Argyll and Bute Community Planning Partnership

Management Committee
9th July 2008

PARTNERSHIP REVIEW

1. SUMMARY

1.1 This report outlines the review undertaken into the structure of the Argyll and Bute CPP, and in particular governance, representation and communication issues. It introduces the recommendations of the review group.

2. BACKGROUND

2.1 The partnership review began in Autumn 2007 when a review pro-forma was sent to all the CPP partners. Reasons for the review:

- Current structures have been in place now for over 4 years
- Structures have not been addressed in light of the new Community Plan (2007-2017)
- Structures must be fit for purpose and take into light the development of the SOA
- The position of Community Planning is imperative for delivering on Scottish Government National targets and priorities
- There is a lack of clarity as to the roles and responsibilities of partners

Key questions considered by review group

- Are existing structures fit for purpose and able to monitor the Community Plan and the Single Outcome Agreement?
- What is the perception of partners' participation?

2.2 The initial review sought information on who attended meetings, what their roles were, contact details, financial and in kind contributions, facilities available and geographical areas covered.

3. FINDINGS

3.1 Of the 32 current partners 19 pro-forma's were returned.

3.2 The review directly and indirectly identified a number of key issues that the review group felt directly impacted on the effectiveness of

the partnership.

- The lack of clarity and/or guidance in individual and organisational roles (particularly with membership of the management Committee) The current membership of the MC has not been formalised and many partners are there with no clear remit for representation
- The lack of any formal agreement as to the level of financial support sought from individual organisations
- The need to look critically at monitoring and evaluation procedures (possible use of ABC Pyramid System)
- More clarity is needed when short life working groups are formed. (purpose, aim and intended outcomes)
- The need for more formal arrangements to enable effective co-ordinated discussion and planning.
- The need to review existing protocols
- The large board membership makes decision making cumbersome and often allows for non-strategic, parochial issues to take over the discussion.

3.3   On a positive note
- Partners are keen to participate and contribute to the process
- Increased pressure on CPP's is acknowledged by partners

4.   GOVERNANCE and REPRESENTATION

4.1   The aim of the restructuring of governance is to:

- streamline decision making
- ensure representation from all partners (through participation in Full Partnership or Management Committee)
- drive forward the delivery of the Community Plan through Partnership activity, both at CPP and other strategic partnerships.

4.2   The current structure consists of a Management Group meeting six times a year and a Full Partnership which meets three times a year.

Management Committee - currently consists of up to 25 partners with no clear remit to represent other partners or to gather and disseminate information relevant to delivering on the Community Plan.

Full Partnership – the opportunity for all CPP partners to meet, network and contribute to the CP process.

4.3   Management Committee – The Management Committee should

consist of partners who will all have:

- clear understanding of roles and expectations
- communication procedures to ensure information is travelling in both directions within organisations
- where a number of organisations are being represented by one person they must be able to demonstrate that the other organisations have been consulted and are able to feed back to CPP through that representative.
- All those sitting round the table must have influence in other strategic partnerships and be able to demonstrate that.

4.4 Participation at Management Committee (see attached table)

All those sitting round the table should:

- Have a clear understanding of Community Planning
- Have been formally elected to represent the organisation or groups of organisations
- Be able to demonstrate how they gather and disseminate relevant information to and from the CPP
- Be able to commit time and resources to participating in time bound groups delivering on specific outcomes

4.5 There needs to be effective engagement of communities at an appropriate level ensuring decisions are made through a democratic process. Those partners sitting on the Management Committee need to look at the roles of the following:

- Community Reps (Supported by Community Learning and regeneration)
- Community Councils
- 3rd Sector links
- Local Community Planning structures

4.6 A smaller Management Committee should be able to co-opt members to:
- Offer expert representation when required
- Connect with local community planning and community representation when required

5. COMMUNICATION

5.1 Key communications issues to be resolved
- Communication within organisations
- Communication between organisations
- Communication with other strategic partnerships

5.2 Communication within organisations. Partners must demonstrate

that there are clear procedures/protocols in place to ensure that community planning is embraced within partner organisations.

5.3 Communication between partners and partnerships must be clear and robust. Where a partner is representing a family or group of partners there must be agreed mechanisms to ensure that information is gathered and disseminated. This should be agreed between organisations and communicated to the management Committee.

5.4 Communication with other strategic partnerships is essential to ensure delivery on the Community Plan and the SOA.

6. OPPORTUNITIES

6.1 The Single Outcome Agreement supporting the community planning approach enables us to look at short and mid term outcomes. A more focused and manageable management committee will enable us to report on progress.

6.2 More funding streams re being allocated through Community Planning and a more focused management committee will ensure that allocations are made in line with the Community Plan and the SOA

7. CONCLUSIONS

7.1 The CPP Review Group has considered the findings of the review and agree that some restructuring is essential for the future effectiveness of Community Planning in Argyll and Bute. The attached table details further the composition of the new management Committee.

7.2 The CPP needs to support the new governance arrangements in order to implement the Community Plan and oversee the SOA.

7.3 This report assumes that partner organisations continue to be responsible for service strategy and operational performance although it is hoped that the latter would be designed in such a way that information can be easily shared.

7.4 A robust partnership agreement and/or terms of reference should be developed to ensure full participation in this new, streamlined structure.
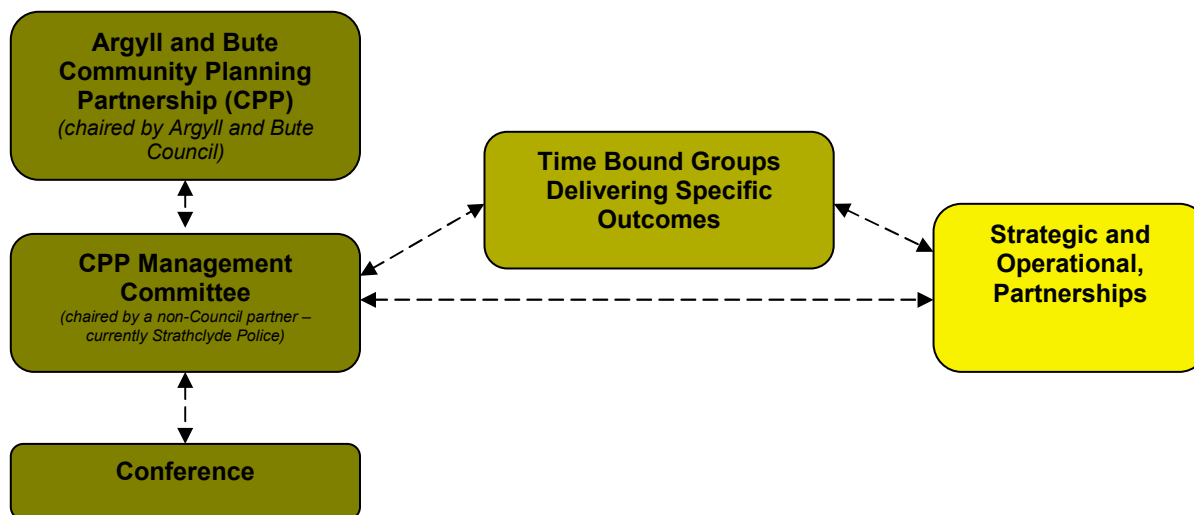
9. RECOMMENDATIONS

9.1 The Review Group seek support from the partnership to implement

the changes outlined above.

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Argyll and Bute CPP

The table below showing the proposed restructuring of the CPP management committee has been developed to address the issues in the above report but also to enable the CPP to link to outcomes in the SOA. Transport and housing are high level priorities of the SOA , existing partners and associated organisations have been given particular consideration when developing this proposal.

CPP Partners	For Info/Full Partnership	Management Committee
Argyll and Bute Council	Sally Reid Brian Barker Dick Walsh Eileen Wilson	James McClellan Brian Barker Eileen Wilson
Strathclyde Police	Raymond Park Gordon Anderson Mitch Roger	Raymond Park
Strathclyde Fire and Rescue	Geoff Calvert John Ironside Gemma Sim David Penman Verina Lister	Geoff Calvert
NHS Highland (AB CHP)	Derek Leslie Elaine Garman Roger Gibbins	Derek Leslie

	Elaine Mead Moira Paton	
Economic Development		
Highlands and Islands Enterprise	Douglas Cowan Sue Gledhill	Douglas Cowan or Sue Gledhill
Scottish Enterprise	Alison Bennett Neil Frances	
Skills Development Scotland	Donald Henderson Elizabeth Watson	
Initiative at the Edge	Hugh Donaldson Deborah Bryce Peter Wotherspoon Emma Grant	
3rd Sector		
Argyll CVS	David Price Eileen McCrory Maryanne Stewart	3rd Sector representative
Islay and Jura CVS	John Davidson Ann Pilley	
Bute Community Links	Jim Clinton	
Argyll and Bute Volunteer Centre	Glenn Heritage Eleanor MacKinnon	
MICT	James Hilder	
Association of Argyll and Bute Community Councils	Geoffrey Page Nicola Welsh	
ABSEN	Mike Geraghty	
Housing		
Fyne Homes	Alan McDougal Peter McDonald	RSL's representative
ACHA	Alistair MacGregor Gillian McInnes	
West Highland HA	Gordon Cameron Lesley	
Dunbritton HA	Morven Short	
Scottish Government +		
SERPID	Bill Dundas	Andrew Campbell or Bill Dundas David Dowie
SEPA	Jim Frame	
Scottish Natural Heritage	Andrew Campbell Angus Laing Gavin Smith	
Crofters Commission	Nick Reiter	
Forestry Commission	Keith Miller Colin Hossack Gordon Donaldson Keith Wishart Nick Purdy Stuart Chalmers	
Communities Scotland	David Balharry	

	David Dowie Janet Crook Stephen Youd	
Transport		
HiTrans	Dave Duthie	Dave Duthie or Allan Murray (Blair Fletcher)
SPT	Alan Murray Gordon MacLellan	
Cal Mac	Fay Harris Lawrie Sinclair	*(Citylink, WCM, Scotrail)*
Misc.		
Scottish Water	Kevin O'Hare Alan Steele Jane McKenzie	The Management Committee will consider how best to ensure these partners are linked and there is appropriate and adequate communication in both directions.
M.O.D.	Alan Cummings	
Loch Lomond and the Trossachs National Park	Lesley Campbell Susan Brooks Hannah Dineen Tracey Peedle	
Job Centre +	John Reid	