

Agenda Item	16.
Report No	CPPB/16/25



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Highland Community Planning Partnership Board – 6 June 2025

Highland Community Planning Partnership Terms of Reference Review

Report by: CPP Senior Officers and Gail Prince, Partnership Development Manager

Summary

The review of the Highland Community Planning Partnership Terms of Reference was undertaken to ensure the governance and operational framework remains fit for purpose and aligned with the revised 2024–2027 Highland Outcome Improvement Plan (HOIP).

This update reflects the Community Planning Partnership Board's commitment to continuous improvement, statutory compliance, and a more integrated, outcomes-focused approach to tackling inequalities across Highland.

The changes respond to evolving local and national priorities, including the need for stronger collaboration, clearer accountability, and effective local delivery. They incorporate the new strategic priorities (People, Place, Prosperity), introduce the refreshed delivery structure, and strengthen support for Community Partnerships. The revised Terms of Reference enhance transparency through improved reporting mechanisms.

The CPP Board is asked to:

- i) Agree the revised Highland Community Planning Partnership Terms of Reference as at April 2025 (Appendix 1).

1. Background

- 1.1 The review of the Highland Community Planning Partnership (CPP) Terms of Reference was undertaken in early 2025 to ensure the governance and operational framework of the CPP remains aligned with the revised 2024–2027 Highland Outcome Improvement Plan (HOIP) and the evolving needs of communities across Highland.
- 1.2 This update reflects a period of significant change and learning across the public and third sectors, including the impact of the COVID-19 pandemic, the cost-of-living crisis, and increasing pressures on services and resources. These challenges have reinforced the need for a more integrated, responsive, and outcomes-focused approach to community planning.
- 1.3 The revised Terms of Reference aim to:
 - Embed the new strategic priorities of People, Place, and Prosperity, and the seven cross-cutting themes introduced in the 2024–2027 HOIP.

- Clarify roles and responsibilities across the CPP structure, including the Board, Delivery Groups, Short Life Working Groups, and Community Partnerships.
- Strengthen governance and accountability, with the introduction of an annual reporting process, and a refreshed Strategic Risk Register.
- Enhance support for local delivery, through clearer expectations for Community Partnership membership, planning, and engagement, supported by the Partnership Development Team and the Community Partnerships Toolkit.
- Ensure transparency and consistency in the recruitment and oversight of Independent Chairs across key delivery partnerships.

1.4 Overall, the changes are designed to support a more collaborative, data-informed, and community-led approach to tackling inequalities and improving outcomes across Highland.

2. Summary of Changes: April 2025 Update

2.1 The April 2025 update to the Highland Community Planning Partnership Terms of Reference reflects a comprehensive refresh aligned with the revised 2024–2027 Highland Outcome Improvement Plan. A copy of the Highland Community Planning Partnership Terms of Reference as at April 2025 can be found at Appendix 1.

Key changes include:

2.2 Strategic Framework

- Introduction of three new strategic priorities: People, Place, and Prosperity.
- Inclusion of seven cross-cutting themes in the HOIP Delivery Plan to guide partnership action.

2.3 Governance and Structure

- Updated structure of the CPP to reflect the revised HOIP, including clearer roles for the Board, Delivery Groups, Short Life Working Groups, and Community Partnerships.
- Addition of a new section (3.9) outlining the Board Secretariat function, provided by Highland Council's Democratic Services.

2.4 Performance and Accountability

- Introduction of a formal Annual Reporting process (Section 4.3), with the CPP Annual Report to be agreed at the September Board meeting each year.
- Enhanced description of the Strategic Risk Register and Action Tracker to support oversight and continuous improvement.

2.5 Community Partnerships

- Reviewed membership list (Section 8.3), including clarification of officers listed as In Attendance.
- Confirmation that each Community Partnership will publish a Community Partnership Plan in 2025, serving as the statutory Locality Plan under the Act.

2.6 Independent Chairs

- Refined process for the recruitment and notification of Independent Chairs (Section 10), including Board involvement and final approval responsibilities.

3. Conclusion

The updated Terms of Reference provide a clear and strengthened foundation for collaborative working across the Highland Community Planning Partnership by aligning governance, delivery structures, and local engagement with the 2024–2027 HOIP.

Following agreement by the Board, the updated Terms of Reference will be circulated to all Board members and published on the website. A review will be scheduled in 2026 or earlier if required.

Recommendation

The CPP Board is asked to:

- ii) Agree the revised Highland Community Planning Partnership Terms of Reference as at April 2025.

Author: CPP Senior Officers and Gail Prince, Partnership Development Manager

Date: 14th May 2025

Appendices: Highland Community Planning Partnership Terms of Reference as at April 2025



Terms of Reference Updated April 2025

Summary

This document sets out the updated Terms of Reference for the Highland Community Planning Partnership (CPP) as of April 2025. It outlines the statutory framework, governance structures, and operational arrangements that guide community planning across the Highland region, in line with the Community Empowerment (Scotland) Act 2015.

The Terms of Reference detail:

- The purpose and legislative context of community planning in Highland.
- The structure and strategic priorities of the CPP for 2024–2027, centred on People, Place, and Prosperity.
- The roles and responsibilities of key groups including the CPP Board, Delivery Groups, Community Partnerships, and the Partnership Development Team.
- Governance processes such as membership, meeting schedules, reporting mechanisms, and risk management.
- The implementation and monitoring of the Highland Outcome Improvement Plan (HOIP) and associated Delivery Plan.
- The function of Short Life Working Groups and the role of Independent Chairs in thematic partnerships.

1. Purpose

1.1 Legislative Context

The Community Empowerment (Scotland) Act 2015 aims to strengthen the role of communities in shaping local services and decision-making. It provides a statutory framework for Community Planning, requiring public sector bodies to collaborate with each other and with communities to improve outcomes, particularly for those experiencing the greatest inequalities.

Key provisions of the Act include:

- **Community Planning:** Establishes a duty for public agencies to work together and with communities to develop and deliver better services.
- **Local Outcomes Improvement Plan:** Strategic plans that identify and address key priorities across a local authority area, with a focus on reducing inequalities.
- **Locality Plans:** Targeted plans for communities facing significant disadvantage, developed in consultation with local residents to address specific challenges in areas such as health, education, employment, and housing.
- **Annual Reporting:** In line with the Act's emphasis on continuous improvement, Community Planning Partnerships are expected to report regularly on progress, including through annual reporting mechanisms that demonstrate impact against agreed priorities.



1.2 Community Planning in Practice

Community Planning Partnerships are formed in each local authority area to lead this work. These partnerships bring together public sector bodies, third sector organisations, and community representatives to:

- Identify shared priorities.
- Coordinate service delivery.
- Monitor progress and outcomes.

Each Community Planning Partnership is responsible for producing a Local Outcomes Improvement Plan and supporting Locality Plans where needed.

1.3 Community Planning in Highland

In Highland, the Community Planning structure reflects the requirements of the Act and includes:

- Highland Community Planning Partnership.
- Highland Community Planning Partnership Board.
- 2024 – 2027 Highland Outcome Improvement Plan.
- Partnership Coordinating Group.
- Delivery Groups.
- Short Life Working Group(s).
- Community Partnerships.
- Partnership Development Team.

Each Community Partnership will publish a Community Partnership Plan in 2025, which will serve as the statutory Locality Plan under the Act.

2. Structure

2.1 The Highland Community Planning Partnership has adopted a refreshed structure framework for 2024–2027, centred around three overarching strategic priorities:

- People: Enable people to live independently, safe and well within their community.
- Place: Work in partnership to develop sustainable and resilient local communities.
- Prosperity: Creating opportunities for all people and places to prosper and to thrive economically.

These priorities reflect a commitment to improving lives and outcomes across Highland by fostering inclusive, resilient, and thriving communities.



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- 2.2 The structure of the Highland Community Planning Partnership has transitioned in 2024/2025 to reflect the revised 2024 – 2027 Highland Outcome Improvement Plan (HOIP). The structure includes various Groups, Partnerships, and Partners that collaboratively support and work towards delivering the HOIP.

As integral parts of the wider Community Planning structure, they are working towards the shared Vision of tackling inequalities and building a thriving Highlands for all.

3. Board

3.1 Remit

The Highland Community Planning Partnership Board (the Board) is the oversight body of the Highland Community Planning Partnership. It comprises Chief Executives and Senior Officers from the public and third sector partners. The Board aims to promote and develop improved partnership working across partners and between the public and third sector.

The Board's primary purpose is to provide collective strategic leadership, oversight and expertise with the aim of improving services and outcomes to drive meaningful change across Highland, with a focus on intervention and prevention and tackling inequalities.

Working collaboratively, the Board oversees the delivery of the Highland Outcome Improvement Plan and ensures that efforts are aligned with the priorities and needs of communities.

The Board provides vision, direction and governance for community planning activity. Which includes providing oversight and scrutiny of partnership activity and priorities. This includes oversight of:

- Highland Outcome Improvement Plan.
- Highland Community Justice Partnership.
- Highland Alcohol and Drug Partnership.
- Highland Community Learning and Development Plan.
- Highland Integrated Children's Service Plan.

3.2 Membership

Membership of the Board is confined to statutory partners as defined in the Act to ensure effective scrutiny and operation. Members of the Board include:



- Five statutory public sector partners: Scottish Fire and Rescue Service, Highlands & Islands Enterprise, Highland Council, NHS Highland and Police Scotland.
- Third sector representatives: Highland Third Sector Interface and High Life Highland.
- Organisations with a Highland wide remit and cross-priority focus including Skills Development Scotland, NatureScot, and University of the Highlands and Islands.

Core Membership:

- Police Scotland: Chief Superintendent.
- Scottish Fire and Rescue Service: Local Senior Officer.
- Highlands and Islands Enterprise: Chief Executive and one Senior Officer.
- Highland Council: Two Elected Members, Chief Executive.
- NHS Highland: One Non-Executive Board Member, Chief Executive, Director of Public Health.
- Scottish Government: Place Director.
- One Community Partnership Chair.

Third Sector:

- Highland Third Sector Interface: Chair and Chief Officer.
- High Life Highland: Chief Executive.

Highland Wide Organisations:

- NatureScot: One senior officer.
- University of the Highlands & Islands: Two senior officers (one from the Executive Office and one from the college network).
- Skills Development Scotland: One senior officer.
- Highlands & Islands Transport Partnership (HITRANS): One representative.

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

In Attendance:

- Assistant Chief Executives, People and Place, Highland Council.
- Chief Officers, Housing and Communities, Integrated People Services, Health and Social Care (Chief Social Work Officer), Highland Council.
- Chief Officer, Highland Health and Social Care, NHS Highland.
- Delivery Group Chairs.
- Senior Officers – Police Scotland, NHS Highland, Highland Council as appropriate.
- Chair of Community Justice Partnership.
- Chair of Highland Alcohol and Drug Partnership.
- Partnership Development Manager.
- Other Community Partnership Chairs may be invited to attend as appropriate.

3.3 Chair of the Board:

The role of Chair will be shared amongst the five statutory partners and rotate every 24 months, commencing from 1st October to 30th September.

The cycle of the Chair rotation across the partners is:



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- Highlands & Islands Enterprise.
- NHS Highland – current Chair, 1st October 2024 to 30th September 2026.
- Police Scotland.
- Scottish Fire & Rescue Service.
- Highland Council.

3.4 Meetings Frequency:

The Board will meet on a quarterly basis in March, June, September and December.

Two exceptional meetings will be scheduled for May 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.

3.5 Strategic Risk Register

The Board maintain a Strategic Risk Register, with a new template being developed in 2025. The process of monitoring and identifying associated risks will be streamlined and aligned with the 2024 – 2027 HOIP for analysis, scrutiny and monitoring purposes. This will be reviewed appropriately at Board meetings with mitigating actions and risk appetite statements identified.

3.6 Action Tracker

An Action Tracker will be maintained and updated at each Board meeting to track decisions and assigned tasks. This tool supports accountability, and enables effective follow-up on agreed actions, helping to drive continuous improvement and alignment with the 2024 – 2027 HOIP.

3.7 Reporting

In addition to the oversight noted the Board will receive annual reports and/or will request update reports from the following groups:

- Contest Board.
- Highland Regional Economic Partnership.
- Public Protection Chief Officers Group.
- Highland Health and Social Care Partnership.
- Annual Report of the Director of Public Health.

3.8 Quorum and voting:

The quorum of the Board will be one third of 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.

3.9 Secretariat

The Secretariat function for the Board is provided by Highland Council's Democratic Services. The Secretariat is responsible for ensuring the effective administration and governance of Board meetings. This includes:

- Coordinating meeting schedules and distributing agendas in advance.



- Preparing and circulating minutes, papers, reports and action trackers.
- Supporting the Chair in managing meeting logistics and documentation.
- Acting as a point of contact for Board members regarding meeting arrangements and documentation.

The assigned member of Democratic Services will work closely with the Partnership Development Manager and Board Chair to ensure meetings are well-organised, and aligned with the strategic priorities of the Board.

4. Highland Outcome Improvement Plan

- 4.1** The Highland Outcome Improvement Plan (HOIP) is the strategic plan for the Highland Community Planning Partnership. The revised 2024 – 2027 HOIP was agreed by the Community Planning Partnership Board in June 2024. The updated HOIP includes an updated vision, three new strategic priorities: People, Place, and Prosperity, and a series of supporting principles and outcomes.

The focus for the Community Planning Partnership is on improving the lives and experiences of everyone across the Highland area by realising and maximising opportunities to create thriving communities. This involves enabling people to live independently, safely, and well within sustainable and resilient local communities, and ensuring that both people and places can prosper and thrive economically.

- 4.2** In September 2024, the Board also agreed a 2024–2027 HOIP Delivery Plan and Performance Framework. The Delivery Plan outlines seven cross-cutting themes and their associated actions, while the Performance Framework sets out indicators designed to monitor the impact of the HOIP at a population level.

The seven cross-cutting themes are:

- Connecting People and Places.
- Whole Families and Community-Based Approaches.
- Employment and Employability.
- Community Wealth Building.
- Housing.
- Shared Approaches to Commissioning.
- Aligning Partnership Practices.

4.3 Annual Reporting

In line with the adoption of the 2024 - 2027 HOIP Delivery Plan and the Act, the Community Planning Partnership will produce an Annual Report. This report will be agreed at the September Board meeting each year.

5. Partnership Co-ordinating Group

5.1 Remit



The Partnership Coordinating Group plays a central role in supporting the delivery of the 2024–2027 HOIP and strengthening collaboration across the Community Planning Partnership structure. Its key functions include:

- **Strategic Support:** Assisting Community Partnerships, Delivery Groups, Partners and Partnerships in coordinating and delivering strategic priorities.
- **Communication Hub:** Acting as a conduit for information exchange across the Community Planning Partnership.
- **Resource Identification:** Highlighting areas where additional resources are needed to support delivery.
- **Sharing Best Practice:** Identifying and promoting successes, challenges, and practical examples for continuous improvement.
- **Networking:** Creating opportunities for collaboration and knowledge sharing across the Community Planning Partnership.
- **Feedback Integration:** Gathering and feeding back insights into strategic discussions.
- **Performance Monitoring:** Supporting the reporting and monitoring of progress against the HOIP.

5.2 Strategic Alignment

The Partnership Coordinating Group supports the implementation of the HOIP Delivery Plan through:

- **Joint Opportunities:** Aligning priorities and identifying collaborative project or funding opportunities.
- **Data and Intelligence:** Facilitating data sharing to inform decision-making.
- **Workforce Development:** Addressing training and development needs to build capacity.

5.3 Membership

Membership of the Partnership Co-ordinating Group includes:

- Chairs of Delivery Groups.
- Chairs and Vice Chairs of Community Partnerships.
- Chairs of Short Life Working Groups.
- Highland Third Sector Interface and local TSIs.
- Partnership Development Team.
- Delivery Partners and Partnerships.
- Other relevant officers or programme/project leads: including Highland Employability Partnership; Whole Family Wellbeing; Community Learning & Development; Health and Social Care Partnership; Integrated Children's Service Plan; Community Benefits.

5.4 Meetings

Frequency: Quarterly (February, May, August, November), with additional meetings as needed.

Format: A mix of in-person and online meetings.

Thematic Focus: Meetings will adopt a thematic approach to align with HOIP priorities.

5.5 Chairing:



The Chair of the Group will rotate between Delivery Group Chairs or the Partnership Development Manager.

6. Delivery Groups

6.1 Remit

Delivery Groups are thematic working groups originally established to support the implementation of the 2017 – 2017 HOIP, this structure has been reviewed to reflect the 2024–2027 HOIP. Their primary role is to drive forward actions aligned with the plan’s strategic priorities and cross-cutting themes.

Key responsibilities include:

- **Strategic Delivery:** Implementing actions aligned with one or more of the HOIP Delivery Plan’s seven cross-cutting themes.
- **Collaboration:** Working with relevant partners, programmes, and stakeholders to ensure coordinated delivery.
- **Monitoring and Reporting:** Contributing to the HOIP Performance Framework by tracking progress and reporting on outcomes.
- **Adaptability:** Reviewing and evolving their focus to remain aligned with emerging priorities and challenges.

6.2 Structure

Delivery Groups are chaired by public sector partners and are aligned with thematic areas. To reflect the strategic priorities and cross-cutting themes of the 2024–2027 HOIP the following Delivery Groups are in place to support thematic delivery:

- **Mental Health & Wellbeing:** Chaired by NHS Highland
- **Community Safety & Resilience:** Chaired by Police Scotland and Scottish Fire & Rescue Service
- **Poverty Reduction:** Chaired by Highland Council

6.3 Membership

Membership of Delivery Groups typically includes:

- Representatives from relevant public sector partners.
- Third sector partners.
- Community representatives.
- Subject matter experts and delivery partners.

6.4 Meetings

- Delivery Groups meet regularly, with frequency determined by the needs of the theme and the pace of delivery.
- Meetings are structured to review progress, share updates, and coordinate actions across the membership.

6.5 Reporting



- Every three years, each Delivery Group will be responsible for leading on the review of the three-year priorities for their particular theme and setting a new Action Plan.
- Each Delivery Group is accountable to the Highland Community Planning Partnership Board and contributes to the overall delivery and monitoring of the 2024 – 2027 HOIP.
- A Community Planning Partnership Senior Officer is assigned to each Delivery Group to provide leadership and oversight. These Officers are currently chairing each of the Delivery Groups.

7. Short Life Working Group(s)

7.1 Remit

The purpose of the Short Life Working Group(s) is to develop and recommend an approach to addressing their thematic topic across the Community Planning Partnership. The structure of Short Life Working Group(s) has been adopted within the Community Planning Partnership to reflect the priorities and outcomes outlined within the 2024 – 2027 HOIP Delivery Plan.

The Short Life Working Group(s) will:

- Identify and agree on effective strategies and actions to address their thematic topic.
- Support delivery of relevant deliverables within the 2024 – 2027 HOIP Delivery Plan.
- Raise awareness of the issue and its impact on outcomes across the Community Planning Partnership.
- Develop a framework for monitoring and reviewing progress on the issue.

The Short Life Working Group(s) will achieve their aims by:

- Collaborating with all relevant partners to develop shared approaches.
- Embedding agreed strategies into Community Planning Partnership workstreams.
- Promoting the use of tools and resources to support implementation.
- Establishing mechanisms for tracking and reporting progress.

7.2 Membership

The Short Life Working Group(s) will include senior officers or representatives from statutory and partner organisations with a remit or expertise in the topic. A core membership will be identified relevant to the theme and will be based on the core membership of the Board initially, with additional partners identified as work progresses.

7.3 Chairing and Secretariat

The Short Life Working Group(s) will be chaired by a senior officer or representative from one of the public or third sector partners represented on the Board.

Secretariat support will be provided by the Chair's office or a designated team member.

Meeting notes, decisions, and actions will be recorded and circulated in draft ahead of each meeting.

7.4 Meetings



Meetings will generally be held online unless otherwise agreed. The Short Life Working Group(s) will meet regularly over a defined period (e.g., 4 months), with the option to extend if necessary.

A final report or update will be submitted to the Board at the conclusion of the Short Life Working Group's term.

8. Community Partnerships

8.1 Remit

Following the establishment of the Highland Community Planning Partnership and launch of the 2017 – 2027 Highland Outcome Improvement Plan, it was agreed that, due to the large geographical area covered by Highland, a number of locally-based Community Partnerships would be formed.

Community Partnerships are locally-based collaborative forums established to tackle inequalities and improve outcomes within defined geographical areas across Highland. They are a key component of the Community Planning Partnership structure and are aligned with the 2024–2027 HOIP.

Their core functions include:

- **Local Delivery:** Planning and delivering services and initiatives that respond to local needs and priorities.
- **Tackling Inequality:** Identifying and addressing inequalities in areas such as health, education, employment, and housing.
- **Community Engagement:** Facilitating meaningful participation from local communities in planning and decision-making.
- **Collaboration:** Bringing together public sector partners, third-sector organisations, and community groups to co-design and deliver solutions locally.
- **Strategic Alignment:** Ensuring local actions align with the HOIP and contribute to regional outcomes.

8.2 Structure

- There are nine Community Partnerships across Highland, each covering a specific geographical area.
- Each Community Partnership is chaired by a public sector partner, ensuring leadership and accountability.
- The public sector partner providing the chair is also responsible for providing secretariat support, including coordinating meetings, preparing agendas and minutes.
- Governance is guided by the Minimum Standards Model and Guidance and Toolkit, which outline roles, responsibilities, and operational standards.
- Partnerships are supported by the Partnership Development Team, which provides tools, templates, and direct assistance.

Badenoch & Strathspey NHS Highland	Caithness Highlands & Islands Enterprise	Easter Ross Scottish Fire & Rescue Service
Inverness Highland Council	Lochaber Scottish Fire and Rescue Service	Mid Ross NHS Highland



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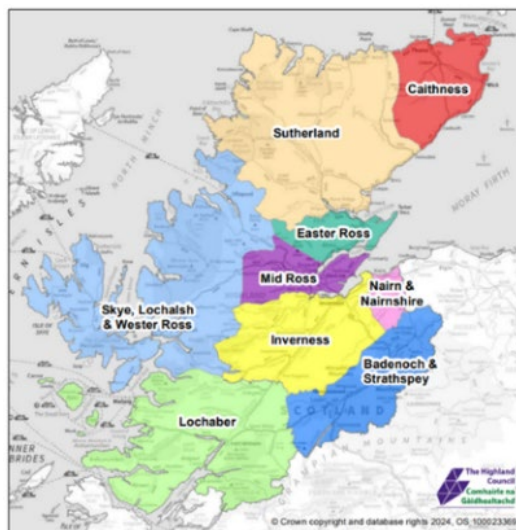
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Nairn & Nairnshire Police Scotland	Skye, Lochalsh & Wester Ross Highlands & Islands Enterprise	Sutherland Police Scotland
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The geographical boundaries of the nine Community Partnerships are illustrated in the map below:



8.3 Membership

Community Partnerships are made up of a diverse range of partners who bring local knowledge, expertise, and resources to support collaborative planning and delivery. Community Partnerships are encouraged to maintain an up-to-date contact list, supported by the Partnership Development Team. Membership should reflect the needs and priorities of the local area and include representation from public and third sector relevant partners.

8.4 Standards

- Meetings are held quarterly and follow the Minimum Standards Model, ensuring consistency across all nine partnerships.
- Each Community Partnership will maintain a Priority Action Tracker to monitor progress on local priorities.
- Community Partnership Plans will be published in 2025, serving as the Locality Plan under the Community Empowerment (Scotland) Act 2015.

8.5 Resources

- Community Planning & Community Partnerships: Guidance & Toolkit: A practical resource developed to support the effective operation of Community Partnerships across Highland.
- Priority Action Tracker: Monitors delivery of local actions and outcomes.
- Minimum Standards Model & Compliance Checklist: Provides a consistent framework to ensure all Community Partnerships operate effectively, transparently, and in alignment with shared priorities.

8.6 Support

The Partnership Development Team provides strategic and operational support, including:

- Guidance on identifying local priorities.



- Development of tools and templates.
- Facilitation of communication between local and regional planning structures.
- Promotion of collaboration and knowledge-sharing across partnerships.

9. Partnership Development Team

9.1 Remit

The Partnership Development Team plays a central role in supporting the effective operation of the CPP and its associated structures. The team provides both strategic and operational support to ensure alignment between local priorities and regional objectives, as outlined in the Highland Outcome Improvement Plan (HOIP) 2024–2027.

Key responsibilities include:

- **Strategic Alignment:** Supporting the integration of Community Partnership priorities with the overarching HOIP priorities.
- **Capacity Building:** Providing guidance and resources to strengthen the effectiveness of Community Partnerships, Delivery Groups and Short Life Working Groups.
- **Operational Support:** Assisting with the development of tools, templates, and governance documents to ensure consistency and accountability.
- **Facilitation:** Enabling communication and collaboration between local and regional community planning structures.
- **Monitoring and Evaluation:** Supporting the use of performance tools such as the Priority Action Tracker and Compliance Checklist to monitor progress and outcomes.

9.2 Collaboration

The Partnership Development Team works closely with:

- Chairs and Vice Chairs of Community Partnerships.
- Delivery Group Leads.
- Short Life Working Groups.
- Third sector and community representatives.
- Public sector partners and programme leads.

The team also facilitates knowledge-sharing and the dissemination of best practices across the Community Planning Partnership.

9.3 Structure

The Partnership Development Team is composed of a Partnership Development Manager, and Partnership Officers. All with expertise in community planning and engagement. The team is hosted within the Highland Council, funded across the statutory public sector partners and works in close collaboration across the wider partnership.

9.4 Reporting



The Partnership Development Manager is lined managed within Highland Council by the Chief Officer Housing and Communities, they report to a group of CPP Senior Officers who direct and guide their work planning across the CPP.

The Partnership Development Team records progress within annual milestones and reports quarterly to the Board meeting against progress.

10. Independent Chairs

10.1 Overview

Several key Delivery Partnerships within the Community Planning Partnership structure operate with Independent Chairs. These include:

- Highland Community Justice Partnership.
- Highland Violence Against Women.
- Highland Adult Support and Protection Committee.
- Highland Child Protection Committee.
- Highland Alcohol and Drugs Partnership.

Independent Chairs play a vital role in providing impartial leadership, ensuring robust governance, and supporting effective delivery across these thematic areas.

10.2 Adult and Child Protection Committees

The Highland Adult Support and Protection Committee and the Highland Child Protection Committee are governed by national statutory guidance, which is adopted locally. This guidance outlines the expectations and procedures for the recruitment and appointment of Independent Chairs.

The Board will be notified when the recruitment process for a new Independent Chair is initiated, either at the end of a tenure or following a resignation. The Board will be notified once the recruitment process is complete, and a new Chair has been appointed.

10.3 Process for Recruitment

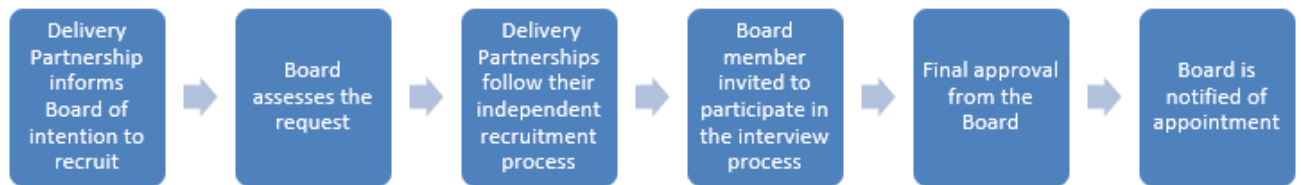
For all other Delivery Partnerships that currently have or wish to appoint an Independent Chair, the following process will apply:

- The Delivery Partnership will inform the Board of its intention to begin recruitment.
- The Board will assess the request based on the group's governance needs, available funding, and alignment with Delivery Partnership priorities.
- All Delivery Partnerships will follow their independent recruitment process.
- A member of the Board will be offered the opportunity to participate in the interview panel for all Independent Chair appointments.
- Final approval for the appointment of an Independent Chair rests with the Board.
- The Board will be notified once the recruitment process is complete, and a new Independent Chair has been appointed.



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This process ensures consistency, transparency, and alignment with the strategic aims of the Community Planning Partnership.

11. Review

- 11.1** The Terms of Reference will be reviewed on an annual basis to ensure they remain current and aligned with the strategic priorities of the CPP. They may also be reviewed more frequently if required, in response to significant changes in legislation, policy, or partnership structure.