



Inverclyde Alliance

AGENDA ITEM NO: 7

Report To:	Inverclyde Alliance Board	Date:	14 June 2021
Report By:	Andrina Hunter, Service Manager Corporate Policy, Performance and Partnership	Report No:	
Contact Officer:	Lynsey Logsdon	Contact No:	N/A
Subject:	Inverclyde Alliance Memorandum of Understanding Refresh		

1.0 PURPOSE

1.1 The purpose of this report is to present to the Alliance Board an updated Memorandum of Understanding (MOU) for approval.

2.0 SUMMARY

2.1 Inverclyde Alliance has had a MOU in place for a number of years as a framework for the delivery of community planning. The MOU required to be updated in order to reflect structural and contextual changes that have been implemented since the MOU was last revised and considered by the Alliance Board.

2.2 The purpose of the MOU is to set out a governance framework to help support Community Planning in Inverclyde. It details the Alliance's vision and priorities, legislative requirements, guiding principles which underpin community planning in Inverclyde, the expectation of community planning partners, the Alliance's core structures and includes a diagram that illustrates the Alliance's delivery structure.

2.3 The MOU has been refreshed and revised to reflect the current Inverclyde Alliance structures and processes and is attached as appendix 1 to this report for discussion and approval.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Alliance Board

1.1 Approves the revised MOU.

1.2 Invite Visit Scotland, Sport Scotland, Historic Environment Scotland and SEPA to become members of the Alliance Board.

1.3 Considers the role of Vice Chair for the Alliance and agree to progress nominations.

1.4 Agree to review the MOU on a yearly basis.

**Andrina Hunter,
Service Manager - Corporate Policy, Performance and Partnership**

4.0 BACKGROUND

4.1 Inverclyde Alliance has had a MOU in place for a number of years as a framework for the delivery of community planning. The MOU required to be updated in order to reflect structural and contextual changes that have been implemented since the MOU was last revised and considered by Alliance Board.

4.2 The MOU sets out a governance framework to help support Community Planning in Inverclyde. It details the context for community planning in Inverclyde, including the legislative requirements and the guiding principles which underpin the work of Inverclyde Alliance, the area's Community Planning Partnership as set out under the Community Empowerment Act. The Alliance's core structures are outlined in the document, along with the format of meetings, how the Alliance will be supported and the expectations of the partners organisations that make up the Alliance. The MOU is an introductory guide to community planning in Inverclyde and is intended to add value to the work of Inverclyde Alliance, enable partners to work more effectively and efficiently and lead to better outcomes for communities in Inverclyde.

4.3 The MOU sets out the legislative position from the Act that the running and effective delivery of community planning is a shared responsibility. The Act applies a range of duties, designed to support shared leadership and governance, on specified statutory community planning partners. These partners are:

- Inverclyde Council
- NHS Greater Glasgow & Clyde
- Police Scotland
- Scottish Enterprise
- Scottish Fire & Rescue Service

In addition, the Act expands the number of public sector bodies subject to community planning duties. Statutory community planning bodies for the Alliance, in addition to those listed above, are:

- Inverclyde Health and Social Care Partnership (Integration Joint Board)
- Nature Scot
- Sports Scotland
- West College Scotland
- Visit Scotland
- Historic Environment Scotland
- Scottish Environment Protection Agency
- Skills Development Scotland
- Strathclyde Partnership for Transport

4.4 The four main structures which support the delivery of community planning in Inverclyde are:

- Alliance Board
- LOIP Programme Board
- Priority Partnerships
- Locality Planning Groups

4.5 The MOU outlines the role, membership, meetings, chair, decision-making and secretariat/support for each of the four structures listed above.

4.6 The refresh of the MOU has highlighted that we do not have all the partners on the Alliance Board that are required under the Community Empowerment Act. Specifically, Visit Scotland, Sport Scotland, Historic Environment Scotland and SEPA. In addition, the MOU states that a vice-chair for the Alliance Board should be in place and as per the legislation, this should be from one of the statutory partners – NHS, Police, Fire, Scottish Enterprise.

4.7 The updated MOU, appendix 1, will be shared with all community planning partners once approved by the Alliance Board.

4.8 It is important that the MOU is reviewed and refreshed regularly to ensure it remains current and relevant for all those involved in the delivery of community planning in Inverclyde. A review will be undertaken annually and presented to the Programme Board and Alliance Board for agreement.

5.0 IMPLICATIONS

5.1 Legal: none at present
Finance: none at present
Human Resources: none at present
Equality and Diversity: none at present
Repopulation: none
Inequalities: none

6.0 CONSULTATIONS

N/A

7.0 LIST OF BACKGROUND PAPERS

7.1 Inverclyde's Local Outcome Improvement Plan 2017-2022

Inverclyde Alliance

Memorandum of Understanding

Updated April 2021



Moving Forward Together



Inverclyde Alliance

Contents

	Page
1. Introduction	3
2. Legislative Requirements	4
• Community Empowerment (Scotland) Act 2015	
3. Partnership Principles	5
4. Expectations of Community Planning Partners	6
5. Vision and Priorities	7
6. Inverclyde Alliance Structures	
• Alliance Board	8
• Programme Board	9
• Priority Partnerships	10
• Locality Planning Groups	11
7. Appendix 1: Community Planning Governance and Delivery Structure	13
8. Appendix 2: Supporting Documents	14

Introduction

What is the purpose of the Memorandum of Understanding?

This *Memorandum of Understanding* sets out a governance framework to help support Community Planning in Inverclyde. It details the context for community planning in Inverclyde, including the legislative requirements and the guiding principles which underpin the work of Inverclyde Alliance, the area's Community Planning Partnership. The Alliance's core structures are outlined in the document, along with the format of meetings, how the Alliance will be supported and the expectations of the partner organisations that make up the Alliance.

- This Memorandum of Understanding is an introductory guide to community planning in Inverclyde and is intended to add value to the work of Inverclyde Alliance, enable partners to work more effectively and efficiently and lead to better outcomes for communities in Inverclyde.

What is community planning?

Community planning is a way of working that places residents and communities at the heart of enhanced service delivery; with partners working together more effectively and efficiently to improve outcomes. Community planning is not an 'add on' to existing activity but instead a different approach to jointly planning and delivering services with a focus on collective delivery of improved outcomes for the residents of Inverclyde. The essence of Community Planning is:

"Partnership working between public agencies, the voluntary sector, the community, and businesses across an area, with a shared vision which is used to identify priorities to enhance service delivery for the sustained benefit and wellbeing of the community."

Inverclyde Alliance (the Alliance) is a partnership group representing the key community planning partners for the area, bringing together public bodies, communities, the voluntary sector and other key sectors to plan and deliver high quality, local and accessible services that are focused on improving lives for the people of Inverclyde. The partnership is focused on the 'collaborative gain' achieved from working in partnership; in order to

- **add value** to the activities of individual partners and current initiatives;
- **work in partnership** more effectively and efficiently;
- **enhance service delivery** – it only works if it works for the recipients of our services

Legislative Requirements

Community Empowerment (Scotland) Act 2015

The Local Government in Scotland Act 2003 created a statutory basis for community planning. The Community Empowerment (Scotland) Act 2015 replaced the 2003 Act and made a number of significant changes to community planning legislation.

The Act gave community planning a clear statutory purpose focused on improving outcomes, and placed specific duties on community planning partners to:

- Prepare and publish Local Outcome Improvement Plans (LOIPs);
- Develop locality plans for smaller geographical areas experiencing poorer outcomes;
- Review and report publicly on progress towards their LOIPs and locality plans; and
- Contribute such funds, staff and other resources the Community Planning Partnership considers appropriate to improve local outcomes in the LOIP and secure participation of community bodies throughout community planning.

The Community Empowerment (Scotland) Act 2015 placed a legal duty on community planning partners to demonstrate that they are making a significant difference to the lives of their residents through the planning and delivery of local outcomes and the involvement of community bodies at all stages of community planning. The Act places a very specific focus on tackling inequalities for those that are most disadvantaged in our communities and CPPs are required to produce a Local Outcomes Improvement Plan which will replace Single Outcome Agreements. In addition, CPPs are required to produce Locality Plans which focus on an area where residents experience the poorest outcomes and set the priorities for these communities.

Under the Act, the running and effective delivery of community planning is a shared responsibility. The Act applies a range of duties, designed to support shared leadership and governance, on specified statutory community planning partners. These partners are:

- Inverclyde Council
- NHS Greater Glasgow & Clyde
- Police Scotland
- Scottish Enterprise
- Scottish Fire & Rescue Service

In addition, the Act expands the number of public sector bodies subject to community planning duties. Statutory community planning bodies for the Alliance, in addition to those listed above, are:

- Inverclyde Health and Social Care Partnership (Integration Joint Board)
- Nature Scot
- Sports Scotland
- West College Scotland
- Visit Scotland
- Historic Environment Scotland
- Scottish Environment Protection Agency
- Skills Development Scotland
- Strathclyde Partnership for Transport

Guiding Principles

Partnership working in Inverclyde will be underpinned by the following guiding principles:

- **Limited number of priorities** - The Alliance will pursue a limited number of priorities at any one time, concentrating on the development and mainstreaming of its added-value.
- **Collaborative Gain** - The Alliance should only come together if there will be additional 'collaborative gain' achieved from partnership working.
- **Strategic value** – Initiatives taken forward by the Alliance will be of fundamental importance to the local population, reflecting issues identified through both community engagement and analysis of data.
- **High impact** – the priorities and initiatives taken forward by the Alliance will be likely to bring about significant benefits to communities.
- **Effective community engagement** – the priorities and initiatives taken forward by Inverclyde Alliance will be developed in consultation and through engagement with all relevant stakeholders and the communities of Inverclyde.
- **Early intervention and prevention** – The Alliance will take a partnership approach to identifying new ways of working that support the development and implementation of prevention and early intervention approaches that will help to reduce inequalities.
- **Community empowerment** – The Alliance will support communities to empower them to take part and influence local decision making. Our local model of empowerment will be delivered through the communication and engagement Groups that underpin locality planning arrangements.
- **Promoting equality and tackling inequality** – the Alliance is committed to promoting equality and reducing the impact of inequality on our residents. We will progress this equality agenda, recognising the diversity within our local communities and ensuring that the needs of residents are considered and planned for fairly.
- **Sustainability** – The Alliance will take a partnership approach to achieving a just and net zero economy by 2045 and all action taken as community planning partners will contribute towards this where possible.

Expectations of Community Planning Partners

This section sets out some key expectations of what partners will do and how they will behave in the interests of genuine partnership working.

All partners are expected to:

- Communicate the Alliance's vision and priorities across their organisation and to their stakeholders. The Alliance's vision and priorities should also be reflected in the plans and strategies of all partners, this applies to both local and national organisations. National organisation should articulate the Alliance's vision and priorities in a local level document.
- Contribute to developing, implementing, monitoring and evaluating Alliance policies, strategies and action plans;
- Contribute to identifying local needs and seeking opportunities to engage local communities;
- Commit their organisation's resources to implement agreed Alliance plans, including the LOIP and locality plans;
- Influence and shape the strategies and plans of other organisations and groups in order to complement the aims and objectives of the Alliance;
- Represent the Alliance and its objectives at public meetings, events, workshops and conferences, and 'champion' its work;
- Operate in an open, accessible, responsive and accountable manner and represent the interests of their sector at meetings of the partnership;
- Report back to their organisation or partners on the outcome of Alliance meetings ensuring actions are embedded in partner plans;
- Challenge colleagues on their role in delivering pieces of work, and integrating the Inverclyde Alliance's vision into their organisation's policies and strategies;
- Champion Inverclyde's LOIP and locality plans and publicise achievements throughout the Alliance and the wider community of Inverclyde and Scotland;
- Attend all meetings and ensure that a depute attends when they are unable to; and
- Ensure relevant information, research and evidence is shared to enhance reporting and learning of the partnership.

Vision and Priorities

The Community Planning Partnership's vision for Inverclyde is:

'Nurturing Inverclyde: Getting it right for every Child, Citizen and Community'

This means that the Alliance will work in partnership to create a confident, inclusive Inverclyde with safe and sustainable, healthy, nurtured communities, and a thriving, prosperous economy, with active citizens who are resilient, respected and responsible and able to make a positive contribution to the area.

Inverclyde's Outcomes Improvement Plan (OIP) 2017/22 sets out the strategic priorities that the community planning partners in Inverclyde will focus on in order to achieve this vision. This should in turn improve the wellbeing and quality of life of the residents of Inverclyde, with a particular focus on reducing inequality and poverty.

The Alliance has four strategic priorities as outlined in the Local Outcome Improvement Plan 2017/22.

Priority 1: Population

Inverclyde's population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer term population growth.

Priority 2: The Local Economy

Inverclyde has a thriving and diverse local economy, economic activity is increased and skills development enables both those in work and those furthest from the labour market to realise their full potential.

Priority 3: Inequalities

There will be low levels of poverty and deprivation and the gap in income and health between the richest and poorest members of our communities will be reduced.

Priority 4: Environment, Culture and Heritage

Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.

Inverclyde Alliance Structures

There are four main structures which support the delivery of community planning in Inverclyde:

- Alliance Board
- LOIP Programme Board
- Priority Partnerships
- Locality Planning Groups

Appendix 1 contains a diagram that illustrates the Alliance structure.

The Alliance Board

Role - The Alliance Board is Inverclyde's Community Planning Partnership (CPP). It operates strategically, take key decisions, leads the partnership and carries out an overall scrutiny role. The role of the Alliance Board is to:

- Act as the public meeting for community planning in Inverclyde,
- Scrutinise delivery of partnership action plans and associated activity aimed at delivering outcome improvement,
- Analyse performance linked to the LOIP, supported by detailed performance monitoring,
- Ensure the CPP has the widest possible impact on and involvement of the public sector, private sector, third sector and communities,
- Promote and publicise the work of Inverclyde Alliance.
- Oversee the work of the following partnerships– Community Justice Partnership, Community Safety Strategic Group, Community Learning and Development Implementation Group, Joint Children's Services partnership and the Alcohol and Drug Partnership.

Membership – Inverclyde Council as the lead agency and as the organisation with a wide range of powers, will have four places at the Board in order to enable appropriate representation across the political spectrum. The following partners will have one place each:

- Greater Glasgow and Clyde NHS (statutory partner)
- Scottish Enterprise (statutory partner)
- Police Scotland (statutory partner)
- Scottish Fire and Rescue (statutory partner)
- West College Scotland
- Job Centre Plus
- Health and Social Care Partnership Integration Joint Board
- Nature Scot
- Skills Development Scotland
- Strathclyde Passenger Transport
- The Voluntary Sector
- The Scottish Government
- Inverclyde Housing Associations Forum
- Youth Council Representative

Meetings - The Alliance Board meets on a quarterly basis with meetings held in March, June, October and December each year. Additional development sessions or workshops will be organised as required. Each Alliance Board meeting will consider:

- Minutes of the previous meeting
- Reports relating to the performance management of the LOIP
- Reports submitted by any partner

Chair - The Chair of the Alliance Board will be drawn from the five statutory partners responsible for community planning. Currently the chair is held by the Leader of Inverclyde Council. Any

change to the chair would require agreement from the Board. A Vice-Chair will be sought from the membership agencies detailed above. The Chair has responsibility for:

- Determining non-critical decisions such as submission of data returns, replying to correspondence, or attending national events on behalf of the partnership.
- Agreeing the agenda and reports for each meeting
- Ensuring the efficient conduct of each meeting; and
- Ensuring robust discussion takes place before any decisions are made.

Decision-making - While it is desirable that decisions will be reached by broad consensus, those which are not will be decided by a show of hands vote by the members of the Board. If the Board is unable to reach a decision, the Chair will have the deciding vote.

Support– Inverclyde’s Council’s Committee Services will provide secretariat for all meetings of the Alliance Board and have responsibility for the following:

- Issuing a call for agenda items six weeks prior to a meeting
- Organising a pre-agenda meeting which will consist of the Chair, Vice-Chair, Chief Executive of Inverclyde Council, LOIP Lead Officers and any partner organisations who have a report on the agenda.
- Issuing the agenda and papers two weeks prior to a meeting.

The Corporate Policy, Performance and Partnerships Manager and a dedicated LOIP Corporate Policy Officer will provide the following support to the Alliance Board:

- Set the agenda for meetings in liaison with the chair and co-ordinate the development and submission of reports;
- Produce a quarterly performance report detailing progress made in the delivery of the LOIP and locality planning; and
- Advise the Alliance Board on matters relating to community planning.

The Programme Board

Role – The LOIP Programme Board supports the Alliance Board and oversees the delivery of the LOIP and Locality Action Plans. The role of the Programme Board is to:

- Lead and direct the implementation, delivery and on-going development of the LOIP within the Alliance
- Identify where cross working across priorities will achieve better results and avoid duplication
- Scrutinise the progress made by each Priority Partnership
- Ensure accountability across organisations involved in the delivery of the priorities
- Ensure the LOIP is reviewed and updated on a regular basis
- Prepare the annual LOIP performance report
- Champion Inverclyde’s LOIP and publicise its achievements throughout the Alliance and the wider community of Inverclyde

Membership - Membership of the Programme Board will consist of:

- Chief Executive of Inverclyde Council (Chair)
- Lead officer - Population and Economy
- Lead Officer - Inequalities
- Lead Officer - Culture and Heritage
- Lead Officer - Environment
- Police Scotland representative
- Greater Glasgow and Clyde NHS representative
- The Voluntary Sector representative
- Scottish Government representative

- The following officers from Inverclyde Council - Service Director of Environment and Economic Recovery, Head of Organisational Development, Policy and Communications and the Head of Culture, Communities and Educational Resources.

Meetings – The Programme Board will meet on a quarterly basis prior to meetings of the Alliance Board. Meetings will be held in February, May, August and October each year. Each LOIP Programme Board meeting shall consider:

- The action note from the previous meeting
- Reports relating to the performance management of the LOIP and locality planning
- The agenda for the next meeting of the Alliance Board

The Chair of the Programme Board will be chosen by the Alliance Board and is currently the Chief Executive of Inverclyde Council.

Decision-making and Accountability - Decisions will be reached by broad consensus and those which are not will be taken by the Alliance Board. The Programme Board is accountable to the Alliance Board.

Support – The Corporate Policy, Performance and Partnerships Manager and a dedicated LOIP Corporate Policy Officer will provide the following support to the Programme Board:

- Set the agenda for meetings in liaison with the chair and co-ordinate the development and submission of reports;
- Produce a quarterly performance report detailing progress made in the delivery of the LOIP and locality planning;
- Develop an action note for each meeting and follow up on any actions; and
- Advise the Programme Board on matters relating to community planning.

Priority Partnerships

There is a Priority Partnership to oversee the delivery of each priority in the LOIP. These Population and Economy, Inequalities, Culture and Heritage and the Environment.

Role - The role of each Priority Partnership is to:

- Bring together key officers from across community planning to develop and deliver a range of activities, collated through action plans, which support delivery of the priority;
- Report on delivery of the action plan to each meeting of the Alliance Board and LOIP Programme Board;
- Facilitate better collaboration between partners to bring about 'added value' benefits, which would not be achieved by individual partner organisations working on their own;
- Utilise policy contexts, available statistics and feedback from communities to inform the development of action plans; and
- Identify opportunities for projects which could take place across more than one priority area.

Membership of Priority Partnerships consist of key officers from partner organisations that have a role to play in the delivery of a priority. It is the responsibility of the lead officer to identify the partner organisations that should be involved in their Priority Partnership Group and to ensure they have the right people round the table who can assist with the delivery of actions.

Meetings - Each Priority Partnership will meet as a minimum 4 times per year. Additional meetings will be held as required to ensure progress is made in the achievement of the priority. Each Priority Partnership meeting shall consider:

- Minutes of the previous meeting;
- A progress update by relevant partners on the activities within the delivery plan ;
- The next steps that require to be taken to progress the delivery of their action plan;
- Reports relating to the performance management of the LOIP; and

- Reports submitted by any partner.

The Chair of the Priority Partnerships will be the lead officer for the priority chosen by the Programme Board. Lead Officers will be a senior officer from one of the community planning partners and their role will be to:

- Establish a Priority Partnership Group with the right partners round the table that can contribute to the achievement of the priority;
- Develop and implement a delivery plan containing actions that will contribute to the achievement of the priority; and
- Provide regular updates on progress to both the Alliance Board and Programme Board.

Decision-making and Accountability - Decisions will be reached by broad consensus and those which are not will be taken by the Programme Board. The Priority Partnerships are accountable to the Programme Board.

Support - It will be the responsibility of each Lead Officer to provide the secretariat for their Priority Partnership. The Corporate Policy, Performance and Partnerships Manager and a dedicated LOIP Corporate Policy Officer will provide support to lead officers in the development and implementation of their delivery plan.

Locality Planning Groups

The Community Empowerment (Scotland) Act 2015 placed a statutory requirement on Inverclyde Alliance to develop locality plans for the communities of Inverclyde that experience the greatest inequalities. In addition, the Public Bodies Joint Working (Scotland) Act 2014 placed responsibility on the Health and Social Care Partnerships (HSCP) in relation to locality planning. HSCPs must set up two or more localities and the localities should be established to enable service planning at a local level within natural communities.

Inverclyde Alliance and the HSCP have put in place arrangements for locality planning that meet the needs of both pieces of legislation. Six localities have been established which cover the whole of Inverclyde to ensure all communities are able to participate in locality planning. A Locality Planning Group (LPG) will be established for each of the following localities:

- Kilmacolm and Quarriers Village
- Port Glasgow
- Greenock East and Central
- Greenock South and South West
- Greenock West and Gourock
- Inverkip and Wemyss Bay

Role – LPG's are being established to provide a forum for the community and public services to come together to discuss and plan for priorities specific to that local area, develop and implement a Locality Action Plan and oversee and scrutinise delivery of Inverclyde Health and Social Care Partnership's (HSCP) Strategic Plan 2017-22. The role of LPGs will be to:

- ❖ Develop and oversee delivery of a Locality Action Plan that:
 - Meets the requirements of the Community Empowerment (Scotland) Act 2015;
 - Takes account of strategic issues such as inequalities and poverty;
 - Delivers on the Inverclyde HSCP Strategic Plan objectives;
 - Delivers against the road map of 'what we expect to look like' at the end of the plan period;
 - Achieves transformation to a health and wellbeing partnership; and.
 - Delivers financial and service sustainability.
- ❖ Assess progress against the Locality Action Plan which will utilise performance management processes
- ❖ Review the Locality Action Plan on an annual basis.

Membership will consist of:

- No more than 4 community representatives nominated from the Communication and Engagement Group
- A carer representative
- A GP representative
- Housing representative
- Third Sector representative
- Fire and Rescue
- Police Scotland
- Community Learning and Development
- HSCP representative
- Local Ward Councillors (Will attend to observe only)

Meetings – Each LPG will meet on a quarterly basis and the chair will be selected, by consensus, from members of the LPG. The agenda will be generated by members, and informed by the plan for the locality. Requests may also come from the Inequalities Partnership to which the LPG is accountable.

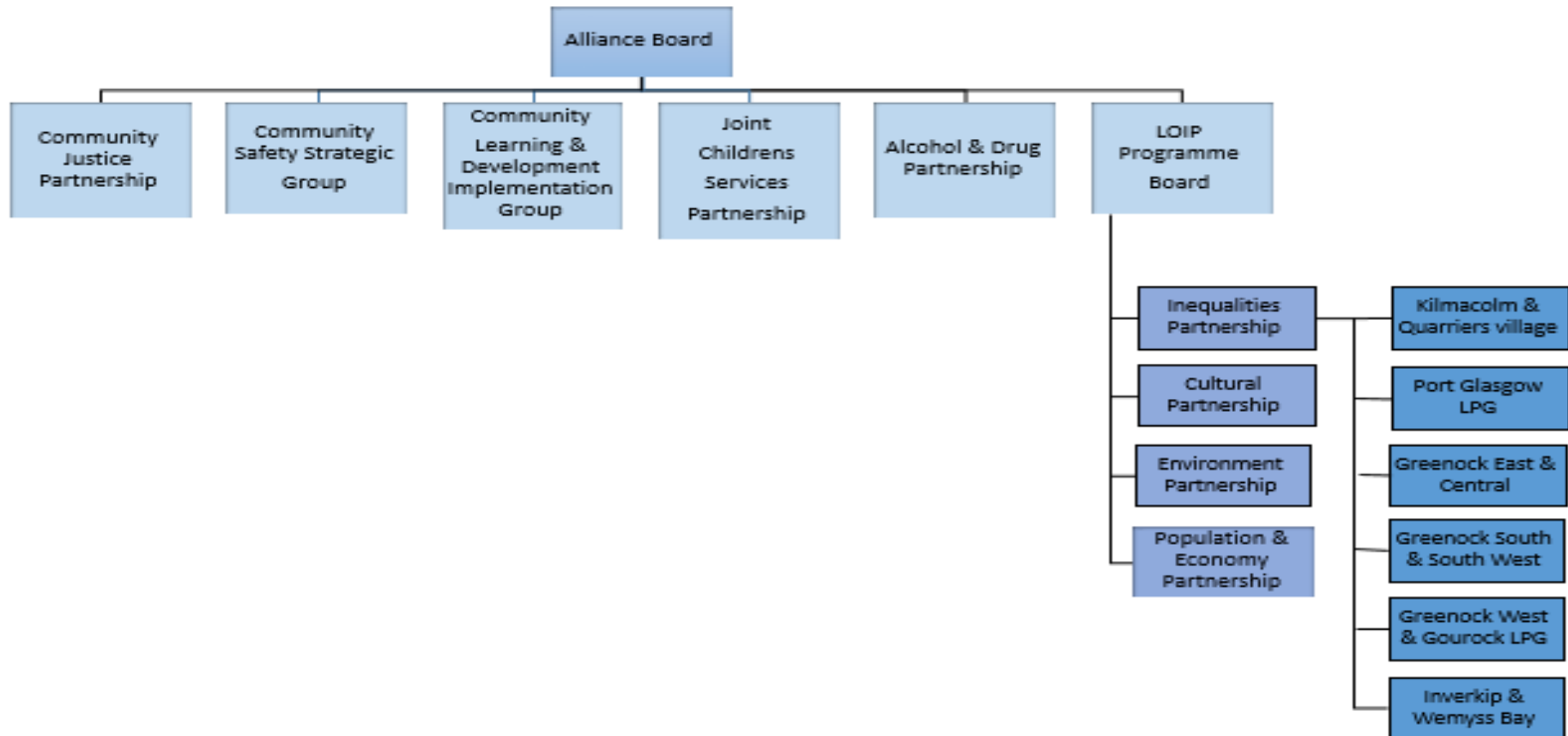
Decision-Making - Each member of the LPG will have an equal say and decisions will be reached via consensus. If consensus cannot be reached, the issue will be passed to the Inequalities Partnership for review and decision.

Accountability - Each LPG will be accountable to both:

- The Strategic Inequalities Partnership, on behalf of Inverclyde Alliance
- The Strategic Planning Group, on behalf of Inverclyde HSCP Integration Joint Board (IJB).

Support - Secretariat will be provided by Inverclyde Council / HSCP and will include organising and minuting meetings, including venue booking where required, distributing agenda and papers and organising presentations and guest speakers.

Appendix 1: Community Planning Governance and Delivery Structure



Appendix 2: Supporting Documents

	Documents	Links
LOIP	<ul style="list-style-type: none"> ▪ Inverclyde Local Outcome Improvement Plan 2017-22 ▪ Inverclyde Strategic Needs Analysis ▪ Inverclyde Local Outcome Improvement Plan Annual Report 2019/20 	https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan
Locality Action Plans	<ul style="list-style-type: none"> ▪ Kilmacolm and Quarriers Village Locality Action Plan ▪ Port Glasgow Locality Action Plan ▪ Greenock East and Central Locality Action Plan ▪ Greenock South and South West Locality Action Plan ▪ Greenock West and Gourock Locality Action Plan ▪ Inverkip and Wemyss Bay Locality Action Plan 	https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/localities