

Highland Community Planning Partnership

COG – 11.8.16

Agenda Item	5.
Report No	COG 14/16

Taking Forward Community 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 consider, discuss and agree the proposals outlined at sections 2 and 3 of the report.

1. Background

- 1.1 At the CPP Board meeting on 30 June the Board agreed:
- To establish 9 Community Partnerships across Highland
 - To jointly resource these partnerships by each partner taking responsibility to support 2 partnerships
 - To jointly resource the chairing and secretariat of the Board and COG
 - To establish initial guidance for Community Partnerships (at appendix 1 for information)
- 1.2 The sub-group tasked with developing the Community Partnership approach has met twice over the summer and considered a number of the administrative and planning framework supports required to progress the new model of community planning. The COG is asked to consider, discuss and agree the proposals put forward by the sub-group outlined in sections 2 and 3 of the report.

2. Administrative Proposals

- 2.1 The proposals developed by the sub-group to support the implementation of the community partnership and new community planning approach are as follows:

2.2 *Lead agency for each Community Partnership*

- 2.2.1 It was agreed by the Board that each of the 5 statutory partners would take responsibility for 2 Community Partnerships. With a model of 9 partnerships agreed, it is proposed that whoever has responsibility for Inverness, takes only that partnership.
- 2.2.2 It is proposed that the following agencies take responsibility for supporting each partnership and that this would be for an initial period of 3 years.

Caithness	HIE
Sutherland	Police

East Ross	Fire
Mid Ross	NHS
Skye, Lochalsh and West Ross	HIE
Lochaber	NHS
Inverness	Council
Nairn	Police
Badenoch and Strathspey	Fire

2.2.3 Work is still required to clarify expectations around the level of administrative support that will be required to support partnerships and this will be taken forward alongside the need to outline roles and responsibilities within each partnership.

2.2.4 **Decision:** The COG is asked to agree the proposals outlined for supporting each partnership and that this will be for an initial period of three years.

2.3 ***Leading the Board and the COG***

2.3.1 It was agreed by the Board that each of the 5 statutory partners would take it in turns to Chair and provide the secretariat support for the Board and the COG.

2.3.2 It is proposed that the following schedule for support is adopted and that year 1 would be for a period of 18 months from October 2016 until April 2018. From then on, this would be on a 12 month basis.

Year	Board	COG
1	NHSH – Chair	HC – Chief Executive
2	Police – TBC	NHS – Chief Executive
3	HIE – Director	Police – Divisional Commander
4	SFRS – TBC	HIE – Director
5	HC – Leader	SFRS – Local Senior Officer

2.3.3 **Decision:** The COG is asked to agree the schedule for providing support to the Board and COG over the next five year period, noting that year 1 will consist of an 18 month period.

2.4 ***Implementation of new Community Partnerships***

2.4.1 It is important to ensure that members of each partnership have a clear understanding of the new structure, the aims, priorities and roles and responsibilities prior to the first meetings of the new partnerships taking place. It has been suggested that a set of values/behaviours and also a glossary of terminology be developed to assist in guiding the new partnerships.

2.4.2 It is proposed that a development day is held on 30 September which would involve all key personnel across the 5 statutory agencies, the Third Sector Interface and other key partners as wish to attend. A separate information event will be held for Highland Council elected members. All potential Chairs and the personnel supporting them should be in attendance along with the

previous Chairs from the District Partnerships. It will also be an opportunity to share what has worked well with existing partnership arrangements. In the interim it is suggested that each agency should disseminate information about the new structure and purpose of it to ensure that staff have a level of understanding prior to the development day.

- 2.4.3 A separate meeting with the new Chairs of each partnership and key officers from the COG would take place immediately following this event and will provide an opportunity for discussion around the key priorities, potential challenges and any support Chairs anticipate may be helpful. It is further proposed that a biannual meeting takes place between officers of the COG and Community Partnership Chairs to support the Chairs in their role.
- 2.4.4 Following the development day, the first meetings of each partnership should be scheduled for October onwards. Ward Managers, who provide the existing secretariat support for District Partnerships, will liaise with the new Chairs and their support to provide details of key contacts and background information. Supporting documentation, such as draft outline agendas and a framework to support the development of the local plans (discussed at section 3), will also be provided.
- 2.4.5 **Decision:** The COG is asked to agree that:
- A development day for taking forward the new Community Partnerships is held on 30 September, for personnel who will be involved in these partnerships.
 - Each agency will encourage key staff members to attend and will aim to inform staff about the new approach.
 - A separate meeting with partnership Chairs and officers of the COG will take place immediately following the event.
 - A biannual meeting will be held between officers of the COG and partnership Chairs to support them in their role.
 - The first meetings of each partnership will take place from October onwards.
 - Ward Managers will provide transitional advice and guidance.
 - Planning for the event and supporting documentation will be progressed through the sub-group.

3. Developing a Planning Framework

- 3.1 There is a need to establish a framework to support Community Partnerships to develop the three types of plan required – the children's, adult's and locality plans. Alongside this, it is recommended that this overall framework encapsulates the Local Outcomes Improvement Plan, to ensure that there is a 'golden thread' running throughout the planning structure. However, it is recognised that each local partnership will wish to establish their own priorities and any framework must enable and support this.
- 3.2 Work is still required to further develop a planning framework but to date, discussions have suggested:
- The use of SHANARRI (Safer, Healthy, Active, Nurtured, Achieving, Respected, Responsible, Included) as a common language already in

use between partners around which to guide outcomes. There is potential to utilise this across the three types of local plans required as well as at a strategic level through the LOIP.

- There is an aspiration to ensure that the LOIP is more focused, targeting key partnership action, particularly around inequality. Consideration is needed to determine how this strategic plan links with the various partnership plans which already exist. This will require a focused piece to work to review the current SOA and other relevant strategic plans to identify a smaller number of priorities which focus on partnership approaches on tackling inequality and disadvantage. It is therefore recommended that a small working group, of no more than 3 or 4 officers, is set up specifically to consider current plans, including the SOA, to bring forward recommendations for the content of the LOIP. This group would operate separately from the existing sub-group remitted to consider the development of Community Partnerships.
- Local plans should focus on the top 10 priorities of each partnership and be action focused. For example, each local Children's Plan should have no more than 10 priorities, these priorities should be captured under the SHANARRI headings and all should be action focused. These would be the priorities for the partnership, not just for one particular meeting. The same principle could be replicated across the different planning elements.
- It has been suggested, and broadly agreed across the majority of partners, that the locality and community learning and development (CLD) plans become one plan in order to reduce duplication and target action. There is already a support structure in place around CLD plans which will assist local partnerships to take forward locality planning.
- There is a need for supporting documentation to guide partnerships to develop their priorities. The COG has already considered the Self Evaluation Framework developed to help partnerships identify capacity, skills and knowledge gaps around the headings of inequality, engagement and partnership effectiveness.
- A further tool may be to utilise the principles of the GIRFEC triangle (appendix 2). The principle of this approach is that the bottom of the triangle represents universal services - agencies working individually. The further up the triangle, the greater the need for partnership/interagency working in order to ensure effective services are provided. It is suggested that for each partnership, it is the priorities that would fall within the top of the triangle, those that need multi-agency working to be achieved, that should be considered for inclusion within local plans.
- That a joint dataset is created to support Community Partnerships develop their priorities. This will be information across a range of indicators that would assist partnerships to identify and develop local

priorities ensuring that an evidence based approach is adopted.

- The final statutory guidance from the Government to support LOIP and locality plans is due to be received in late autumn and while this needs to be considered in the development of plans it should not prevent work progressing as soon as possible.

3.3 **Decision:** the COG is asked to:

- Consider the discussions to date around taking forward local planning frameworks and the LOIP.
- Agree that a small working group is set up to consider current plans, including the SOA, to bring forward recommendations for the content of the LOIP.

4. Recommendation

The group are asked to consider, discuss and agree the administrative and planning proposals outlined in sections 2 and 3 of the report to support the development of Community Partnerships and the new approach to community planning.

Date: 3.8.16

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Agreed Initial Guidance for Partnerships

Name

- Each local partnership adopts the name Community Partnership and to prefix it with the locality name i.e. Caithness Community Partnership, Sutherland Community Partnership etc. This moves away from the use of 'planning' in any name which has resulted in confusion in the past but emphasises the importance of community given the new rights afforded to community bodies.

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

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 - statutory
- Identify local actions and priorities

Meetings

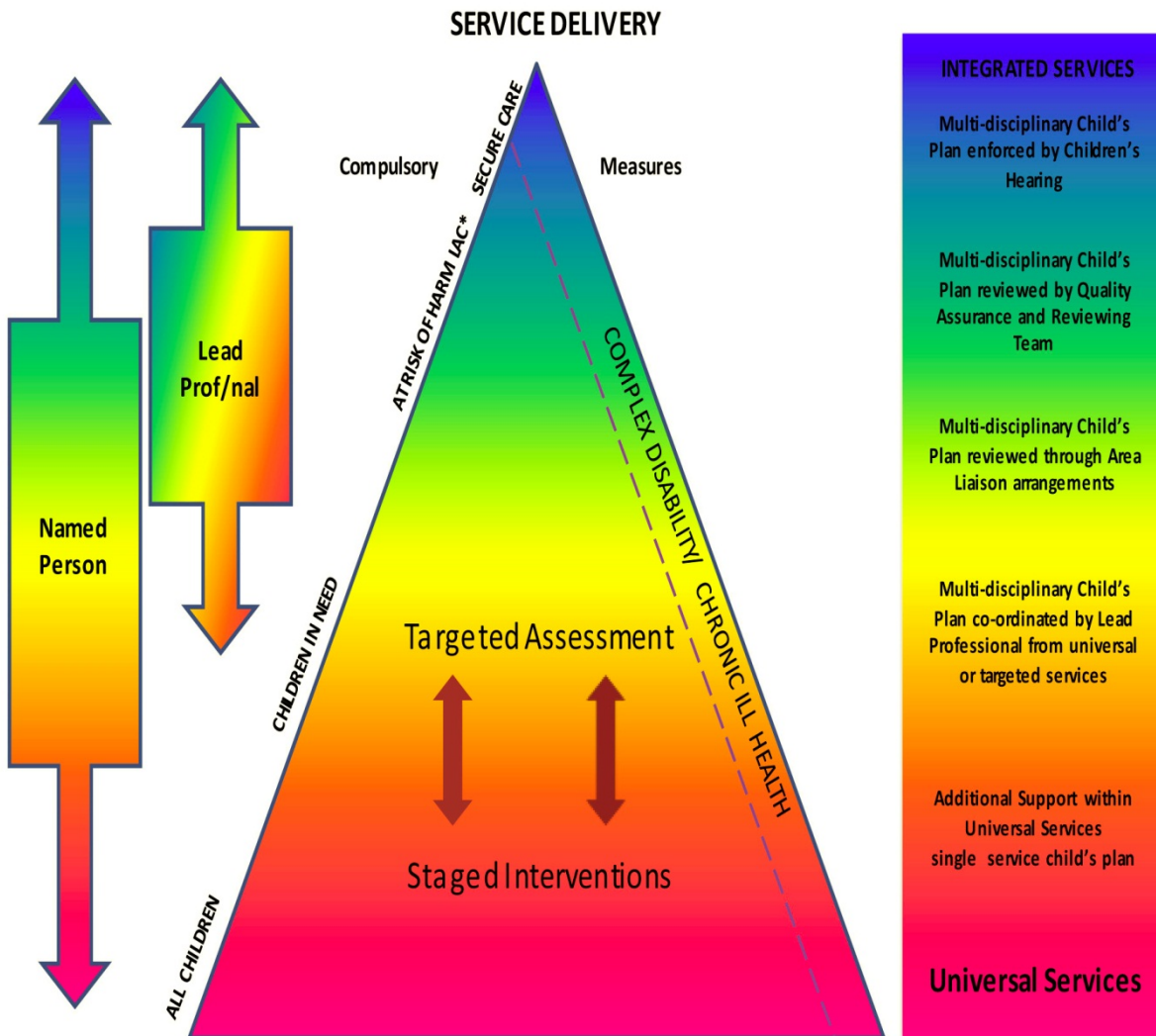
- Local partnerships meet no less than 4 times annually
- Consider taking a thematic approach to meetings
- Scrutiny of local plans should be action focused and based on evidence
- Meetings should be in public but not public meetings. There should be the opportunity on each agenda for members of the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

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.
- There will be regular meetings of the Chairs of each local partnership supported by the Chief Officers Group.

Current Practice Model 'Triangle'

Note: this is to provide COG members with an understanding of the principles of the approach. Should this be adopted, this would be revised to reflect the current context and approach.



* LAC = Looked After Child