

Agenda Item 8a. CPP Team Workplan Priorities and Governance

Appendix A: Governance Review

A review of the current governance arrangements to refine the existing structure in order to effectively support community planning and successful delivery of the SOA, is taking into consideration:

- Current legislation for Community Planning set out by the Scottish Government.
- Best Practice as identified within Audit Scotland's Improving Community Planning in Scotland report, March 2013, and their recent reviews of community planning partnerships in Scotland.
- The governance structure set out within Argyll and Bute Community Planning Partnership's Single Outcome Agreement (SOA).
- The existing groups and partnerships in Argyll and Bute identified within the Single Outcome Agreement Delivery Plans.
- Information collated from meetings with Outcome Leads.
- The Community Empowerment (Scotland) Bill

The following areas for improvement have been identified:

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

Table 1 details the recommendations for addressing each of the identified areas for improvement.

The following input is needed from:

1. **The CPP Management Committee:** Agreement to the actions in the table. Any comments or suggestions for Governance based on information in this paper.

2. **Outcome Leads:** Consideration of the Partnerships and groups identified under the Outcome and to inform the CPP team of the main partnership delivery structures so that these can be clearly identified in the Governance structure.
3. **Area Community Planning Groups:** consider areas for improvement specific to the membership and role of these area groups

Table 1: Action Plan for reviewing CPP Governance

Area for improvement	Identified solution	Further work required	Deadline
Greater clarity on the scope, role and responsibility of each of the main elements of the Community Planning Governance Structure	<p>Agreed terms of reference and rules of procedure for each part of the structure which identifies:</p> <ul style="list-style-type: none"> • Responsibilities. • Decision making procedures. • Relations to other parts of the structure. • Communication channels. • Meeting schedule and frequency. • Quorum. 	<p>Add further detail to the scope, role and responsibility of the Full Partnership, Management Committee, COG and ACPGs.</p> <p>Look at the role and function of strategic partnerships and time limited groups and their interaction with the core structure.</p> <p>Agree these and make any necessary amendments where governance is referenced.</p>	31 October 2014
Greater clarity on the membership of each of the elements in the community planning structure.	<p>Membership within the Terms of Reference for each element of the structure including agreement on:</p> <ul style="list-style-type: none"> • Who members should be. • How to become a member. • Chairperson and election of chair. 	<p>Set out the scope for the membership taking in to consideration the information existing on this and what is required for the agreed Delivery Plans.</p> <p>Agree this as part of the Terms of Reference.</p>	31 October 2014
The levels of interaction and engagement within the structure allow efficient delivery of the outcomes in the Single Outcome Agreement.	Clearly map out and communicate the relationships between groups within the roles and responsibilities.	<p>Ensure the role and responsibilities are aligned and there is no duplication.</p> <p>Outcome Leads to identify how their indicators in the delivery plans will be achieved through the structures and groups named in the Delivery Plans, and any others.</p>	31 October 2014
Communication channels between	Clearly map out and communicate	Ensure the role and	31 October 2014

all of the elements of the governance structure are refined	the relationships between groups within the roles and responsibilities.	responsibilities are aligned and there is no duplication. Outcome Leads to identify how their indicators in the delivery plans will be achieved through the structures and groups named in the Delivery Plans, and any others.	
Greater transparency in decision making, prioritisation and budget scrutiny.	Ensure that these are part of the roles and responsibilities of appropriate groups.	Specify under each of these headings the roles of each of the groups in the structure.	31 October 2014
Performance management at a strategic and local level	Ensure performance is monitored within the Management Committee and ACPGs.	Create an appropriate performance framework for strategic and local level.	December 2014
Opportunities for meaningful engagement, adding value and developing the delivery of the Single Outcome Agreement.	Ensure that these are part of the roles and responsibilities of appropriate groups.	Specify under each of these headings the roles of each of the groups in the structure.	31 October 2014

Table 2 outlines the timetable for engagement on the review.

Table 2: Timetable for taking review to committees

Date	Meeting	Purpose
19 August	CPP Management Committee	Informing Committee that we are reviewing Governance arrangements and to request that the leads inform of the delivery structures under each of the outcomes.
19 August	CPP COG	Detailed discussion of review so far.
Various dates start September	Area Community Planning Groups	Consideration and comment
25 September	Full Council consideration	Consideration and comment on recommendations
31 October	CPP Management Committee	Comment and approval of recommendations

Background information

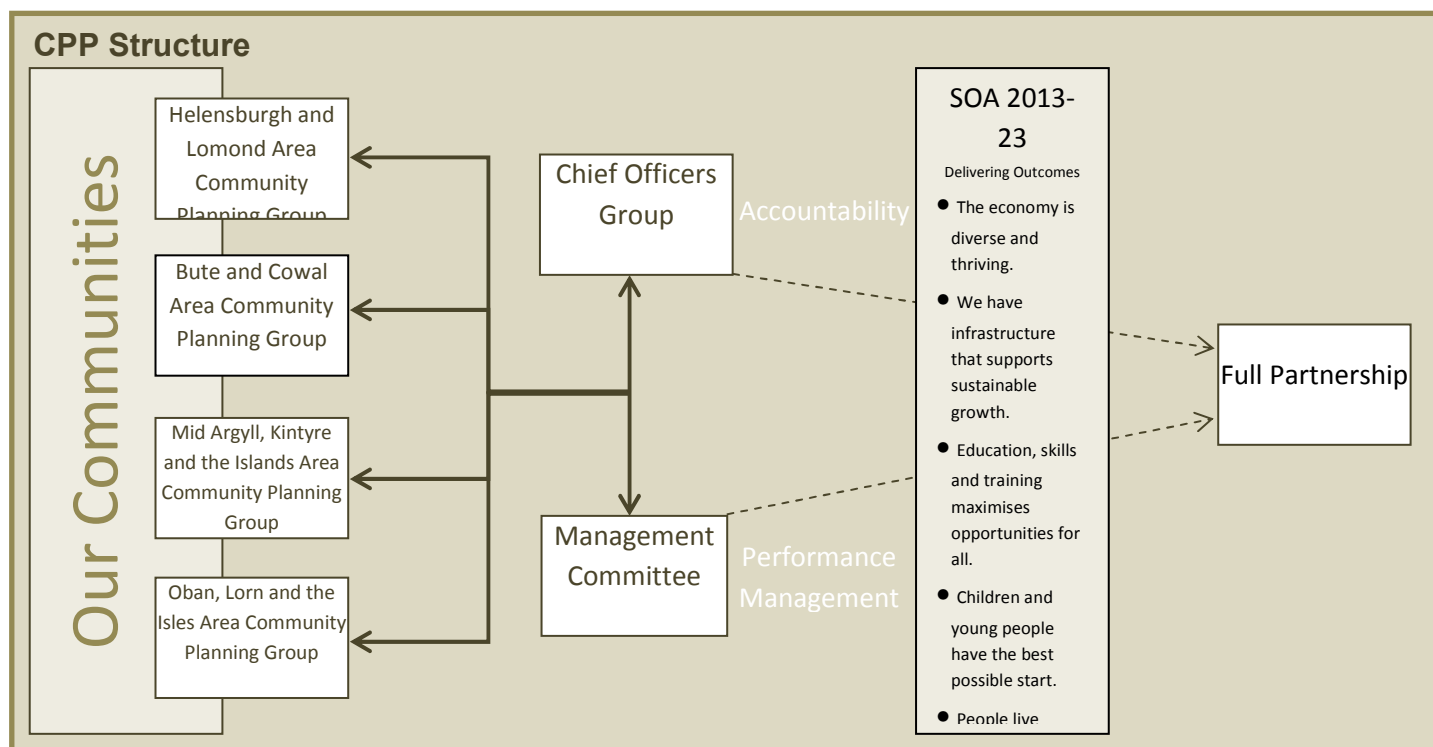
Key Groups and Partnerships

The key elements of the Community Planning Structure as set out in the Single Outcome Agreement:

- The Full Partnership
- The Management Committee
- The Chief Officers Group
- Area Community Planning Groups (x4): Bute and Cowal, Helensburgh and Lomond, Oban, Lorn and the Isles and Mid Argyll, Kintyre and the Islands.

Diagram 1 illustrates the relationship between these in the current governance structure.

Diagram 1: Current Governance Structure for Community Planning.



There are also a number of strategic key partnership groups aligned to particular policy and service areas, and a number of Time Limited Groups to address specific issues. These are identified in the Single Outcome Agreement's Delivery Plans and are set out in Diagram 2.

Through the considered sources of guidance and Best Practice for Community Planning alongside a consideration of the local Argyll and Bute context it will be necessary to ensure the following are included within the CPP Governance and management arrangements:

- Prevention
- Addressing of inequalities
- Anti-poverty
- Economic Forum
- Communication and engagement
- Reform areas such as Integration of Health and Social Care
- Scrutiny and Accountability between partners
- Sports Scotland, National Park, Skills Development Scotland, SNH, SEPA, Visit Scotland, Regional Transport Partnership.

Diagram 3 sets out a draft of what this could look like in a CPP Governance structure for Argyll and Bute Partnership. The detail needs to be defined as per the timetable of actions identified.

Diagram 2 Partnerships identified under each outcome

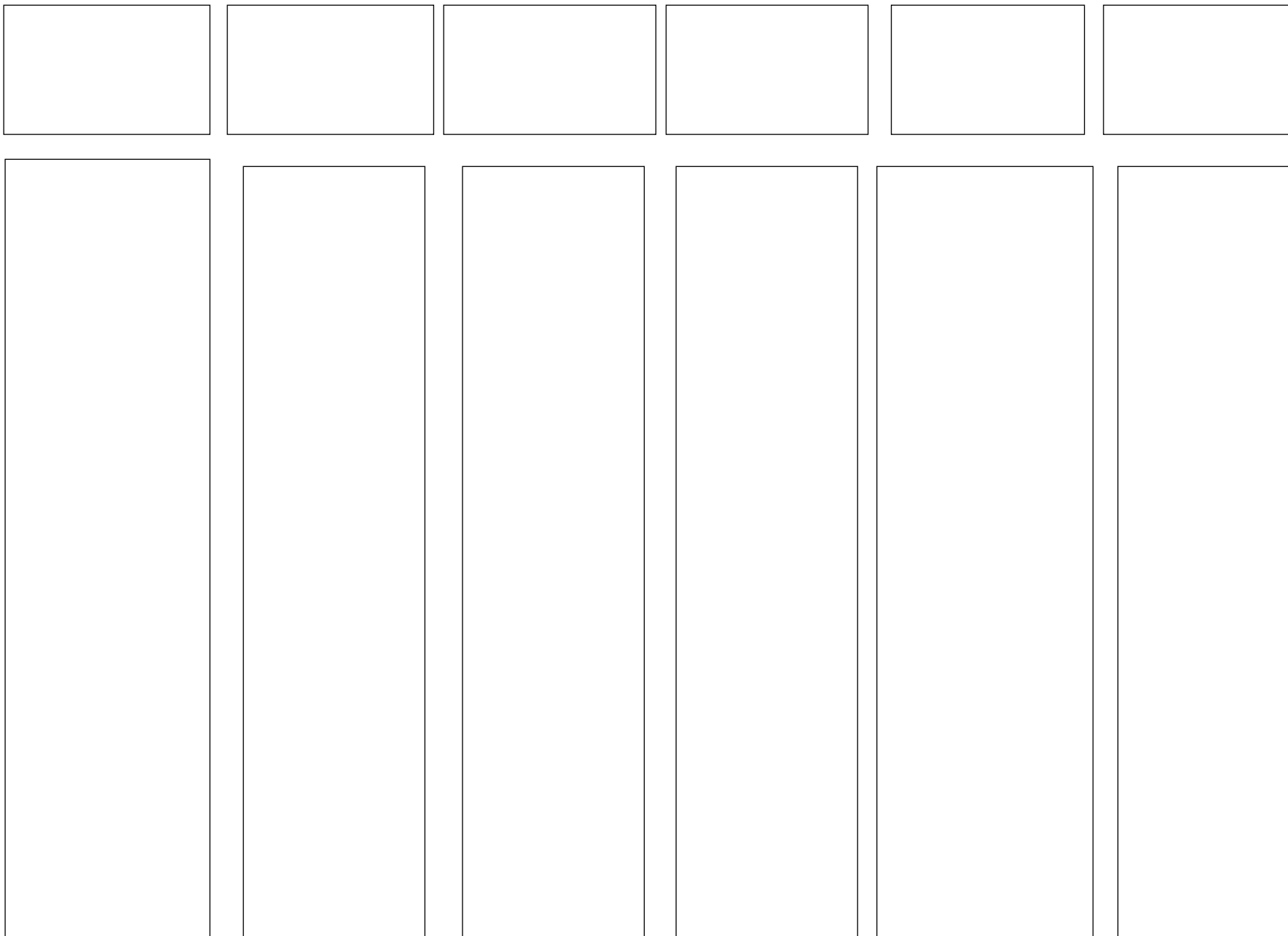


Diagram 3: potential new structure for Argyll and Bute CPP

