Highland Community Planning Partnership	Agenda Item	6i.
Community Planning Board - 16 December 2016	Report No	CPB 14/16

Community Partnership Development – Update

Report by Community Partnership Sub-group

Summary
The report provides the Board with an update on the development of Community Partnerships across Highland and the accompanying documentation which has been developed to support these Partnerships.

1.   Background

1.1   The Highland CPP Board agreed at its meeting in June to create 9 Community Partnerships across Highland. This was to support the local planning requirements set out in the Community Empowerment Act and the Public Bodies (Joint Working) Act but also to strengthen the engagement and planning between services and communities at a local level.

1.2   The Community Partnerships have primarily been established on the geographies of the former district partnerships, with some boundary amendments. It was agreed that the 5 lead public sector partners for community planning will share the running of the Partnerships, taking on the role of leading, chairing and co-ordinating within their particular area.

1.3   The first meetings of the Community Partnerships will have either taken place or be scheduled by the time the Board meets on the 16 December. To ensure there is a strong link between strategic and local planning , the Chairs of each of the new Community Partnerships will be members of the CPP Board. At each meeting they will have an opportunity to update the Board on the work of their Community Partnership and share their experience and good practice.

2.   Community Partnership Toolkit

2.1   Following the event in Strathpeffer in September and subsequent feedback, work has been ongoing to develop a Toolkit for the Community Partnerships. The Toolkit is comprised of a suite of guidance designed to provide support to Community Partnerships across a number of areas. The Toolkit includes:

- *Roles and Responsibilities and Shared Values and Behaviours* – to support the operation of Community Partnerships

- *Glossary of shared terminology/language* – to aid and promote shared understanding

- *Community Engagement Tools* – including the National Standards for Community Engagement and the Place Standard. Both are examples of frameworks to engage communities locally

- ***Support to Identify Priorities*** - this includes a Self-Assessment Framework to support Community Partnerships consider their capacity, skills and knowledge around inequality, engagement and partnership effectiveness. It will assist in the identification of priorities. This also includes a briefing on the areas identified to target partnership action and also a Shared Dataset/Local Profile. The Local Profile will set out a range of core indicators to assist Community Partnerships to identify their local priorities. These Profiles are still under development

- ***Planning Framework*** – for each of the statutory plans required – Children, Adult and Locality. This will consist of short introductory guidance relevant to the individual planning area, a driver diagram to capture the outcomes, actions and measures and a reporting template. COG has recommended the use of SHANARRI – Safe, Healthy, Active, Nurtured, Achieving, Respected, Responsible and Included - around which to structure outcomes at a local level. This is already shared language amongst partners working across children's services but equally applies across all life stages.

The toolkit (with the exception of the Local Profiles) is circulated separately. The Board are asked to agree the Toolkit, including the Planning Framework and the use of SHANARRI.

3. Proposed CPP Website

3.1 A common request from the new Community Partnerships has been the creation of a shared website for the CPP on which documentation, including minutes and agendas, could be shared. Given the shared nature of Community Planning, it no longer makes sense for this information to be held on one agency's website or on multiple websites and therefore a shared website for the CPP is proposed.

3.2 *Structure*

The Community Partnerships Sub-group has explored a number of different potential mechanisms and platforms for delivering on this website, all with different cost implications. The platform recommended is amongst the most straightforward to operate and with the lowest set-up and ongoing costs. It is used regularly by the HTSI and, if the Board agrees, they have agreed to develop this on the Partnership's behalf.

The proposed structure would include a general section about the CPP which would also include the minutes and agendas of the Board and COG. A separate section would be provided for each Community Partnership and also for thematic areas.

3.3 *Costs*

The development costs of establishing the website would be up to £500, with a further £150 for the domain and site builder license requirements. Shared between the 5 lead partners, this would result in set up costs of no more than £200 per partner.

The ongoing costs relate to the domain registration and site license costs which would be around £150 per year. To reduce multiple invoicing, it is recommended that the lead agency for COG, meets these costs on an annual basis.

3.4   *Management*
        In terms of ongoing management of the website, there is an option for agencies to collectively share the costs of someone to update the website on their behalf. However, it is recommended that ownership should sit with each of the 5 lead agencies and that each agency identifies one person who will be responsible for updating the website with information from their Community Partnerships and also any thematic groups that they lead on. Identifying one person per agency will ensure consistency and protect the integrity of the website. It also reflects that not all agencies have the same available financial resources to meet external management costs. Updating for the Board and COG would sit with the appropriate lead agency.

3.5   The Board are asked to agree establishing a website for the Community Planning Partnership as outlined.

4.   Ongoing Support for Community Partnerships
        At the Strathpeffer event in September, the Community Partnership Chairs who attended expressed an interest in meeting on a regular basis. It is proposed that a network is set up to provide ongoing support to the Chairs of the Community Partnerships. This will take the form of 2-3 meetings per year to allow the Chairs to share information and learn about good practice and challenges across the CPP. To minimise any administrative burden and travel, it is proposed that network meetings will take place before or after CPP Board meetings.

---

5. Recommendation

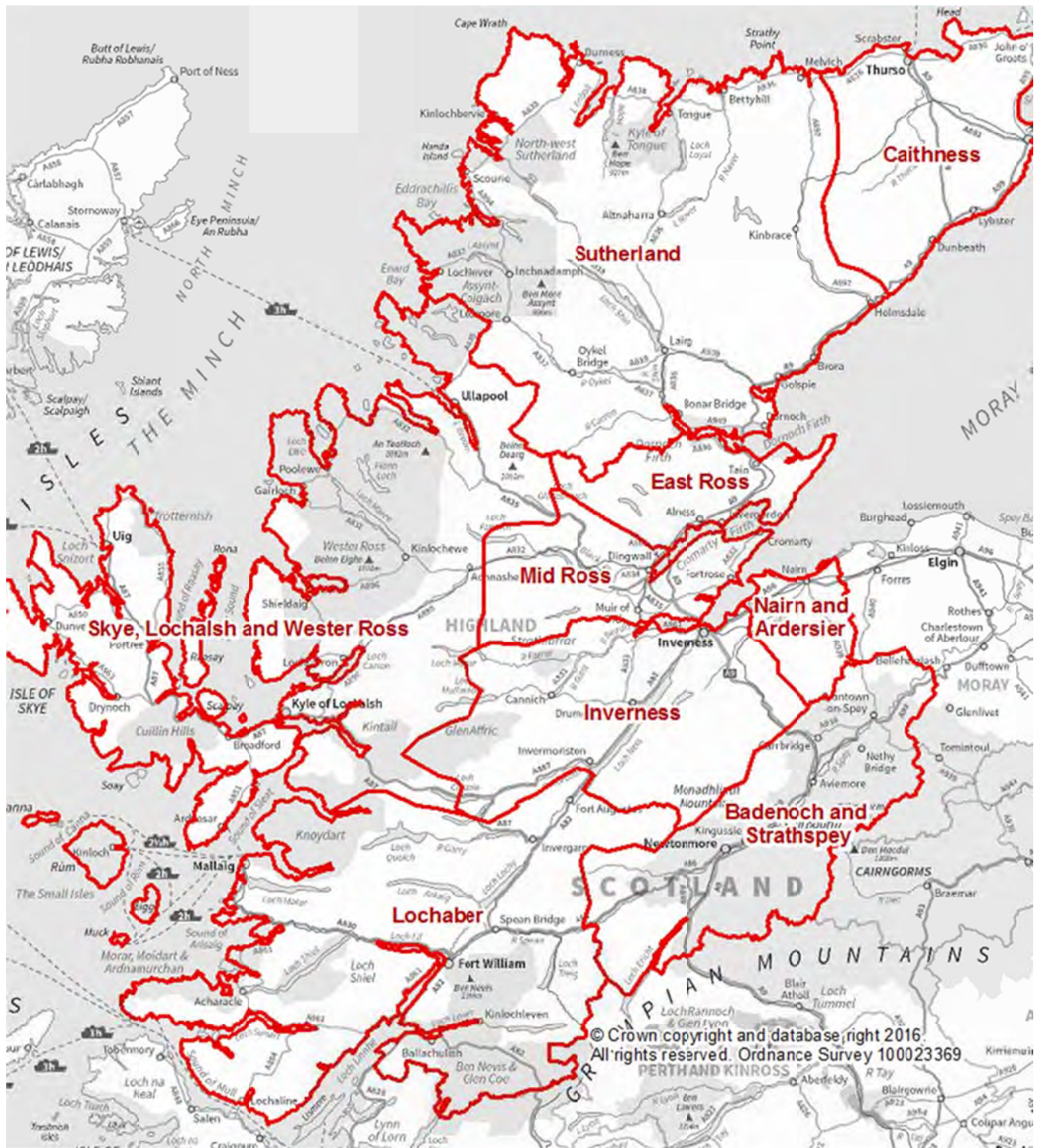The Highland Community Planning Partnership Board is asked to:
- Agree the Toolkit developed to support Community Partnerships including the Planning Framework and use of SHANARRI to structure local outcomes.
- Agree establishing a website for the Community Planning Partnership as outlined in section 3.
- Agree to establish and support a network for the Chairs of the Community Partnerships as outlined above.
- Consider if any further support may be required for Community Partnerships

---

Date: 8.12.16

Authors: Community Partnerships Sub-group

Background Papers: Community Partnership Toolkit (circulated separately)

Highland Community Planning Partnership

Community Partnerships Toolkit

Contents

Community Planning Partnership Structure

Highland Community Partnerships Map

Community Partnerships – Roles and Responsibilities

Shared Values and Behaviours

Supporting Community Engagement

National Standards for Community Engagement

Place Standard

Community Partnership – Self Assessment Checklist
A self-evaluation framework to support Community Partnerships consider their capacity, skills and knowledge. It will assist in the identification of priorities.

Shared Dataset / Local Profiles
A dataset across a range of partnership indicators to assist Community Partnerships to identify their local priorities.

Targeting Partnership Action - Briefing
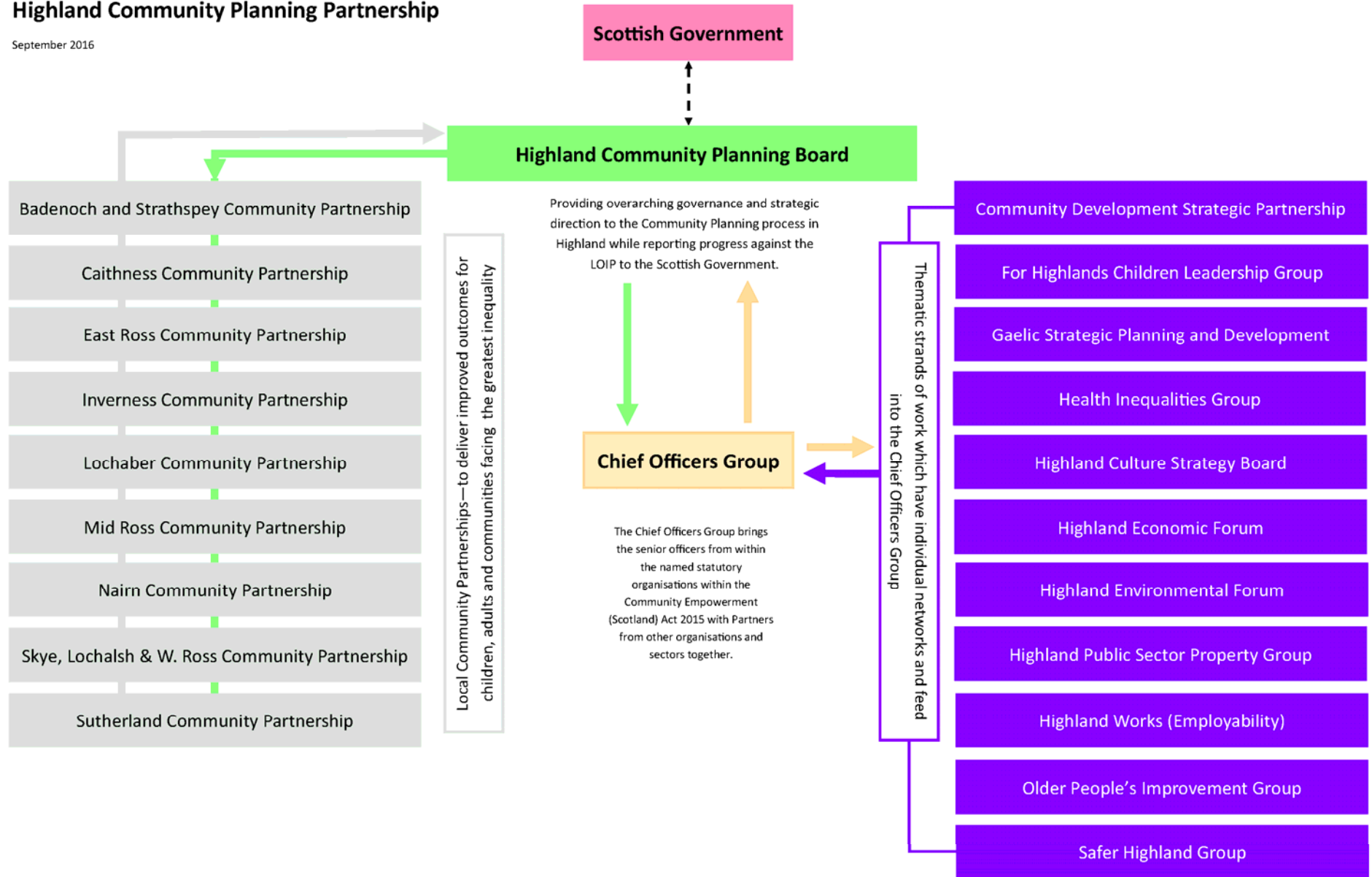*Summary of the communities initially identified where Locality planning should be considered.*

Community Partnership Planning Framework
Framework for developing plans for each of the core planning areas. Includes:
- o *General Guidance*
- o *Prioritising Partnership Action*
- o *Planning Framework Outline*
- o *Monitoring Template*

Highland Community Planning Partnership

September 2016

Scottish Government

Highland Community Planning Board

Providing overarching governance and strategic direction to the Community Planning process in Highland while reporting progress against the LOIP to the Scottish Government.

Chief Officers Group

The Chief Officers Group brings the senior officers from within the named statutory organisations within the Community Empowerment (Scotland) Act 2015 with Partners from other organisations and sectors together.

Badenoch and Strathspey Community Partnership

Caithness Community Partnership

East Ross Community Partnership

Inverness Community Partnership

Lochaber Community Partnership

Mid Ross Community Partnership

Nairn Community Partnership

Skye, Lochalsh & W. Ross Community Partnership

Sutherland Community Partnership

Local Community Partnerships—to deliver improved outcomes for children, adults and communities facing the greatest inequality

Thematic strands of work which have individual networks and feed into the Chief Officers Group

Community Development Strategic Partnership

For Highlands Children Leadership Group

Gaelic Strategic Planning and Development

Health Inequalities Group

Highland Culture Strategy Board

Highland Economic Forum

Highland Environmental Forum

Highland Public Sector Property Group

Highland Works (Employability)

Older People's Improvement Group

Safer Highland Group

Community Partnerships in Highland

Community Partnership Roles and Responsibilities

The Community Partnership Chair will:

- Chair Community Partnership meetings (minimum 4 times annually);
- Support all relevant agencies and organisations to attend Community Partnership meetings;
- Ensure the partnership supports communities (particularly those in locality planning areas) to participate.
- Help ensure that relevant local data is shared and utilised by partners for planning services;
- Ensure that Locality Plans are progressed by the partnership identified localities;
- Ensure that the partnership produces Children and Adult Plans
- Lead on the production of an annual Community Partnership update;
- Attend and represent their partnership at the Highland Community Planning Partnership Board
- Provide leadership in line with the Highland Local Outcome Improvement Plan

Members of the Community Partnership will:

- Engage in the Partnership for their area
- Identify local needs and agree local priorities
- Identify local solutions for local problems
- Consider how best to tackle socio-economic inequality
- Core partners will ensure their organisation is represented at each meeting or send a substitute
- Support the delivery of the Children, Adult and Locality plans for their area
- Contribute towards the annual community partnership update

The first meeting of each Community Partnership will:

- Consider the wider membership of the partnership including community representation
- Consider how often the partnership is going to meet
- Consider how the partnership is going to structure itself i.e. one core group or working groups for specific areas of work
- Consider the key milestones for the partnership over the first year and how to progress these
- Consider how the wider community could be engaged within the work of the partnership

Meetings of each Community Partnership:

- Should be action focused
- Do not need to be report based
- Minutes should be action focused
- Should be promoted through the wider community
- Be inclusive and encourage participation
- Be accessible
- Do not always need to be in the same location
- Should be a forum for sharing ideas and discussion

Supports that will be available for each Community Partnership:

- A planning framework to support partnerships to develop and structure the three types of plan required – the children, adult and locality plans.
- A shared dataset of information across a range of indicators to help identify need and priorities.
- A self-evaluation framework to help partnerships identify capacity, skills and knowledge gaps around the headings of inequality, engagement and partnership effectiveness. This will assist in the process of identifying priorities.
- A shared set of values and behaviours, drawn from the different partners own values, to assist partnership members in their work together.
- Good practice guidance on different methods and approaches to engaging the wider community.

Community Partnerships

Shared Values and Behaviours

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

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

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

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

October   2016

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 our ability and within the agreed timescale

- Plan actions or activities without reference to the needs of a community as expressed by that community.

Supporting Community Engagement

National Standards for Community Engagement

The National Standards for Community Engagement are good-practice principles designed to support and inform the process of community engagement, and improve what happens as a result.

They were originally launched in 2005 and since then they have been used to support community engagement, and user involvement, in Scotland in areas such as community planning and health and social care. They have been widely accepted by a range of practitioners as key principles for effective practice.

During 2015/2016, the National Standards for Community Engagement were reviewed and updated. The aim of the review was to reflect the developing policy and legislation relating to community empowerment in Scotland, and to build on the growing range of practice.

The full document detailing the National Standards for Community Engagement can be accessed here: www.scdc.org.uk/what/national-standards/ . It describes each Standard in detail and gives examples of how the National Standards can be used. For links to a range of support materials and resources, please visit www.voicescotland.org.uk.

The 7 Standards are:

Place Standard

The Place Standard tool provides a simple framework to structure conversations about place. It allows you to think about the physical elements of a place (e.g. its buildings, spaces, and transport links) as well as the social aspects (e.g. whether people feel they have a say in decision making).

The tool pinpoints the assets of a place as well as areas where a place could improve. It can evaluate places that are well-established, undergoing change, or still being planned. The tool can also help users to identify their priorities. The tool allows different sizes and types of places to be assessed. This can include whole towns or neighbourhoods in urban or rural locations.

The tool is designed to be accessible for everyone to use: communities; public sector; third sector; and the private sector. People will want to use the tool in different circumstance and for different purposes, but it allows people to work together productively across sectors and boundaries in a consistent way.

The tool consists of 14 questions and prompts are provide to help users answer the questions. When all 14 questions have been completed, the results are shown in a simple diagram. It can either be completed on paper or online. For the supporting documentation and guidance please go to www.placestandard.scot
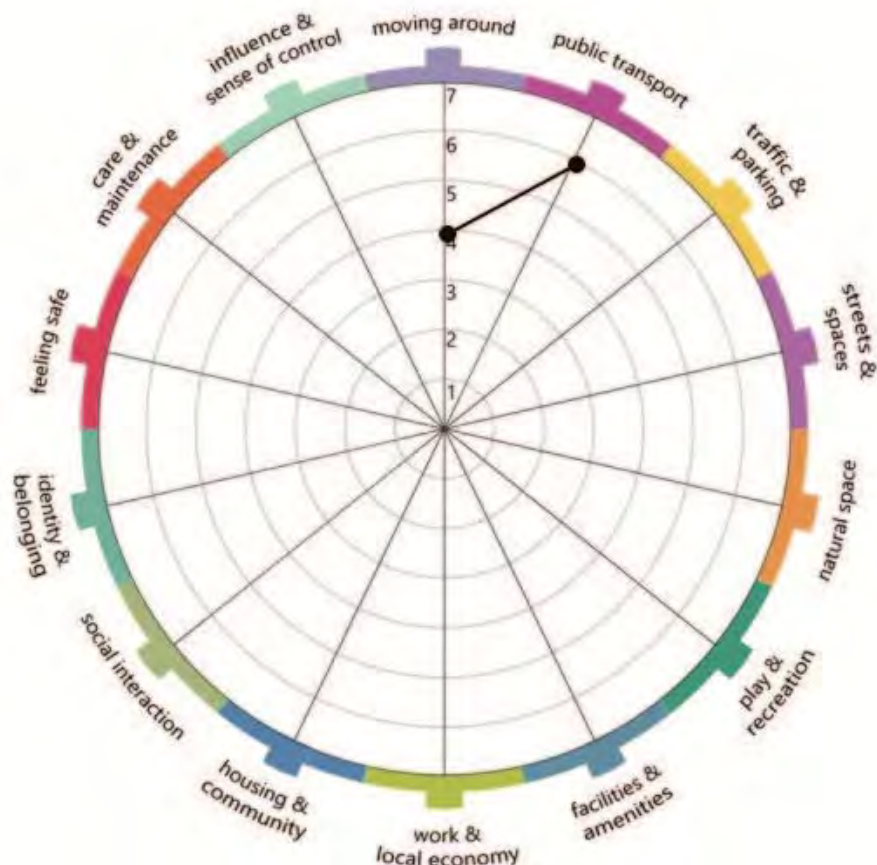
Community Partnerships - Self-Assessment Checklist

Each Community Partnership has a number of key roles which include:
- Listening, responding to and enabling communities to participate
- Acting to reduce inequalities which result from socio-economic disadvantage
- Developing Locality Plans and plans for Services for Children and Services for Adults

By using the self-evaluation framework as a developmental tool, Community Partnerships will be able to consider capacity, skills and knowledge gaps around the headings of:

- Inequality
- Engagement
- Partnership effectiveness

This will assist in the development of priorities/outcomes for each Partnership.

Checklist Questions

Section A – Inequality

Q1 – The work of the local CPP is bias towards its most deprived communities?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q2 – To what extent is the partnership focused on inequalities?

To a great extent	To some extent	Not really	Not at all

Q3 – Has the local CPP had equalities training?

All	Some	None

Q4 – Does the local CPP know the groups to approach which support disadvantaged people?

Yes	No

If yes, are they supported and encouraged to get involved in the local CPP?

Yes	No

Q5 – Does the local CPP regularly take the opportunity to understand the experiences of those living in poverty and/or facing disadvantage? (e.g. hearing directly from people or groups in the community)

Always	Sometimes	Never

Q6 – Does the local CPP know where their poorest communities are?

Yes	No

Q7 – Does the local CPP jointly plan around tackling inequality and disadvantage?

Yes	No

If yes, how is this planning undertaken?

Q8 – Does the local CPP share resources in order to achieve better outcomes for their poorest communities?

To a great extent	To some extent	Not really	Not at all

General evidence and comments for this section:

Section B - <u>Engagement</u>

Q1 – To what extent does the local CPP have a 'roots-up' approach to engagement with communities?

To a great extent	To some extent	Not really	Not at all

Q2 – The local CPP listens to communities?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q3 – The local CPP is responsive to communities?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q4 – The local CPP is open to new people/groups engaging in the work of the partnership?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q5 - To what extent is the local partnership planning how it will encourage more participation from younger people in community planning?

To a great extent	To some extent	Not really	Not at all

Q6 - The local CPP gathers information/feedback on the experiences of those that it engages with and acts on it?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q7 - Is the partnership using a range of engagement methods and techniques in its engagement processes? (e.g use of technology, social media, going into the community)

To a great extent	To some extent	Not really	Not at all

Q8 – Are Elected and Board Members aware of a range of methods to involve the public in decisions that affect them?

Yes	No

Q9 – If aware of a range of methods to involve the public in decision that affect them, please give example and note if these have been effective:

General evidence and comments for this section:

Section C – <u>Partnership Effectiveness</u>

Q1 – The local CPP is developing processes to enable community bodies to request to participate in designing an improved outcome for their community?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q2 – The local CPP is developing processes to enable community bodies to enable community asset transfer?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q3 - To what extent can the local CPP demonstrate its effectiveness?

To a great extent	To some extent	Not really	Not at all

Q4 - To what extent can the local CPP demonstrate it is accountable to the community?

To a great extent	To some extent	Not really	Not at all

Q5 - To what extent can the local CPP demonstrate its willingness to share resources?

To a great extent	To some extent	Not really	Not at all

Q6 - The local CPP can demonstrate it is solution focused (gets things done)?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q7 - The local CPP is able to evidence it has improved outcomes locally? (e.g. KPIs and measures/milestones, case studies)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q8 – Can the local CPP identify the links it needs to make to the Single Outcome Agreement (SOA)?

To a great extent	To some extent	Not really	Not at all

Q9 – Can the local CPP identify how it contributes to the design of the SOA?

To a great extent	To some extent	Not really	Not at all

Q10 – Can the local CPP identify how it contributes to the delivery of the SOA?

To a great extent	To some extent	Not really	Not at all

Q11 – The local CPP communicates effectively with strategic CPP and its forums?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Q12 – Have local Members taken part in training and development on their CPP role?

All	Some	None

Q13 – Have local Board members taken part in training and development on their CPP role?

All	Some	None

Q14 – Have local Board members taken part in awareness training in each partner's governance arrangements?

All	Some	None

Q15 – Are partners boundaries co-terminus locally arrangements?

Yes	No

Q16 – If boundaries are not co-terminus locally, what issues does this raise?

Q17 – Is the local CPP actively working to reduce duplication and inefficiency in *service delivery*?

To a great extent	To some extent	Not really	Not at all

Q18 – Is the local CPP actively working to reduce duplication and inefficiency in *reporting*?

To a great extent	To some extent	Not really	Not at all

Q19 – Is the local CPP actively working to reduce duplication and inefficiency in *community engagement*?

To a great extent	To some extent	Not really	Not at all

Q20 – Is the local partnership reflecting and learning on its progress?

Yes	No

Q21 – Does the local partnership adapt/change course in response to lesson learned?

Yes	No

If yes can you provide examples of changes made or what is now done differently?

Q22 – Is the local partnership open to challenge?

Yes	No

If yes, where does this challenge come from?

Q23 – Does the local partnership create a supportive environment to encourage experimentation and improvement activity?

Yes	No

If yes, what evidence can you provide?

And how are you designing these features into your local partnership?

Do you need support in order to support experimentation and improvement activity?

Yes	No

If yes, what would help the local partnership?

General evidence and comments for this section:

Shared Dataset / Local Profiles

This section of the toolkit will be circulated separately.

This will be a profile for each Community Partnership area, consisting of a selection of core indicators from across the partner agencies. The indicators will be specifically focusing on identifying where inequality may exist.

Alongside local intelligence and community feedback, this information will help Partnerships to identify the priorities for their area.

Targeting Partnership Action – Briefing

Background
In 2015, the Community Planning Partnership (CPP) agreed to adopt the Socio Economic Performance (SEP) Index as a way of understanding inequality and deprivation in rural communities. This was in recognition that the Scottish Index of Multiple Deprivation (SIMD) is less useful for understanding deprivation in a rural context. The SIMD would continue to be used for identifying concentrations of deprivation.

What is the SEP Index
The SEP Index was developed by the James Hutton Institute and combines 20 indicators including health, income, benefits, access, education and population data. Within Highland, the highest ranking data zones identified in the SEP index are a mixture of remote small towns, accessible rural and remote rural communities.

The top quartile, as defined by SEP, encompasses 48 separate datazones across Highland. All of the rural datazones identified through the SIMD are also captured through the SEP. Rather than considering these data zones separately and in isolation, it is suggested that it is more helpful to look at them by community, by combining some data zones. This could then be helpful for identifying areas for the Partnership to target.

When considered in this way, the partnership would have 21 target communities as identified through SEP plus a further 3 urban communities in Inverness identified through SIMD (Merkinch, Hilton and Raigmore). The full list of suggested communities to target action to reduce inequalities is on the next page.

Using SEP for Locality Planning
Under the Community Empowerment Act, the CPP is required to develop Locality plans for smaller areas where there are 'significantly poorer outcomes'. These plans need to be evidence based and guidance indicates that they should reflect natural communities. It has been agreed by the CPP Board that the SEP and SIMD indices be used by the Partnership to assist with the evidence base for identifying and prioritising where locality planning is undertaken.   It will be for each Community Partnership to determine their priority areas but the SIMD and SEP indices will assist in this process.

Proposed Communities to Target for Partnership Action

Community	Identified through SEP	Identified through SIMD
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

Community Partnership Planning Framework

General Guidance

What plans are needed?
Community Partnerships are required to produce three types of plan:
- Locality/Community Learning and Development Plans
- A plan for Services for Children
- A plan for Services for Adults

Partnerships may choose to develop action plans beyond the areas identified above; however the areas highlighted are those areas which require focused planning in the first instance.

For most Community Partnerships, there have been a number of areas identified as needing Locality Plans. Partnerships may wish to develop Locality plans for communities beyond those identified but this needs to be evidence based i.e. you need to be clear about why these communities require a locality plan and be able to demonstrate this.

Guidance for developing priorities
Partnerships should consider the following when developing outcomes for each of the planning areas:
- Priorities should be action and outcome focused
- Priorities should be achievable
- Priorities should reflect the needs of the community and be developed along with the community
- Priorities should require partnership intervention
- Priorities should focus on addressing socio-economic inequality
- Priorities should be evidence based
- Some priorities should be short term and others long term, reflecting the need to address inequality

Priorities/outcomes should be based on the SHANARRI outcomes. These are already used within children's services and represent a shared language across the Community Planning Partnership. SHANARRI represents:

- Safe
- Healthy
- Achieving
- Nurtured

- Active
- Respected
- Responsible
- Included

Partnerships do not need to develop actions for each of the headings, these are provided as a guide and to help you to organise these.

Plans need to be manageable and achievable therefore it is recommended that Partnerships attempt to develop no more than between 6 to 10 initial outcomes. These can be reviewed and added to at a later stage.

Structure for Plans

Partnerships may wish to have separate plans for each of their planning areas or one overarching plan with sub-sections within it. The following framework is to be used for each planning area.

The framework is based around the driver diagram format. A driver diagram is a tool that helps translate a high level improvement goal into a logical set of underpinning goals and actions. It captures an entire change programme in a single diagram and also provides a measurement framework for monitoring progress.

A driver diagram and accompanying measuring framework should be completed for each planning area and each separate Locality Plan.

How to create a driver diagram

Start with a clearly defined goal or outcome
This should be a clearly defined and measurable goal.

Brainstorm potential drivers
The areas where change will impact on your aim. Concentrate on generating ideas for drivers at this stage, don't try to allocate into primary or secondary straight away.

Once you've completed the brainstorm then cluster the ideas to create an agreed set of 'drivers' - make sure you use language like "improve" or "decrease" and that each driver is clearly defined (and potentially measurable)

Now you can identify the links between the drivers – creating primary, secondary drivers – and set these out in the diagram format. The first set of underpinning goals are referred to as primary drivers because they 'drive' the achievement of your main goal. These drivers may act independently or in concert to achieve the overall goal.

Add actions or interventions for each driver.
Finally, decide which drivers and interventions that you want to measure and add those to the diagram. The ultimate aim of a driver diagram is to define the range of actions or interventions that you may want to undertake. These can appear anywhere in the driver diagram but are usually shown on the right hand side.

Driver diagrams therefore help to break down an overall improvement goal into underpinning goals (i.e. 'drivers') to the point where you can easily define the actions that you need to make.

Tips and tricks
Driver diagrams are a 'live' tool. They will change over time as you make changes to your system.

If you can make your drivers measurable you have created a measurement framework for determining progress towards your overall goal
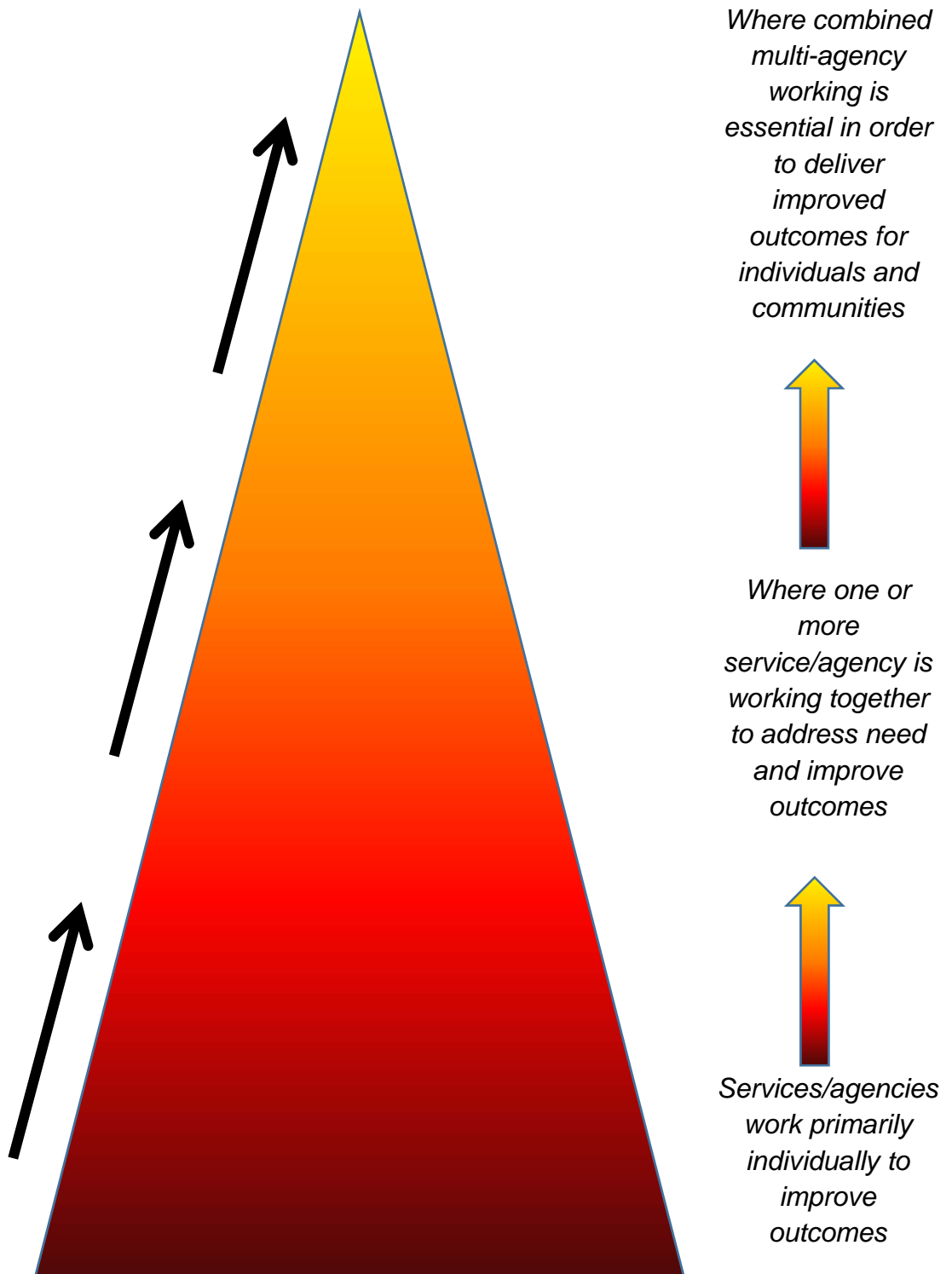
Creating a driver diagram with a team ensures that everyone understands your goal and how they can contribute towards achieving it.

Driver diagrams will vary from place to place - there is no definitive 'right' answer as your local situation may be very different from other parts of the country.

Prioritising Partnership Action

The following can be used by Partnerships as a check when identifying priorities.

To achieve the greatest impact, Partnerships should be identifying areas for action which would fall at the top of the triangle i.e. where the action of all or the majority of partners is need in order to achieve positive outcomes for communities.

Where combined multi-agency working is essential in order to deliver improved outcomes for individuals and communities

Where one or more service/agency is working together to address need and improve outcomes

Services/agencies work primarily individually to improve outcomes

Planning Framework – Outline

Driver Diagram – identification of areas for action

Outcome

Primary Drivers

Secondary Drivers

To be based on the SHANARRI outcomes

e.g. Achieving – our communities have the opportunity to work and engage in lifelong learning

What are the most important improvement areas that must be addressed to achieve the desired outcome.

Specific areas where pieces of work or change is planned which will contribute to delivering on the improvement area

Monitoring Template for Partnership Meetings

Actions	Measures / evaluation	Timescale	Lead	RAG