

## The Highland Community Planning Partnership

### Chief Officers Group

22 September 2014

Agenda Item	7
Report No	<b>COG 8/14</b>

### CPP membership

### Report by Head of Policy and Reform

#### Summary

The COG is asked to agree a framework to guide our response to bodies and groups seeking to participate or participate further in formal CPP structures.

## 1. Background

1.1 Recently approaches have been made for other public service organisations to participate in, or to participate more fully in, the Highland CPP. Requests have been received from:

- The Cairngorm National Park Authority;
- Highlife Highland (for Director level engagement);
- Skills Development Scotland (for Board level engagement and with a named nomination received);
- The Department of Work and Pensions (DWP, and seeking Board involvement); and
- Bòrd na Gàidhlig.

1.2 This report sets out a proposed response to these approaches, while being mindful of new legislation for community planning.

## 2. Current approach

2.1 The CPP has acknowledged that community planning is a process of involving bodies, groups and people in public service delivery and it is not confined to those involved in particular structures. Indeed the COG has said it wants to see community planning as core business for staff. However, with requests made for more participation through our CPP structures, we should reflect on how to improve our partnership reach, including through our formal partnership structures.

2.2 The Highland CPP has been reviewing its partnership and governance arrangements since 2013 around the following four principles:

1. We continuously learn from our experience and ensure the arrangements support public service reform further in the Highlands (and around the four pillars of reform –prevention, performance, people and partnership/place);

2. The new arrangements support the delivery of the SOA and its future development;
3. We acknowledge the accountability requirements placed on each partner individually; and
4. We address the improvement points identified in the national audit of community planning.

All principles continue to be relevant and principle 4 above could be extended to include any local audits conducted.

2.3 As part of the review to date, group remits were agreed, members were confirmed and lines of accountability were clarified. This is described in section 11 of the SOA and is appended. Areas outstanding include the partnership arrangement around European programmes (this is a separate item on the agenda) and making the connections locally (still work in progress and through the evolution of District Partnerships).

2.4 In addition to the partnership groups set out in the Appendix, the Board recently agreed new priorities for improving our partnership processes and we have agreed for nominated officers to meet to take forward work on:

- prevention and joint resourcing;
- workforce planning and skills development;
- community empowerment, dialogue and participation; and
- tackling rural deprivation/fragility.

This may lead to further groups being created or remits of current groups to be broadened. This could also mean changing the membership of some groups.

### **3. New legislation and guidance**

3.1 The Community Empowerment Bill is currently at Committee stage with enactment expected by summer 2015. Guidance is expected to follow in autumn 2015 and we can expect to be consulted on it before it is finalised. The Bill includes provisions for community planning in Part 2. That includes a definition of community planning, the production of a local outcomes improvement plan, including reviewing it and reporting progress against it, partnership involvement, governance and guidance. It also includes new rights for participation of community groups in improving outcomes (Part 3).

3.2 While the provisions may be amended as the Bill progresses through Parliament, to provide a steer on partnership engagement it includes:

- The bodies that must facilitate community planning. Those bodies are: the local authority, health board, HIE, Police Scotland and the Scottish Fire and Rescue Service. A notable change from the 2003 Act is that this facilitation is a shared responsibility, removing the duty of facilitation on Councils alone.
- A list of bodies that must participate in the community planning partnership. In addition to those listed above this includes the regional college, any integration joint board, national park authority, strategic body for further and higher education, SEPA, SNH, Scottish Sports Council, SDS, regional transport authority and Visit Scotland. They are to contribute funds, staff, resources and information for the achievement of outcomes.

- The need for the CPP to consider which community bodies can contribute, make reasonable efforts to secure their participation and take steps to enable that participation. The Bill, so far, does not require that these community bodies are formally constituted.
- Flexibility so that the CPP may agree whether and how partners comply. Compliance can be for a particular outcome and not for other outcomes. This means partners could be involved thematically and/or strategically.

#### **4. Proposed response**

4.1 Based on the draft legislative requirements, the principles agreed by the Board and the partnership priorities we are to work together on (outcomes and processes), a framework for partner engagement to guide decisions on partnership participation is drafted at Appendix 2.

4.2 If the COG confirms the framework to use, further contact can be made with the bodies listed in paragraph 1.1 to answer the questions listed.

4.3 It is worth noting the current partnership status of the five bodies interested in participating or participating further. This is described below.

- CNPA – involvement limited to the environment forum, the stakeholder group for improving environmental outcomes;
- Highlife Highland – involvement in the thematic groups on: reducing health inequalities, physical activity and community development;
- Skills Development Scotland – involvement in the thematic group on employability;
- DWP – involvement in the thematic group on reducing health inequalities;
- Bòrd na Gàidhlig – no formal role in the CPP structure.

4.2 The request from Bòrd na Gàidhlig raises some questions for the COG and Board:

- why we do not have a partnership approach to supporting cultural development as a formal part of the CPP structure, especially when we do have a partnership Highland Culture Strategic Board that involves local partners (the Council, HIE, and HLH) as well as national partners (Creative Scotland and Event Scotland);
- whether we have captured the importance of arts and culture as a means to achieving our priority outcomes or as an important outcome in its own right in the SOA;
- why there is no Gaelic representation on the Highland Culture Strategic Board given the role of Gaelic as part of the culture of the Highlands;
- whether individual partners with legal duties to produce and implement Gaelic Language Plans could operate more efficiently and effectively by working in partnership and as part of the CPP.

It would be helpful if the COG could consider these issues for recommendations to be drafted for the Board, in addition to the handling of the request from Bòrd na Gàidhlig to participate.

## **5. Recommendation**

5.1 The COG is asked to note:

1. the requests from five bodies to participate or participate further in the formal structure of the CPP;
2. the principles already agreed for reviewing governance in the CPP and the relevant provisions in the Community Empowerment Bill.

5.2 The COG is asked to agree:

1. any changes to the framework for engaging partners in the CPP at Appendix 2;
2. that the bodies seeking involvement are contacted to provide information regarding the benefits of their involvement to the CPP and to them as set out in the framework, so that recommendations can be made to the Board in October;
3. how best to consider the role of arts and culture and Gaelic in the CPP as a way of achieving or supporting positive outcomes.

Carron McDiarmid 14.9.14

Extract from SOA 2013 – chapter 11

**11. Strengthening the governance, accountability and operating arrangements for community planning and delivering the SOA in the Highlands**

11.1 The Highland CPP agreed to undertake a review of its partnership working arrangements in May 2013. The following principles for the review were agreed in June 2013:

5. We continuously learn from our experience and ensure the arrangements support public service reform further in the Highlands (and around the four pillars of reform –prevention, performance, people and partnership);
6. The new arrangements support the delivery of the SOA and its future development;
7. We acknowledge the accountability requirements placed on each partner individually; and
8. We address the improvement points identified in the national audit of community planning.

11.2 Developing the right governance and accountability structures for community planning

The CPP has agreed that the community planning structure needs to include a Partnership Board, a Chief Officers Group and thematic policy groups at a Highland level. As well as leading change organisationally, these need to be informed by community and practitioner views locally. The roles of the groups are described below.

11.3 The Partnership Board

This is to provide political leadership and expertise to drive and enable public service reform and better and fairer outcomes for the Highland population. This would be not only in the partnership setting, but also to make the connections required in the Boards of partner organisations and in the Council to support the changes and improvements required.

11.4 Membership would be drawn from the Boards of partners (normally the Chair) and from the Council's senior members. This would extend the current membership of the group. The members of the Chief Officer Partnership Board would be in attendance for scrutiny and challenge and for leadership support. The Partnership Board could be supported with self-evaluation of their partnership leadership within a framework of public service reform. The Partnership Board would meet quarterly.

## 11.5 The Chief Officer Group

The purpose of the Chief Officer Group would be to drive public service reform, including the delivery of the SOA and continuous improvement of partnership working to achieve better and fairer outcomes by:

1. Ensuring and challenging the partnership's delivery and performance against the SOA's outcomes targets - through the thematic groups individually and together across the SOA (and any supporting plans if relevant);
2. Ensuring and challenging whether the partnership's work across all groups is reducing inequalities at the pace required;
3. Ensuring and challenging whether the partnership's work across all the groups is making the decisive shift to prevention required;
4. Ensuring and challenging whether the partnership can demonstrate best practice in community engagement through the thematic groups and across the SOA;
5. Supporting the thematic groups by removing any barriers to reform that arise from current partnership arrangements, resources and behaviours.

This would help support the values adopted previously by the Partnership that

*'We are here to serve the Highland people and we will do this with honesty, openness and commitment. We will challenge each other constructively when necessary to ensure we deliver beyond expectations for the Highlands.'*

6. Promoting the on-going development of the SOA as a means of achieving public service reform.
7. Supporting constructive challenge of the partnership through honest reflection, structured self-evaluation, peer review, audits of community planning and any consequential improvement activity.

11.6 The group would be comprised of the Chief Officers of the partnership (represented by the local senior officers for national bodies). The lead officer from the thematic groups would attend Chief Officer Group meetings for scrutiny and challenge and to make any requests for partnership support. The Chief Officer Group would attend the Partnership Board and would meet more frequently than quarterly Board meetings.

### 11.7 Highland thematic policy groups

Ten groups have been identified to support the ambition of the CPP. They are shown on the diagram below. The groups at the strategic level would be responsible for:

1. Jointly agreeing the evidence base and planning, coordinating activity, setting targets and reporting performance for that theme and as set out in the delivery plans of the SOA and any relevant supporting plans.
2. Ensuring appropriate community and stakeholder engagement in the planning and performance processes.
3. Undertaking self-evaluation in the partnership group, preparing for any audits and inspections and implementing any audit and inspection improvement points.
4. Inspiring innovative ways for partners to work together to achieve the results required.
5. On-going development the SOA and any supporting plans for that theme.

### 11.8 These would be officer groups at the senior level. To be able to carry out this function they would require:

- a named lead officer from the partnership (these have been identified);
- appropriate partnership engagement and input from relevant partners;
- an understanding of the total public resources available for the theme and a willingness to use that collectively (align and/or integrate resources) to meet the agreed outcomes of the joint plan;
- data support to measure performance and impact;
- an understanding of the range of engagement methods to apply and the skills required to deploy them;
- appropriate links to operational management (and sub groups if required) to ensure implementation and to understand the impacts of implementation.

11.10 The titles of some of the groups could be changed to reflect titles in-use e.g. Safer Highland for community safety and public protection or to reflect the broader partnership agenda e.g. For Highland's Children 4 instead of 'early years' and 'Strategic Commissioning for adults' instead of older people.

### 11.11 Making the connection locally

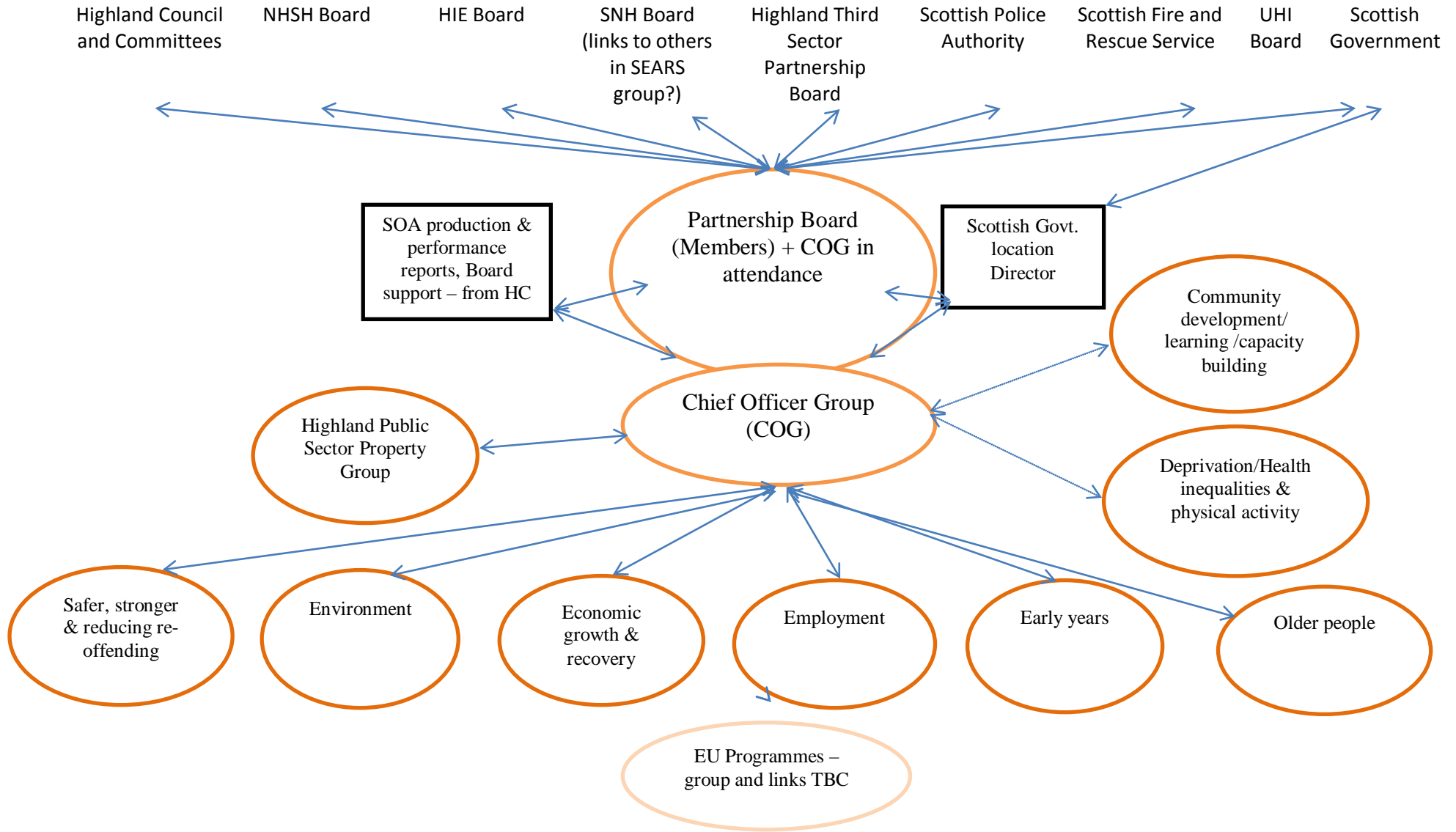
The diagram below also starts to map out what the connections might be through different methods of public engagement, formal engagement

structures (such a Ward Forums, Area Committees, District Partnerships and Community Councils) and various practitioner and local partnership groups. It uses the policy theme of community safety as an illustration.

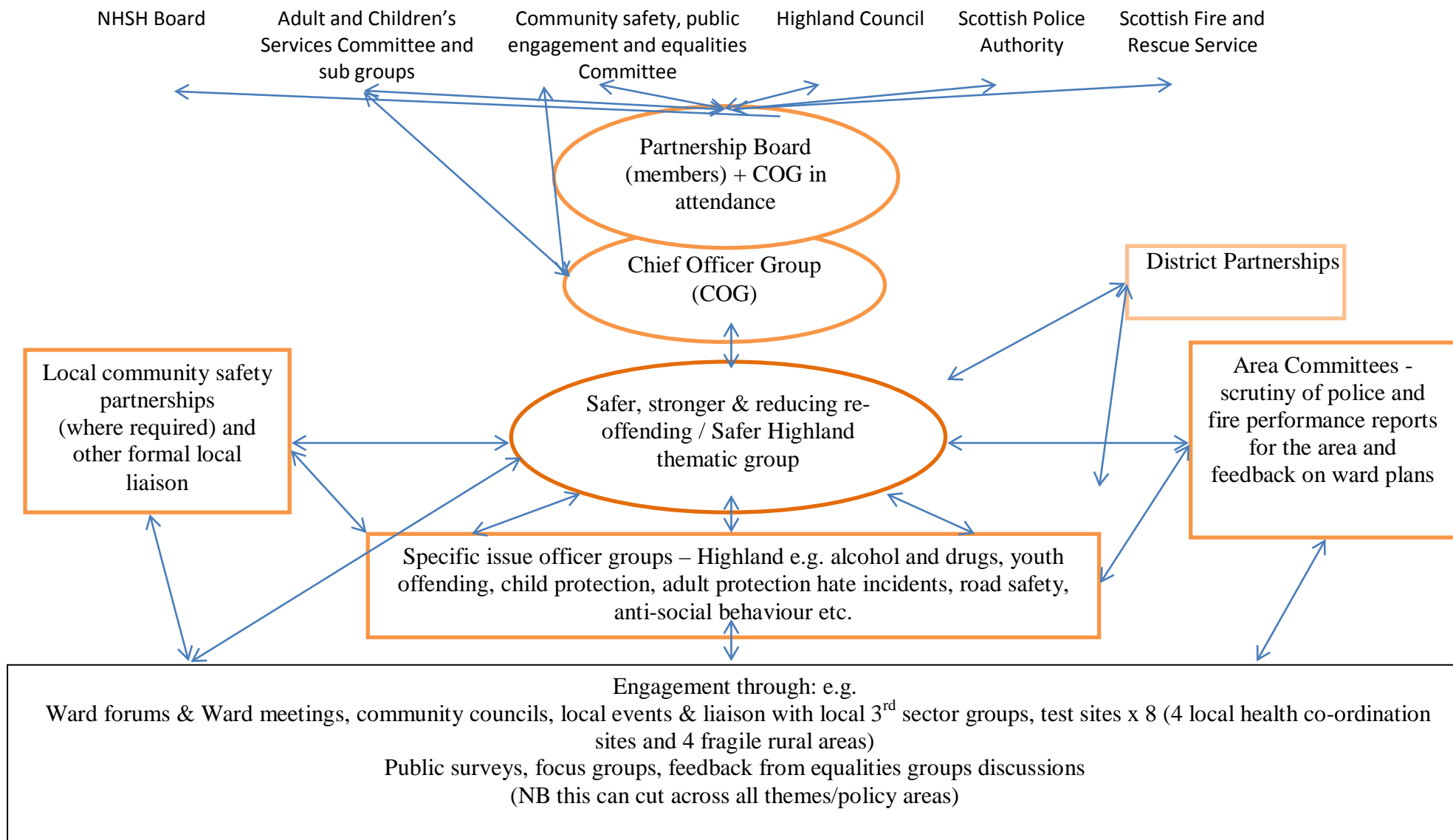
- 11.10 The identified lead officers of the ten theme groups are tasked to produce the map of proposed partnership working that would include specifying the partners in the strategic theme group and identifying the groups and linkages at local level as illustrated in the diagram below.
- 11.11 In taking forward the task, some key questions for the lead officer to ask with partners might be:
- What partnership sub-groups are needed to manage the plan at a Highland level?
  - Are there local partnership groups that are already working on this theme and how can they evolve/be integrated? Examples would include area regeneration groups, district partnerships for health and social care.
  - How are elected members involved in this theme locally? Can Ward Forums and Area Committees be helpful?
  - How are the general public, specific interest and third sector groups and service users formally involved in this theme/service area?
  - Are their informal arrangements on engagement to note?
  - How can we enable activists to feed in to the policy and planning groups?
- 11.12 Progress made will be reported in time for Chief Officers to feedback either current or proposed arrangements to the Partnership Board meeting in September 2013.



**Figure 12: Proposed community planning partnership working structure – Highland**



**Figure 13: Starting to map out the CPP operational, local and strategic arrangements: community safety as an illustration**



## Framework for partner engagement in the CPP (DRAFT)

### 1. Legislation

- Is the body listed as a participant in the community empowerment legislation?
- Is the body a community group?

### 2. Partnership priorities

- Which outcomes can the body/group contribute funds, staff, resources and information to?
  - Outcomes: Economy / employability/ early years/ older people/ community safety/ health inequalities/ physical activity/ environment
- Which processes can the body/group contribute funds, staff, resources and information to?
  - Processes: prevention and joint resourcing; workforce planning and skills development; community empowerment, dialogue and participation; and tackling rural deprivation/fragility.

### 3. Principles for reviewing governance

How will engagement with the partner help us:

- To improve our learning as a partnership?
- To support our efforts in public service reform – i.e. prevention, performance, people (staff) and place?
- To support the development and delivery of the SOA?
- Help them to meet their community planning obligations?
- Address any audit improvement points (if applicable)?

### 4. How best to enable participation?

- If answers to the questions above show there is a case for the body to be involved, what is the most effective and efficient way for them to participate?
  - In an outcome/theme group – state which group(s)
  - In the Chief Officers Group – Y/N
  - In the CPP Board – Y/N
  - In a process improvement group – state which group(s)
  - In a local group – NB need to consider how this might support the evolution of District Partnerships.
- If this is a community group, does it need support to participate? If so, describe.