

Highland Community Planning Partnership

Chief Officers' Group – 26 April 2018

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| Agenda Item | 8. |
| Report No | COG 06/18 |

Review of CPP Structure

Report on behalf of the HOIP Sub Group

The COG is asked to:

- **Note the work to date to review CPP structures**
- **Discuss the proposals for the future arrangements for the existing CPP thematic groups**
- **Discuss and agree the proposed delivery structure for the HOIP**
- **Agree proposals for delivery of the HOIP to take to the June meeting of the CPP Board including:**
 - **The agreed delivery group structure**
 - **A proposed group remit**
 - **The leadership arrangements for the delivery groups**

1. Background

1.1 Following discussion at recent COG and CPP Board meetings, it was agreed that there was a need to more clearly define the role of the various components of the community planning structure and review the existing CPP structure in relation to delivery of the Highland Outcome Improvement Plan. This paper provides the COG with an update on the work to date, describes the 'engine' that drives forward the broad range of work of the CPP and proposes a structure for delivery of the HOIP.

2. Review of existing CPP thematic groups

2.1 A workshop was held on the 9 March with officers representing each of the existing CPP thematic groups. The workshop focused on three key elements:

- Mapping the existing structure of formal and informal partnership groups
- Scoping the purpose, drivers and governance of these groups
- Considering how the existing groups potentially contribute to delivery of the HOIP

2.2 The main outputs from the workshop highlighted that:

- Many of the thematic groups have a clear purpose and drivers that sit outside delivery of the CPP priorities outlined in the SOA and now the HOIP
- Some of the existing groups have a clear statutory purpose and their governance sits out with existing CPP structures
- Some groups no longer appear to have a clear purpose without the driver of the SOA

- A number of the priorities and outcomes within the HOIP are not reflected within existing structures

A full description of the purpose, governance and proposed future arrangements for each of the current thematic groups can be found in **Appendix 1**. The following table summarises the proposed future arrangements for each of the thematic groups following discussion with the representatives of the groups at the workshop.

Table 1 Proposed future arrangements for CPP thematic groups

| Name of Group | Proposed future arrangements |
|--|--|
| For Highland's Children 4 Leadership Group | Remain in current form - Clear purpose and separate governance structures in place. Proposed that the work of this group and any sub groups will report direct to COG and Board on key issues. May be tasked with the delivery of specific actions against HOIP priorities. |
| Older People's Improvement Group (OPIG) | Change proposed - OPIG being reviewed under the Adult Services Commissioning Group. ASCG has a clear purpose and separate governance structures in place. Proposed that the work of the ASCG and any sub groups will report direct to COG and Board on key issues. May be tasked with the delivery of specific actions against HOIP priorities. |
| CLD Strategic Group | Change proposed – merge with Community Engagement Sub-group. A CLD approach is critical to how the CPP engages and works with communities both strategically and locally. This should inform how the partnership operates. To strengthen this approach it is proposed to incorporate the existing CLD strategic group into the HOIP delivery structure through the Community Engagement Group and delivery against the outcome on Community Participation and Dialogue. The existing groups will need to work together to review how best to enable this. |
| Health Inequalities Working Group | Change Proposed – reform into Reducing Poverty delivery group for delivery of the HOIP outcome. The existing group is no longer required as inequalities are embedded across the HOIP. It is proposed that with a review of role, remit and membership, this group forms the Reducing Poverty Delivery Group. |
| Highland Public Sector Property Group | Change proposed – the work of the group does not directly contribute to the HOIP in its current form. There is a need to review the role and remit to consider the wider opportunities for the group to contribute to the HOIP and whether it continues as a delivery arm of the CPP, functions as a standalone partnership group or feeds into another existing group such as the Economic Forum. |
| Highland Cultural Strategic Board | Remain in current form - Clear purpose and separate governance structures in place. Proposed that the work of this group report to COG and Board on key issues. May be tasked with the delivery of specific actions against HOIP priorities. |

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| Safer Highland Group | Change proposed – to lead on the delivery of the Community Safety and Resilience outcome for the HOIP but review of role, remit, membership and sub-group structure required which is already underway. |
| Economic Forum | Remain in current form - clear purpose and separate governance in place. Proposed that the work of this group report to COG and Board on key issues. May be tasked with the delivery of specific actions against HOIP priorities. |
| Highland Environment Forum | Remain in current form - clear purpose and separate governance in place. Proposed that the work of this group report to COG and Board on key issues. May be tasked with the delivery of specific actions against HOIP priorities. |
| Gaelic Development Group | Change proposed – no longer required. A national partnership structure is in place to support local delivery therefore a local group is no longer required. |

3. The CPP ‘engine’

3.1 Discussion at the workshop to review the CPP thematic groups revealed a complex structure of issue based groups and sub group structures that was set up to deliver on the priorities in the Single Outcome Agreement. The CPP has agreed a new set of more focused outcomes and priorities within the HOIP and established nine local Community Partnerships to work on priorities identified by our most deprived communities. This has led to a situation where some of the work of the existing thematic groups is still relevant to delivering on the HOIP, or specific priorities, but there are gaps in relation to delivering on some of the new agreed outcomes.

3.2 It is important to recognise that there are a number of partnership arrangements and structures that were not necessarily set up to deliver on CPP priorities but nevertheless are well placed in terms of having a role in supporting delivery of the HOIP. **Appendix 2** outlines the ‘engine’ of the Community Planning Partnership i.e. the broader arrangements that deliver a wide range of partnership work, and describes the relationship of these arrangements to the CPP.

4. Proposed CPP HOIP delivery structure

4.1 As described above, the review of the CPP thematic group structure highlighted gaps in terms of delivering on the priorities of the HOIP. It is proposed that HOIP Delivery Groups are set up to provide leadership, co-ordination and, where appropriate, delivery against the five agreed outcomes in the HOIP. It is suggested that following a review of role, remit and membership that the Safer Highland theme group could take on leadership and co-ordination for delivery of the Community Safety and Resilience outcome of the HOIP, the Health Inequalities theme group could take on leadership and co-ordination for delivery of the Reducing Poverty outcome of the HOIP and the refocused Community Engagement Group could take on leadership and co-ordination for delivery of the Community Participation and Dialogue outcome of the HOIP.

4.2 As there is no existing partnership group that could reasonably be asked to take on leadership and co-ordination of the remaining HOIP outcomes, it is suggested that two new Delivery Groups be set up to take forward the partnership work on Mental Health and Wellbeing and Infrastructure on behalf of the CPP. To support the Delivery Groups, it is proposed that a generic remit be developed to guide the work of the groups. A draft Delivery Group remit can be found in **Appendix 3**.

4.3 It is proposed that the leadership for these delivery groups is shared between the partners and the COG is asked to consider and agree the preferred approach. There are two potential options for this:

- the delivery groups are led by the agencies that have a key role in that area. For example:
 - Reducing Poverty: Highland Council
 - Communication and Engagement: HTSI
 - Infrastructure: HIE
 - Community Safety and Resilience: Joint lead Police Scotland and SFRS
 - Mental Health and Wellbeing: NHS Highland

- the delivery groups are led by agencies that do not have a key role in that area therefore building in effective challenge and learning

4.4 To enable effective exchange of information and ensure that local activity informs the HOIP and vice versa, it is proposed that the existing Chairs Development Group be expanded to include the Chairs of the Delivery Groups. A diagram that explains the proposed structure can be found in **Appendix 4**.

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Appendix 1

Summary of Existing CPP Group Review and Proposals for Future

FHC4 Leadership Group

Purpose: partnership group to support the delivery of FHC4 and oversight of Community Partnership Children's Plans. Supported by a partnership improvement group structure.

Governance: through JMC and Highland Council/NHS Highland structures.

Summary: Remain in current form.

Clear purpose and separate governance structures in place. Will report direct to COG and Board on key issues. May be tasked with the delivery of specific actions against HOIP priorities.

Adult Strategic Commissioning Group

Purpose: partnership group to support the delivery of the Adult Strategic Commissioning Plan and oversight of Community Partnership Adult Plans. Supported by an improvement group structure which is currently under review.

Governance: through JMC and NHS Highland/Highland Council Structures

Summary: Remain in current form.

Clear purpose and separate governance structures in place. Will report direct to COG and Board on key issues. May be tasked with the delivery of specific actions against HOIP priorities.

CLD Strategic Group

Purpose: to oversee the implementation of the Strategic CLD plan and the delivery of CLD through the locality planning process.

Governance: regulation places responsibility for delivery of CLD with Highland Council and is reported through the Care, Learning and Housing Committee. A partnership approach is required for delivery and therefore governance also reported through the COG and Board.

Summary: Change proposed – merge with Community Engagement Sub-group.

A CLD approach is critical to how the CPP engages and works with communities both strategically and locally. This should inform how the partnership operates. To strengthen this approach, it is proposed to incorporate the existing CLD strategic group into the HOIP delivery structure through the Community Engagement Group and delivery against the outcome on Community Participation and Dialogue. The existing groups will need to work together to review how best to enable this.

Health Inequalities Working Group

Purpose: to deliver on health inequalities priorities contained within the SOA and oversee the delivery of the Active Highland Strategy.

Governance: through COG and Board.

Summary: Change Proposed – reformed into Reducing Poverty delivery group. The existing group is no longer required as inequalities are embedded across the HOIP. It is proposed that with a review of role, remit and membership, this group forms the Reducing Poverty Delivery Group. The Physical Activity Group which oversees the delivery of the Active Highland Strategy will continue in its existing form and may be tasked with the delivery of specific actions to deliver against HOIP priorities.

Highland Public Sector Property Group

Purpose: brings together property professionals from across the public sector with the aim of assisting more efficient use and deployment of public organisations' land and properties, including seeking collocation opportunities that can facilitate improved joint/shared working between public sector organisations that will lead to improved collocated service delivery for customers; releasing public sector land that will facilitate value release for reinvestment, and local economic (re)development.

Governance: nominally through COG although no direct tasking of this group at present.

Summary: Change proposed – does not directly contribute to the HOIP in its current form.

The HPSPG has identified that there is the opportunity to strengthen the relationship with COG and to focus and prioritise the work objectives of the group towards outcomes that will support the achievement of the HOIP's key objectives, including involvement at a local level in supporting the development of Locality Plans.

There is a need to review the role and remit of this group to consider whether it continues as a delivery arm of the CPP, functions as a standalone partnership grouping or feeds into another existing group such as the Economic Forum.

Highland Cultural Strategic Board

Purpose: to deliver on the highland Culture Strategy supported by a series of sub-groups.

Governance: the group current directs its own priorities and aims. No direct governance through the CPP.

Summary: Remain in current form.

Clear purpose and separate governance structures in place. Will report to COG and Board on any relevant issues. May be tasked with the delivery of specific actions against HOIP priorities.

Safer Highland

Purpose: to deliver against the relevant outcomes in the SOA and lead on community safety issues across Highland.

Governance: through the COG and Board. However, already identified that a number of the sub-groups of Safer Highland e.g. Child Protection/Adult Support and Protection, require separate governance structures.

Summary: Change proposed – to lead on the delivery of the Community Safety and Resilience outcome but review of role, remit, membership and sub-group structure required.

Review currently underway and several changes already proposed where governance identified as sitting elsewhere. New structures needs to include focus on resilience within communities and digital safety which are not currently supported through this structure. Aim to retain the Safer Highland brand.

Economic Forum

Purpose: to establish a partnership between the public and private sectors to provide direction and strategy support to the Highland economy. Supported by a sub-group structure.

Governance: clear purpose and direction, driven by external economic drivers. Does not directly report on all its activities to the CPP.

Summary: Remain in current form.

Clear purpose and own governance in place. Will report direct to COG and Board on key issues. May be tasked with the delivery of specific actions against HOIP priorities e.g. living wage, employability etc. however wider remit and therefore not leading on the delivery of any one outcome.

Highland Environmental Forum

Purpose: to engage local communities and partners to identify priorities for action on the environment. Supported by a sub-group structure.

Governance: clear purpose and direction, driven by community based priorities. Does not directly report on all its activities to the CPP.

Summary: Remain in current form.

Clear purpose and own governance in place. Will report direct to COG and Board on key issues. May be tasked with the delivery of specific actions against HOIP priorities.

Gaelic Development Group

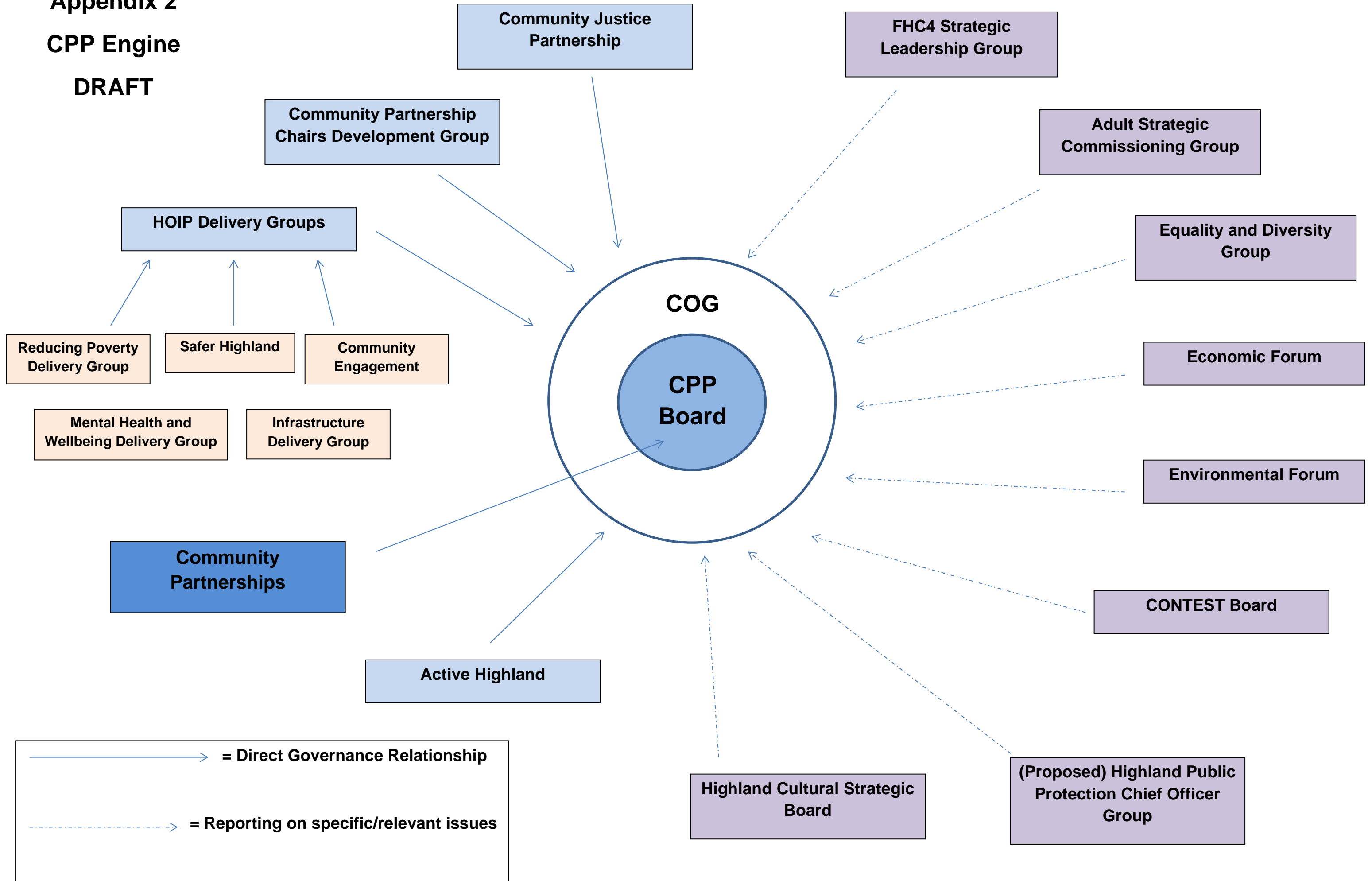
Purpose: to provide a focus for partnership activity related to the promotion of the Gaelic language.

Governance: nominally through the CPP however the group has never met.

Summary: Change – no longer required.

A national partnership structure in place to support local delivery therefore resulting in a local group not being required. Operates separately with own governance structure and not directly responsible to the CPP. Doesn't deliver on the HOIP.

Appendix 2
CPP Engine
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Appendix 3

Generic Draft Remit for each Delivery Group:

Remit:

- Will be responsible for the delivery of their outcome and associated priorities
- Will develop an action plan to take forward the identified priorities and deliver against the key outcome
- May task other relevant partnership groups for the delivery of particular actions.
- Will be responsible for ensuring delivery of the cross-cutting themes in relation to their outcome.
- Will take cognisance of the locality plans developed by Community Partnerships in relation to the delivery of their outcome and priorities identified.

Membership

- Representation from each of the five lead partners and the third sector plus others as appropriate and required.
- Will include a named person from the Equality and Diversity Group.

Lead Agency

- Each group will be chaired by one of the five lead agencies. This agency will be responsible for chairing and organising the meeting however all partners are equally responsible for activities, actions and delivery.
- The Chair will either be an appropriate existing senior officer from the COG or a relevant senior officer who then becomes a member of the COG.

Performance and reporting

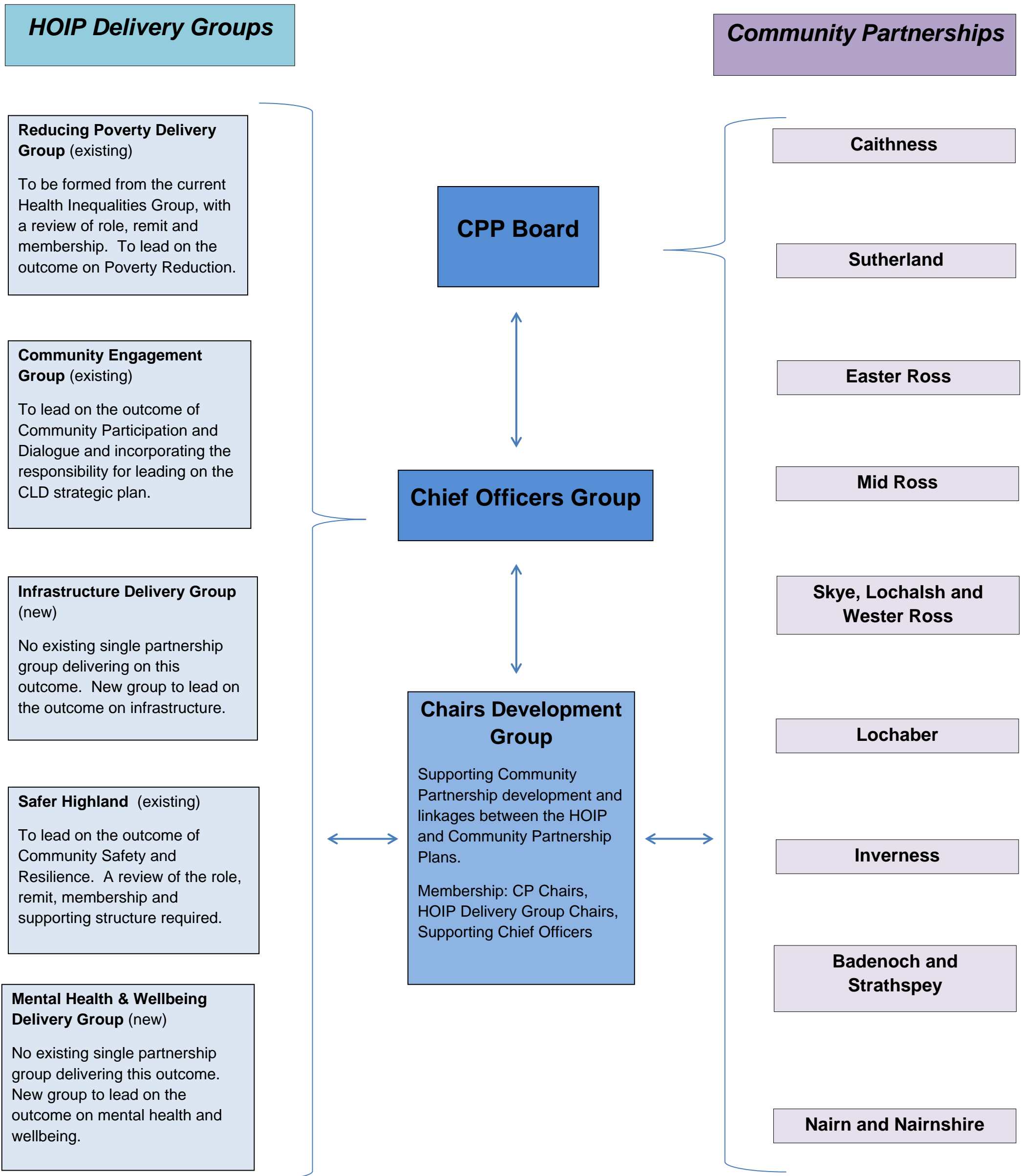
- Will develop appropriate performance indicators in order to measure the delivery of each action plan.
- Will report to both the COG on the Board on progress quarterly and produce an annual report each October summarising the previous year's activities and actions.

Review

- Every three years, each group will be responsible for leading on the review of the three year priorities for their particular outcome.

Proposed CPP HOIP Delivery Structure

Appendix 4



Delivery of the HOIP will be supported by other existing partnership groups. These groups may be tasked by the Delivery Groups to undertake specific action to deliver against HOIP priorities.

The work of Community Partnerships will assist in delivering and informing the actions and priorities of the HOIP. Equally, the delivery of the HOIP will assist in addressing and delivering against certain locally identified priorities.