Inverclyde Alliance
Community Planning Partnership

Memorandum of Understanding

This Memorandum of Understanding was agreed by the Alliance Board.

Contents

1.   Introduction

This *Memorandum of Understanding* sets out a governance framework to help support Community Planning in Inverclyde. The *Memorandum* is organised into three main sections – "processes", "structures" and "expectations of partners" to ensure that the Community Planning Partnership:

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

The partners collectively, through the Inverclyde Alliance Board **endorse this Memorandum of Understanding** and specifically:

a. **the core structural elements** (Alliance Board, Single Outcome Agreement Programme Board and Delivery Groups & SOA Programme support).
b. **agree the forward membership of the Alliance** as the Community Planning Partnership in terms of:
    - the existing partner organisations on the Inverclyde Alliance Board;
    - the broader range of organisations who participate in the structures supporting Community Planning in Inverclyde.
c. **the protocols** designed to underpin all inter-agency working.
d. **agree on Lead Officers** in relation to the eight SOA Outcome Delivery Groups, drawn from partner representatives across the Alliance.
e. **adopt the priority selection criteria** framed to enable the Alliance to focus on a limited number of important issues at any one time. (A separate paper sets out for debate and decision the business cases for a suite of possible initial priorities.)
f. undertake to **review the operation of these governance arrangements** annually.

Each partner will:
g. confirm the identity of its representative(s) on the Alliance Board;
h. identify their "*single point of contact*" as part of the wider support for the CPP.

Community Planning Processes

This first section concerns the tasks to be managed by the Partnership – the processes guiding the design and implementation of activities in pursuit of our Community Planning ambitions.

2. Community Planning in Inverclyde

2.1 Community Planning
Community Planning is a way of working that places the recipient at the heart of enhanced service delivery as the partners work together more effectively and efficiently. This is not an "extra" or "marginal" approach but a development process aimed at influencing how mainstream resources are deployed for integrated service delivery and improved outcomes for the whole community. 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.*"

The **inputs** are improved joint working between agencies and the public - building a strategic focus for work across Inverclyde, identifying where, and for whom, we can make a difference through better partnership working. The **outputs** are locally delivered services that better meet the needs of individuals in the local community. It is not a static process; it works towards the continuous improvement of Inverclyde and includes a scrutiny element to ensure effective and efficient performance.

The Community Planning process starts with the needs of the service recipient, so community engagement is core to the process; if we don't know how people are experiencing services on the front-line and what aspirations communities have, we can't make the necessary changes or support the right kind of activity to make a difference to peoples' lives. The most important engagement takes place at the point of delivery.

The Partnership has a Community Plan with a focus on a shared vision for the area and its people to help sharpen and direct joint objectives. The Community Plan is a ten year document, setting out the vision and long term goals for Inverclyde Alliance. The Inverclyde Alliance Single Outcome Agreement sits below the Community Plan, adding detail to the outcomes set out in the Community Plan, and setting out the intermediate outcomes and progress targets which will contribute to the delivery of the long term vision and outcomes set out in the Community Plan. Process and plan are about the added value that partnership working can bring.

The Local Government in Scotland Act 2003 created a statutory basis for Community Planning and the long-term commitment to effective partnership working. The Act created a power to advance wellbeing - enabling local authorities to work more creatively in responding to the needs of their communities. Inverclyde Council acts as the lead agency; all partners, by agreeing to this Memorandum, commit to the process and join in the work of the Inverclyde Alliance.

2.2 The Inverclyde Alliance
The Inverclyde Alliance (IA) is the Community Planning Partnership for Inverclyde. It was established in 2003 and re-launched in August 2007. The IA Board is a representative partnership involving:

- Community Councils
- Greater Glasgow and Clyde NHS
- Greenock Chamber of Commerce
- Greenock and District Trades Council

- Scottish Enterprise
- Scottish Fire and Rescue
- Skills Development Scotland
- Strathclyde Partnership for Transport

- Inverclyde Council
- West College Scotland
- Job Centre Plus

- Police Scotland
- The Voluntary Sector
- The Scottish Government

There are a wide number of other organisations who are involved in the broader Community Planning Partnership, including Riverside Inverclyde and the Inverclyde Housing Associations Forum.

2.3 Inverclyde Alliance Aim & Objectives

The IA is a family of partnerships working on shared priorities and promoting better collaboration in Inverclyde. It encourages all partners to take a strategic overview and co-ordinate their activities to improve outcomes in important areas. The IA has chosen to use its Single Outcome Agreement Local Outcomes to organise its approach which are developed from the outcomes set out in the Community Plan 2008-2018, 'Inspiring Inverclyde'.

1. Inverclyde's population is stable with a good balance of socio-economic groups.

2. Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.

3. The area's economic regeneration is secured, economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.

4. The health of local people is improved, combating health inequality and promoting healthy lifestyles.

5. A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.

6. A nurturing Inverclyde gives all our children and young people the best possible start in life.

7. All children, citizens and communities in Inverclyde play an active role in nurturing the environment to make the area a sustainable and desirable place to live and visit.

8. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

This will be carried out under the banner of 'Nurturing Inverclyde' where the partners aim to work towards 'Getting it Right for Every Child, Citizen and Community', ensuring that everyone in Inverclyde will be safe, healthy, achieving, nurtured, active, respected, responsible and included.

The *aim* of the IA is to deliver better outcomes for the communities of Inverclyde by:

- promoting partnership working in Inverclyde, orchestrating inter and intra-partner activities, investigating opportunities for integrated public service delivery;
- growing a culture of enterprise and partnership, where agencies pro-actively come together to tackle the big issues for Inverclyde;
- involving community, voluntary and business sectors in decisions facing the area;
- developing a strategic view on issues associated with the reform of public sector services and advocating Inverclyde's position.

2.4 The Development Processes

The Alliance will pursue a limited **number of priorities at any one time**, concentrating on the development and mainstreaming of its added-value. In crude terms, the cycle of actions that will lie at the centre of Alliance mission will involve managing and reviewing the following stages:

⇨ **ASSEMBLING THE PARTNERS** – bringing the players (organisations) together and sorting out core structures, relationships, responsibilities & working methods.

⇨ **ARTICULATING A VISION** - agreeing a picture of where we want to be, identifying key characteristics of that future and choosing measures of success.

⇨ **IDENTIFYING KEY ISSUES** - sorting out a list of Action Areas for delivering the Vision and identifying their key components (For *whom* do we need to achieve change? *What* changes in their circumstances are we seeking? *How* (activities) will we go about effecting change?)

⇨ **SELECTING COMMUNITY PLANNING PRIORITIES** – considering possible Action Areas against selection criteria (see Section 3 below) to establish a key Community Planning portfolio.

⇨ **DEVELOPING OUTCOME DELIVERY PLANS** – with a set of activities, timescales & targets, management & review responsibilities and requirements of partners, all based on Community Planning principles – cross-cutting, partnership-working etc. It will be for the Alliance Board to agree the plans.

⇨ **IMPLEMENTING THE PLANS** – managing the transfer from design to implementation with clarity on arrangements for review & management responsibilities (including reports to the Alliance Board) plus delivery feedback and process support arrangements.

⇨ **MAINTAINING MOMENTUM** - keeping everyone engaged, continuing to buttress Community Planning working (collectively & individually), reviewing progress on the Vision and learning the lessons of experience to fuel continued innovation on Action Areas for the ***next set of priorities.***

3. Priorities - Selection Criteria

In pursuing its vision, the IA Board will focus on only three or four new areas of work at any one time. Experience shows that Community Planning Partnerships have tended to diffuse their impact by simply "badging" existing initiatives or creating a separate suite of "Community Planning projects" and, in both cases, missing the opportunity to embed long-term mainstream change. The Alliance aims to do a few things well (rather than spread itself too thinly) and embed change gradually. Agreement on this limited portfolio of priorities would be prefaced by a robust analysis and consideration of the business case, as set out in the context of the Community Plan and SOA.

The Alliance should only come together in partnership to deliver if there will be additional 'collaborative gain' achieved from working in partnership. Collaborative Gain can be defined as:-

"a situation where partnership working brings about 'added value' benefits, which would not have been achieved by the individual partner organisations operating on their own *('More than the sum of the parts')*. These benefits might include, for example, enhanced outcomes for service users / communities or efficiency gains for the partners themselves."

Successful collaborative gain projects tend to be based on the undernoted key characteristics:-

Clarity of Purpose

> A clear and agreed vision, directed through local, regional and national policy frameworks, reflecting public needs and expectations;
> Across the partnership, a strong awareness of remit, potential contribution, key personnel, decision makers, the policy context and the internal and external operational environment; and
> Clear and agreed terms of engagement and project objectives.

Clarity of Leadership, Governance and Performance Management:

> Strong, effective leadership, with clear lines of accountability/reporting - programmes/projects are clearly led / co-ordinated by one named individual/ organisation;
> Sound governance structures underpinned by the presence and influence of senior officers (elected members);
> Appropriate levels of representation present at programme/project meetings in order to aid effective and timely decision-making;
> Defined performance management arrangements at the outset (including clear targets and timescales – ideally, with potential efficiencies and business benefits identified at the outset.); and
> Ongoing review and refinement of structures to ensure groups continued to be 'fit for purpose'.

Evidence-based and client-focused approach

> A clear understanding of the evidence base used to support actions; and
> A recognition of the importance in engaging with client groups around the quality and level of services to be provided.

The Selection Criteria below will enable the Alliance Board to determine its future priorities in a way that delivers additional impact. **Priority** areas are the broader issues which need to be addressed in Inverclyde (e.g. substance abuse) and **activities or services** developed are the measures undertaken to contribute to the priority (e.g. alcohol abuse and employability initiatives). In scanning the area for the major issues calling for treatment, the Alliance is interested in:

■ identifying gaps in service delivery for communities and developing a partnership approach to filling those gaps;
■ making existing partnership activity work better.

Any priority for <u>new activity</u> identified by the Alliance should reflect the following characteristics

Unique action	• not currently being addressed or where it is possibly not being currently optimised (but always eschewing unnecessary duplication).
Strategic value	• evidenced to be of fundamental importance to the local population with concentration on mainstream policies and budgets, reflecting issues identified through for example SIMD analysis, community engagement.
High Impact	• that if successfully acted upon would be likely to bring appreciable benefits to communities.
Outcome defined	• aspired gains are specified in advance including measurable targets to enable base for evaluation, using intervening milestones where necessary.
Delivery capability	• local agencies are able directly to bring about necessary change without undue reliance on wider factors or other agencies.
Best value & continuous improvement	• can demonstrate achievement of best value and continuous improvement.
Participative	• relevant to at least most partners but ideally to all partners and critically is demonstrably supported by all partners, including the community.

Inverclyde Alliance Structures

"Form follows function" with as little bureaucracy as possible. The core Alliance structures comprise:

■ *Alliance Board – the strategic, decision-making body, providing leadership and ensuring collective accountability;*

■ *the SOA Programme Board – managing the delivery of the SOA outcomes*

■ *the SOA Outcome Delivery Groups – singly and together driving the day-to-day activities of the Partnership;*

■ *the Partnership Support Network – knitting together overall management and providing partnership development support.*

4.   Inverclyde Alliance Board

4.1   Role & Purpose of the Inverclyde Alliance Board

The Board is central to the Alliance; it operates strategically, takes key decisions, leads the Partnership and carries out an overall scrutiny role. The Board delivers:

- direction and leadership for partnership working in Inverclyde;
- trust in communities leading to services which better meet the community needs;
- stronger networks to enhance joint working for more appropriate, integrated solutions – faster and more sustainably;
- innovation in delivering the changes required to enhance community wellbeing;
- the accountability of partners for their input.

The Board is not responsible for the day-to-day work of the Alliance but its scrutiny role enables it to intervene as necessary. The Board has specific responsibilities for the strategic direction of Community Planning in Inverclyde by:

⇨ **Developing the Vision** - identifying key issues facing Inverclyde, articulating a shared vision which is informed by communities and leading its implementation (and producing a "Plan").

⇨ **Setting the Priorities** - establishing key priorities and associated strategies for partnership delivery.

⇨ **Securing the Resources** - deciding on resource allocation/pooling/alignment and ensuring that financial management processes are robust and fit for purpose.

⇨ **Scrutinising the Process** - ensuring that partners/the Partnership deliver on their commitments, overseeing the work of the SOA Programme Board and Outcome Delivery Groups and other cross-cutting work and strengthening accountability, governance and control - keeping Alliance governance under active review.

The scrutiny role covers oversight of the work and impact of the Alliance on the communities it serves, contributing to performance management and ensuring that Alliance priorities are met. The Alliance may undertake area scrutiny, examining policies or initiatives relating to a particular location or community; the Board may set up short-life 'task and finish' groups for major issues cutting across Outcome Delivery Groups.

⇨ **Raising the Profile** - generating an image/brand for Inverclyde, effecting awareness-raising and a high degree of community involvement as the core of Community Planning and coming together in a lobbying/advocacy role.

4.2   Joint Resourcing and Community Planning

At a national level, joint resourcing of community planning has moved up the agenda and become a key area that Community Planning Partnerships must focus on. This follows the publication of the "Agreement on Joint Working on Community Planning and Resourcing" by the Scottish Government in September 2013.

The agreement places expectations on all Alliance Board partners to draw upon the totality and breadth of their resources in order to improve local outcomes for communities in Inverclyde. To achieve this the Alliance Board is required to:

- Ensure the SOA is the focal point for the planning and deployment of resources locally;

- Share budget, investment and resource planning information through the CPP, at an early stage in the decision-making process, including setting out the broad financial parameters partners are working to, key milestones, and how resources already and can further support SOA delivery;

- Agree how total resources can most effectively be deployed and aligned between partners to achieve the outcomes set out in the agreed SOA and ensure that deployment and alignment in practice; and

- demonstrate commitment and adherence to the Agreement through their engagement with CPPs and in relevant governance and budget making processes, including in final budget documents, delivery plans and subsequent accountability arrangements.

CPPs can decide locally which partners should be involved in implementing the agreement. The Government/CoSLA does however expect there to be an emphasis on the organisations who have a statutory duty to participate in community planning (i.e. Local Authorities, Health Boards, Police Scotland, Scottish Fire and Rescue Service, Regional Transport Partnerships and Scottish Enterprise). Other public sector organisations with a substantive role in the delivery of SOA
outcomes for particular CPPs are expected to implement the Agreement with those CPPs. These organisations include Skills Development Scotland and Scottish Environmental Protection Agency who are both involved in Inverclyde's CPP either at Board level or in an Outcome Delivery Group.

Inverclyde Alliance has other partners involved who will also have a role in the implementation of the agreement.

4.3 Board Membership Roles
The *Chair* will be responsible for the proper and efficient management of meetings and lead the Alliance Board outwith meetings. He/she will:
- ensure that *all partners* have an equal opportunity to participate in discussions and decisions;
- ensure decisions are made - and made within the spirit of Inverclyde Community Planning Partnership;
- seek to achieve decisions by consensus;
- keep meetings focussed on the agenda;
- ensure that all partner representatives fulfil their commitments as Board members;
- act as an ambassador for Inverclyde and represent the Alliance outwith meetings.

Given the Council's role to lead and facilitate Community Planning the Chair of the Board will be a Council representative. The *Vice Chair* can be from any of the partner organisations; the position will rotate around all the partner organisations. The Vice Chair will substitute for the Chair in accordance with the above role.

Alliance Board Members

All partners are required to communicate the Alliance's vision and outcomes across their organisations and to their stakeholders. The Alliance's vision and outcomes should be reflected in the plans and strategies of all partners, this applies to both local and national organisations. National organisations should articulate the Alliance's vision and outcomes in a local level document. For example, SPT produce an annual Transport Outcomes Report and SDS work with partner organisations to develop a Service Delivery Agreement each year.

In addition, Alliance Board members are required to:
- 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 Single Outcome Agreement;
- 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;
- challenge the SOA Programme Board in regard to the delivery of the SOA outcomes
- champion Inverclyde's SOA and publicise its achievements throughout the Alliance and the wider community of Inverclyde and Scotland.

All Board members will be expected to invest time and skills in the work of the Partnership.

4.4   Board Membership & Attendance

The watchwords are "commitment & consistency". Members should be decision-makers able to commit their own organisations to the Alliance activities and to embed Community Planning into their organisation's plans and ways of working. Where possible they should have a degree of democratic accountability e.g. a Board Member of an organisation.

The aim is to keep the Board as a small decision making unit with greater involvement from a wider range of partners in the Outcome Delivery Groups and Supporting Networks, where more effective representation of those organisations can be made.

Inverclyde Council, as the lead agency and as the organisation with a wide range of powers, will have 4 places at the Board (to enable appropriate representation across the political spectrum). In addition the Board will be supported by officers of the Council. The following partners will have one place each:

- Community Councils
- Greater Glasgow and Clyde NHS
- Greenock Chamber of Commerce
- Scottish Enterprise
- Scottish Fire and Rescue
- Skills Development Scotland

- Greenock and District Trades Council
- Inverclyde Council
- West College Scotland
- Job Centre Plus

- Strathclyde Partnership for Transport
- Police Scotland
- The Voluntary Sector
- The Scottish Government

It is up to each organisation to decide who would best represent them on the Board, taking into account the role and responsibilities of the Board. Board members may, in consultation with the Chair, arrange for a substitute but they should attempt to attend as many meetings as possible**.**

Only Board members will be able to participate in IA decisions but:

- officers may attend Board meetings to present and answer questions on agenda items (e.g. members of the Outcome Delivery Groups, projects delivering work identified by the Alliance or other officers from partner organisations);
- a standing invitation to attend Board meetings will be issued to the constituency MSPs for Greenock and Inverclyde and West Renfrewshire and the MP for Inverclyde.

4.5   Access to Meetings of the Alliance Board

4.5.1   General
Inverclyde Alliance Board will conduct all of its meetings, as far as possible, in public. However, it is acknowledged that in certain circumstances some items of business may require to be conducted in private because of the nature of the business being discussed. The types of information which may be discussed in private are listed below.

When business is to be discussed in private (under circumstances listed below), members of the public and press, as well as (in some circumstances) officers in attendance at the meeting, will be asked to leave.

At a meeting, a reasonable number of copies of the agenda and of any reports likely to be considered in public will be available for the use of the public attending.

Agendas, papers and minutes of the Alliance Board, relating to Public Business, will be available on Inverclyde Council's website www.inverclyde.gov.uk

4.5.2 Exceptions
The following information will always be discussed in private:

- **Personal information** – particularly when relating to a specific employee, former employee, office holder or former office holder, or an applicant to become an employee / office holder

- **Financial information** – particularly relating to projects and services in receipt of funding that is considered / monitored via the Alliance Board

- **Commercial or Business Information** – particularly when relating to

the financial or business affairs of a third party or when relating to the negotiation or acquisition of goods, services or land and property *but only where the release of such information would prejudice the negotiations*

- **Industrial Relations** – particularly relating to negotiations or consultation between the Alliance Board and employees of partner agencies / funded services

- **Legal Information** – any opinion of counsel and any advice received, information obtained or action to be taken regarding any legal proceedings, or contemplated legal proceedings

5.   SOA Programme Board

Members of the SOA Programme Board will be decision makers, who will oversee the delivery of the SOA, receiving regular reports on progress, and who can refer issues to the relevant delivery group for action. The Lead Officers for the SOA Outcomes will make up the majority of the SOA Programme Board. The Scottish Government have an open invitation to sit in on the SOA Programme Board as an observer.

The main function of the Programme Board will be to focus on the delivery of the outcomes and effective co-ordination of programmes/projects and key information, as well as looking at the cross cutting issues arising across the Outcome Delivery Groups.

The Programme Board's role and responsibilities include:

- Oversee the delivery of the outcomes and review indicators, targets and milestones;
- Work together to enhance and improve relationships, partnerships and service delivery in the context of the Community Plan 'Inspiring Inverclyde' and the Single Outcome Agreement, including the pooling or alignment of budgets/resources;
- Lead and direct the implementation, delivery and on-going development of the SOA within the Alliance, including looking at broader policy issues around e.g. Social Inclusion and Equality and Diversity;
- Ensure accountability across organisations involved in the delivery of the outcomes;
- Ensure all partners work to maximise improvements in the key strategic drivers of the SOA, challenging individual partner organisations where actions are not being delivered;
- Identify where cross working across outcomes will deliver better results and avoid duplication of effort;
- Work between partners and with the Scottish Government to address and progress the strategic outcomes detailed within the SOA;
- Maintain sound working relationships with representatives from the Scottish Government;
- Embedding necessary actions in partner plans and commit appropriate resources to do so;
- Scrutinise each SOA Delivery Group performance monitoring report, agree the necessary adjustments and ensure these are carried out;
- Update the SOA on an annual basis;
- Prepare the annual SOA performance report;
- Champion Inverclyde's SOA and publicise its achievements throughout the Alliance and the wider community of Inverclyde and Scotland;
- The Programme Board will meet on a six weekly basis;
- Co-ordinating, with the Community Engagement Network, consultation and community engagement in relation to the outcome;
- Advising the appropriate agencies of the resources which need to be in place to achieve the outcomes and targets under the direction of the Programme Board;
- Identifying external funding opportunities and working together to apply for these;
- Developing greater alignment between the corporate, organisational and business plans of partner agencies;
- The chair of the Programme Board will be determined by the Alliance Board;
- The Programme Board will report to Inverclyde Alliance Board.

5.1. Outcome Delivery Groups

Lead officer responsibilities have been agreed from across the Inverclyde Alliance partner organisations for the effective management and delivery of the local outcomes set out in the Single Outcome Agreement.

As mentioned earlier there are eight local outcomes set out in the Single Outcome Agreement which mirror those agreed for the Community Plan.

1. Inverclyde's population is stable with a good balance of socio-economic groups.
2. Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
3. The area's economic regeneration is secured.
4. Economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.
5. The health of local people is improved, combating health inequality and promoting healthy lifestyles.
6. A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.
7. All our young people have the best start in life.
8. Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.

There is an Outcome Delivery Group for each outcome, although Lead Officers have the flexibility to merge groups under two or more outcomes if appropriate, particularly on cross cutting issues. Groups may wish to identify actions that will be delivered across the delivery groups.

People can be co-opted onto groups for particular issues, keeping membership tight and relevant to those involved. The whole process needs to be as dynamic as possible, focussing on actions and delivery and allow for changes and amendments to membership.

5.2. Lead Officers

It is the responsibility of lead officers to drive the delivery of the outcomes by providing clear leadership and direction. They have the flexibility to put in place appropriate structures, or use existing structures, to deal with the delivery of the local outcomes e.g. developing plans to deliver across more than one outcome.

The key output for the Outcome Delivery Groups are Outcome Delivery Plans (Action plans for the delivery of the SOA local outcomes). Other outputs and/or outcomes are:

- Better partnership working, adding value
- Fewer plans/plans aligned better
- Enhanced services through pooled budgets/joint ventures etc
- SMARTer use of resources

- Better understanding across partners of what is being delivered, therefore better gap analysis and targeting of partnership working/resources.

Lead officers are tasked with:

- Identifying where existing delivery mechanisms can be used to achieve the outcome e.g. Integrated Children's Services Plan, Inverclyde Drug and Alcohol Forum etc;
- Identifying who should be involved in their Outcome Delivery Group, seeking to get all the right people around the table who can assist with delivery of actions;
- Establishing delivery/action plans to implement the agreed outcome(s), targets and milestones (supported by the SOA Programme Manager) which will be delivered on a partnership basis to explore the opportunity to fill any gaps in service delivery, or which will better co-ordinate existing work taking place in regard to their local outcome;
- Challenging existing arrangements and raising questions about the way we deliver services to identify if there are better methods of delivery;
- Identifying where lead officers might want to merge their groups to develop delivery plans;
- Developing a coherent approach to partnership working in Inverclyde, rationalising partnerships and plans where appropriate;
- developing an informed approach, utilising policy contexts and analysis of available statistics, sharing knowledge and information;
- Identifying opportunities for projects which could take place across more than one outcome area;
- Producing performance monitoring reports in relation to the outcome, indicators and targets to SOA Programme Board and Scottish Government via Annual Performance Report, with support from the SOA Programme Manager;
- Preparing progress reports covering achievements for presentation to the Programme Board and Inverclyde Alliance Board;
- Ensuring involvement of community, voluntary sector and private sector in development;
- Acting in line with the National Standards for Community Engagement.

5.3. Outcome Delivery Plans

Outcome Delivery Plans need to be:

- Focussed
- Targeted
- SMART
- Restricted – keep the number of actions low, looking at smaller deliverable 'chunks' which are essentially 'intermediate' outcomes, leading to the ultimate achievement of the longer term outcomes.

A large amount of work is already ongoing in many of these areas, and some work is required to set out, to some extent, what is already taking place. The outcome delivery groups will need to identify what gaps there are in provision which need to be filled in order to achieve the outcome, or what joint working can take place to enhance existing provision.

Actions can then be identified, which each agency involved in the delivery of an outcome, can take away and implement within their organisation, and/or commit to working on in partnership with other organisations. There is a possibility that short life 'task and finish' working groups may need to be set up to look at particular issues, which would then report back to the lead officer for each outcome.

The focus will be on delivery and action, with leadership coming from the lead officer. If the Inverclyde Alliance wants to be seen to be delivering on its commitment to Scottish Government and as a partnership which is actively embracing the outcome agenda, it is important to clearly identify roles and responsibilities for all organisations involved.

Additionally, robust Community Engagement must inform this whole process and it will be important to ensure that feedback from representatives of the communities of Inverclyde, and voluntary organisations delivering services in the area, is heard and taken account of in the development and delivery of plans. The Community Engagement Network can assist in the co-ordination of community engagement. CVS Inverclyde can also assist through engagement with voluntary organisations. It is also important the feedback is given to communities and voluntary organisations as to how their engagement/involvement has informed the development of delivery plans.

Outcome delivery plans could include some of the measures outlined in the Single Outcome Agreement, but do not need to use just these. The wider performance management frameworks used across the partnership will inform the indicators set out in the SOA.

The Outcome Delivery Plans should not duplicate work which is already taking place, but add value where they can. Projects could be commissioned to fill gaps in service delivery, either through the partner agencies round the table coming together to deliver or recommend funding other agencies to deliver, again within their local outcome focus. In facilitating better collaboration, they have a role to play in maximising external funding opportunities, applying for funding to carry out pieces of work or develop projects.

5.4. Membership of the Outcome Delivery Groups

The Outcome Delivery Groups will be chaired by the designated Lead Officers. The Lead Officers will meet on a regular basis through the SOA Programme Board to identify and progress cross cutting issues.

Membership of the Outcome Delivery Groups (ODGs) will be drawn from a range of organisations who are involved in the delivery of services that sit within that local outcome. Lead Officers have the flexibility to decide who is involved in their ODG. Membership will change depending on the priorities identified for each partnership over the life of the Alliance; there is likely to be a "core group" for each ODG that will be augmented as the Alliance moves from design through to implementation.

6.   Supporting the Alliance

No matter how simple the structure, there will be a need to put in place some cross-partner arrangements to ensure effective management and administration of the process and to act to knit the Partnership together. The Business Support Function supports this.

6.1 Business Support Function

The Business Support Function will be provided by the Council, as the lead agency in Community Planning. It will do whatever is needed to make the Alliance work – providing a secretariat for the Board but also taking a lead in developing partnership development materials and processes.

The Business Support Function for the Inverclyde Alliance is located within the Organisational Improvement and Resources Directorate within Inverclyde Council. The Lead Officer is the Corporate Policy and Partnership Manager with a dedicated SOA Corporate Policy Officer responsible for core support of the SOA and its delivery structures.

The Corporate Policy Officer manages the overall delivery of Inverclyde's Single Outcome Agreement, securing continuous improvement in its delivery through co-ordinated, collaborative approaches. The Officer will report to the Programme Board, and have a central role in driving the SOA, co-ordinating reports regarding each outcome, and presenting performance information, to highlight progress and/or areas of concern.

Over the course of the SOA Programme Officer support will be sought from partners to liaise with and support the appropriate lead officers for the Outcomes, assisting in the development of action plans, organising consultation and community engagement on the outcome areas, drawing together information resources from across the UK and further afield, liaising with each other to ensure no duplication of effort is taking place in regard to action plans, carrying out benchmarking with other CPPs. The role also requires liaison across all partner organisations in the gathering of information, including partner plans and strategies, and development of partner programmes.

Expectations of Partners

The Alliance operates on the basis that the partners can achieve more for Inverclyde acting together than they can acting alone; that, in order to "get", every partner will "give". This third block sets out some key expectations of what partners will do and how they will behave in the interests of genuine partnership.

7.   Inverclyde Alliance Partnership Protocols

The Council is the lead agency but it is expected that all partners will actively participate and bring a genuine partnership approach to the work of the Alliance as a whole. The focus is better delivery and improved wellbeing for Inverclyde - not who is round the table at any one time. Partners are expected to play a full part in developing an effective partnership culture that engages the whole community. There is a role for the Partnership as a whole to identify how to resource the community for participation.

7.1 Meeting Frequency
⇨ Alliance Board: Quarterly
  ⇨ SOA Programme Board: every 6 weeks
    ⇨ Outcome Delivery Groups: to be determined by lead officer, but quarterly as a minimum frequency

Members will be asked to contribute agenda items approximately four weeks before meetings, and papers will require to be submitted approximately two weeks from that date. Papers will be distributed to Board members two weeks before the Board meetings.

The SOA Programme Board will report quarterly to the Board on progress towards outcomes and any issues identified through monitoring etc.

7.2 Demonstrating Openness & Democracy
The Chair of each meeting will be responsible for ensuring that partners from each agency have an equal opportunity to participate in discussions, debates and decisions.

Alliance Board meetings are held in the Council Chambers and therefore open to the public, and will be advertised on Council notice boards.   Some items may require to be held in private if they are sensitive in nature; the cases where this would apply are outlined in the standing orders set out at paragraph 4.4.

Alliance Board papers will be published on the Inverclyde Alliance webpages hosted on Inverclyde Council's website. Papers will be made available on request to individuals and organisations, and in alternative formats if required.

Papers will be posted two weeks before the meetings take place. Where appropriate papers will be posted on partner or other web-sites. A schedule of dates and times for submission of agenda items and papers will be issued each year.

All information and reports produced for the Alliance Board will be in plain English and as free from jargon as possible.

7.3 Code of Conduct
As a Partnership, collectively and as individual members of that Partnership, we will:

- give priority to Community Planning and Community Planning meetings. We will plan our diaries so that we can turn up. We will turn up.

- plan our time so that we turn up ready. We will have read the papers & undertaken any necessary prior consultation.

- be open & up-front about what we want from being a member of the partnership.

- do what we say we will do - when we say we will do it.

- ensure that our colleagues understand our own organisation & that we understand theirs.

- make sure that we always have the right people around the table - we will review membership regularly.

- make sure that everyone around the table has the opportunity to contribute and that everyone's contribution carries the same weight.

- make time to talk directly to our "customers" and use the intelligence at meetings.

- use the National Standards for Community Engagement in all consultation/ engagement with communities

- challenge the way our organisations do things. Each member will challenge their own and their colleagues' organisations.

- challenge each other as members - challenged, we will listen with an open mind.

- when we disagree, try to understand the other person's point of view.

- resolve difficulties together - not leave a colleague to take the burden.

- we will always ask "what can I do to help?"

- celebrate examples of good Community Planning practice. We will look for them constantly.

- talk to each other about Community Planning outwith meetings.

- look to improve our own partnership skills. We will help our colleagues identify ways of improving their partnership skills.

- carry our own organisation with us. We will give time to our staff on Community Planning issues and educate our people about Community Planning - people throughout our own organisation.

- act as an ambassador for Community Planning at all times.

During the review of this framework, the code of conduct will be assessed to ensure that each element is attainable and to identify if all members of the Alliance are acting in accordance with it.

8. Promoting Community Planning within Partners

The work of the Alliance focuses on a limited number of Priorities calling for multi-agency collaboration. However, the Community Planning ethos applies also to intra-agency working; a deeper appreciation of Community Planning within individual agencies will help in developing a partnership approach within and between agencies. Every partner is expected to ask how Alliance priorities and principles are the priorities identified reflected in their business plans and how their organisation goes about promoting and facilitating partnership working.

Each and every partner will be expected actively to generate a fuller understanding and engagement with Community Planning within their organisation. The responsibility for developing a Community Planning approach within partner organisations will lie with the Board representative.

In delivering Community Planning, partner organisations should seek to ensure that their actions create:

⇨ **Relevance** – deliver effective and regular internal communication to ensure that the purpose of the Partnership is clearly defined and is focused on key service improvements for the local community. There is potential to develop core communication messages and sessions tailored to key organisational issues

⇨ **Respect and Understanding** – action is taken to ensure that relevant staff understand and respect the roles of partner organisations. This also includes staff development via shadowing and joint training opportunities.

⇨ **Commitment** – organisations and their representatives should demonstrate commitment towards the success of the Partnership, through the prioritisation of resources, delivery of agreed actions and conduct within partnership structures. Roles and responsibilities should be recognised and *incorporated into individuals' objectives*.

⇨ **Informed** - organisations should make full use of relevant partnership data and community consultation and engagement to inform operational planning and review processes. They will also seek to learn from recognised good practice.

⇨ **Openness** – Organisations should demonstrate transparency in their actions and be open to constructive commentary on performance from community and partner organisations.

To facilitate improved partnership working across Alliance structures, the Business Support Function will undertake a review of training and development needs with partner organisations, learning from good practice and targeting priorities/issues on an annual basis. Joint training opportunities can be developed from this.

Annex A: Inverclyde Alliance – Overall Structure

The diagram below outlines the structure of the Inverclyde Alliance.

Inverclyde Alliance Board

SOA Programme Board

Business support to the Alliance Board and SOA Programme Board provided by Inverclyde Council

SOA Outcome Delivery Groups

Identifying how partners will deliver on Depopulation, Successful Communities, Economic Regeneration/Employability, Health Inequalities, Alcohol Misuse, Best start for Young people, Environment

Supporting Networks/Partnerships: Community Engagement and Capacity Building Network, Financial Inclusion Partnership and Community Safety Partnership, among others, feed into Delivery Groups and Programme Board as necessary.