
Report To:	Inverclyde Alliance Board	Date:	18 June 2018
Report By:	Grant McGovern Head of Inclusive Education, Culture and Communities	Report No:	GMcG/KB
Contact Officer:	Karen Barclay Corporate Policy Officer	Contact No:	01475 712065
Subject:	Location Director Role Refresh		

1.0 PURPOSE

- 1.1 The purpose of this report is to inform the Alliance Board of the refreshed role of Scottish Government Location Directors. Correspondence from the Scottish Government regarding changes to these roles is attached as an Appendix for information.

2.0 SUMMARY

- 2.1 When Single Outcome Agreements (SOAs) were introduced in 2009, the Scottish Government assigned responsibility for liaising with Community Planning Partnerships (CPPs) to a number of its most senior managers. The intended role of these 'Location Directors' was to provide a direct link between each CPP and the Scottish Government.
- 2.2 In recent months, Scottish Government Officials have examined how the role of Location Directors can be most valuable to the Scottish Government, to local partners and to Location Directors personally in the next few years and within an evolving landscape of reform.
- 2.3 The overarching role of Location Directors remains broadly as before: to understand and promote how public services work together with communities, to develop inclusive growth around local needs and circumstances. However, the emphasis of the Location Director's role will move away from how well community planning is operating locally and will instead take a close interest in why and how public services work together, and with communities, to improve outcomes and tackle inequalities in locations across Scotland. While Community and Locality Planning will still be at the heart of this, the Scottish Government is also interested in how partners work together to make a difference at regional level, for example, to support economic growth.
- 2.4 In many cases, the Location Director's refreshed role is likely to result in a shift in focus away from attendance at formal CPP meetings. Additionally, rather than a personal contribution from the Location Director, there will be a greater emphasis on the role of the Location Director's Team for a local area.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Alliance Board:
- notes the refreshed role of Location Directors.

Grant McGovern
Head of Inclusive Education, Culture and Communities

4.0 BACKGROUND

4.1 When Single Outcome Agreements (SOAs) were introduced in 2009, the Scottish Government assigned responsibility for liaising with CPPs to a number of its most senior managers. The intended role of these 'Location Directors' was to provide a direct link between each CPP and the Scottish Government with the aim of:

- building and maintaining strong links with local partners; and
- challenging the Scottish Government's partners on their delivery.

4.2 In its 2013 report entitled *Improving community planning in Scotland*, Audit Scotland said that, generally speaking, CPPs found the Location Director role helpful when the SOAs were at the early stages of implementation.

4.3 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 Inverclyde Outcomes Improvement Plan 2017/22 was approved by the Alliance Board on 11 December 2017 and sets out the outcomes that the Community Planning Partners will seek to improve. This, in turn, should improve the wellbeing and quality of life of Inverclyde's residents, with a particular focus on reducing inequality and poverty.

5.0 LOCATION DIRECTOR ROLE REFRESH AND POTENTIAL IMPLICATIONS FOR THE INVERCLYDE ALLIANCE

5.1 In May 2018, correspondence was received from the Scottish Government which advised of changes to the role of Location Director and provided understanding about how and why the role is evolving.

5.2 The Scottish Government said that, in recent months, Officials have examined how the role of Location Director can be most valuable to the Scottish Government, to local partners and to Location Directors personally in the next few years and within an evolving landscape of reform.

5.3 As before, the overarching role of Location Directors remains broadly the same: to understand and promote how public services work together with communities, to develop inclusive growth around local needs and circumstances. Additionally, the Location Directors and their Teams will continue to:

- provide a bridge between local partners and the Scottish Government;
- encourage local reform and improvement activity; and
- act as a critical friend.

5.4 However, the focus of the role has been re-balanced in a number of subtle but important ways. For example, the emphasis of the Location Director's role will move away from how well community planning is operating locally, given that there is now a clear statutory duty on several public sector organisations to make that happen.

5.5 Instead, Location Directors will take a close interest in why and how public services work together, and with communities, to improve outcomes and tackle inequalities in locations across Scotland. While Community and Locality Planning will still be at the heart of this, the Scottish Government is also interested in how partners work together to make a difference at regional level, for example, to support economic growth.

5.6 Additionally, in line with the focus on collective impact, the Location Directors and their Teams can, from time to time, act as a change agent: facilitating conditions for ambitious shifts in working by local and regional partners, for example, by providing a bridge to colleagues in the Scottish Government who can provide assistance.

- 5.7 Specifically, the Location Directors and their Teams will also want to understand and share examples of forward thinking practice to shape the way public services work around the needs of the communities they serve, as well as genuine obstacles they encounter.
- 5.8 The Scottish Government anticipates that the Location Directors and their Teams will be keen to nurture strong and trusted personal relationships with key local partners. The way in which they do this will vary to suit their own circumstances and those of their local Partners. However, in many cases, it is likely to result in a shift in focus away from attendance at formal CPP meetings. Additionally, rather than a personal contribution from the Location Director, there will be a greater emphasis on the role of the Location Director's Team for a local area.

6.0 IMPLICATIONS

- 6.1 Financial implications: There are no direct financial implications arising from this report.
- 6.2 Human Resources: There are no direct human resources implications arising from this report.
- 6.3 Legal: There are no direct legal implications arising from this report.
- 6.4 Equalities and diversity: There are no direct equalities and diversity implications arising from this report.
- 6.5 Repopulation: Provision of services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Inverclyde Alliance's aim of retaining and enhancing the area's population.

7.0 CONSULTATION

- 7.1 There was no requirement to consult on the contents of this report.

8.0 BACKGROUND PAPERS

- 8.1 There are no background papers regarding this report.

Community Planning Chair
Local Authority Chief Executive

cc Scottish Government Location Directors
Community Planning Leads

Our ref: Location Director role refresh
22 May 2018

Dear Colleague,

From time to time the Scottish Government updates the focus of the Location Director role to reflect developments in the environment they work within. In recent months SG officials have looked closely at how this role can be most valuable to Scottish Government, to local partners and to Location Directors personally in the next few years within an evolving reform landscape. We've benefitted from the input of several Location Directors and other colleagues within SG, and also a cross-section of local public sector and third sector partners.

The Location Director and their team will continue to provide a bridge between local partners and SG, encourage local reform and improvement activity and act as a critical friend. However, we are now re-balancing the focus of this role in a number of subtle but important ways.

We are shifting the emphasis of the Location Directors role away from how well community planning is operating locally; there is now a clear statutory duty on several public sector organisations to make that happen. We are asking Location Directors and their teams to take a close interest in why and how public services work together and with communities to improve outcomes and tackle inequalities in places across Scotland. This is something a number of Location Directors are already doing. Community and locality planning will continue to be at the heart of this, but we are also interested in how partners work together to make a difference at regional level, for instance to support economic growth.

In keeping with this focus on collective impact, the Location Director and their team can from time to time act as a change agent: facilitating conditions for ambitious shifts in working by local and regional partners, for instance by providing a bridge to colleagues within Scottish Government who can provide assistance. In particular, the Local Governance Review provides an ideal opportunity to test new approaches to working within places to empower communities and support inclusive growth. The Location Director and their teams will also want to understand and share examples of forward thinking practice to shape the way public services work around the needs of the communities they serve; as well as genuine obstacles they encounter.

We expect that Location Directors and their teams will be keen to nurture strong and trusted personal relationships with key local partners at the heart of this approach. They will do this in ways that suit their own circumstances and those of their local partners. However, in many cases it is likely to result in a shift in focus away from attendance at formal CPP meetings; and away from the personal contribution of the Location Director towards a greater emphasis on the role of a Location Director team for a local area.

I am copying this letter to your Location Director, who can discuss with their local partners what this re-balancing might mean for the area they cover. I am also copying it to your CPP manager, and would be grateful if they can ensure it is shared with CPP partners in your area.

David Milne
Community Planning Team Leader