

## Management Committee

Date: 31 October 2014

Agenda Item: 7a



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## Governance Review: Strategic CPP Arrangements

### 1.0 Purpose

Recommendations to strengthen the Community Planning Partnership's (CPP) governance structure and align membership of its component parts to Community Empowerment (Scotland) Bill.

### 2.0 Recommendations

The Management Committee is asked to:

- Agree the main committees and groups of the CPP have strengthened roles, remits and membership as set out in Table 1.
- Agree the CPP's new governance structure which includes links to key thematic areas of engagement, third sector and businesses, equalities and prevention.
- Agree the Terms of Reference for the CPP.

### 3.0 Background

On 19 August the CPP Management Committee agreed that a Governance review of the CPP would take place with information coming back to the October meeting. The review was to consider how best to improve the following:

1. The scope, role and responsibility of each of the main elements of the Community Planning Governance Structure.
2. The membership of each of the elements in the community planning structure.
3. The levels of interaction and engagement within the structure to allow efficient delivery of the outcomes in the Single Outcome Agreement.
4. The communication channels between all of the elements of the governance structure.
5. Transparency in decision making, prioritisation and budget scrutiny.
6. Performance management at a strategic and local level.
7. Localising of community planning.
8. Opportunities for meaningful engagement, adding value and developing the delivery of the Single Outcome Agreement.

## 9. Scheduling of meetings.

This report details 1-4 and Appendix A highlights where improvements have been identified for the elements of the review not detailed in this report.

### **4.0 Detail of improvements to strengthen CPP**

For areas 1 – 4 identified for improvement within the Governance review:

- A Terms of Reference has been developed for the Full Partnership, the Management Committee and the Chief Officers Group detailing the role and responsibility of that element of the CPP and its membership.
- The role of the Lead Officer has been refined and the contribution of existing thematic groups has been considered within the structure.
- A new structure is proposed.

#### **4.1 Terms of Reference**

The main elements of the structure through which community planning in Argyll and Bute can be delivered are:

- Full Partnership
- Management Committee
- Chief Officers Group
- Area Community Planning Groups – see separate paper at this meeting detailing scope, role and responsibility.

The roles of these are set out in the Governance section of Argyll and Bute's Single Outcome Agreement (SOA). In developing a Terms of Reference it became necessary to make some changes to strengthen existing information on roles and responsibilities and on membership to reflect both existing legislation and upcoming legislation in the Community Empowerment (Scotland) Bill.

These revisions have been incorporated into Table 1 below. A note of any changes from the original description in the SOA is outlined in Appendix B.

Table 1: Strengthened elements of CPP extracted from draft Terms of Reference, Appendix C.

	<b>Purpose, role and remit</b>	<b>Membership and Criteria</b>	<b>Chair</b>	<b>Frequency of meetings</b>
<b>Full Partnership</b>	<p>The Full Partnership is responsible for the overall development of the Community Plan and SOA in Argyll &amp; Bute. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.</p> <p>The Full Partnership of the CPP will</p> <ul style="list-style-type: none"> <li>• Review the annual report for the previous year.</li> <li>• Review progress to date for the current year.</li> <li>• Set direction for the next year.</li> <li>• Ensure responsibilities of Community Planning sit with the appropriate forum (Management Committee, Chief Officers Group and Area Community Planning Groups).</li> </ul>	<p>A representative of each organisation, partnership and groups taking an active part in partnership working for the delivery of the Single Outcome Agreement.</p> <p>The organisation, partnership and group will therefore be named within the membership of the:</p> <ul style="list-style-type: none"> <li>• Management Committee</li> <li>• Chief Officers Group</li> <li>• Area Community Planning Groups</li> <li>• Single Outcome Agreement Delivery Plans</li> </ul> <p>Organisations can self-nominate, be invited to join or have a statutory obligation to participate.</p>	<p>The Full Partnership will be chaired by the Leader of Argyll and Bute Council.</p> <p>The Vice Chair will be the Depute Leader of Argyll and Bute Council.</p>	<p>The Full Partnership will normally meet once per year to plan and review.</p>
<b>Management Committee</b>	<p>The Management Committee is responsible for ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management of the Single Outcome Agreement.</p> <p>The role of the Management Committee is to:</p> <ul style="list-style-type: none"> <li>• Ensure delivery of the SOA through robust scrutiny, and performance management.</li> <li>• Report on performance to the public.</li> <li>• Develop policy across community planning partners that supports the delivery of the</li> </ul>	<p>Membership of the Management Committee is as follows:</p> <ul style="list-style-type: none"> <li>• A representative from all bodies named in Scottish Government legislation as those required to work with each other in community planning.</li> <li>• The Outcome Leads for the overall outcome and</li> </ul>	<p>The Management Committee will select a chair and vice-chair from its membership to serve for a 2 year period.</p>	<p>The Management Committee will meet 4 times each year in March, June, September and December.</p>

	<p>Community Plan and Single Outcome Agreement.</p> <ul style="list-style-type: none"> <li>• Ensure widespread engagement and empowerment of communities in community planning.</li> <li>• Respond to national policy developments at a strategic level.</li> <li>• Ensure partners are equipped to lead and work effectively in community planning.</li> <li>• Direct resources to enable effective delivery of the SOA.</li> <li>• Provide strategic direction to areas of reform to support delivery of the SOA.</li> <li>• Consider matters arising from area community planning, third sector and businesses, prevention activity and public sector reform.</li> <li>• Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues.</li> </ul>	<p>the six long term outcomes to deliver the Single Outcome Agreement.</p> <ul style="list-style-type: none"> <li>• Members of the Community Planning team to support and minute the meeting.</li> <li>• Representative from Area Community Planning Groups.</li> <li>• Others as deemed necessary for delivery of specific areas of business.</li> </ul> <p>Organisations can self-nominate, be invited to join or have a statutory obligation to participate.</p>		
<b>Chief Officers Group</b>	<p>The Chief Officers Group is responsible for supporting actions agreed by the Management Committee and for developing opportunities for continuous improvement.</p> <p>The role of the Chief Officers Group is to:</p> <ul style="list-style-type: none"> <li>• Undertake detailed analysis of matters raised at Management Committee requiring this.</li> <li>• Look in detail at joint resourcing.</li> <li>• Ensure issues are being raised and actioned on behalf of the Management Committee of the CPP.</li> </ul> <p>Ensure partners are working efficiently together.</p>	<p>Senior Officials operating at a strategic Chief Officer level within their organisations.</p> <p>Organisations can self-nominate, be invited to join or have a statutory obligation to participate.</p>	<p>The Chief Officer's Group will select a chair from its membership to serve for a 2 year period.</p>	<p>The Chief Officer's Group will normally meet 4 times per year in March, June, September and December at the conclusion of the Management Committee.</p>

The role of the Outcome Lead has been clarified in the Terms of Reference as: The Lead Officer responsible for providing the CPP with information on their designated outcome.

The role includes:

- Identifying the relevant partners to achieve the outcome.
- Ensuring appropriate partnership actions are in place in any delivery plan of the SOA to achieve the outcome.
- Providing performance information to the Management Committee as per the Community Planning Partnership’s agreed performance management framework.
- Liaising with identified short-term outcome leads and other relevant partners including the establishment of a structure to enable effective liaison between partners delivering the outcome where appropriate.

Appendix C contains the full Terms of Reference with details of the context and membership.

#### 4.2 Structure and interaction with key areas for the CPP

There is also need for the CPP to interact and engage with:

- Public Reform agendas
- Key thematic areas of importance to Community Planning – engagement, third sector and businesses, equalities and prevention.
- Outcome Leads

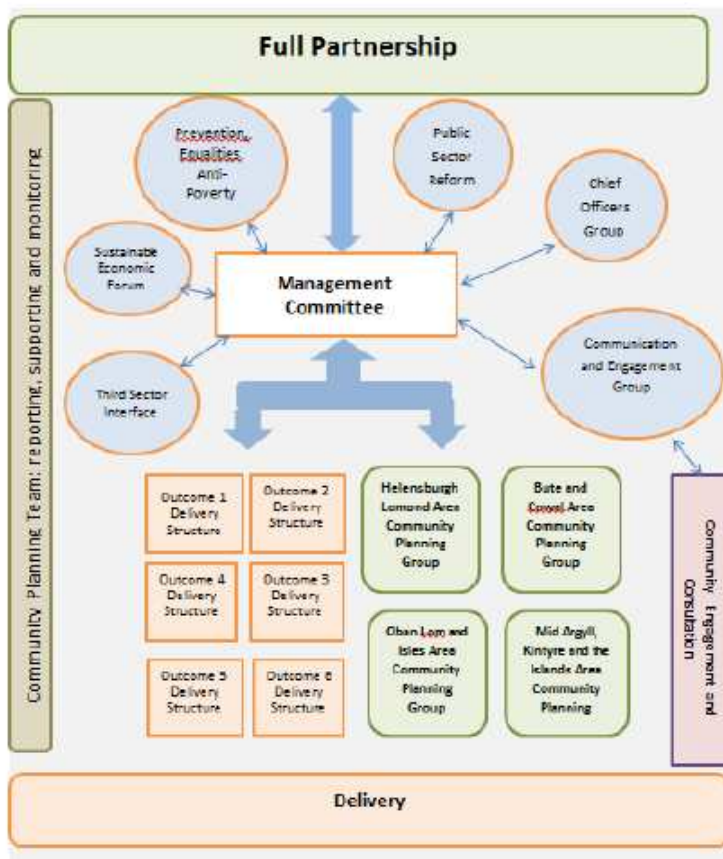
Table 2 below highlights how public reform and key thematic areas can engage and interact better with the CPP.

Table 2: linking public reform and key themes to the CPP

Issue to be linked to CPP	Specific issue	Means of interaction	Further action required
Public Reform	Health and Care Integration	Chief Officer member of the Management Committee.	To explore further means of integrating for decision making Chief Officers Group to look at detail of this.
	Community Justice	Update reports to each Management Committee meeting from Lead Officer.	Detailed scoping by the Chief Officers Group
Key Thematic Areas for CPPs.	Prevention, inequalities and	Highlights from key groups to	Establish links and mechanism

	anti-poverty	Management Committee: Community Safety Health and Wellbeing Forum Strategic Housing Forum Welfare Reform Working Group	
	Engagement	Appropriate forum provide updates to Management Committee on engagement and communication of CPP	No existing forum. To establish this from Communication Plan.
	Third Sector	Updates from Third Sector and Communities Group	
	Businesses	Updates from Economic Forum	

The structure for Community Planning has changed to reflect this and is proposed in the diagram below:



## Communication

The changes proposed in this paper improve communication between all of the elements of the governance structure by:

- Ensuring all relevant partners are involved.
- Linking key thematic groups and areas of public sector reform.
- Including outcome leads in the structure and at the CPP Management Committee.

Further to this the Management Committee has also established a process whereby highlights from the MC and Area CPGs share highlights of their meetings with each other. This is an initial stage of better interaction between the area and strategic level.

## 5.0 Conclusions

The CPP Governance has been reviewed and improvements have been made to clarify roles of component parts of the structure and their membership. Any ongoing work is identified in Appendix A as this is in relation to performance management and development of communications plans and local SOA plans. Table 2 also identifies ongoing work to establish the links proposed with thematic groups. The changes will allow a stronger Argyll and Bute CPP able to communicate and interact with all relevant partners in the most appropriate way to fulfil requirements of a CPP and the agreed outcomes for Argyll and Bute.

## 6.0 Implications

Strategic Implications	This impacts across the whole of the SOA
Consultations	Chief Officers were presented with initial information at their meeting on 19 August, no further information has been taken to Chief Officers.
Resources	Interaction within the CPP will involve staff time to extract and write highlights from the relevant meetings and forums.
Prevention	Prevent is being addressed holistically through the identification and integration of those groups who currently meet to discuss prevention as per the table in the report.
Equalities	Equalities are being addressed holistically through the identification and integration of those groups who currently meet to discuss equalities as per the table in the report.

**Donald MacVicar**  
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### **References**

Introduction to Governance Review, paper to Management Committee on 19 August 2014.

### **Appendices**

Appendix A: Elements of CPP Governance review.

Appendix B: Development of agreed scope, role and responsibility of CPP structure.

Appendix C: Terms of Reference.



## Appendix A: Elements of CPP Governance review.

<p>The communication channels between all of the elements of the governance structure.</p>	<p>As agreed at CPP Management Committee meeting on 19 August 2014 (see minutes of meeting) there will be a highlight report from the Management Committee to the Area Community Planning Groups to inform of key points discussed. There will also be key points from Area Community Planning Groups to the Management Committee to inform of the key discussion points from these.</p> <p>See recommendations within this paper for discussion points from other strategic component parts of the CPP being considered by the CPP Management Committee.</p>
<p>Transparency in decision making, prioritisation and budget scrutiny.</p>	<p>See recommendations in Performance Monitoring report to this Management Committee meeting and previous setting out recommendations to improve levels of scrutiny.</p> <p>Management Committee papers are publically available on website.</p>
<p>Performance management at a strategic and local level.</p>	<p>See recommendations in Performance Monitoring report to this Management Committee meeting and previous setting out recommendations to improve performance.</p> <p>See also recommendations in governance review of local area community planning reported to Management Committee on 19 August 2014 and on 31 October setting out development of local SOA plans and monitoring arrangements of these.</p>
<p>Localising of community planning.</p>	<p>Recommendations to improve localising of community planning is set out in papers on local area governance reported to Management Committee on 19 August 2014 and on 31 October setting out review of area community</p>

	planning groups governance and development of local SOA plans and monitoring arrangements of these.
Opportunities for meaningful engagement, adding value and developing the delivery of the Single Outcome Agreement.	Improvements for this are ongoing and form the role of the relevant component parts of the CPP as set out in this paper and in the upcoming Communications Plan.
Scheduling of meetings.	A recommendation for a schedule of meetings which sits timeously with the availability of quarterly data is proposed in the Performance Monitoring paper to Management Committee on 31 October.

**Appendix B: Development of agreed scope, role and responsibility of CPP structure.**

	Existing explanation of role and responsibility in SOA	Recommended Improved Text	Note of changes
Full Partnership	<p>Responsibility for the overall development of community planning in Argyll &amp; Bute lies with the Full Partnership. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.</p> <p>The Full Partnership of the CPP will normally meet once each year to:</p> <ul style="list-style-type: none"> <li>• Review the annual report for the previous year.</li> <li>• Review progress to date for the current year.</li> <li>• Set direction for the next year.</li> </ul>	<p>The Full Partnership is responsible for the overall development of the Community Plan and SOA in Argyll &amp; Bute. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.</p> <p>The Full Partnership of the CPP will normally meet once each year to:</p> <ul style="list-style-type: none"> <li>• Review the annual report for the previous year.</li> <li>• Review progress to date for the current year.</li> <li>• Set direction for the next year.</li> <li>• Ensure responsibilities of Community Planning sit with the appropriate forum (Management Committee, Chief Officers Group and Area Community Planning Groups).</li> </ul>	<p>Addition of bullet point:</p> <ul style="list-style-type: none"> <li>• Ensure responsibilities of Community Planning sit with the appropriate forum (Management Committee, Chief Officers Group and Area Community Planning Groups).</li> </ul>
Management Committee	<p>Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role of Community. This is the main</p>	<p>The Management Committee is responsible for ensuring there is effective engagement, joint working, policy development, planning and</p>	<p>Omission of first two original bullet points as these are with the Full</p>

	<p>focus of the Management Committee.</p> <p>The role of the MC is to:</p> <ul style="list-style-type: none"> <li>• Develop the Community Plan and Single Outcome Agreement</li> <li>• Set the overall direction for community planning partners in Argyll &amp; Bute at a strategic level.</li> <li>• Performance management with an accountable lead identified for each SOA outcome to ensure delivery of the community plan/SOA at a strategic level.</li> <li>• Report performance to the public</li> <li>• Develop policy across community planning partners that support the delivery of the Community Plan and Single Outcome Agreement at a strategic level.</li> <li>• Engage with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at a strategic level.</li> <li>• Respond/react/contribute to national policy developments at a strategic level.</li> <li>• Working effectively across community planning partners at a strategic level.</li> </ul>	<p>prioritisation and performance management of the Single Outcome Agreement.</p> <p>The role of the Management Committee is to:</p> <ul style="list-style-type: none"> <li>• Ensure delivery of the SOA through robust scrutiny, and performance management.</li> <li>• Report on performance to the public.</li> <li>• Develop policy across community planning partners that supports the delivery of the Community Plan and Single Outcome Agreement.</li> <li>• Ensure widespread engagement and empowerment of communities in community planning.</li> <li>• Respond to national policy developments at a strategic level.</li> <li>• Ensure partners are equipped to lead and work effectively in community planning.</li> <li>• Direct resources to enable effective delivery of the SOA.</li> <li>• Provide strategic direction to areas of reform to support delivery of the SOA.</li> <li>• Consider matters arising from area community planning, third sector and businesses, prevention activity and public sector reform.</li> </ul>	<p>Partnership.</p> <p>Revision of all bullet points</p>
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		<ul style="list-style-type: none"> <li>Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues.</li> </ul>	
Chief Officers Group	<p>The Chief Officers Group meets four times a year with the option to convene additional meetings as and when required.</p> <p>The role of the CPP COG is to:</p> <ul style="list-style-type: none"> <li>Ensure issues are being raised and actioned on behalf of the Management Committee of the CPP</li> <li>Ensure partners are working efficiently together.</li> </ul>	<p>The Chief Officers Group meets four times a year with the option to convene additional meetings as and when required.</p> <p>The Chief Officers Group is responsible for supporting actions agreed by the Management Committee and for developing opportunities for continuous improvement.</p> <p>The role of the Chief Officers Group is to:</p> <ul style="list-style-type: none"> <li>Undertake detailed analysis of matters raised at Management Committee requiring this.</li> <li>Look in detail at joint resourcing.</li> <li>Ensure issues are being raised and actioned on behalf of the Management Committee of the CPP</li> <li>Ensure partners are working efficiently together.</li> </ul>	<p>Clarity on the responsibility of the Chief Officers Group.</p> <p>Addition of two bullet points for the role.</p>





# **Argyll and Bute Community Planning Partnership**

## **Terms of Reference**

## 1. Objective

The overarching aim for Argyll and Bute's Community Planning Partnership is "Argyll and Bute's economic success is built on a growing population."

The objectives of the partnership are to:

- Develop a clear and shared long term vision for Argyll and Bute that sets out joint priorities, performance indicators, and targets;
- Develop joint approaches to improving service delivery and the quality of life for the citizens of Argyll and Bute
- Ensure that partnership working in the area is co-ordinated and cohesive;
- Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues;
- Support the development of active and informed communities that can engage with and have an influence on the community planning process, and;
- Develop ways of working within the Community Planning Partnership that supports the values of openness, parity between partners and achieving progress through consensus

## 2. Context

The Local Government in Scotland Act 2003 provides the statutory basis for Community Planning. It requires local authorities to initiate and facilitate community planning, and NHS boards, enterprise networks, police, fire and rescue service and regional transport partnerships to participate. Other public, private and community bodies are invited to participate in community planning, including the voluntary sector, community groups, the college sector, businesses and business organisations.

The Community Empowerment (Scotland) Bill will add to those named as required to participate in community planning when it comes into effect, circa April 2015.

The Review of Community Planning and the subsequent Statement of Ambition set out Community Planning's role in the future of public services. *"Effective community planning arrangements will be at the core of public service reform. They will drive the pace of service integration, increase the focus on prevention and secure continuous improvement in public service delivery, in order to achieve better outcomes for communities."* It is in this context that Community Planning Partnerships are expected to make transformational change over the next ten years, through the delivery of Single Outcome Agreements. Community Planning Partnerships and Single Outcome Agreements are at the centre of an outcomes based approach to improving public services in Scotland.

## 3. Activity

The CPP's activities are based on Argyll and Bute's Single Outcome Agreement (SOA) 2013-2023. This is set on six clear outcomes that will be delivered jointly over the next ten



years. The SOA is a partnership agreement between all community planning partners demonstrating a shared commitment to improving outcomes for our communities.

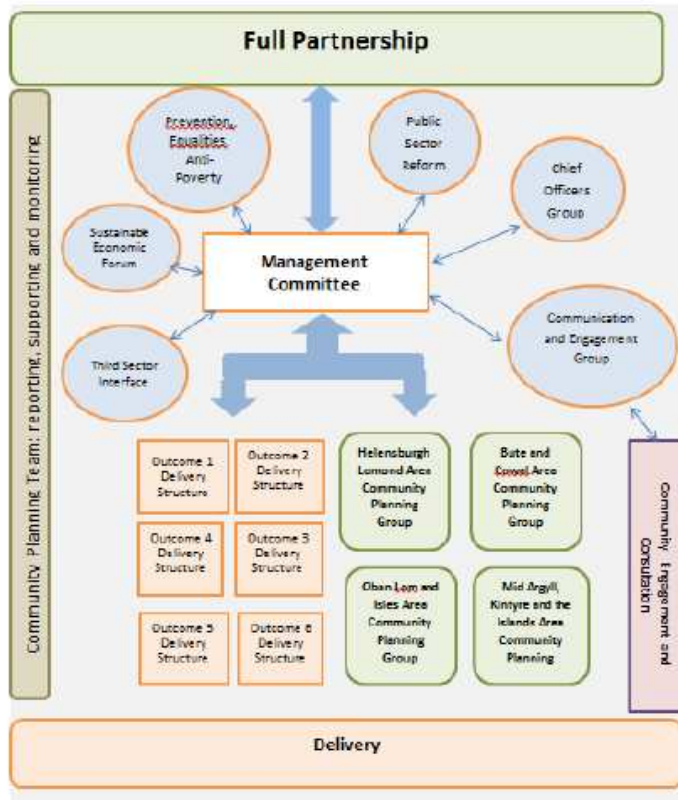
Argyll and Bute Community Planning Partnership will reach its aim of 'Argyll and Bute's economic success is built on a growing population' by focussing its activities on delivering the six outcomes set out in the SOA;

1. The economy is diverse and thriving
2. We have infrastructure that supports sustainable growth
3. Education, skills and training maximises opportunities for all
4. Children and young people have the best possible start
5. People live active, healthier and independent lives
6. People live in safer and stronger communities

#### **4. Membership and Structure**

The Argyll and Bute Community Planning Partnership is a partnership of agencies and organisations from the public, voluntary, private and community sectors that have an interest in working together to reach the agreed overall outcome for Argyll and Bute: Argyll and Bute's economic success is built on a growing population.

The Community Planning structure is detailed below:



The key parts of the structure operate as follows:

## Full Partnership

### Purpose, role and remit

The Full Partnership is responsible for the overall development of the Community Plan and SOA in Argyll & Bute. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.

The Full Partnership of the CPP will normally meet once each year to:

- Review the annual report for the previous year.
- Review progress to date for the current year.
- Set direction for the next year.
- Ensure responsibilities of Community Planning sit with the appropriate forum (Management Committee, Chief Officers Group and Area Community Planning Groups).

### Membership and Criteria

Membership of the Full Partnership is as follows:

A representative of each organisation, partnership and groups taking an active part in partnership working for the delivery of the Single Outcome Agreement.

The organisation, partnership and group will therefore be named within the membership of the:

- Management Committee
- Chief Officers Group

- Area Community Planning Groups
- Single Outcome Agreement Delivery Plans

Organisations can self-nominate, be invited to join or have a statutory obligation to participate.

See attached appendix for organisations, partnerships and groups as at 2014/15.

#### **Attendance**

If a partner representative is not able to attend a meeting a suitable deputy should be nominated to attend.

#### **Chair**

The Full Partnership will be chaired by the Leader of Argyll and Bute Council. The Vice Chair will be the Depute Leader of Argyll and Bute Council. Where neither Chair or Vice Chair are present, the Full Partnership will select from the membership present someone to chair the meeting.

#### **Quorum**

The quorum for a meeting of the Full Partnership will be 5 representatives from separate organisations.

If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

If a quorum is not present, at the Chairperson's / Vice-Chairperson's discretion, the meeting shall proceed and any decisions taken will be homologated at the next meeting.

For purposes of the quorum, participation of partners by video-conferencing or telephone conference links will be considered as present.

#### **Frequency of meetings**

The Full Partnership will normally meet once per year to plan and review. Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

#### **Issue of Papers**

The agenda and papers for the Full Partnership will be issued 14 days prior to the start of the meeting. The Chair can agree to accept late papers.

The agenda and papers will be published on the Council's website as well as circulated electronically to all members of the Full Partnership.

#### **Conduct of Meetings**

Meetings of the Full Partnership will normally be held in public but the members of the Full Partnership can decide to hear and discuss any item of business in private session.

Members must declare any financial or non-financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website.

## Accountability

The Full Partnership is an integral part of Community Planning in Argyll & Bute and is accountable to the following bodies:

- Argyll and Bute Council as the lead for Community Planning
- The Scottish Government as the legislator for Community Planning

## Management Committee

### Purpose, role and remit

The Management Committee is responsible for ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management of the Single Outcome Agreement.

The role of the Management Committee is to:

- Ensure delivery of the SOA through robust scrutiny, and performance management.
- Report on performance to the public.
- Develop policy across community planning partners that supports the delivery of the Community Plan and Single Outcome Agreement.
- Ensure widespread engagement and empowerment of communities in community planning.
- Respond to national policy developments at a strategic level.
- Ensure partners are equipped to lead and work effectively in community planning.
- Direct resources to enable effective delivery of the SOA.
- Provide strategic direction to areas of reform to support delivery of the SOA.
- Consider matters arising from area community planning, third sector and businesses, prevention activity and public sector reform.
- Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues.

### Membership and Criteria

Membership of the Management Committee is as follows:

- A representative from all bodies named in Scottish Government legislation as those required to work with each other in community planning.
- The Outcome Leads for the overall outcome and the six long term outcomes to deliver the Single Outcome Agreement.
- Members of the Community Planning team to support and minute the meeting.
- Representative from Area Community Planning Groups.
- Others as deemed necessary for delivery of specific areas of business.
- Organisations can self-nominate, be invited to join or have a statutory obligation to participate.

Therefore current membership comprises a representative from:

- Argyll and Bute Council
- Argyll College
- Health and Social Care Joint Integration Board
- Highlands and Islands Enterprise
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue Service
- Scottish Natural Heritage (SNH)

- Skills Development Scotland (SDS)
- Argyll Voluntary Action

Overall Outcome Lead(s): Council Leader, Council Depute Leader, CEO.

Outcome 1 Lead: Highlands and Islands Enterprise

Outcome 2 Lead: Councils Executive Director for Development and Infrastructure Services

Outcome 3 Lead: Council's Executive Director for Community Services

Outcome 4 Lead: CHP Lead Nurse

Outcome 5 Lead: NHS Highland Public Health Specialist

Outcome 6 Lead: Police Scotland Chief Superintendent for Argyll and Bute, Fire and Rescue Service Local Senior Officer for Argyll and Bute.

- Community Planning Manager and member of team
- Community and Culture Head of Service
- Area Community Planning Governance Representative

#### **Attendance**

If a partner representative is not able to attend a meeting a suitable deputy should be nominated to attend.

#### **Chair**

The Management Committee will select a chair and vice-chair from its membership to service for a 2 year period.

Nominations for the Chair and Vice Chair positions will be proposed and seconded by the Management Committee members. Each member will have one vote and a majority vote will determine the outcome of the election process.

Where neither Chair nor Vice Chair are present, the Full Partnership will select from the membership present someone to chair the meeting.

#### **Quorum**

The quorum for a meeting of the Full Partnership will be 5 representatives from separate organisations. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

If a quorum is not present, at the Chairperson's / Vice-Chairperson's discretion, the meeting shall proceed and any decisions taken will be homologated at the next meeting.

For purposes of the quorum, participation of partners by video-conferencing or telephone conference links will be considered as present.

#### **Frequency of meetings**

The Management Committee will meet 4 times each year in March, June, September and December. Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

#### **Issue of Papers**

The agenda and papers for the Management Committee will be issued 7 days prior to the start of the meeting. The Chair can agree to accept late papers.

The agenda and papers will be published on the Council's website as well as circulated electronically to all members of the Management Committee.

<b>Conduct of Meetings</b>
<p>Meetings of the Management Committee will normally be held in public but the members of the Management Committee can decide to hear and discuss any item of business in private session.</p> <p>Members must declare any financial or non-financial interests at the start of a meeting and take no part in the consideration of the relevant item.</p> <p>All meetings will be minuted and a minute made available through the Council's website.</p>
<b>Accountability</b>
<p>The Management Committee is an integral part of Community Planning in Argyll &amp; Bute and is accountable to the following bodies:</p> <ul style="list-style-type: none"> <li>• Full Community Planning Partnership</li> </ul>
<b>Chief Officer's Group</b>
<b>Purpose, role and remit</b>
<p>The Chief Officers Group is responsible for supporting actions agreed by the Management Committee and for developing opportunities for continuous improvement.</p> <p>The role of the Chief Officers Group is to:</p> <ul style="list-style-type: none"> <li>• Undertake detailed analysis of matters raised at Management Committee requiring this.</li> <li>• Look in detail at joint resourcing.</li> <li>• Ensure issues are being raised and actioned on behalf of the Management Committee of the CPP.</li> <li>• Ensure partners are working efficiently together.</li> </ul>
<b>Membership and Criteria</b>
<p>Criteria: Senior Officials operating at a strategic Chief Officer level within their organisations.</p> <p>Membership of the Chief Officer's Group comprises a senior representative from:</p> <ul style="list-style-type: none"> <li>• Argyll and Bute Council</li> <li>• Health and Social Care Joint Integration Board</li> <li>• Highlands and Islands Enterprise</li> <li>• Police Scotland</li> <li>• Scottish Enterprise</li> <li>• Scottish Fire and Rescue Service</li> <li>• Skills Development Scotland (SDS)</li> <li>• Argyll Voluntary Action</li> </ul> <p>Organisations can self-nominate, be invited to join or have a statutory obligation to participate.</p>
<b>Attendance</b>
<p>If a partner representative is not able to attend a meeting a suitable deputy should be nominated to attend.</p>
<b>Chair</b>
<p>The Chief Officer's Group will select a chair from its membership to serve for a 2 year period.</p>

Nominations for the Chair and Vice Chair positions will be proposed and seconded by the Chief Officers Group members. Each member will have one vote and a majority vote will determine the outcome of the election process.

Where neither Chair nor Vice Chair are present, the Full Partnership will select from the membership present someone to chair the meeting.

#### **Quorum**

The quorum for a meeting of the Chief Officer's Group will be 3. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

If a quorum is not present, at the Chairperson's / Vice-Chairperson's discretion, the meeting shall proceed and any decisions taken will be homologated at the next meeting.

For purposes of the quorum, participation of partners by video-conferencing or telephone conference links will be considered as present.

#### **Frequency of meetings**

The Chief Officer's Group will normally meet 4 times per year in March, June, September and December at the conclusion of the Management Committee. Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

#### **Issue of Papers**

The agenda and papers for the Chief Officer's Group will be issued 7 days prior to the start of the meeting. The Chair can agree to accept late papers.

#### **Conduct of Meetings**

Meetings of the Chief Officer's Group will normally be held in private.

Members must declare any financial or non-financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute circulated to members of the Chief Officer's Group.

#### **Accountability**

The Chief Officers Group is an integral part of Community Planning in Argyll & Bute and is accountable to the following bodies:

- Full Community Planning Partnership via the Management Committee

In addition to the formal structure mentioned above, each outcome of the Single Outcome Agreement has an appointed Lead Officer who is responsible for providing the CPP with information on their designated outcome.

The role includes:

- Identifying the relevant partners to achieve the outcome.
- Ensuring appropriate partnership actions are in place in any delivery plan of the SOA to achieve the outcome.

- Providing performance information to the Management Committee as per the Community Planning Partnership's agreed performance management framework.
- Liaising with identified short-term outcome leads and other relevant partners including the establishment of a structure to enable effective liaison between partners delivering the outcome where appropriate.

## **5. Community Engagement**

Argyll and Bute Community Planning Partnership is developing a Community Engagement Strategy to engage with our communities. All partnerships at all levels are responsible for ensuring that they conduct engagement activities in line with the National Standards for Community Engagement.

## **6. Planning and Performance Management Framework**

High level aims within the Single Outcome Agreement have been translated into short term outcomes and agreed actions. Performance against the Single Outcome Agreement will be appraised by each partner monitoring the actions within an outcome to enable an effective overview of performance. The performance overview will be reported using performance scorecards compiled by the Council on behalf of the CPP.

- The Management Committee will scrutinise 2 outcomes at each meeting.
- The Chief Officer's Group will receive reports as required.
- The Area Community Planning Groups will monitor their local delivery plans from April 2015.
- The Full Partnership will review a full financial years' worth of data as part of the review of the Annual Report.

## **7. Finance and Resources**

The Community Planning Partnership is not a corporate body and does not hold funds of its own. Members of the Community Planning Partnership are committed to identifying opportunities for the sharing of resources and assets and will work together on this.

## **8. Equalities and Sustainability**

All actions of the Community Planning Partnership will contribute to tackling the significant inequalities in our society and will be subject to equality impact assessments where appropriate. These assessments will be made by the main partner responsible for delivery of an action.

The principles of sustainable development will guide the development and delivery of our projects and services. Sustainability assessments will be undertaken as appropriate.

Equality and Sustainability Impact assessments will be reviewed as required by the appropriate Community Planning Partnership group.



## 9. **Single Outcome Agreement**

This is an agreement amongst the members of the Community Planning Partnership to work together to achieve common goals for the people of Argyll and Bute. It is not a legally binding contract and so nothing in its operation will give rise to legally binding rights and obligations amongst the parties.

## Membership of the Full Partnership

Representative from:

<b>Statutory</b>
<b>Argyll and Bute Council</b>
<b>Argyll College</b>
<b>Health and Social Care Joint Integration Board</b>
<b>Highlands and Islands Enterprise</b>
<b>Loch Lomond and the Trossachs National Park</b>
<b>NHS Highland (AB CHP)</b>
<b>Police Scotland</b>
<b>Scottish Enterprise</b>
<b>Scottish Fire and Rescue Service</b>
<b>Scottish Natural Heritage</b>
<b>SEPA</b>
<b>Skills Development Scotland</b>
<b>SportsScotland</b>
<b>Strathclyde Partnership for Transport (SPT)</b>
<b>The Highlands and Islands Transport Partnership (HITRANS)</b>
<b>Visit Scotland</b>
<b>Community Bodies</b>
<b>Argyll and Bute Social Enterprise network (ABSEN)</b>
<b>Argyll Voluntary Action</b>
<b>Islay and Jura CVS</b>
<b>Association of Argyll and Bute Community Councils</b>
<b>Thematic Links/ Groups*</b>
<b>Strategic Housing Forum</b>
<b>Health and Wellbeing Network</b>
<b>Third Sector and Communities Group</b>
<b>Welfare Reform Working Group</b>
<b>Community Safety Forum</b>
<b>Other</b>
<b>Department of Work and Pensions (DWP)</b>
<b>Scottish Land and Estates</b>
<b>Job Centre Plus</b>
<b>Fyne Homes</b>
<b>ACHA</b>
<b>West Highland HA</b>
<b>Dunbritton HA</b>
<b>Scottish Government's Rural Payments and Inspections Directorate (SGRPID)</b>
<b>Crofters Commission</b>
<b>Forestry Commission</b>
<b>CALMAC</b>
<b>CMAL</b>
<b>Scottish Water</b>
<b>M.O.D.</b>
<b>Bòrd na Gàidhlig</b>
<b>Scottish Ambulance Service</b>
<b>(National) Development Trust Association</b>