

Agenda Item	4.
Report No	CPB/11/23



**Highland**  
Community  
Planning  
Partnership

Com-pàirteachas  
Dealbhadh  
Coimhearsnachd

**na Gàidhealtachd**

## Highland Community Planning Partnership Board – 15 September 2023

### Partnership Development Team Update

Report by: CPP Senior Officers and Partnership Development Manager

#### Summary

The paper summarises the background to the creation of a Partnership Development Team for the Community Planning Partnership. It provides an update on the early work of the team and sets out the proposed workplan for the team, including milestones and measures of success.

The CPP Board are asked to:

- i) Note the Partnership Development Team structure.
- ii) Note the allocated Community Partnerships within the Partnership Development Team.
- iii) Consider the proposed workplan, including milestones and measures for success in Appendix 1.
- iv) Agree that a quarterly update be provided to the Board on the progress against this workplan.

## 1. Background

- 1.1 At the December 2021 CPP Board, a new approach and financial model for resourcing the Community Planning Partnership was agreed. This would involve the appointment of a full time Partnership Development Manager and a team of Partnership Officers who could be appointed on a funded or secondment basis.
- 1.2 At the April 2022 CPP Board a Community Planning Development Update was discussed. The CPP Board agreed to establish a core central team with the purpose of supporting local partnership working. The rationale for this approach is a central team would support shared learning and develop consistent approaches across Highland. Further to this, a central team would enable mutual aid across partnerships whilst also providing peer support. The size of team proposed balances the level of support required by partnerships with what is considered to be deliverable.

The model agreed consisted of:

- 1 x Partnership Development Manager
- 5 x Partnership Officers

- 1.3 Whilst a new approach to resourcing was agreed in April 2022, it was noted that there are still key developmental strands which need ownership across all organisations which will also make a difference to the effectiveness of partnership working. These are:
- Leadership – need for understanding of roles but also empowering staff to prioritise this work
  - Priorities and Action - need for focused priorities and alignment between local and strategic priorities and simplification of plans and outcomes
  - Commitment – from all local partners and embedding throughout an organisation
  - Evidence based decision making – need for data and monitoring
  - Understanding of need and inequalities from all involved
  - Involving and enabling communities – making it meaningful, co-production/solution focused, learning from covid
  - Being the 'day job'
- 1.4 The new approach to resourcing will support the above but embedding the approach to community planning is required across each partner organisation to improve the effectiveness of community planning.

## **2. Community Planning Development Update**

- 2.1 The Partnership Development Team took up post in June 2023.

The Team consists of:

- 1 x full time Development Manager
- 3 x Partnership Officers

- 2.2 The size of the team has been adjusted to reflect the current Project Officer support for Caithness and Sutherland Community Partnerships funded directly by Highlands and Islands Enterprise. 2 FTEs are employed by Kyle of Sutherland Development Trust to support Sutherland and 1.5 FTEs are employed by Caithness Voluntary Group to support Caithness. The current funding for Caithness and Sutherland Community Partnerships comes to an end in March 2024.
- 2.3 As agreed amongst partners, the team is hosted by the Council but works across the Partnership and the Partnership Development Manager reports to the Senior Officer's Group.
- 2.4 The allocation of the Partnership Development Team across the nine Community Partnerships in Highland is:
- 1 x Partnership Officer – Badenoch & Strathspey, Inverness and Nairn & Nairnshire
  - 1 x Partnership Officer – Mid Ross, Caithness and Skye, Lochalsh & Wester Ross
  - 1 x Partnership Officer – Lochaber, Easter Ross and Sutherland

The level of support allocated to Caithness and Sutherland Community Partnerships will reflect the direct Project Officer support already in place.

### **3. Proposed Reporting for Partnership Development Team to CPP Board**

- 3.1 The work of the team over the first three months of operation has focused on understanding the requirements of the different local community partnerships. This has considered any plans and priorities, their structures and level of community engagement. Work also included creating the new CPP branding, launching the new CPP website, delivering the first Community Partnerships Event, and researching the current CPP structure. This has assisted in identifying areas for improvement and focus for the team over the coming 6-12 months.
- 3.2 With support from the CPP Senior Officers, the Partnership Development Manager has developed a Workplan for Year 1 with identified Measures for Success. A copy of the Workplan and Measures for Success table can be found in Appendix 1.
- 3.3 The CPP Senior Officers and Partnership Development Manager will review the Workplan and Measures for Success as part of their regular meeting structure.
- 3.4 It is proposed that an update on this workplan, be considered by the Board on a quarterly basis, as a standing Agenda item.

#### **Recommendation**

The Board is asked to:

- i) Note the Partnership Development Team structure.
- ii) Note the allocated Community Partnerships within the Partnership Development Team.
- iii) Consider the proposed workplan, including milestones and measures for success in Appendix 1.
- iv) Agree that a quarterly update be provided to the Board on the progress against this workplan.

**Author:** CPP Senior Officers and Partnership Development Manager

**Date:** 5<sup>th</sup> September 2023

**Appendices:** Partnership Development Team Workplan and Measures for Success

## Partnership Development Team Workplan Year 1

**Baseline**  
1-4 Months  
Jun '23 - Sep '23

**Plan**  
4-6 Months  
Oct '23 - Dec '23

**Implement**  
6-12 Months  
Jan - Jun '24

**Review Year 1**  
Plan Year 2  
May - Jun '24

**Complete**  
**On Track**  
**Underway**  
**No Progress**

Baseline & Mapping	Identify Priorities	Deliver Priorities	Review & Plan	Lead
<b>Partnership Development Team</b>			<b>Measures for Success at end of Year 1:</b>	<b>Measures for Success Lead</b>
Establish Partnership Development Team - including weekly Team Meetings, quarterly in person Development Days & Monthly 1:1s	Identify potential training needs & opportunities for Team	Organise quarterly meetings with Caithness & Sutherland teams	Review Partnership Development Team progress	Partnership Development Team/CPP Senior Officers
Circulate Partnership Officers Role Descriptor specifically related to Community Partnerships	Organise quarterly meeting with Caithness & Sutherland teams		Partnership Officers Community Partnership Role Descriptor created & circulated	Partnership Development Manager
Develop Partnership Team Year 1 Milestones	Publish completed Highland Plans diagram		1 Highland Plans diagram published	Partnership Development Team/Place Planning Team
Create Highland Plans Diagram			Schedule learning of Partnerships & Programmes for Team Meetings	Partnership Development Manager/Relevant Partnerships & Programmes leads
Team learning of Partnerships & Programmes relevant to Community Partnerships				
<b>Community Partnerships 9 (CPs)</b>			<b>Measures for Success at end of Year 1:</b>	<b>Measures for Success Lead</b>
Baseline 9 Community Partnerships - Self-Assessment & Initial Meetings	Plan engagement with Partnerships & Programmes aiming to engage with CPs locally	Draft Community Partnership Toolkits including Templates	9 Community Partnerships baselined & allocated to Partnership Officers	Partnership Development Team/Community Partnerships
Allocate 9 Community Partnerships to Partnership Officers	Develop data set resource for Community Partnerships	Implement Community Partnership Communication Plans	9 Draft Community Partnership Plans drafted	Partnership Development Team/Community Partnerships
Organise Community Partnerships Event - 18th August 2023	Draft template Communications Plan for Community Partnerships	Support development of Community Partnership Plans	9 Draft Community Partnership Engagement Strategies developed	Partnership Development Team/Community Partnerships
Learn about Partnerships & Programmes aiming to engage with Community Partnerships locally	Design Community Partnership minimum standard model	Draft Community Partnership Induction/Handover Manual	9 Community Partnership Communications Plans implemented	Partnership Development Team/Community Partnerships
	Develop template for Community Partnership Plans	Coordinate engagement of Community Partnerships with Partnerships & Programmes collaboration opportunities	1 Monitoring & Evaluation Framework for Community Partnerships developed	Partnership Development Team/Community Partnerships
	Draft Monitoring & Evaluation Framework for Community Partnerships	Promote shared learning opportunities and events for Community Partnerships	1 Community Partnership Toolkit & Templates drafted	Partnership Development Team/CPP Senior Officers
	Draft Community Partnerships Engagement Strategy	Support Community Partnership engagement with regional/national funding & policy opportunities	1 Community Partnership Induction/Handover Manual drafted	Partnership Development Team/CPP Senior Officers
	Support Community Partnerships to identify priorities aligned with HOIP Core Outcomes	Identify potential funding sources for specific Community Partnership activity	9 Community Partnerships operating to minimum standard	Partnership Development Team
	Develop framework for Community Partnerships to report on progress against HOIP Core Outcomes	Source external agency support to assist Community Partnerships with activity delivery		
	Develop framework for reporting HCPP & Delivery Groups priorities & actions to Community Partnerships			
<b>Highland Community Planning Partnership</b>			<b>Measures for Success at end of Year 1:</b>	<b>Measures for Success Lead</b>
Create new HCPP Branding	Develop HCPP Communications Strategy	Prepare annual Community Partnership Self-Assessment	Partnership Development Team Annual Report submitted to HCPP Board June 2024	Partnership Development Team/CPP Senior Officers
Review HCPP; HOIP; Delivery Group, Board documents	Engage in CPP Highlands & Islands and National networks	Implement HCPP Communications Strategy	1 (or 3 geography tbc) End of Year review meeting(s) with Elected Members	Partnership Development Team/Elected Members/CCP Senior Officers
Create annual reporting schedule of HCPP Board meetings for Chair	Identify potential HCPP structural changes	Implement HCPP Engagement Strategy	Engagement Events: 1 Community Partnerships Event; 2 Partnership Coordinating Group Events; 2 Community Partnership Online meetings	Partnership Development Team/Community Partnerships/HOIP Delivery Groups/HCPP Board/CPP Senior Officers
Share previous HCPP Board updates with Community Partnerships	Draft HCPP Engagement Strategy	Create Community Planning Induction Module	1 HCPP Communications Strategy developed	Partnership Development Team/Corporate Comms Teams
Draft HCPP Structural Diagrams	Share SharePoint with HCPP network	Manage content on HCPP network SharePoint	1 HCPP Engagement Strategy developed	Partnership Development Team/CPP Senior Officers
Create SharePoint for HCPP network	Present updated HCPP Governance Documents to HCPP Board	Prepare Partnership Development Team Annual Report for HCPP Board	1 HCPP network Sharepoint created & shared	Partnership Development Team/Community Partnerships/HOIP Delivery Groups/HCPP Board/CPP Senior Officers
Update HCPP Governance Documents - Risk Register; Terms of Reference; Action Tracker	Complete HCPP Structural Diagrams	Organise End of Year review meeting with Elected Members	1 Community Planning Induction Module created	Partnership Development Team/Highland Council Trainees/CPP Senior Officers

Develop mechanism for Partnership Development Team reporting to HCPP quarterly Board meetings	Organise Partnership Coordinating Group Event - 17th November	Propose potential HCPP structural changes to HCPP Board	HCPP Board annual reporting schedule created	Partnership Development Manager/HCPP Chair
	Draft schedule of Engagement Events		HCPP Board updated Governance Documents completed	Partnership Development Team/CPP Senior Officers
<b>Highland Outcome Improvement Plan</b>			<b>Measures for Success at end of Year 1:</b>	<b>Measures for Success Lead</b>
	Review HOIP 2017 - 2027	Draft 2024 HOIP Annual Operational Plan	2024 - 2027 HOIP Delivery Plan drafted	Partnership Development Manager/CPP Senior Officers/HCPP Board
		Draft 2024 to 2027 HOIP Delivery Plan	2024 HOIP Annual Operational Plan drafted	Partnership Development Manager/CPP Senior Officers/HCPP Board
<b>HOIP Delivery Groups</b>			<b>Measures for Success at end of Year 1:</b>	<b>Measures for Success Lead</b>
Review 5 HOIP Delivery Groups & Delivery Plans	Allocate HOIP Delivery Groups to Partnership Officers & Manager	Implement new (or reviewed) HOIP Delivery Group Delivery Plans	5 Delivery Groups have new (or reviewed) Delivery Plans	Partnership Development Team/HOIP Delivery Group Chairs
Meet with 5 Delivery Group Chairs	Identify gaps in HOIP Delivery Groups delivery		5 HOIP Delivery Groups allocated to Partnership Development Team	Partnership Development Manager
	Support review or creation of Delivery Group Delivery Plans			
<b>Public Protection Chief Officers Group</b>			<b>Measures for Success at end of Year 1:</b>	<b>Measures for Success Lead</b>
Meet Chair - Pamela Dudek NHS Highland	Develop proposed format for outcome focussed reporting by PPCOG members	Implement new PPCOG reporting format	1 new reporting format developed for PPCOG	Partnership Development Manager/Public Protection COG Chair
Attend PPCOG meeting with Care Inspectorate	Review & update PPCOG Terms of Reference	Implement new PPCOG Annual Report structure	Support Chair to complete 2023/24 PPCOG Annual Report	Partnership Development Manager/Public Protection COG Chair
Review PPCOG draft Information Assurance Memorandum of Understanding	Propose PPCOG Annual Report structure		1 new Annual Report structure developed for PPCOG	Partnership Development Manager/Public Protection COG Chair
Review 2023 PPCOG Annual Report				
<b>HCPP Website</b>			<b>Measures for Success at end of Year 1:</b>	<b>Measures for Success Lead</b>
Funding and training resources developed for website	Update & maintain HCPP Website content	Plan for HCPP website handover to CPs - write instruction manual; log in options; training	1 HCPP Website launched	Partnership Development Team
Prepare HCPP Website ready for launch	Work with Community Partnerships; Delivery Groups & Additional Partnerships to develop website content	Continue to develop Community Partnership resources for HCPP website	Handover to Community Partnerships manual and training complete	Partnership Development Team/Community Partnerships
Complete website management training	Develop Community Partnership resources for HCPP website			