP and the first CLD plan (2015-18) the role of CLDE Leads has been key to the relationship between the CLDE Delivery Group and CP Areas. It was agreed that the role would be shared across core and third sector partners. The most significant benefit of this approach is sharing the ownership of CLDE delivery amongst partners. The role includes providing leadership for CLD within the Community Partnership, supporting relevant agencies and organisations, Chair CLDE network meetings and attend and report to the CLDE evaluation report.

As previously discussed at COG, a number of vacancies have arisen and the COG is asked to agree replacement. Police Scotland, SFRS and the Council have agreed to fill the 4 remaining vacancies between them ensuring coverage across the area.

6.   Next Steps

6.1   The COG is asked to consider and agree the recommendations outlined with a view to presenting these for consideration to the Community Planning Board at its meeting in December. There are a number of actions outlined at section 3 designed to improve alignment between strategic and local priorities and an update on progress will be considered at the next meeting.

Author: COG Sub Group 7 November 2019

Highland Community Planning Partnership

Draft Terms of Reference

1.	**Partnership Purpose**

1.1 The Community Empowerment Act (2015), set out a new direction for community planning in Scotland. Community planning is about how public bodies work together and with the local community, to plan for, resource and provide services which improve local outcomes. This is with a view to reducing inequalities.

1.2 Core principles underpin the work of a Community Planning Partnership. These include:

- Strong shared leadership
- Community participation and co-production

- Governance and accountability – apply effective challenge and scrutiny to the delivery of priorities
- Understanding community needs

- Tackling inequalities and focusing on prevention
- Focus on key priorities – those which will have greatest effect in improving outcomes and reducing inequality

- Resourcing improvement
- Measuring performance

1.3 In Highland, the Community Planning Partnership has refocused following the change in duties and responsibilities. The core work of the Partnership is set out in the Highland Outcome Improvement Plan and this shapes and drives the activity of the Partnership.

1.4 The Partnership is governed by a Board supported by a Partnership Co-ordinating Group. HOIP Delivery groups focus on delivering the partnership outcomes set out in the HOIP whilst at a local level, 9 Community Partnership drive local planning and priorities through locality plans and plans for children and adult health and social care.

2.	**Structure**

Updated structure chart needed

3. Community Planning Partnership Board

3.1 Remit

To provide collective strategic leadership and oversight of service delivery with the aim of improving services and outcomes for Highland communities.

Promote and develop improved partnership working.

To provide vision, direction and governance for community planning activity.

To provide oversight and scrutiny of partnership activity and priorities. This includes statutory oversight of:
- Highland Outcome Improvement Plan
- Highland Community Justice Plan
- Highland Community Learning and Development Plan

For the Highland Outcome Improvement Plan:
- The HOIP will consist of 10 year outcomes and 3 year and 1 year priorities to deliver against these outcomes.
- The Board will determine a performance management framework to ensure consistency of reporting and the ability to identify areas of concern.
- The Board will review the HOIP priorities and delivery against these priorities annually through an annual review of the HOIP

The Board will develop a strategic risk register. This will be reviewed at every meeting with mitigating actions identified.

As the strategic body for partnership working in Highland, the Board will receive reports on occasion from the following core partnership groups.
- For Highlands Children Strategic Group
- Adults Commissioning Group
- Public Protection Chief Officer's Group
- Contest Board
- Environmental Forum
- Highland Cultural Strategic Board

3.2 Membership

Membership of the CPP Board is confined to core partners to ensure effective scrutiny and operation. Members of the Board will include:
- 5 statutory partners
- Third sector representatives: Highland Third Sector Interface and High Life Highland
- Organisations with a Highland wide remit and cross priority focus

Core Membership:
- Police Scotland: Chief Superintendent
- Scottish Fire and Rescue Service: Local Senior Officer
- Highlands and Islands Enterprise: Director

- Highland Council: 2 Elected Members, Chief Executive
- NHS Highland: 2 Non-Executive Board Members, Chief Executive

Third Sector:
- Highland Third Sector Interface: two members
- HLH: Chief Executive

Highland Wide Organisations
- SNH – one senior officer
- UHI – one senior officer
- SDS – one senior officer

Organisations will be expected to provide a substitute for any member unable to attend.

Attendance:
HOIP Delivery Group Chairs will be expected to attend to provide performance updates.

Community Partnership Chairs may be invited to attend as appropriate.

3.3 **Meetings**

Frequency:
The Board will meet on a quarterly basis in February, June, September and December. The focus of these meetings shall be as follows:
- February: Priority setting meeting for forthcoming year
- June: Annual review of previous year's performance
- September: Mid-year review
- December: General update

Two exceptional meetings will be scheduled for April and October. These will be optional, to be used for development or items of exceptional business dependent upon need. These meetings will be at the discretion of the Chair however any member can request items for these meetings through the Chair.

Quorum and voting:
The quorum of the Board will be half its total membership.

Voting will be on a simple majority basis. The Chair will have the casting vote.

Chair of the Board:
To be added following COG and Board discussion

4. Partnership Co-ordinating Group

4.1 Remit

The Partnership Co-ordinating Group is responsible for:
- co-ordinating and monitoring partnership priorities
- reporting performance to the Board
- ensuring alignment between strategic and local priorities and monitoring shared performance
- identifying successes and good practice
- identifying where resources are required deliver improvement
- identifying where training or development is required across the partnership in order to deliver improvement

4.2 Membership

Membership of the Partnership Co-ordinating Group will be HOIP delivery group chairs and Community Partnership Chairs.

4.3 Meetings

Frequency:
Meetings of the Group will be every two months to ensure effective monitoring and improvement.

Chairing:
The Chair of the group will rotate each meeting between the 5 HOIP delivery group Chairs.

5. HOIP Delivery Groups

5.1 *Remit:*
- Responsible for the delivery of their outcome and associated priorities
- Will develop an action plan to take forward the identified priorities and deliver against the key outcome
- May task other relevant partnership groups for the delivery of particular actions.
- Will be responsible for ensuring delivery of the cross-cutting themes in relation to their outcome.
- Will take cognisance of the locality plans developed by Community Partnerships in relation to the delivery of their outcome and priorities identified.
- Will develop appropriate performance indicators in order to measure the delivery of each action plan.
- Responsible for reporting on outcome area to the Board, reflecting performance locally and strategically to deliver against the outcome.

5.2 *Membership*
- Representation from each of the five lead partners and third sector plus others as appropriate and required.

- Will include a named person from the Equality and Diversity Group.

5.3 *Meetings*
- A minimum of 4 per year
- Meetings will be chaired by one of the 5 lead agencies as per agreement of the Board. This agency will be responsible for chairing and organising the meeting however all partners are equally responsible for activities, actions and delivery.

5.4 *Review*
- Every three years, each group will be responsible for leading on the review of the three year priorities for their particular outcome.

6. Community Partnerships

6.1 *Remit*
- Developing Local Plans for Children and Adults
- Develop Locality Improvement Plans/CLD plans focusing on communities facing the greatest level of inequality as a result of socio-economic disadvantage
- Identify local actions and priorities

6.2 *Membership*
- All 5 statutory partners – Scottish Fire and Rescue service, HIE, Highland Council, NHS Highland, Police - and Third Sector representation arranged by the Highland Third Sector Interface at each Local Partnership
- Other 10 named partners would attend as and when required on a thematic basis
- Local partnerships to determine other organisational representation including community organisations
- All partners have shared and equal responsibility

6.3 *Meetings*
- Local partnerships will meet no less than 4 times annually
- Consider taking a thematic approach to meetings
- Scrutiny of local plans should be action focused and based on evidence
- Meetings should be in public but not public meetings. There should be the opportunity on each agenda for members of the public to contribute

Partnership Asset Register

These are the various assets that can be requested by Community Partnerships from multi-agency partners to assist in the delivery of local plans and Highland Outcome Improvement Plan. These will be subject to availability and agreement with each respective agency.

Partner Agency	Assets	Contacts
Scottish Fire and Rescue Service	Community Action Team – Delivery of Prevention and Protection activities. Staff could assist with community engagement, such as Home Safety Visits, diversionary activities with young people, support for older people and employability schemes (e.g. Fire Skills Courses) Administration – Staff to provide administrative support for local meetings Graphic Communications – Assistance in producing literature (e.g. Posters, Locality Plans) Community Fire Stations – Access to 61 stations across Highland as meeting venues. Firefighters at these stations could assist at community events (e.g. Fetes / Gala Days or Themed Community Safety events)	Group Commander Niall MacLennan – Niall.MacLennan@firescotland.gov.uk Admin Team Leader (Inverness) – Susan.Sutherland@firescotland.gov.uk Via the nominated contacts below based on locality of support request Highland North: Station Commander Jim Donaldson (Caithness) – James.Donaldson@firescotland.gov.uk Station Commander Jason Gardiner (Sutherland) – Jason.Gardiner@firescotland.gov.uk Station Commander Shaun McGowan (East Ross) – Shaun.McGowan@firescotland.gov.uk

		Station Commander Ricky Dibble (Mid Ross) – Ricky.Dibble@firescotland.gov.uk Highland West: Station Commander Mike Colliar (Isle of Skye) – Mike.Colliar@firescotland.gov.uk Station Commander Iain Baker (Lochalsh & Wester Ross) – Iain.Baker@firescotland.gov.uk Station Commander Colin Robb (Lochaber) – Colin.Robb@firescotland.gov.uk Highland Central: Station Commander Roddy Chapman (Badenoch & Strathspey) – Roddy.Chapman@firescotland.gov.uk Station Commander Grant Inkson (City of Inverness and Nairn & Nairnshire) – Grant.Inkson@firescotland.gov.uk
Police Scotland		
The Highland Council		
Highlands and Islands Enterprise		
NHS Highland		
(Other agencies as required)		

Community Partnership Fund

Please complete the following form to request funding for Community Partnerships activities in support of the delivery of local plans and Highland Outcome Improvement Plan. Applications of up to £1000 will be considered by HOIP Coordinating Group at their quarterly meetings, though approval can be sought out with this time, where there is a need to do so. Receipts should be provided following the purchase of goods or services requested.

Note: Applications should be limited to a single page to ensure these are simplified and provide concise clarity of the request being made.

Why are you making the request? - Outline of funding request including name of community partnership, activity or services being accessed and amount required
What are your intended impacts from this? - Outline how this will support the delivery of your local plan(s) and HOIP (See Page 6 – Link)