12 October 2011

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held in the **SCOTTISH NATURAL HERITAGE, KILMORY INDUSTRIAL ESTATE, LOCHGILPHEAD** on **WEDNESDAY, 19 OCTOBER 2011** at **10:00 AM**.

AGENDA

1. **WELCOME/APOLOGIES**

2. **MINUTE OF PREVIOUS MANAGEMENT COMMITTEE HELD ON 24TH AUGUST 2011 - TO FOLLOW**

3. **PROPOSED RECOMMENDATIONS FROM SELF-ASSESSMENT**(Pages 1 - 14)

4. **PROPOSED SOA/COMMUNITY PLAN**(Pages 15 - 16)

5. **AOCB**

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Agenda Item 3

Community Planning Partnership

Management Committee   **19th October 2011**

Next steps in the development of the Community Planning Partnership

1. SUMMARY

1.1 The purpose of this report is to provide the management committee with the final report from 2011 self assessment activity. This report also identifies proposed recommendations for consideration by the management committee as a result of feedback from the initial exercise and further engagement with community planning partners through the last round of partnership meetings.

2. RECOMMENDATIONS

2.1 The management committee considers each of the proposals in the report.

2.2 The management committee agrees an action plan at the meeting.

2.3 The agreed recommendations and action plan are prepared following this meeting to go to the full partnership on 2nd November 2011.

3. DETAIL

3.1 The report summarising the findings is appendix 1.

3.2 The initial self assessment activity happened between March and May 2011.

3.3 A summary of feedback and key messages from the exercise were then communicated across the partnership between June and August 2011. The key messages are:

  a) Community planning is well embedded at a strategic level. Partners are supportive of the process and committed to participate. There is a good understanding of the partnership's purpose from those involved but it is felt that there is a need for a communication plan that will increase awareness, understanding and participation in community planning. There are considerable challenges in aligning timescales for performance planning, monitoring and reporting which are influenced by national and organisational boundaries and priorities.

b) At a local level there is a desire from partners and communities to influence the decisions that affect them however the current model and style of delivery is not felt to be appropriate for all four areas. Meeting times, some venues and the formality of the meetings are not encouraging community members to participate in local community planning. It is recognised that local community planning offers opportunities for consultation and involvement. There is a need for a clearer link between local discussions and strategic decision making.

3.4 Whilst this self-assessment has identified strengths and areas for improvement across the partnership it also clearly identifies the progression and commitment to the work of the partnership. At a strategic level the partnership has successfully embedded a culture of partnership working. Responses suggest that an exploration of alternative methods for local involvement in community planning will strengthen the future effectiveness of the partnership.

4.   CONCLUSION

This important period in time will see the Community Planning Partnership develop the first draft of the new Single Outcome Agreement/ Community Plan. The self assessment provides a platform from which the community planning partnership can build and grow.

For further information, please contact Lynda Thomson on 01546 604437 or via email Lynda.thomson@argyll-bute.gov.uk

SELF-ASSESSMENT REPORT FOR COMMUNITY PLANNING IN ARGYLL AND BUTE

Data gathered 9th March – 31st May 2011
Findings reported and consulted on August - September 2011
Final Report - October 2011

1. Purpose of report
2. Background
3. Internal audit
4. Self-assessment
5. Summary of self-assessment (table)

1. PURPOSE OF REPORT

This report relates to the findings of the community planning internal audit and the Community Planning Partnership self-assessment.

2. BACKGROUND

2.1   The Argyll and Bute Community Planning Partnership was set up in 2001 to coordinate the delivery of services and other activities in Argyll and Bute and to improve the quality of life and physical environment for residents and visitors.

2.2   The Community Planning Partnership is responsible for delivering the Community Plan and the Single Outcome Agreement (SOA).

2.3   The partnership consists of a number of groups:

- The Full Partnership – provides governance, overall leadership and representation to ensure that the different groups and organisations that make up the partnership are focused on the community's priorities. The Full Partnership meets three times a year and is chaired by the Leader of the Council.
- The Management Committee – the decision making body for the partnership. Partner organisations chair the Management Committee on a rotational basis. The Management Committee meets six times a year and brings together the organisations with the most significant influence on service delivery in the area.
- Thematic Groups – were approved in 2008 to monitor the activities of relevant partners to ensure that the agreed Action Plan is delivered. There were originally three Thematic Groups; Economy, Environment and Social Affairs, these have been augmented by the addition of the Third Sector and Communities Group earlier this year.
- Local Area Community Planning Groups – these local partnerships, also approved in 2008, are made up of local representatives of community planning partners and local communities. There are four Local Area

Community Planning Groups representing the administrative areas of Argyll and Bute.

2.4   Partner organisations are responsible for actions that support the achievement of the Community Planning Partnership goals. Many have aligned their business plans to help achieve jointly agreed outcomes. The partnership does not currently directly manage partner resources.

3.   **INTERNAL AUDIT**

3.1   The Community Planning Partnership was audited as part of the 2010 - 2011 Internal Audit review of the Chief Executives Unit. The report was issued in February 2011. Community planning was part of this audit programme as Local Authorities, under the Local Government in Scotland Act 2003 (the Act), are required to initiate, facilitate and maintain the community planning process.

3.2   The main finding of the audit is that the Council has procedures in place to initiate, facilitate and maintain the community planning process and that structures are in place to monitor the delivery and effectiveness of the Community Plan and the SOA.

3.3   The audit found that Argyll & Bute Council has a strong commitment to the community planning process and no recommendations were made.

4. **SELF ASSESSMENT**

4.1   The self-assessment was conducted to identify areas of good practice, areas for improvement and to provide a comprehensive evidence base for the review of the Community Planning Partnership.

4.2   Audit Scotland is currently rolling out the Best Value 2 Audit, which continues to cover both Best Value and Community Planning. This self-assessment will provide helpful information to further develop the Community Planning Partnership and prepare for any future audit.

4.3   The self-assessment process developed was based on the PSIF tool which is based on Quality Management principles that encourage organisations to conduct a systematic and comprehensive review of their own activities and outcomes.

4.4   Other Community Planning Partnerships have used adapted version of PSIF to review different aspects of their partnerships. For example, West Lothian looked at Community Safety, Clackmannanshire at Child Protection and West Lothian assessed their Leadership Group.

4.5   The full partnership was utilised to begin the strategic self-assessment in March 2011. A brief overview was given of the self-assessment process describing how the self assessment would be undertaken during the session and how future activities would build on the findings. The assessment was

facilitated in three groups each looking at three different aspects of the assessment. Each group was then encouraged to feed back to the whole group and, where possible, present a consensus.

4.6   Following on from the facilitated session an electronic format of the self assessment was used to gather further feedback via email and post. All partners were encouraged to circulate the self-assessment through their networks.

4.7   For the local community planning self-assessment we utilised the Local Area Community Planning structures. The self-assessment was discussed at Local Area Community Planning Group (LACPG) meetings and the electronic self assessment form was circulated through LACPG mailing lists, including to Community Councils.

4.8   Participants had 12 weeks to respond to the questions contained in the self assessment, provide examples of good practice and submit ideas for improvement.

4.9   18 partner organisations participated at a strategic level, 27 responses were collected at the facilitated event in March and a further 32 responses were received by post and email in the following 12 weeks.

4.10   All local community planning partners were invited to participate in the local self assessment. 43 responses were collected and collated. Many of the responses were from partnerships where the self assessment had been discussed at meetings and an agreed response collated and returned.

5. SUMMARY OF SELF ASSESSMENT RESPONSES

	CRITERIA	STRENGTHS	AREAS FOR IMPROVEMENT
1	**Leadership**		
1a	Strategic	- Community Planning has brought public agencies together at a strategic level. - The Community Planning Partnership works well at a strategic level, bringing the right people together round the table. - The Community Plan is in place. - There are recognised reporting structures. - Papers and other relevant materials are easily accessible.	- Evidence the role of community in community planning. - Improve public understanding of what community planning is and how to engage in it. - Demonstrate links to the range of strategic partnerships to develop understanding of scope and influence. - Ensure information on papers for meetings are provided in a timely fashion.

1b	Local	• Dunoon LACPG is well established with clear leadership There is healthy debate at local meetings.	• Improve focus on customers. • Improve partner cooperation at a local level. • Improve communication with the public to develop their understanding of how to get involved in local community planning. • Local community plans need to be more meaningful for the local community and be focused at a local level so that local groups can influence and be involved in them. • Further clarity regarding the role and responsibilities of local groups is required, particularly in relation to decision making.
2	**Planning**		
2a	Strategic	• Pyramid (performance management tool) is in place, accessible to partners and information is analysed and used to inform planning and performance management. • The budget consultation exercise was a good example of how the partnership can work together. • The community plan has strategic targets.	• Need to clarify the terminology used across the partnership i.e. outcomes, targets. • Planning for consultation needs to improve in order that more people and groups are able to effectively engage.
2b	Local	• There are good links between the public health network, local area community planning groups and community councils. (B&C) • Performance is discussed, reviewed and monitored and priorities for improvement are identified. (B&C)	• Further links to be made between organisations and individual services. • Improve community involvement in local planning through the development of the role of the community development team within the council.
3	**People Resources**		

3a	Strategic	• There is good attendance and contribution to discussion at meetings. • There is a good understanding of other organisations function, limitations and priorities.	• Provide opportunities for local level organisations to influence strategic direction and decisions. • Improve involvement of the private sector. • Develop the partnership website as a tool to support community planning.
3b	Local	• There is good communication and a wide range of skills and knowledge which are put to good use (B&C).	• Provision of a live resource list of all services available (regularly updated) in local areas. • Develop community engagement to increase local understanding of the partnership and its activities. • Change the time of meetings so that community members can attend. • Improve the balance between paid officers and community members at meetings. • Change the way meetings are planned and run so that they are not run in the structure and style of council meetings.
4	**Partners and Other Resources**		
4a	Strategic	• There is effective management of resources at a strategic level. • Evidence of positive discussions demonstrating positive relationships between partners. • Opportunities for joint working are often identified and actioned.	• More efficient use of time in meetings. For example, executive summary to be presented where possible in place of long reports which can be accessed for background information electronically. • Representatives of partners' organisations should be well briefed before attending meetings to enable the representative to comment fully on agenda items on behalf of their organisation and be accountable for actions. • Improve communication of roles, responsibilities and opportunities for involvement. • Partners should contribute more

			to agenda items Ensure that feedback mechanisms are developed to ensure that people and groups are made aware of the impact of their involvement.
4b	Local	• There are a good range of groups involved at a local level. • The consultation diary has been developed. • The budget consultation exercise was an example of developing practice.	• Improve equality of opportunity for involvement in local community planning. • Clarify purpose and role of local community planning. • Demonstrate impact local groups have on strategic decisions.
5	**Plan and Resources**		
5a	Strategic	• Strategic plans are in place for the partnership.	• Improve and increase opportunities for community consultation and involvement. • Develop effective mechanisms for recording and communicating evidence of impact and feedback.
5b	Local	• There are opportunities through the partnership to find out the views of customers. E.g. Forward Together events. • There is an opportunity to bring together smaller local plans.	• Need to be able to demonstrate impact of consultation, particularly in relation to planning, reviewing or maintaining services. • Improve accessibility to the community planning partnership by having more easy to understand information and available opportunities for involvement locally. • Reduce duplication on agendas and in resource. • Improve success measures and ability to communicate progress.
6	**Customer Results**		
6a	Strategic	• Customer involvement has increased through the use of the citizen's panel and consultation events.	• Feedback from consultation activity needs to improve. • Improve the language used in relation to indicators and measures of success in order to ease communication of this information across the partnership.

6b	Local	• Customers are asked to feedback on their experience of the services they receive. • Partnership events, such as the forward together events, have been well supported. • Surveys have been undertaken.	• Need to develop mechanisms for recording, monitoring and reporting on findings. • Ensure effective co-ordination of consultation across the partnership in order to avoid consultation overload. • Improve engagement with local communities to inform developments.
7	**People Results**		
7a	Strategic	• There is good representation of strategic partners who value each other's contribution. • Performance is openly discussed. • Individual partners conduct some surveys to obtain feedback (not always CPP driven). • Some information is shared across the partnership on individual organisational performance. • There is a strong and continued commitment to develop the partnership and the area. • The partnership demonstrates through its structures an open willingness to cooperate. • The partnership has an appropriate strategic structure and has the authority to deploy mechanisms to inform stakeholders. • Performance information is generally understood by all partners.	• Improve demographic spread of those involved. • Increase publicity of achievements. • Increase shared knowledge and understanding of partners' roles within the partnership. • Improve representation of communities at a strategic level. • Improve style and efficiency of administration of meetings. • Reduce duplication of effort through better communication and joint planning. • Increase scrutiny of performance. • Improve transparency of community planning partnership activity through improved communication.

7b	Local	• There has been good attendance of partners and community representatives at some local area community planning groups. • There are opportunities for community representatives to highlight important issues.	• Increase local awareness of community planning partnership activities. • Meetings should be more accessible i.e. time, venue and style, particularly in relation to language used.
8	**Community Results**		
8a	Strategic	• There has been some improvement in feedback mechanisms through information coming back to local groups. For example regarding the citizens' panel and feedback from budget consultation exercises.	• Improve involvement of community councils through more capacity building projects. • Improve influence of local knowledge on strategic decision making. • Publicity materials should be available in a range of mediums to increase accessibility. • The result of surveys and evaluation needs to be in a usable and appropriate style.
8b	Local	• Forward together events offered communities a voice. • There are links to other networks (Public Health Networks, Local 3rd Sector Fora).	• The times meetings are held should change to accommodate community engagement. For example, local meetings should be held in the evenings when more people are available to attend. • Local area community planning groups need to have a clear purpose in order to convince communities and local groups of their usefulness. • Ensure that documents are formatted and presented in a more user friendly format that is easier to read, understand and comment on. • Improve feedback on impact of involvement. • Local community planning should be led by the community. • Improve use of existing fora in order to build on existing positive relationships. For

			example, third sector fora and local public health networks.
9	**Key Performance Results**		
9a	Strategic	• Performance data and information is actively sought from partners. • Budget has been allocated from partners to support community planning partnership activities. • Partners monitor and report on performance measures that contribute to SOA. • Performance is regularly reported through the SOA.	• Improve representation of partners' performance information in strategic documents. • Develop performance measures that reflect the range of delivery processes to various target groups. • Improve communication of overall partnership budget commitment and performance. • Communicate data sharing arrangements and restrictions where applicable. • Improve flow of information between partners on thematic topics.
9b	Local	• There are some measures in local plans that have been agreed locally.	• Any local plans that are developed should link directly to strategic plans and feed in to the overall performance management framework of the community planning partnership.

Feedback from the self assessment activity has been summarised and developed in to a set of proposed recommendations. It is expected that all partner organisations will have a view on these proposed recommendations. The table below is presented as a method to gather feedback from partners on their views. These will contribute to the discussion at the management committee meeting on 19th October 2011.

Structure	Does the organisation agree with the proposed recommendation?	Specific comments
That the Council reviews the current support structures and clarifies roles, responsibilities and accountability.		
That the Full Partnership and Management Committee structures continue unchanged.		
That partner organisations review their representation on strategic and local community planning groups to ensure it is adequate and appropriate.		
That Local Community Planning structures should be reviewed and where appropriate alternative models for achieving better community representation and engagement should be explored. Feedback regarding the structure of the partnership differed greatly in each area. The difference can be seen in the summary of feedback below: Bute and Cowal Local Area Community Planning Group is working well and although no structural changes are recommended there is a desire to establish better links with the business sector and with relevant strategic partnerships. Helensburgh and Lomond Local Area Community Planning Group recommended that considerations should be given to		

the number of elected members attending and agree a rota for participation. Community Councils should also consider how best to represent each other. Oban Lorn and the Isles Local Area Community Planning Group have made changes over the life of the group and feel they are able to continue with the current structure. Although no structural changes are recommended there is a commitment to design agendas to encourage local participation. Mid Argyll Kintyre and the Islands Local Area Community Planning Group feel strongly that existing groups, namely the Mid Argyll Partnership and the Kintyre Initiative Working Group, could facilitate local community planning. A vehicle will need to be identified to facilitate local community planning on the islands. All three groups could then feedback collectively to strategic community planning.		
GOVERNANCE		
That roles and responsibilities of individuals, groups and organisations involved in community planning are clearly defined.		
That the CPP develops further opportunities for shared planning, delivery, monitoring and evaluation of services.		
PLANNING MONITORING AND EVALUATION		
That scrutiny through Thematic Groups should continue for		

the life of the current Community Plan and SOA.		
That all partners actively engage in the development, monitoring and evaluation of the new combined Community Plan/SOA document.		
That the purpose and scrutiny arrangements for local community planning are reviewed and alternative models explored.		
COMMUNICATION		
That the new combined Community Plan/SOA has an associated Communication Plan.		
That opportunities for and results of consultation and involvement activity during the creation of the new plan are widely communicated.		
POLITICAL LEADERSHIP		
That the roles and responsibilities of elected members in the community planning process are clarified.		
That additional support is provided to elected members to enable them to further develop their skills and knowledge in relation to community planning.		
That additional support is provided to elected members in order that they can enable wider engagement of local communities in community planning.		

Agenda Item 4

Community Planning Partnership

Management Committee **19th October 2011**

SOA/ Community Plan development

1. SUMMARY

1.1 The new SOA/ community plan is under development. As agreed previously this is a one year document to tie in with the end of the current community plan and enable improved alignment with organisational plans.

2. RECOMMENDATIONS

2.1 The management committee discuss and agree the format, style and proposed content of the document.

2.2 The management committee agrees the timescale for completion and production of the document.

2.3 The agreed format, style and proposed content go to the full partnership on 2nd November 2011.

3. DETAIL

3.1 The Community Planning Manager has liaised with partners to develop the format, style and content presented for discussion at the management committee.

3.2 The project plan timescale for completing the new document is:

Time frame	Activity
19th October	Management committee agree format, style and proposed content
2nd November	Full partnership presented with new SOA/ community plan and action plan as a result of self assessment activity
2nd November – 7th December	Community Planning Manager working with partners to complete and confirm information to be included in new document.
14th December	Management Committee approve final draft of new document.
January 2012	Full partnership approval of document.

4.   CONCLUSION

4.1   The new SOA/ community plan will take the partnership forward with a solid base of evidence for the direction of travel provided by the self assessment. The programme of work for next year will build on this to ensure that the community planning partnership progresses and embeds the vision of the partnership across organisations.

For further information, please contact Lynda Thomson on 01546 604437 or via email Lynda.thomson@argyll-bute.gov.uk