

Agenda Item	5.
Report No	COG 06/19

Community Partnership Update – Resourcing and Partnership Arrangements

Report on behalf of the COG Sub Group

The Chief Officer's Group is asked to:

- Consider the summary from the meeting of strategic partners on resourcing and the verbal update from individual partners on the resources which could be made available to support Community Partnerships;
- Discuss the practical arrangements for moving forward with the partnership hub resourcing model;
- Agree a recommendation for the Board on the partnership arrangements for leading Community Partnerships from October 2019.

1. Background

1.1 This report provides the COG with an update on the discussions held between strategic lead partners on the resourcing of Community Partnerships following the special meeting of the COG on 8 March 2019. Strategic lead partners will each provide an update at the meeting. The report also sets out the background to the current partnership arrangements in place for managing and leading Community Partnerships across Highland which are in place until October 2019. The report presents options for moving forward.

2. Resourcing Community Partnerships

2.1 Community Partnerships were first established in October 2016 as part of the Highland Community Planning Partnership's response to implementing the new duties for community planning contained within the Community Empowerment Act. It was agreed at that time that the 5 agencies responsible for leading community planning would share the leadership of these partnerships between them. No direct budget was allocated to the partnerships and it was agreed that the lead agency for each would support their partnership(s).

2.2 As time has progressed, it has become apparent that the issue of resourcing has become one of the most challenging for individual partnerships. This has been resourcing in terms of monetary resource (meeting running costs/project costs) but also resourcing in terms of people to support and drive the partnership on a day to

day basis. There appears to be a strong correlation between the success of partnerships and the resource at their disposal. Feedback from partnership representatives at the pan-Highland development day confirms this.

- 2.3 A paper was considered by the Chief Officer's Group in September 2018, which explored several options for addressing resourcing of the Partnerships. This included an option for partners to make financial contributions, setting agreed resourcing requirements for lead agencies or providing dedicated officer resource. Discussions highlighted the importance of equity and fairness and agreement reached that support for partnerships would likely best be achieved by providing dedicated staff resource as opposed to monetary resource. It was suggested that a Partnership hub resourcing model, where a pool of people would be created accessible to all partnerships, was proposed as a model for moving forward.
- 2.4 Strategic lead partners met to discuss this approach on 8 March 2019. Following a frank and robust discussion which focused on the need to have clear aims and objectives and the reasons for current success, it was agreed that each partner would consider what staffing resource they could identify to support partnerships. Partners would consider where existing roles could be re-prioritised to allow a percentage of an individual's role to be dedicated to supporting community partnership activity. This would be additional to but support the Chairs in their role and be separate from the continued expectation on staff across agencies to attend and participate in partnership activity. It was agreed how this may operate would be dependent upon the resource available, but the intention was for this to be a shared resource across the 9 partnerships.
- 2.5 Strategic lead partners committed to exploring what resource their agency could make available to support this model and to provide an update at the following COG meeting. COG is then asked to consider and discuss the practical arrangements for moving forward.

3. Partnership Arrangements

- 3.1 When the Community Partnership model was created in 2016, it was with the intention that the allocation and chairing arrangements for these would be for the first three years. It was believed that partnerships would be well established after this period and that agency responsibility would then rotate. It is recognised that the CPP underestimated the level of work required to establish the partnerships and the new approach to community planning within localities. Whilst the partnerships have made significant progress, there is still much work to be done but this is being progressed in a manner to ensure the new approach is embedded within communities.
- 3.2 A decision is required on how to approach the issue of Chairing arrangements and whether, as originally intended, these arrangements should rotate in October this

year. Different views exist from across strategic lead partners based on the availability of senior officers to lead partnerships, the length of time Chairs have been in place, the geographical location of senior officers for certain agencies and the level of work undertaken within certain communities.

3.3 Two clear options exist for moving forward:

- ***Leadership of partnerships rotates in October 2019.***
This enables a different agency perspective within an area. For those areas where there has been slower or limited progress, it provides the opportunity for a fresh approach and direction. It also enables the Chair of existing partnerships to change. The role has been demanding and some have expressed the desire to step down.
- ***Agencies retain existing partnerships for a further specified period.***
This enables agencies who have put significant work into their area to build and continue the work already started. For a number of the partners, the pool of senior officers available to lead a partnership is limited and even if partnerships were to rotate, individuals would continue to lead one but within a different area which may not be as geographically well suited. Several agencies have already changed the individual chairing a partnership due to changes in role and it would continue to be at an agency's discretion to change their individual chair.

3.4 The COG is asked to consider and discuss the two options and agree a recommendation to the Board.

4. Recommendations

The Chief Officer's Group is asked to:

- Consider the summary from the meeting of strategic partners and the verbal update from individual partners on the resources which could be made available;
- Discuss the practical arrangements for moving forward with the partnership hub resourcing model;
- Agree a recommendation for the Board on the partnership arrangements for leading Community Partnerships from October 2019.

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