

---

## **REVIEW OF COMMUNITY PLANNING GOVERNANCE ARRANGEMENTS**

**Report by Director – Resilient Communities**

---

**7 March 2024**

---

### **1 PURPOSE AND SUMMARY**

- 1.1 The purpose of this report is to present recommendations for change to the Community Planning Partnerships current governance arrangements.**
- 1.2 The CPP last reviewed its governance arrangements in 2016 following the introduction of the Community Empowerment (Scotland) Act 2015. Following a piece of work undertaken with the Improvement Service in 2021 an improvement plan, which included a review of governance arrangements, was agreed.
- 1.3 Following research into good practice elsewhere, the Joint Programme Board held two workshops to agree recommendations to be made to the Strategic Board.
- 1.4 A series of recommendations have been developed that include making changes to the committee structure, meeting format and establishing the CPP as an unincorporated body (*if agreed at PB on 14/02/23*).

### **2 RECOMMENDATIONS**

- 2.1 I recommend that the Strategic Board agrees that:-**
- a) the Joint Programme Board is renamed the Delivery Board,**
  - b) meetings revert back to being in person utilising a theme-based workshop format for part of each meeting,**
  - c) a Delivery Team is established for each theme set out in the Community Plan,**

- d) THIS Borders (Tackling Health Inequalities in the Scottish Borders) takes on role of Theme 3 Delivery Team,**
- e) the Local Employability Partnership takes on role of Theme 3 Delivery Team**
- f) written reports from Theme Teams and key partnerships to be submitted on a quarterly basis.**

### **3 BACKGROUND**

- 3.1 Community Planning Partnerships were established under the Local Government (Scotland) Act 2003 with the responsibility for delivering community planning sitting with local authorities. This responsibility changed with the enactment of the Community Empowerment (Scotland) Act 2015 (the Act) which conferred joint responsibility on five organisations: local authority (Scottish Borders Council), health board (NHS Borders), Police Scotland, Scottish Fire & Rescue Service and Scottish Enterprise (South of Scotland Enterprise). The Act sets out additional membership and gives community planning partnerships the authority to invite other appropriate organisations/groups to join the Partnership.
- 3.2 In June 2016 the Scottish Borders CPP Board agreed that a review of community planning arrangements be undertaken to ensure the CPP structure was fit for purpose in light of the requirements of the Community Empowerment (Scotland) Act 2015.
- 3.3 In September 2016, the Board agreed the recommendations of this review and requested that the following changes be implemented:
- a) a core decision making group that ensure the strategic direction is being followed (Strategic Board),
  - b) a larger consultative group that sets the strategic direction (this group has met once since it was established), and
  - c) that these governance arrangements be reviewed in approximately 18 months.
- 3.4 These arrangements were reviewed in 2018 and agreed as working in June of that year.
- 3.5 In 2021 Scottish Borders Community Planning Partnership (CPP) undertook a piece of work with the Improvement Service to review current arrangements. The resulting Improvement Plan set out actions to:
- a) Review Community Plan (Local Outcomes Improvement Plan)
  - b) Review governance/structure of the Partnership
  - c) Develop a Performance Management Framework
- 3.6 Actions a) and b) above have been completed, extra time to complete the review of governance arrangements was approved by the Strategic Board at their meeting on 7 September 2023

## **4 COMMUNITY PLANNING GOVERNANCE REVIEW 2023**

- 4.1 In undertaking a review of the current community planning governance arrangements desktop research and conversations with other local authority staff, supporting community planning partnerships, have taken place over the past 15 months. For the most part these focussed on those in the same Local Government Benchmarking Framework family groups as the Scottish Borders. In particular, conversations with colleagues in Dumfries & Galloway have been particularly helpful not just due to the similarity in our areas but also because of the amount of work that is carried out on a South of Scotland basis.
- 4.2 Workshops took place with the Joint Programme Board and other officers from across the partnership, in November 2023 and January 2024, to discuss the learning that had been gathered and agree recommendations made to the Strategic Board in this report.

## **5 COMMITTEE STRUCTURE**

- 5.1 Across Scotland community planning committee structures are similar to that which exists in the Scottish Borders. These being a community planning board (Strategic Board) that provides strategic leadership and scrutinises the work against the Community Plan; a management/delivery group (Joint Programme Board) that co-ordinates community planning across the Borders ensuring that actions to deliver the agreed priorities are taken forward; and theme groups responsible for delivering and reporting on progress of the actions set out in the Community Plan.
- 5.2 The relationship between the Strategic Board and Joint Programme Board continues to be a productive one with the Strategic Board entrusting operational delivery to the Joint Programme Board and it is not proposed that any changes be made to this other than change the name of the Joint Programme Board to Delivery Board to better reflect its role and responsibilities.
- 5.3 Previously the Community Plan was delivered through delivery teams that reflected the strategic themes of the CPP. Each delivery team was led by senior officers from the CPP's membership. These arrangements changed slightly with the delivery of the Interim Work Plan that was in place while the new Community Plan was being developed. During the interim period identified lead officers reported on work that was taking place to achieve the identified outcomes rather than establishing new, short term delivery teams with a focus on identifying and delivering actions.
- 5.4 Looking across Scotland many CPPs have theme focused teams in order to progress work to reduce inequality. For example, in Highland there are five delivery groups, these cover poverty, community participation, mental health & wellbeing, community safety & resilience and infrastructure.

- 5.5 There is clear value in having four theme focussed groups, to identify and deliver actions to achieve the outcomes set out in the Community Plan. It is anticipated that membership of these groups will be fluid as the work being undertaken changes throughout the lifetime of the Plan.
- 5.6 Whilst the importance of having focussed theme led delivery teams is clear it is equally important to look at the resources that are available to us in the Borders, avoid duplication and add value to work that is currently being undertaken. To address this the Programme Board has considered the landscape of multi-agency partnerships and is recommending steps to utilise what is already in place.
- 5.7 Led by Public Health Tackling Health Inequalities in the Scottish Borders (THIS Borders) is in the process of being established as a multiagency group to tackle the wider factors affecting health. It is anticipated that the work of this group will very much reflect that which a Theme 3, Good Health & Wellbeing group, would be undertaking and is therefore best placed to take on the role of the Theme 3 Delivery Team. Similarly for Theme 2, Learning, Skills & Economy, the Local Employability Partnership which has a focus on delivering employability and skills pathways under the five themes of transitions, barriers, skills, employer engagement and leadership is best placed to deliver on the Partnership's outcomes.
- 5.8 It is recognised that there will be a degree of working across themes due to the interconnectivity that exists for example, an improvement in the ways in which people can progress through jobs, learning and training opportunities is likely to influence the general health and wellbeing as well as taking steps to mitigate against the financial challenges people face. It is therefore important that there is a degree of fluidity to work undertaken rather than rigidly fixed within a silo structure.
- 5.9 There are challenges when making sure that the cross-cutting issue of a resilient and net zero by 2045 is reflected across the four themes. Work is currently being undertaken to identify an effective way to do this through conversations with the Borders Climate Change Practitioner Group and other CPPs who also have issues that cut across all themes.

## **6 BOARD MEETINGS - FORMAT**

- 6.1 It is recognised that while the Strategic Board's role is one of leadership and scrutiny there is merit in structuring the meetings in a way that would engender greater discussion and involvement of Board members. Taking on board learning from other multi-agency partnerships, it is felt that utilising a theme-based workshop format for part of each meeting would support improved participation. This would be strengthened further by a shift back to in person meetings which would facilitate greater opportunities for the Board to grow relationships, and develop a greater sense of partnership, through the benefit of informal discussion that would take place but isn't supported by the online meeting format.

## **7 REPORTING FROM THEME TEAMS AND KEY PARTNERSHIPS**

- 7.1 While it is essential that effective actions are identified and delivered to contribute to improving the outcomes identified in the Community Plan, it would not be possible for the Strategic Board to monitor, scrutinise and evaluate progress on the Community Plan without effective reporting mechanisms in place. A good reporting structure will contribute to the process set out in the CPP's Performance Management Framework, agreed by the Board in September 2023. This applies not just to the work undertaken by theme led delivery teams but also those partnerships that are part of the CPP's governance structure, these being the Children and Young People's Planning Partnership, Scottish Borders Community Justice Partnership and the Scottish Borders Community Learning & Learning and Development Strategic Partnership.
- 7.2 In order for the CPP to be kept abreast of the work being carried out by the Theme Teams and key partnerships, and how that work contributes to the outcomes identified in the Community Plan, it is recommended that written reports are submitted on a quarterly basis. Templates may vary to take account of what may already in place and reduce the reporting burden.

## **8 IMPLICATIONS**

### **8.1 Financial**

There are no costs attached to any of the recommendations contained in this report.

### **8.2 Risk and Mitigations**

The requirements of community planning are set out in legislation (Community Empowerment (Scotland) Act 2015). For community planning to work it is imperative that the right governance arrangements are in place. Not to do so could impact on the ability of the Community Planning Partnership to effectively deliver the duty set out in the Act.

### **8.3 Integrated Impact Assessment**

A full impact assessment is not required at this stage as the recommendation contained in the report pertain to the operation of the Community Planning Partnership and do not impact on any service delivery, resource allocation or commissioning arrangements that affect individuals or a wider demographic.

### **8.4 Sustainable Development Goals**

It is not anticipated that the proposals contained in this report will have an impact of the UNSDG although work undertaken by the CPP is likely to have an impact.

### **8.5 Climate Change**

The proposals contained in this report will have an impact on Climate change should the CPP move from online to in person meetings i.e., requiring everyone to travel to an identified location for a meeting. To

reduce the impact people will be encouraged to car share and/or use methods, with a reduced level of emissions, wherever possible.

#### 8.6 **Rural Proofing**

N/a

#### 8.7 **Data Protection Impact Statement**

There are no personal data implications arising from the proposals contained in this report.

#### 8.8 **Changes to Scheme of Administration or Scheme of Delegation**

A change to the Scheme of Administration will be required to reflect the name change of the Joint Programme Board to Delivery Board. No changes are required to the Scheme of Delegation as a result of the recommendations contained in this report.

### 9 **CONSULTATION**

9.1 The Director (Finance & Procurement), the Director (Corporate Governance), the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the report

#### **Approved by**

**Name: Jenni Craig**

**Title: Director – Resilient Communities**

#### **Author(s)**

Name	Designation and Contact Number
Clare Malster	Participation Officer, 01835 826626

**Background Papers:** None

**Previous Minute Reference:** Improvement Plan Update, Strategic Board 7  
September 2023

**Note** – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Clare Malster can also give information on other language translations as well as providing additional copies.

Contact us at Clare Malster, 01835 826626, [cmalster@scotborders.gov.uk](mailto:cmalster@scotborders.gov.uk)