

Highland Community Partnership

Shared Values and Behaviours



Highland Community Partnerships are key for collaborative working across multiple public sector agencies in partnership and consultation with the Third and Independent Sectors and the communities they serve.

The values outlined in this document and their associated behaviours are not exhaustive but a guiding principle intended to inform how individuals and the partnerships as a whole should operate and behave to optimise their collaborate approach.

The values in this document have been deliberately collated from the organisational values of our statutory partners, the national Engagement Standards and a collated set of values common within Third Sector organisations within the region.

Creating Better Outcomes for Our Communities

These values aim to ensure that collectively we continue to build on positive relationships established within the Partnerships and on its behalf with the communities and other organisations from within their area. We recognise each relationship developed within and with the Partnership will be unique and will have its own needs and expectations.

This guidance is intended to support the understanding of how we expect the Partnerships to work so as to ensure that the behaviours and attitudes we seek to achieve are embedded in the daily activity of the Partnership.

We hope that by practicing the principles of Respect, Accountability, Inclusivity and Relevancy we will ensure that this cascades out through our actions and activities.

In practice

We have all agreed that the values and behaviours described here will form the cornerstone of our leadership and approach

within the Partnerships. We expect that those chairing our Partnerships will provide a role model for the practice of these values and behaviours.

Additionally we expect these values to be embedded in our consultations and engagements with Communities, community groups, the broader Third Sector; and in our interactions with the Private Sector.

Elaine Mead, Chief Executive

NHS Highland

Steve Barron, Chief Executive

Highland Council

Chief Supt. Philip McRae, Divisional Commander

Police Scotland

John MacDonald, Local Senior officer

Scottish Fire and Rescue Service

Charlotte Wright, Acting Chief Executive

Highlands and Islands Enterprise

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Highland Council	Police Scotland	NHS Highland	SFRS	HIE	Engagement Standards	Crossing third sector
Challenge Open to ideas Participation Empowering	Integrity Fairness Respect	Teamwork Excellence Integrity Caring	Teamwork Innovation Respect	Culture Resources Encouraging Appropriate Timely Information Valuing Empowered	Support Inclusion Planning Working together Methods fit for purpose Communication	Visibility Accountability Commonality Respect Value Integrity Equality Partnership
Cross themes						
Equality Fairness Respect		Accountable Open Integrity		Inclusion Working together Relevancy and effectiveness		
Community Partnership Values						
Respect		Accountable		Inclusive & Relevant		
Associated behaviours						
We shall collectively ensure an equality of process in our decision making		We will act individually and as a Partnership with integrity, understanding that we are there to serve and deliver for our communities		We recognise that the strength of the Partnership lies in the varying skills and experience of the members and wider participants		
We will ensure that all members of the partnership are given the opportunity to participate		We will be committed to transparent decision making and openness about the process by which we arrived at our decisions		We understand that we have a responsibility to participate fully and to support others in doing so		
We will listen to the views of community representatives and individuals, respecting and valuing their input		We will ensure that communities within our area have the opportunity to inform, question and appropriately challenge the work of the Partnership		We understand that we have a duty to ensure that the resources represented within the Partnership are utilised and that progress is made to address our priorities.		

We Respect the right of everyone to be given a fair and equal chance to participate.

This means that:

- We shall collectively ensure an equality of process in our decision making
- We will ensure that all members of the partnership are given the opportunity to participate
- We will listen to the views of community representatives and individuals, respecting and valuing their input.

This means that we will not:

- Tolerate or engage in disrespectful behaviour that is inconsistent with the idea of respect and equality
- Fail to listen, or ignore the views of my colleagues, the public, community representatives and organisations
- Make or accept others making comment or sweeping generalisations about other people, communities, their culture, background or needs
- Be self-interested and choose to pursue a personal or single organisations agenda
- Put up barriers and exclude, intentionally or unintentionally, others who could contribute to the work of the Partnership.

We understand that we need to be **Accountable to our communities, to each other and to approach our role with integrity.**

This means that:

- We will act individually and as a Partnership with integrity, understanding that we are there to serve and deliver for our communities
- We will be committed to transparent decision making and open about the process by which we arrived at our decisions
- We will ensure that communities within our area have the opportunity to inform, question and appropriately challenge the work of the Partnership.

This means that we will not:

- Be dismissive of constructive feedback from colleagues or communities with a view to improving the service or activities of the Partnership
- Fail to take opportunities to explain the purpose and activities of the partnership
- Fail to complete, without a clear and transparent reason, task and activities that we have agreed to complete; either as individuals or as a Partnership
- Fail to explain the rationale behind our decisions and prioritisation
- Blame, criticise or undermine others (or the system) when things go wrong
- Assume it is someone else's job to deal with problems or issues
- Focus on problems or discourage ideas.

We know that to get the best from our partnership we need to be **Inclusive and Relevant to the communities we serve.**

This means that:

- We recognise that the strength of the Partnership lies in the varying skills and experience of the members and wider participants
- We understand that we have a responsibility to participate fully and to support others in doing so
- We understand that we have a duty to ensure that the resources represented within the Partnership are utilised and that progress is made to address our priorities.

This means that we will not:

- Be dismissive of other experiences and learning where they are different from our own or our organisational approach
- Fail to utilise the skills and experience around the table to the benefit of the Partnership and through that of the community
- Commit to undertake tasks and fail to do so to the best of our ability and within the agreed timescale
- Plan actions or activities without reference to the needs of a community as expressed by that community.

Highland Community Planning Partnership

Values and Principles to be used in discussion to guide proposals for local experiments

Developed in the COG March 2015 and approved by the Board June 2015

1. Local community planning is about engaging with, listening and responding to communities and there should be a roots-up approach.
 2. There should be a bias towards the most deprived communities.
 3. There should be a solutions-driven approach.
 4. It is necessary to be helpful, positive and make it easy for people to engage.
 5. Innovative thinking is required in terms of engagement processes – for example, going out in to the community, not having a specific agenda, utilising technology and social media.
 6. There should be an emphasis on involving new people, particularly younger people, in local community planning.
 7. The CPP should demonstrate effectiveness, accountability and a willingness to share resources.
 8. Outcomes should be measurable in order to demonstrate tangible benefits.
 9. The activities and objectives within the SOA should set the boundaries for decision making.
 10. Fairness and equality are key.
 11. It is important that there was two-way communication between strategic and local forums.
 12. Elected Members have different roles in different forums and it is necessary to be explicit about that and support them.
 13. It might be necessary to accept that there are different geographical boundaries for some issues.
 14. It is essential to avoid duplication and inefficiency.
 15. Forgiveness of false starts and wrong turns should be included.
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