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## **Community Planning Partnership Governance Review 2014/15**

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**Discussion paper by Tracey Logan, Chair of CPP Joint Delivery Team  
COMMUNITY PLANNING STRATEGIC BOARD**

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**3 March 2015**

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### **1 PURPOSE**

- 1.1 **This paper presents a draft proposal for discussion that will enhance the governance arrangements for the Scottish Borders Community Planning Partnership and support the delivery of its priorities, the management of future business and the new arrangements required under the Community Empowerment (Scotland) Act 2015.**

### **2 AREAS FOR CONSIDERATION**

- 2.1 **It is recommended that the Scottish Borders Community Planning Partnership consider and agree the proposed enhanced governance arrangements for the Scottish Borders Community Planning Partnership as detailed in Sections 5 and 6 of this paper.**

### **3 BACKGROUND**

- 3.1 The Scottish Borders Community Planning Partnership undertook a review of governance arrangements in 2012 to reflect the requirements of the Christie Commission, the Scottish Government's response to the Christie Commission, and the COSLA review of Community Planning. It was recognised at this time that the Community Planning Partnerships (CPPs) would drive the pace of service integration, increase the focus on prevention and continuously improve public service delivery to achieve better outcomes for communities.
- 3.2 To reflect the importance of community planning in improving Scotland's public services, the Scottish Government asked the Accounts Commission to lead developmental work to prepare an audit framework, and at the end of June 2012, Scottish Borders agreed to participate in an early audit to assist the Accounts Commission and the Auditor General. The findings of the Accounts Commission were presented in the form of an Improvement Plan and the Partnership agreed to take these forward. One of the actions identified was a review of governance arrangements to be undertaken in 2014.

- 3.3 The Director of Strategy and Policy and the Communities and Partnership Manager met with each partner at the end of 2014 and discussed the following:
- Membership of the CPP, partnership working and active contribution of each partner
  - Formal committee of the Council – does it work
  - Chairmanship rotation
  - Decision making powers and process
  - Each partner's role within the CPP
- 3.4 The CPP Joint Delivery Team met on 15 December 2015 to consider the findings of the CPP governance review and the implications of the Community Empowerment (Scotland) Act 2015.

## **4 FINDINGS**

- 4.1 There were a number of issues raised in the discussions, and these are summarised below:
- Concern re the size of the membership of the Strategic Board once the Community Empowerment (Scotland) Act 2015 is fully enacted
  - Administration and information – there was a lack of guidance for CPP members, their role and how they can be involved in active contribution
  - Level of CPP engagement with the communities of the Scottish Borders
  - Concern regarding over reliance on SBC to lead and contribute - the statutory duty currently sits with the Local Authority but how this will be shared in the future once the new duties come into force
  - How we hold each other to account, challenge and scrutinise
  - How we ensure decision making is an inclusive process
  - Lack of clarity around roles and discussion within CPP
- 4.2 As the Community Empowerment (Scotland) Act 2015 makes a number of significant changes to legislation covering community planning, these must be considered alongside the findings. The new Act provides a legal framework that will promote and encourage community empowerment and participation:
- (a) **Community Planning now has a statutory purpose focused on improving outcomes:**
- The 2015 Act gives CPPs a statutory footing for the first time and places specific duties on CPP to act with a view to tackling inequalities of outcome across communities within their area
  - The SOA will be replaced with an overarching Locality Outcomes Improvement Plan (LOIP), supported by a subset of locality plans
  - The 2015 Act expands the number of public sector bodies that are subject to these duties:
    - Skills Development Scotland
    - Health & Social Care Integration Joint Board
    - Scottish Natural Heritage

- Scottish Environment Protection Agency
- Historic Environment Scotland
- A National Park Authority
- Scottish Sports Council (i.e. Sportscotland)
- VisitScotland
- The Board of Management of a regional college
- A regional strategic body in Further and Higher Education (Scotland) Act 2005

**(b) Running the CPP and making sure it works effectively is now a shared enterprise with named governance partners:**

- NHS Board
- SE/HIE
- Police Scotland
- Scottish Fire and Rescue Service

**(c) Participation with communities lies at the heart of community planning:**

- CPPs must have a particular regard to community bodies which represent those communities experiencing socio-economic disadvantage
- Statutory partner bodies must contribute funds, staff or resources to secure that participation

## 5 PROPOSED ARRANGEMENTS – STRATEGIC BOARD

- 5.1 To reflect the significant changes in the legislation and the findings of the CPP governance review, the CPP Joint Delivery Team would ask the Community Planning Partnership Strategic Board to consider the following:
- 5.2 The majority of members of the current CPP Strategic Board would like the Board to continue to be a formal committee of the Council.
- 5.3 The CPP Strategic Board membership will have a shift of focus to the named governance partners, and will consist of:
  - Scottish Borders Council (Leader plus Elected Members)
  - NHS Borders (Chair and Vice Chair)
  - Scottish Enterprise
  - Police Scotland
  - Scottish Fire & Rescue Service
  - Borders College (Regional Chair)
  - 1 representative from Registered Social Landlords (RSL's)
  - 1 representative from Third Sector

*Note: It is recognised that due to other commitments, it may not be possible for named representatives to attend all meetings, therefore substitutes (with full voting rights) will be allowed from each organisation where a named representative is absent.*

- 5.4 The CPP Strategic Board will meet 3 times per year to scrutinise the progress of the Local Outcomes Improvement Plan (LOIP), the 5 Locality

Plans and to receive presentations or reports from each organisation on how they are contributing to the agreed priorities.

- 5.5 The Strategic Board will monitor and evaluate the LOIP and Locality Plans through a performance management framework (based on the current Economy & Low Carbon Framework).
- 5.6 There will be an annual planning and development day for **all** CPP partners to set the strategic direction and priorities for the Local Outcomes Improvement Plan (LOIP) based on an annual Strategic Assessment, National Priorities and other key strategic documents.
- 5.7 These agreed CPP priorities will be articulated in the corporate planning documents of all partners and accountability is demonstrated for the delivery of these priorities.

## **6 PROPOSED ARRANGEMENTS – CPP JOINT DELIVERY TEAM**

- 6.1 The CPP Joint Delivery Team will continue to be accountable to the Strategic Board and will oversee the development, publication and the delivery of the LOIP and Locality Plans. It should have delegated authority from the CPP Strategic Board to direct activities, scrutinise performance, evidence change and report progress to the Board. It should also provide recommendations to the CPP on strategic issues and the allocation of partnership contribution. It will also:
  - Seek the commitment of all partners to the CPP shared vision and priorities
  - Ensure that new statutory partners are brought into the community planning process as reflected in the LOIP and 5 Locality Plans
  - Create the LOIP and Locality Plans which will form the key documents for the CPP in regards to setting priorities for service delivery and development
  - Ensure that we engage with communities in the Scottish Borders in developing the Locality Plans
  - Explore what resources partners can and should contribute to the CPP to ensure forward planning and more effective spend of resources
  - Report annually on performance of the partnership, the evidence of change and delivery of the LOIP and Locality Plans to the CPP Strategic Board, each of the accountable bodies of the partners, to the public within Scottish Borders and to the Scottish Government
  - It will oversee and influence the strategic direction of Community Justice and the Children and Young People's Leadership Group
  - Review these enhanced governance arrangements in two years

## **7 PROPOSED ARRANGEMENTS FOR THE CPP THEMED DELIVERY TEAMS**

- 7.1 Accountable to the Joint Delivery Team will be a number of Themed Delivery Teams (3 currently: Economy and Low Carbon; Reducing Inequalities; and Future Services). Each of these will have delegated responsibility for the delivery of the specific priorities within the LOIP and Locality Plans:
  - Will monitor performance of Strategies and Action Plans, provide evidence of change and report progress to the CPP Joint Delivery Team.

- Performance Frameworks will be developed for both the LOIP and Locality Plans based on the existing CPP Economy & Low Carbon Frameworks.
- Ensure performance is also reported to the public, relevant partners and Committees
- With **all** partners, ensure an annual development day is held in order to consult with appropriate community bodies and take account of community representation in the development of the LOIP and the 5 Locality Plans

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