

## Highland Community Planning Partnership

COG – 19.5.16

Agenda Item	3ii.
Report No	COG 12/16

### Taking Forward Local Partnerships

#### Report by Acting Head of Policy

##### Summary

This report provides the COG with an update on discussions to take forward Local Community Planning Partnerships. The report asks the COG to:

- Agree a COG recommendation around the geography for local community planning structures
- Agree how these local community planning structures will be led, supported and resourced
- Agree how the COG and CPP Board will be supported and resourced going forward
- Agree the framework for the guidance for the Local Partnerships
- Agree the COG's recommendation to the Board in June in relation to all of the above.

#### 1. Background

1.1 The last meeting of the COG considered the statutory requirements on the Partnership driven by Part 2 of the Community Empowerment Act, the Public Bodies (Joint Working) (Scotland) Act 2014 and the Requirements for Community Learning and Development (Scotland) Regulations 2013. The group considered the implications of this for the Partnership and planning at different levels within the Partnership. A summary diagram of these responsibilities and core partnership principles is set out at Appendix 1.

1.2 Following this meeting, the sub-group met to take forward the discussions on developing local partnerships and on resourcing these and partnership activity as a whole. This report sets out:

- the options discussed around potential geographies for developing local partnerships,
- the options for supporting and resourcing local community planning partnerships and the COG and CPP Board going forward
- a framework for the guidance for local community planning partnerships.

The report also notes other key issues that the COG will need to consider going forward in relation to this agenda. The COG is asked to consider three key questions as a result of these discussions and potential options:

1. Geography for Local Partnerships – what is the preference of partners and what is the COG recommendation to the Board?

2. Resourcing – What is the preference of partners in relation to supporting and resourcing the Board, COG and Local Partnerships going forward and what is the COG recommendation to the Board?
3. Local Partnership Guidance – Are there any other elements that should be included within the framework for the terms of reference and agree a draft terms of reference to be considered by the Board?

## **2. Geography**

2.1 This section presents 4 different options (3 discussed at the sub-group and 1 subsequently suggested by the Council Leader) for the geography around which to develop Local Partnerships to take forward local community planning. For each, the benefits, challenges and partner views are noted.

### **2.2 Option 1 – Utilising district partnership geography**

- Where existing arrangements are not already in place, building on District Partnerships and incorporating them into Local Partnerships
- Utilising existing district partnership geography which would give 10 Local Partnerships.
- Some minor amendments to existing district geography, including splitting Nairn and Badenoch, Assynt returning to Sutherland and a review of which partnership Fort Augustus best sits.

#### **2.2.1 Benefits of Option1**

- Largely co-terminus with Local Committee boundaries and recognised local geographies
- Co-terminus with NHS and Council operational structures therefore supporting the partnerships and reducing duplication in meeting attendance
- Support across most Partners for this geography and being able to make this work locally.
- Avoids duplication of local meetings by building on the District Partnerships into Local Partnerships

#### **2.2.2 Challenges of Option 1**

- Ensuring that the geographies supported by partner organisations are suited to the needs of local communities. Some concerns regarding this in relation to Inverness.

### **2.3 Option 2A – District Partnership Geography but dividing Inverness by urban and rural**

- Utilising district geography and existing arrangements with the exception of Inverness where an urban/rural split is proposed instead.
- Urban – wards 14,15,16,17 and part of 18 and 20  
Rural – wards 13 and part of 18 and 20

#### **2.3.1 Benefits of Option 2A**

- Separating urban/rural Inverness would result in the partnerships being able to focus on issues that suit the needs of urban and rural communities.

- Greater synergy between the communities within the Partnerships
- Police, Fire and HIE – indicate they could support this model if this was the preferred approach

#### 2.3.2 Challenges of Option 2A

- It would be challenging to bring together the rural communities of east and west Inverness
- It would result in significant challenges for NHS and HC to support as it doesn't marry with current operational structures. It may require changes to operational structures if this model was preferred

#### 2.4 **Option 2B - District Partnership Geography but dividing an Inverness by east/west and urban/rural**

- Utilising district geography with the exception of Inverness but a combination of east and west, urban and rural geography.
- To create 4 local partnerships within Inverness – East Rural, East Urban, West Rural, West Urban

##### 2.4.1 Benefits of Option 2B

- Combines the benefits of both Option 1 and 2A – separates out urban and rural communities whilst retaining the link with current operational NHS and HC structures.
- Makes planning more local to communities

##### 2.4.2 Challenges of Option 2B

- Creates an additional 2 partnerships for partners to support, bringing the total to 12.
- May be seen as overly complex. HIE and Fire have expressed concerns regarding this.

#### 2.5 **Option 3 – District Partnership Geography with a whole area approach for Inverness**

- Utilising district geography with the exception of Inverness, where a local partnership is developed for the whole area.

##### 2.5.1 Benefits of Option 3

- For many partners would be their second choice. For HIE this would be the preference.
- More feasible an NHS and HC operational perspective than options 2A and 2B

##### 2.5.2 Challenges of Option 3

- Would create a very large and potentially unwieldy partnership.
- Could be more distant from communities
- May make it difficult for communities to engage

### 3. **Resourcing**

3.1 This section considers two different approaches for supporting and resourcing the Partnership going forward including the CPP Board, COG and Local

Partnerships. Whichever approach is agreed, it is recommended that this is reviewed after 12 months.

### 3.2 **Option 1 – Lead Agency Approach**

- Each of the 5 statutory partners takes it in turn to Chair and provide the secretariat for the Board and COG, for one year at a time.
- Support for the Board and COG would be staggered so that different partners would be supporting only one at any one time.
- Each Partner takes responsibility for supporting 2 local partnerships.

#### 3.2.1 Benefits

- Sharing of responsibility across the 5 statutory partners
- Not all partners have the same flexibility in providing financial resources but this allows them to deploy resources in terms of staffing
- Greater ownership across 5 partners
- 4 out of 5 partners favour this approach
- This approach already works in relation to supporting Safer Highland groups.

#### 3.2.2 Challenges

- Traditionally Council led therefore change in culture and approach required
- Not all partners favour this approach
- Partners will need to fine some dedicated resource specifically for community planning

### 3.3 **Option 2 – Dedicated Resource**

- Each of the 5 statutory partners provides funding to employ someone to support the COG and the CPP Board.
- Partners take it in turns to Chair the COG and CPP Board
- Each partner takes responsibility for supporting 2 local partnerships

#### 3.3.1 Benefits

- Dedicated resource specifically to support and drive Community Planning
- All 5 partners still responsible for leading at Board, COG and local level
- NHS Highland prefer this approach

#### 3.3.2 Challenges

- Some partners will struggle to provide a financial resource
- Potential that a separate resource means that community planning continues to be seen as separate and not core to an organisation's business i.e. the day job.

### 3.4 **Additional resourcing proposal**

There was discussion about the need to support the partnership with some analyst time and a proposal that partners could look to contribute financial resource to employ a partnership analyst to gather the evidence required for the LOIP and locality improvement plans. Some views expressed that this

could be accessed from various partners existing resources and that this would be important to ensure that community planning is seen as part of the day job. No firm conclusion was reached and further discussion is required.

#### **4. Local Partnership Guidance**

4.1 The sub-group considered the Terms of Reference utilised by another Community Planning Partnership. Whilst the general feeling was that flexibility for local partnerships was important, it was agreed that some guidance on what to include in the terms of reference for the local community planning partnerships would be helpful. This could include some guidance on membership and core remit. Guidance could therefore include:

##### 4.2 *Membership*

- All 5 statutory partners – Fire, HIE, Highland Council, NHS Highland, Police  
Third Sector representation arranged by the HTSI at each Local Partnership and other 10 partners as and when necessary
- Other organisations including community organisations – for Local Partnerships to determine
- All partners have shared and equal responsibility

##### 4.3 *Core Remit*

- Developing Local Plans for Children and Adults – statutory
- Develop Locality Improvement Plans/CLD plans focusing on communities facing the greatest level of inequality as a result of socio-economic disadvantage (SEP and SIMD areas – detailed at Appendix 2, (partnerships may also wish to prioritise areas from within this list and in addition to these) - statutory
- Identify local actions and priorities

##### 4.4 *Meetings*

- Proposed that Local Partnerships meet no less than 4 times annually
- Could 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 ask questions/raise any points.

##### 4.5 *Links between Strategic and Local Partnerships*

- Each Local Partnership will nominate a representative to sit on the CPP Board. In most circumstances this will be the Chair.

##### 4.6 *Support for Local Partnership Development*

- Self-assessment checklist
- Supporting local partnerships training
- Place Standard in order to identify priorities
- Support is available but not compulsory

## **5. Key actions for COG going forward**

5.1 Further to the discussions on resourcing the sub-group highlighted several key areas which require consideration over the coming meetings:

### 5.2 LOIP

- Need to review the SOA with a view to developing the LOIP
- LOIP needs to be more focused
- Need to consider how other partnership plans fit into this e.g. FHC4, Safer Highland etc. Initial suggestion that each of these plans forms one component of the partnership planning structure from which the overarching LOIP priorities are drawn
- Need to utilise local partnerships to help in developing the LOIP
- Need to consider who takes the lead in developing the LOIP

### 5.3 COG

- COG still needed within the new structure – perhaps a more critical role in terms of co-ordination and ensuring links with the Local Partnerships and CPP Board
- Need to consider membership links between Local Partnerships and COG.

### 5.4 CPP Board

- Need to recognise the shared responsibility in relation to supporting the CPP Board going forward.
- The role of each Board member, whether they are a Board member of their organisation or a senior official of their organisation, needs to be clearly defined – all Partners have equal responsibility and ownership.
- Each Local Partnership should have a place on the Board.

## **6. Recommendation**

The group are asked to consider three key questions:

1. Geography for Local Partnerships – What is the preference of partners and what is the COG recommendation to the Board?
2. Resourcing – What is the preference of partners in relation to supporting and resourcing the Board, COG and Local Partnerships going forward and what is the COG recommendation to the Board?
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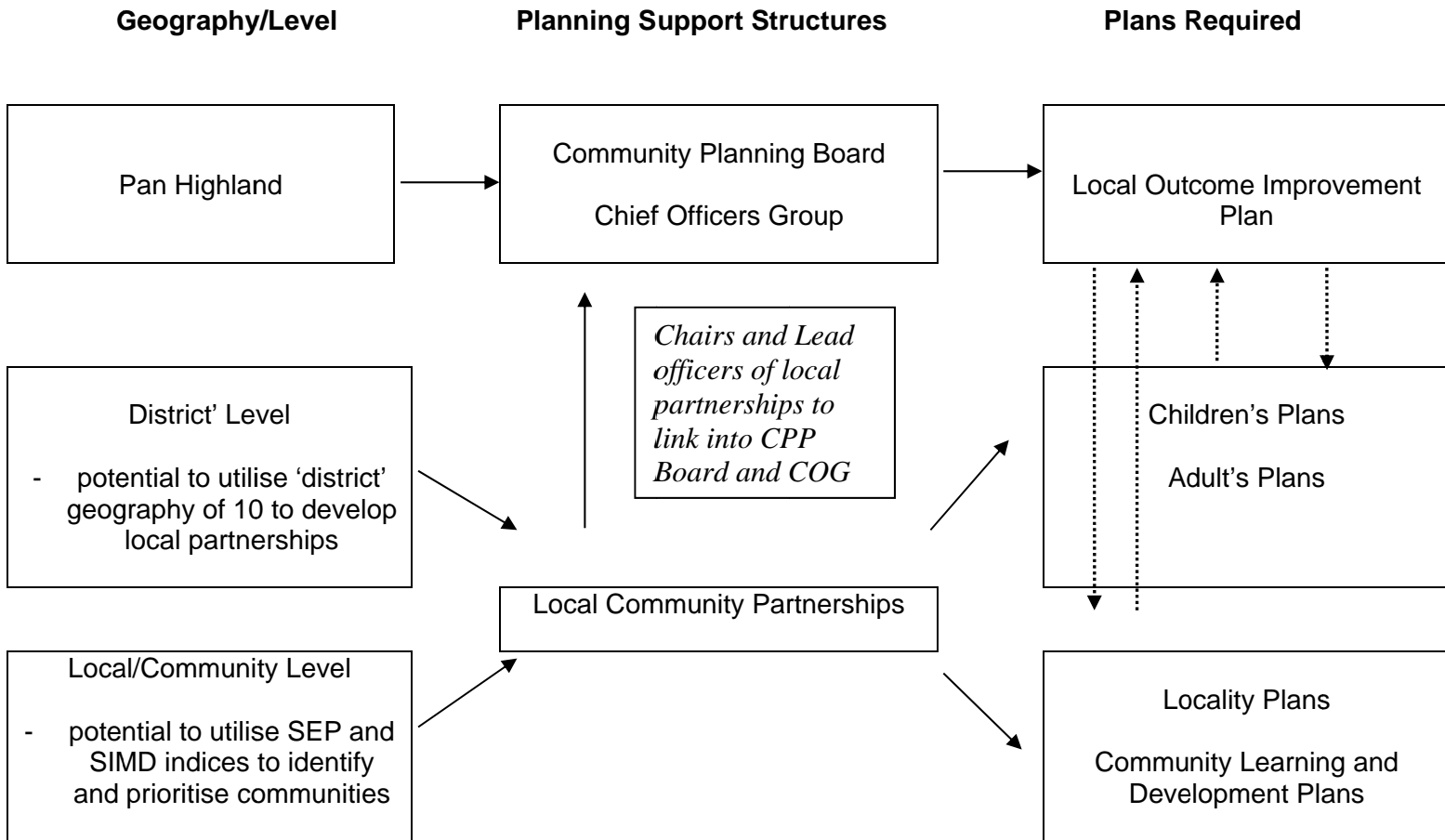
Date: 9.5.16

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Appendix 1: Highland Levels of Community Planning

Appendix 2: SEP and SIMD areas for Locality/CLD planning

## Highland Levels of Community Planning DRAFT



### principles

Statutory duties on:

- CPPs
- governing partners
- all statutory partners

- Strong shared leadership
- Governance and accountability
- Community participation & co-production
- Understanding of local communities needs, circumstances and opportunities
- Focus on key priorities
- Focus on prevention
- Tackling inequalities
- Resourcing improvement
- Effective performance management

## Proposed Communities to Target for Partnership Action

<b>Community</b>	<b>Identified through SEP</b>	<b>Identified through SIMD</b>
Ardersier	Yes	
Nairn	Yes	
Lybster and Dunbeath	Yes	
Castletown	Yes	
Thurso	Yes	
Wick	Yes	Yes
Alness	Yes	Yes
Invergordon	Yes	Yes
Milton, Kildary and Balintore	Yes	Yes
Tain	Yes	
Fort William	Yes	
Caol	Yes	
Kinlochleven	Yes	
Conon Bridge	Yes	
Muir of Ord	Yes	
Dingwall	Yes	Yes
Kyle of Lochalsh	Yes	
Portree and North East Skye	Yes	
Brora	Yes	
Golspie	Yes	
Helmsdale and Kinbrace	Yes	
Inverness Merkinch		Yes
Inverness Hilton		Yes
Inverness Raigmore		Yes