



Constitution and Partnership Agreement Review - November 2010

1 INTRODUCTION

- 1.1. Effective community partnership working is essential if we are to deliver local outcomes within the new national framework. This document enables us, as a partnership, to demonstrate our commitment to the continuous improvement and effective delivery of Community Planning in Argyll and Bute.
- 1.2. The need to demonstrate how partners work together to achieve common outcomes places a responsibility on partners to effectively integrate their different contributions and deliver a multi-agency approach to planning improved service delivery. We also need to demonstrate that communities are effectively engaged in the community planning process – that they are influencing how services are planned and delivered.
- 1.3. The Local Government in Scotland Act (2003) places a statutory duty on Councils to lead and facilitate Community Planning. There is also a corresponding duty on a range of partners to participate locally.
- 1.4. Argyll and Bute Council is required to ensure financial accountability as the recipient of grants and other community planning funding streams.

2 COMMUNITY PLANNING IN ARGYLL AND BUTE

- 2.1. The Argyll and Bute Community Plan is acknowledged as the guiding document for strategic planning by all partners. The Plan sets out the vision for Argyll and Bute to be the Leading Rural Area.
- 2.2. Community Planning partners have also developed the Argyll and Bute Single Outcome Agreement (SOA). The SOA details short and medium term outcomes that the partners will deliver to enable progress towards the longer term vision set out in the Community Plan.
- 2.3. The Single Outcome Agreement is *“the means by which CPPs agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government’s relevant National Outcomes.”* (SOA Guidance for CPPs, IS 2008)
- 2.4. SOA and community plan outcomes will be:

- Directed towards the achievement of the Leading Rural Area vision (detailed below)
- evidence based
- specific, measurable and costed to enable effective performance management
- risk based
- ensure that equalities and sustainability objectives are fully integrated in all plans

Argyll and Bute: Leading Rural Area

Vibrant Communities

- safe supportive communities with positive culture and sense of pride in the area
- well balanced demographically with young people choosing to stay or move to the area
- vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
- well connected economically and socially
- a sense of history with a view to the future
- housing that is appropriate and affordable with local people able to participate in the housing market
- high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute

Outstanding Environment

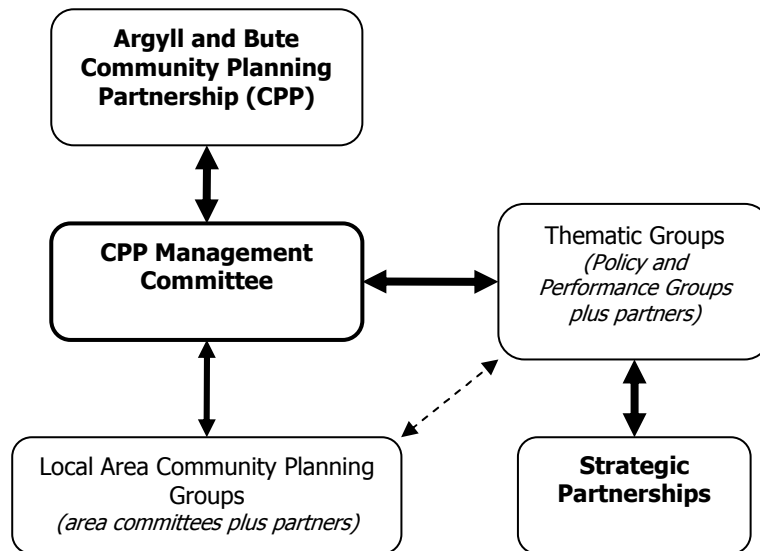
- high quality environment that is valued, recognised and protected
- the environment is respected as a valued asset that can provide sustainable opportunities for business
- a high quality image and identity that is recognised and appreciated globally
- an area that is accessible, yet retains its remote character

Forward Looking

- communities that are culturally rich with a desire to excel
- proactive communities where local people and organisations look for and create opportunities
- dynamic public sector with more delivery of high quality 'professional' services from Argyll and Bute
- partnership working across all sectors to coordinate developments, promote Argyll and Bute and remove constraints
- communities that encourage lifelong learning

3 DECISION MAKING STRUCTURES

3.1. The high level CPP structure is detailed below.



3.2. Key parts of the structure operate as follows:

- **Full partnership** - Comprises representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to participate in influencing the strategic direction of the partnership.
- **Management Committee** - Comprises representatives at senior officer level from core partner organisations. The Management Committee is the operational group driving forward the implementation of the Community Plan and the Single Outcome Agreement. The committee is also responsible for the monitoring and evaluation of CPP processes, the SOA and other strategic partnerships.
- **Thematic Groups** - To monitor and review achievement of key outcomes in the Community Plan within the three CPP thematic areas by ensuring appropriate performance measures are in place. To support and encourage effective collaboration and coordination between and within public, voluntary and community organisations operating in Argyll and Bute within the relevant thematic area. To give effect to the Community Engagement Strategy at a thematic level.
- **Local Area Community Planning Groups** - To develop and maintain Local Area Community Plans within Community Plan outcomes. To monitor and review achievement of the local delivery of key outcomes identified in the Community Plan by ensuring appropriate performance measures are in place. To support, and encourage effective collaboration and co-ordination between and within community based organisations operating in the local area. To give effect to the Community Engagement Strategy at a local level. **Local Area Community Planning Groups** will encourage involvement by people from hard to reach and seldom heard groups, including people with disabilities, different ethnic backgrounds, different genders, beliefs and sexual orientations.
- **Strategic partnerships** – Comprising relevant stakeholders, this small number of partnerships are focused on the key strategic issues for the area. Their remit is

strongly focused on the outcomes in the Community Plan and the Single Outcome Agreement.

- CPP Sub Groups

- 3.3. Further details of these groups in terms of membership, terms of reference and meeting arrangements are detailed in the appendix.
- 3.4. These groups are complemented by **Time Limited Groups** comprising relevant CPP partners with a designated lead. Time limited working groups are formed to address specific issues and make recommendations to the Management Committee or other strategic partnership.
- 3.5. **Conference** – A biennial Community Planning conference enables all partners to participate in an information sharing and consultation event. The conference brings community representatives, young people, hard to reach groups and CPP partners together to share good practice and influence the direction of community planning in Argyll and Bute.

4 ENGAGING THE COMMUNITY

- 4.1. The Argyll and Bute CPP has developed a Community Engagement Strategy to engage with stakeholders. Performance will be monitored by the Management Committee.
- 4.2. All partnerships at all levels are responsible for ensuring that they conduct engagement activities in line with National Standards for Community Engagement.
- 4.3. The Community Engagement Action Plan outlines the activities supported through the CPP
- 4.4. Communications are managed as a subset of actions within the Community Planning Action Plan. Activities will be coordinated by the Council's Communications Team through regular liaison with the managers responsible for communications in each of the partner organisations.

5 PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK

- 5.1. High level aims within the Community Plan are translated into priorities which influence the corporate plans of the CPP partners. Relevant partner and community planning priorities will form the main content of the Single Outcome Agreement (SOA).
- 5.2. Performance against the Community Plan and SOA will be appraised by each partner monitoring its own performance with details on key success measures shared to enable effective overview of performance. The performance overview will be reported using performance scorecards compiled by the Council on behalf of the CPP and monitored by the Management Committee, thematic groups and local area planning groups.

5.3. Different tiers of the Community Planning Partnership will receive performance reports as follows:

- Management Committee: will monitor all outcomes/actions within the Community Plan. The committee will also monitor the outcomes in the SOA relevant to Community Planning Partners.
- Thematic Groups: will agree a relevant performance scorecard to provide information to CPP Partners and service users. The scorecard will focus on thematic priorities based on national and local outcomes detailed in the community plan and SOA.
- Local Area Community Planning Groups: will agree a relevant performance scorecard to provide information to CPP Partners and service users. The scorecard will focus on local priorities of interest to the area or communities within the area.

5.4. Each level of the CPP will agree performance reporting arrangements using the template below:

Stakeholders	Identification of key stakeholders drawing from formal Community Planning partners; linked partnerships; service users; and communities (geographic and of interest)
Structure	Detail of how the partnership or group relates to the overall CPP structure ensuring links are clear for those who are expected to contribute to the partnership/group and the links where the partnership contributes – e.g. a thematic group will detail which strategic partnership contribute and indicate that it reports to the Management Committee
Vision	This is the main vision to which the partnership contributes – this will either be the overall leading rural area vision or elements of that vision relevant to the partnership
Plan and priorities	The key plans priorities and outcomes relevant to the partnership/group
Translates downwards:	Details which partnerships, partners and plans that are influenced by the key plans and priorities of the partnership/group
Type of report	Performance scorecard or other reporting arrangement
Measurements	The key success measures that will be monitored to ensure that the relevant outcomes are achieved
Report to	Detail of the partnership or group responsible for overseeing the performance of the group
Scorecard themes	These are the high level elements within the performance scorecard and are agreed by each group and the partnership to which it reports

6 RISK MANAGEMENT

- 6.1. All partners will manage risk with respect to their own operations via strategic and operational risks as appropriate.
- 6.2. The CPP has a joint risk register built on relevant strategic risks from partners and more general strategic risks that affect the partnership as a whole (e.g. economic and social risks).

- 6.3. Risks are assessed using the standard methodology of separate assessments of likelihood and impact combined to form an overall assessment of whether a risk is high, medium or low. Mitigation measures are then detailed and monitored as appropriate. Risks are reviewed on a regular cycle dependent that is determined by the overall risk rating (i.e. higher risks are reviewed more often).

7 PARTICIPATION IN CPP AND STRATEGIC PARTNERSHIPS

- 7.1. CPP partners have responsibility for defining arrangements for Community Planning within their organisation.
- 7.2. It is the responsibility of the individual organisations to ensure appropriate representation at all levels and to demonstrate how they contribute to the implementation of the Community Plan and the Single Outcome Agreement
- 7.3. CPP partners have the responsibility to disseminate relevant Community Planning information to other strategic and operational partnerships in which they participate.
- 7.4. CPP partners are not expected to be responsible for the actions of other partners, but the joint commitment to the CPP implies that each partner will act in the interests of the CPP and other partners. They also have the duty to bring to the CPP any issues arising in other strategic or operational partnerships that affect the CPP.

8 FINANCE AND RESOURCES

The CPP is not a corporate body and so does not hold funds of its own.

- a. All funds will be held by the appropriate officers of the relevant partner organisation
- b. The reporting year for the CPP will be 1st of April to the 31st of March
- c. It is the responsibility of the relevant CPP partner to ensure that appropriate financial accounting arrangements are in place according to legal or other audit requirements
- d. The allocation of funds by the CPP must contribute to achieving agreed outcomes
- e. Core CPP staff will be employed by the Council on behalf of the CPP
- f. Where a costed plan includes items funded by different partners, each partner will be responsible for ensuring effective management of their funds. The partnership with responsibility for the joint plan will still include financial monitoring as part of the relevant performance scorecard
- g. Partnership groups will recommend funding allocations as appropriate against outcomes based on evidence of need and assessment of relevant risks. Formal allocation of funds will take place through the formal budget process of the relevant partner(s)

9 EQUALITIES AND SUSTAINABILITY

APPENDIX – detailed arrangements for groups in the high level CPP structure

1 FULL PARTNERSHIP

1.1. Comprises of representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to participate and influence direction.

CPP Partner Organisations
Argyll and Bute Council
Strathclyde Police
Strathclyde Fire and Rescue
NHS Highland (AB CHP)
Highlands and Islands Enterprise
Scottish Enterprise
Skills Development Scotland
Job Centre +
Argyll Voluntary Action
Islay and Jura CVS
Bute Community Links
Mull and Iona Community Trist (MICT)
Argyll and Bute Social Enterprise network (ABSEN)
Fyne Homes
ACHA
West Highland HA
Dunbritton HA
SG Rural Payments and Inspection
SEPA
Scottish Natural Heritage
Crofters Commission
Forestry Commission
Loch Lomond and the Trossachs National Park
HiTrans
SPT
Cal Mac
CMAL
Scottish Water
Association of Argyll and Bute Community Councils
Visit Scotland
M.O.D.

Note: Depute Council Leader and Council Directors may also be in attendance, as are the Council's Policy and Strategy Manager and the Community Planning Manager. Note: Silent Observers can also attend meetings and contribute when invited to.

1.2. Terms of Reference

The Full Partnership provides a forum for full partner participation to:

- a. Ensure effective partnership working at strategic level
- b. Give strategic direction for community planning in Argyll and Bute
- c. Engage communities in decision making processes
- d. Ensure accountability of community planning related grants and funding streams

2 MANAGEMENT COMMITTEE

2.1. Comprises representatives at senior officer level from core partner organisations. The Management Committee is the operational group driving forward the implementation of the Community Plan and Single Outcome Agreement. The committee is also responsible for the monitoring and evaluation of CPP processes.

Partner Organisation	No of Delegates
Strathclyde Police	1
Argyll and Bute Council	1
Strathclyde Fire and Rescue	1
NHS Highland (AB CHP)	1
Highlands and Islands Enterprise	1
Scottish Enterprise	
Skills Development Scotland	
Job Centre +	
Argyll Voluntary Action	2
Islay and Jura CVS	
Bute Community Links	
Mull and Iona Community Trist (MICT)	
Argyll and Bute Social Enterprise network (ABSEN)	
Association of Argyll and Bute Community Councils	1
Fyne Homes	1
ACHA	
West Highland HA	
Dunbritton HA	
SG Rural Payments and Inspection	2
SEPA	
Scottish Natural Heritage	
Crofters Commission	
Forestry Commission	
Loch Lomond and the Trossachs National Park	
HiTrans	1
SPT	
Cal Mac	
CMAL	

Scottish Water	
Visit Scotland	
M.O.D.	
Job Centre +	
Total number of delegates	

Note: Relevant Council Directors are also in attendance, as are the Council's Policy and Strategy Manager and the Community Planning Manager. In the event that the substantive representative is unable to attend he/she may nominate a substitute and must notify the Community Planning Manager.

2.2. Terms of Reference

The Management Committee has been established to:

- a. Ensure implementation of the Community Plan and the Single Outcome Agreement
- b. Agree processes for monitoring and evaluating action/delivery
- c. Disseminate information ensuring all partners are aware of and able to participate in community planning process
- d. Enable community participation through agreed structures
- e. Monitor and evaluate the effectiveness of the Community Planning process

3 MEETINGS

3.1. Full Partnership

- a. The Full Partnership will meet three times a year.
- b. The Full partnership will be chaired by the Leader of Argyll and Bute Council. In her/his absence the meeting will be chaired by the Vice-chair (Depute Leader of Argyll and Bute Council). If both are absent, a person will be appointed to chair the meeting.
- c. The Full partnership will be responsible for the appointment of Management Committee chair and vice-chair from partner organisations at 2 year intervals. The new chair will normally be from a different partner organisation.

3.2. Management Committee

- a. The Management Committee will meet six times a year. Dates for meetings will be agreed by the final meeting of each year
- b. The Management Committee will be chaired by a partner organisation.

3.3. General

- a. Dates for meetings will be agreed at the final meetings of each calendar year.
- b. The Chair can convene additional meetings at the request of four or more partners or if he/she considers there is good reason.

- c. At least seven clear days before CPP meetings public notice will be given on the Council's website
- d. Agendas and all related papers will be available on the Council website www.argyll-bute.gov.uk or through a link on the Community Planning website www.argyllandbutecpp.net
- e. Items not on the agenda will only be considered if they are urgent and with the agreement of the chair and members of the partnership/ committee present
- f. Meetings will be open to the public. The members of the partnership/ committee can resolve to exclude the public if an item is deemed sensitive.
- g. Quorum - One quarter of the partners represented must be present for any decision making. If after ten minutes no quorum is achieved the meeting will be deemed inquorate and not take place.
- h. Minutes of meetings will be taken by a member of Council and will be made available on the Council's website www.argyll-bute.gov.uk or through a link on the Community Planning website www.argyllandbutecpp.net
- i. Members of the CPP must declare any interest, financial or non-financial, if any contract is to be discussed

4 THEMATIC GROUPS

4.1. Comprising of Council PPG members and relevant CPP partners Thematic groups will monitor and review achievement of key outcomes in the Community Plan within the thematic areas noted below by ensuring appropriate performance measures are in place. Thematic Groups will support and encourage effective collaboration and coordination between and within public, voluntary and community organisations operating in Argyll and Bute within the relevant thematic area.

4.2. The relevant thematic provisions relate to -

4.2.1. Social Affairs -

health, housing and local area regeneration, poverty, voluntary sector issues, school and pre-school education, young people and lifelong learning, social work services, and matters relating to culture and sport

4.2.2. Economy -

Economy, business and industry, vocational training, tourism and matters relating to transport and transportation, and matters relating to the strategic regeneration of the Council area.

4.2.3. Environment –

Environment and sustainable development, natural heritage, the land use planning system and building standards, environmental and protective services, energy agriculture, forestry and fisheries.

5 LOCAL AREA COMMUNIT PLANNING GROUPS

- 5.1. Local Area Community Planning Groups will develop and maintain Area Plans within Community Plan outcomes. To monitor and review achievement of the local delivery of key outcomes identified in the Community Plan by ensuring appropriate performance measures are in place. To support, and encourage effective collaboration and co-ordination between and within community based organisations operating in the local area. To give effect to the Community Engagement Strategy at a local level.

6 TIME LIMITED GROUPS

- 6.1. Comprising of relevant CPP partners with a designated lead. Time Limited Groups are formed to address specific issues and make recommendations to the Management Committee.
- 6.2. Time Limited Groups will agree their own operating arrangements assuming that they:
- a. Follow the guidance given by the Management Committee in terms of their operational remit
 - b. Reach decisions by consensus
 - c. Report back to Management Committee at agreed times
- 6.3. Terms of Reference
Time Limited Groups will be created to:
- a. Take forward an issue that requires more focused attention
 - b. Make recommendations to Management Committee within time agreed
 - c. Minutes or action notes of Time Limited Groups must be recorded and distributed to all group members. How minutes are recorded and distributed will be agreed by the group
- 6.4. Links to the Management Committee
- a. Lead officers of Time Limited Groups will attend Management Committee meetings as required
 - b. Short written progress reports will be submitted as required