Community Planning Partnership Development – Proposed Changes

Report from the Chief Officers Group

The Community Planning Partnership Board is asked to:

Governance

- To extend the current tenure of Board Chair to 18 months and review the merits of an independent chair in a further 18 months' time (by June 2021).
- Agree to formalise the role of the Chairs Development Group to the Partnership Co-ordinating Group to improve reporting and accountability of priorities.
- Agree to disband the COG from June 2020, or earlier if transition is complete.
- Agree the principles to guide Board Membership in the future.
- Agree the reviewed membership of the Board as outlined at 3.2 of the TOR at appendix 1.
- Consider and agree the draft TOR at appendix 1.

Support to Community Partnerships:

- 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.

Resourcing:

- 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 and delivery group participation.
- 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
- Following from the terms of reference, review the structures required to support the CPP
- Review the membership of the partnership
- Develop a terms of reference for the partnership clearly identifying roles, and responsibilities

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

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. Following consideration at its meeting on 14 November, the Chief Officer's Group is 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
- Following from the terms of reference, review the structures required to support the CPP
- Review the membership of the partnership
- Develop a terms of reference for the partnership to clearly articulate roles, and responsibilities

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 at a time when there is a wish to focus resources on supporting Community Partnerships.

Recommendation to the Board: To extend the current tenure of Board Chair to 18 months and review the merits of an independent chair in a further 18 months time (by June 2021).

2.3   *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. Moving forward, this group will be the tactical arm of the partnership. The group will be comprised of HOIP Delivery Group Chairs and Community Partnership Chairs but will also include representation from HTSI, Chair of the Community Justice Partnership and Skills Development Scotland. HOIP Delivery Group Chairs will have responsibility for reporting on progress against the HOIP to the Board including local partnership action. 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 Chief Officer's Group to conclude 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 but may conclude earlier if all transition work is complete.

Recommendation to the Board:
- Agree to formalise the role of the Chairs Development Group to become the Partnership Co-ordinating Group with a core aim of improving reporting and accountability of priorities.
- Agree to disband the COG from June 2020, or earlier if transition is complete.

2.4   *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 sit 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.

HOIP Delivery Group Chairs and the Chair of the Community Justice Partnership will not sit on the Board but attend to provide assurance reports and performance updates.

Recommendation to the Board:

- Agree the principles to guide Board Membership in the future
- Agree the reviewed membership of the Board as outlined at 3.2 of the TOR at appendix 1

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

Recommendation to the Board:

- Consider and agree the draft 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

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.

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. Initial thinking is to develop a programme to be delivered jointly across agencies, in a similar way to the suicide awareness training programme. Next steps would be to review current activity to consider how to take this forward.
- 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 draft is provided at appendix 2.

4.3   **Recommendation to the Board:**
- 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. For 2019/20, all 5 core organisations have agreed to contribute to this with £5,000 being set as a benchmark, creating a grants budget of approximately £25,000. The intention is to add to this budget annually with the sums agreed by the Board at its June meeting.

In terms of operation and governance, the following is proposed:

- ***Decision making body***: Partnership Co-ordinating Group (partners may not consider applications from their own partnership or group)
- ***Who can apply:*** Community Partnerships or HOIP Delivery Groups. A lead partner will be identified for each application who could be a core, third sector or community partner.
- ***Purpose of application:*** to deliver against a partnership/delivery plan priority
- ***Grant total:*** partnerships can make applications of up to £1,000.
- ***Outcomes:*** partnerships to report back on outcomes against their priorities and plans.

A draft grant form can be found at appendix 3.

Recommendation to the Board:
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; relating to administrative and officer support but also to commit to participate and support delivery group activity.

Recommendation to the Board:
Re-affirm support to resource local Partnership areas of responsibility and delivery group participation.

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, a number of vacancies have arisen and the Board 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.

        Recommendation to the Board:
        Note the commitment from the Council, Police and SFRS to fill the outstanding
        CLD lead vacancies within the partnership.

6.   **Next Steps**
6.1   The recommendations contained within this report aim to establish new
        parameters and working practices for the CPP. The aim is to have a more
        focused structure with clear roles and responsibilities for the different bodies of
        the partnership. 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.

6.2   Should the new approach be agreed. there are a number of key next steps:
        • Developing reporting templates for HOIP/community partnership
          performance reporting
        • Developing a risk register
        • Communication to wider partnership and community on changes, shared
          direction and key aims of the partnership including a Partnership Training
          Day in March 2020.

Author: COG Sub Group on behalf of the Chief Officer's Group 9 December 2019

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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

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

- Tackling inequalities and focusing on prevention

- Resourcing improvement

- Community participation and co-production

- Understanding community needs

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

- 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

Highland
Community Planning Partnership

Community
Partnerships

H.O.I.P
Delivery
Groups

Criminal
Justice
Partnership

Public
Protection
Chief
Officers Group

Partnership
Co-ordinating
Group

Community
Planning
Board

FHCA Leadership Group

Adult Strategic
Commissioning Group

Economic Forum

Environment Forum

Highland Cultural
Strategic Board

Contest Board

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: 1 Non-Executive Board Member, Chief Executive, Director of Public Health

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.

In Attendance:
HOIP Delivery Group Chairs and the Chair of the Community Justice Partnership will be expected to attend to provide performance updates. They will not be members of the Board.

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.

Decisions will be by consensus. In exceptional circumstances and when required, voting will be on a simple majority basis. The Chair will have the casting vote.

Chair of the Board:
To be added following Board decision

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
- Community Partnership Chairs
- Chair of the Community Justice Partnership
- HTSI
- Skills Development Scotland

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

DRAFT - 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	• Advice on impact assessment • Advice and support on designing community engagement including survey design	Rosemary MacKinnon, Principal Policy Officer (Equalities) rosemary.mackinnon@highlland.gov.uk Ewen McIntosh. Localism and Engagement Co-ordinator ewen.mcintosh@highland.gov.uk

	• Support with identifying key performance measures including the national performance framework	Stephen Carr, Performance Manager Stephen.carr@highland.gov.uk
	• Support with driver diagram training	Ian Kyle, Children's Planning Manager ian.kyle@highland.gov.uk
	• Support with local engagement	Pablo Mascarhenas, Community and Democratic Engagement Manager pablo.mascarenhas@highland.gov.uk
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 Partnership Coordinating Group at their quarterly meetings. Receipts should be provided following the purchase of goods or services requested and outcomes reported through.

Lead Partner for Application:	

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)

Signed (Lead Partner)	
Signed (Community Partnership/Delivery Group Chair)	