

CLACKMANNANSHIRE COMMUNITY PLANNING PARTNERSHIP

GOVERNANCE FRAMEWORK & MEMORANDUM OF UNDERSTANDING

Revised in March 2019

INTRODUCTION

Community Planning is about how public services work together with the community to deliver better services which improve long term outcomes for local communities.

The Local Government in Scotland Act 2003 placed a legal duty on local authorities the NHS, the police and fire services and other public agencies to participate in community planning. In 2015, community planning became a statutory requirement with the introduction of the Community Empowerment (Scotland) Act 2015 and a legal duty on core community planning partners to demonstrate that they are bringing about significant impact on improving outcomes and reducing inequality and disadvantage.

The community planning duties on partner organisations are:

1. Working collaboratively with other partners in carrying out community planning;
2. Taking account of the LOIP in carrying out its own functions;
3. Contributing such funds, staff and other resources as the Community Planning Partnership considers appropriate to improve local outcomes in the LOIP;
4. Securing the participation of community bodies in community planning.

Each partner individually and collectively has a commitment to deliver on the outcomes, priorities and the manner with which we will achieve these. This commitment means making sure that what we do individually and collectively has regard to the priorities we have identified through the community planning process. This commitment also extends to how we will individually and collectively go about our business for the benefit of Clackmannanshire.

In Clackmannanshire we have a solid foundation of working together to improve outcomes and this framework sets out:

- The Alliance's strategic priorities and the principles by which we work
- The commitment of Partners to participate in community planning in line with their statutory duties
- The structures and mechanisms for progressing community planning.

The document was agreed by the Clackmannanshire Alliance on 1 March 2019.

Councillor Forson
Chair of Clackmannanshire Alliance
March 2019

A GOVERNANCE FRAMEWORK & MEMORANDUM OF UNDERSTANDING

1.0 Partnership Ethos & Accountabilities

1.1 In carrying out their functions, members of the partnership should recognise and give effect to the following principles:

- all partners have committed to the principles of Community Planning and decisions reached should reflect this commitment.
- each partner member should take decisions in his/her capacity as a member of the partnership in such a way as he/she considers will best further the interests of Clackmannanshire and/or the community planning partnership.
- partners should commit effort and resources to facilitate and promote community planning.
- partners should support partnership development and capacity building.

1.2 Partners have shared accountabilities to support the achievement of the priority outcomes contained in *Working Together for Clackmannanshire 2010/20* and in the Clackmannanshire's Local Outcomes Improvement Plan 2017-2027.

1.3 Although members of the partnership, partners bodies remain autonomous organisations, and membership of the partnership does not alter individual accountabilities or functional responsibilities of each member organisation.

2.0 Partnership Policy & Planning Framework

2.1 The Partnership's joint vision is set out in *Clackmannanshire's Local Outcome Improvement Plan 2017/27*. In pursuit of our shared ambition, we have identified priority outcomes and the set of principles which guide our work.

2.2 Our four priority outcomes are

Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.

Our families; children and young people will have the best possible start in life.

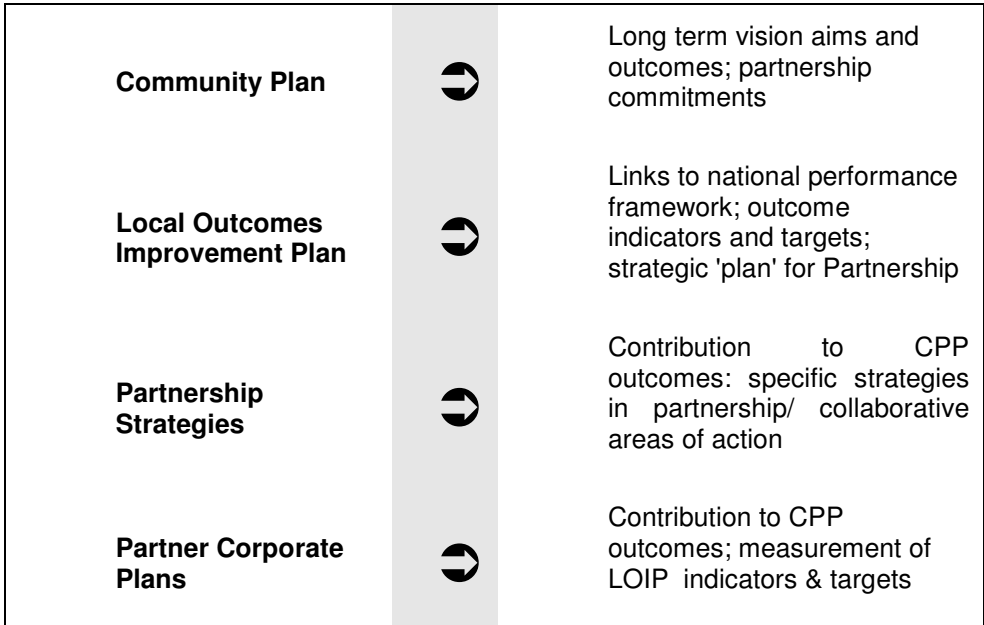
Women and girls will be confident and aspirational, and achieve their full potential.

Our communities will be resilient and empowered so that they can thrive and flourish.

2.3 The principles which set out how we will do our business in Clackmannanshire are

- A focus on fewer key priorities to tackle inequality where we can genuinely make a difference.
- Prevention and early intervention aimed at reducing causes of poverty and inequality and not its symptoms.
- Inclusive economic growth that benefits everyone.
- Participation, engagement and co-production in identifying and delivering solutions.
- Strong partnership leadership, governance and accountability
- Integrated and multi-agency approaches focussed on our targeted priorities; and
- Promoting and championing what we do well in Clackmannanshire and building and continuing areas of good practice

2.4 The partnership has an integrated planning framework to support the achievement of these priority outcomes:



2.5 The statutory Community Planning Partners in Clackmannanshire and other members of the Clackmannanshire Alliance are jointly committed to, and mutually accountable for, the achievement of shared outcomes.

2.6 Partners will be held, and will be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.

2.7 Progress in achieving local outcomes and meeting local targets will be scrutinised by Clackmannanshire Council's Resources and Audit Sub-Committee.

- 2.8 Performance management arrangements will be in place at partnership and individual agency level to monitor the delivery of agreed outcomes and the achievement of agreed targets.
- 2.9 Partners and partnership teams will report on a regular basis in line with an agreed performance reporting framework. This will include reporting to the Clackmannanshire Alliance and appropriate committees at Clackmannanshire Council.
- 2.10 Key partnership and strategic plans of individual agencies will provide a clear line of sight to contributions to shared outcomes.
- 2.11 Partnership strategies, plans, projects and interventions will demonstrate partnership commitment to early intervention and prevention, integration of services and use of collective resources to achieve best value public services.

3.0 Community Planning Partnership Structures In Clackmannanshire

- 3.1 The community planning partnership in Clackmannanshire comprises a number of structures within a broad operational framework. The key structures are :
- Clackmannanshire Alliance
 - Outcomes Improvement Groups
 - Statutory Partnership Groups
- 3.2 The role and remits of these structures are summarised below and described in detail in later sections of this document.

The Clackmannanshire Alliance

- 3.3 The Alliance is the overarching body of the partnership. It sets strategic direction and priorities of the partnership through the production of the Clackmannanshire Community Plan and the Local Outcomes Improvement Plan. It is the strategic body that:
- Oversees the delivery of core areas of business
 - Effectively resources the delivery of partnership working to address LOIP outcomes and other major strategies and plans
 - Integrates service delivery to improve outcomes for Clackmannanshire.
 - Responds to new and developing areas of policy in innovative and joined up ways.
 - Jointly secures community empowerment and participation
 - Jointly is held to account for delivery of core areas of business.
- 3.4 Membership and the operating framework for the Alliance is set out in Section B of this document.

Outcome Improvement Groups

- 3.5 The Outcome Improvement Groups have responsibility for delivery of the agreed LOIP and respective underpinning actions plans.
- 3.6 The Outcome Improvement Groups are directly accountable to the Alliance.

- 3.7 Membership and the operating framework for the Outcome Improvement Groups are set out in Section C of this document.

Statutory Partnership Groups

- 3.8 The Statutory Partnership Groups focus on delivering the long term priority outcomes in the LOIP.
- 3.9 Statutory Partnership Groups have strategic responsibility to develop, resource and monitor strategies and interventions to deliver the outcomes set out in the LOIP. Statutory Partnership Groups will enhance and improve partnership working in Clackmannanshire by collaborating across agency and service boundaries.
- 3.10 The functions and framework for the Statutory Partnership Groups are set out in Section D of this document.

4.0 Administrative Support

- 4.1 It is recognised that all partners contribute to the operation of the partnership overall.
- 4.2 The Strategic Director, Partnership and Performance, Clackmannanshire Council, will be administrative lead, overseeing planning, performance and scrutiny processes.

5.0 Scrutiny

- 5.1 The overall effectiveness of community planning arrangements to improve outcomes, including the role of the Alliance, and its supporting structures, is scrutinised by the Council's Partnership and Performance as defined by its current remit.
- 5.2 To enable effective scrutiny, each Outcome Improvement Group and Statutory Partnership Group must have in place an approved annual plan, with realistic objectives and defined KPIs clearly aligned with LOIP targets. These will be approved by the Alliance in March of each year.

B CLACKMANNANSHIRE ALLIANCE - OPERATING FRAMEWORK & ARRANGEMENTS

1.0 Membership

1.1 Membership of the Alliance will be reviewed at least annually or at the request of any member.

1.2 Core membership of the Clackmannanshire Alliance is:

- Clackmannanshire Council: Leaders of the 3 main parties and chief officers
- NHS Forth Valley
- Scottish Fire & Rescue Service
- Police Scotland
- Scottish Enterprise

Other members are:

- CTSI
- Clacks Business

1.3 The Alliance can appoint additional members outwith established partner organisations by mutual agreement. Such members are likely to have knowledge or skills outwith the current membership, that would help advance the aims and objectives of the LOIP.

1.4 Representatives of member organisations are expected to:

- attend meetings on a regular and consistent basis;
- bring to the partnership the views of their respective sectors and organisations;
- feed back to their respective sectors information about partnership decisions;
- contribute to decision-making;
- abide by the agreed partnership Code of Conduct (see Part E of this document).

1.5 To facilitate decision-making and partnership progress, members may appoint some other individual as a substitute to attend and participate in decision-making at meetings if the member is unable to attend in person. The Chair of the Alliance should be notified in advance of the name and position of any substitute.

1.6 An Alliance member who fails to attend two consecutive meetings without reasonable excuse and without sending apologies may be expelled by a resolution to the effect, passed by majority vote at the meeting of the Alliance which next follows.

1.7 An individual ceases to be an Alliance member if the nominating body withdraws his/her nomination.

Appointment / Role of Chair

- 1.8 Given the statutory lead the Council has for community planning, the Leader of Clackmannanshire Council shall chair the Clackmannanshire Alliance.
- 1.9 The role of the Chair will be to ensure the efficient conduct of each meeting of the Alliance, to ensure that the procedures are adhered to, to preserve order, to ensure fairness between members and to determine all questions of order and competence. The ruling of the Chair shall be final.
- 1.10 In the absence of the Chair, the Alliance will nominate one of its members to chair the meeting. Substitutes attending (as per paragraph 1.5) are not eligible for nomination to the chair.

2.0 Quorum

- 2.1 The quorum for the Alliance is 50% (rounded down) of the core members plus one; a substitute appointed under the provisions set out above shall, if the Alliance member who appointed him/her is not present, be counted in determining whether a quorum is present.

3.0 Frequency of Meetings

- 3.1 Meetings of the Alliance will be held at least quarterly, with provision for special meetings to be convened as required. The Chair of the Alliance will determine whether or not a special meeting will be convened.

4.0 Decision-Making

- 4.1 The Alliance, and any sub-groups, will use their best efforts to operate by broad consensus; should broad consensus on any issue not be achievable, decisions will be made by a simple majority of those core members (see paragraph 1.2 of this section). The Chair of the meeting has the casting vote in the event of an equal number of votes being cast.
- 4.2 A member who has declared a conflict of interest may not be involved in or vote on decisions which relate to that interest (see Part E of this document).

5.0 Sub-groups

- 5.1 The Alliance may form sub-groups to report and make recommendations to the Alliance in relation to defined areas; the precise remit for each sub-group and the membership of each sub-group will be as determined by the Alliance.
- 5.2 Each sub-group shall conduct its proceedings in accordance with any guidance and remit from the Alliance.

6.0 Notice of Meetings

- 6.1 A full set of papers (including an agenda) will normally be issued to Alliance members 5 working days prior to each meeting. Papers will normally be issued in electronic format unless this is not accessible to any partnership member.
- 6.2 Any partner or Alliance member wishing to submit a paper to the Alliance should ensure that it is provided to the Alliance Secretariat at least 3 days before the papers are due to be issued.

6.3 Papers may be issued outwith the normal timescale at the discretion of the Chair but Alliance members may decide not to consider them if they feel that they have had insufficient time to study them.

6.4 Papers relating to Outcome Improvement Group and Statutory Partnership Group issues should normally be submitted to the Group itself for consideration and not to the Alliance.

7.0 Openness & Confidentiality

7.1 Papers submitted to the Alliance should in most cases be public and will only be restricted in cases of commercial confidentiality, where there would be an impact on personal privacy, or where exceptional circumstances apply.

7.2 Regular meetings of the Alliance will be open to the public to observe. Unless specifically invited to contribute by the Chair of the Alliance, no member of the public may participate in the meeting.

7.3 The Chair of the Alliance may direct members of the public to leave the meeting if he/she considers that:

- It is required for the proper conduct of the business of the meeting;
- items of business are being discussed by the Alliance where there is an element of commercial confidentiality or personal privacy;
- exceptional circumstances apply.

7.4 Special meetings of the Alliance may be convened from time to time outwith the regular schedule. The Chair will determine whether these meetings should be open to the public, taking into account the nature of the business to be discussed at any such meeting.

8.0 Business To Be Considered

8.1 Each Alliance meeting shall consider:

- Minutes of previous Alliance meetings;
- Reports from Outcome Improvement Groups and Statutory Partnership Groups;
- Reports submitted by any partner.
- All other business will be considered as deemed appropriate by the Chair

8.2 The Alliance shall prepare reports for scrutiny to the Council's Partnership and Performance Committee. These reports will update on progress and performance of delivery of the Local Outcomes Improvement Plan.

8.3 The Council's Partnership & Performance committee shall also consider quarterly reports from Outcome Improvement Groups and Statutory Partnership Groups . These reports will update on progress of key action areas.

9.0 Record of Meetings

- 9.1 Clackmannanshire Council will service the Clackmannanshire Alliance.
- 9.2 This support will include the issuing of agendas and papers and the taking and circulating of minutes of meetings.
- 9.3 Minutes of each meeting will be circulated as soon as possible and certainly in advance of the subsequent meeting (in line with 6.1 above).
- 9.4 Minutes of meetings, once approved by the Alliance will be in the public domain and be available for inspection.

10.0 Members' Conduct

- 10.1 All Alliance members will observe and abide by the conflict of interest rules, code of conduct and any other rules relating to conduct as prescribed by the Alliance from time to time.

11.0 Amendments to this Framework

- 11.1 Any proposal for amendment to this Framework must be formally approved by a two thirds majority of members of the Clackmannanshire Alliance.

C OUTCOME IMPROVEMENT GROUPS - REMIT & ARRANGEMENTS

1.0 Role

1.1 The role of the Outcomes Improvement Groups is to ensure focus in improving shared outcomes and priorities

2.0 Remit

2.1 The Outcomes Improvement Groups:

- Agree, resource and deliver strategies and activities to improve each of outcome improvement areas/statutory functions of community planning;
- Secure effective community participation through communities of practice, communities of interest and community and 3rd sector forums;
- Report on progress of outcome improvement areas on a 6th monthly basis.

3.0 MEETING FREQUENCY

3.1 The Outcomes Improvement Groups will meet at least on a quarterly basis or by means of 'virtual' meetings, as appropriate

4.0 MEMBERSHIP

4.1 Membership will be drawn from statutory community planning partners and any local, regional or national bodies, as they deem necessary.

4.2 Core membership of the Outcomes Improvement Groups are likely to comprise:

- Strategic Leads from core CPP partners
- Chief Officer, Integrated Health & Social Care Service;
- Representative, Public Protection Forum;
- Strategic Lead: other Outcome Improvement Group;
- Strategic Lead: Children & Young People's Partnership Group
- Strategic Lead: Statutory Partnership Groups;

D STATUTORY PARTNERSHIP GROUPS - GENERIC REMIT & ARRANGEMENTS

1.0 Overall purpose

- 1.1 On behalf of the Alliance, Statutory Partnership Groups have a strategic responsibility to
- a) develop, resource and monitor strategies and interventions that will support the achievement of community planning outcomes and key action areas in the Local Outcomes Improvement Plan.
 - b) enhance and improve partnership working in Clackmannanshire by collaborating across agency and service boundaries and removing barriers to improvement.

2.0 Functions

- 2.1 On behalf of the Alliance, the functions of Statutory Partnership Groups are:
- i) To develop and monitor Partnership strategies and plans in relevant areas and to contribute to related joint strategies in pursuit of overall outcomes
 - ii) To develop delivery plans setting out planned workstreams and resources to deliver the key actions areas in the Local Outcomes Improvement Plan. These plans should make clear what resources will be required, milestone achievements and targets. The plans should be approved by the Alliance.
 - iii) To advise the Alliance on specific policy issues; to contribute to joint responses on policy issues on behalf of the Alliance and to overall policy cohesion
 - iv) To manage resources and provide the appropriate skills, knowledge and capacity to deliver to meet agreed outcomes and priorities
 - v) To maximise and make the best use of sources of funding in pursuit of partnership outcomes and priorities
 - vi) To share information to further the aims of the Alliance across Partnership Groups, between and within individual agencies
 - vii) To contribute to the development of an effective evidence base in areas relating to relevant partnership strategies
 - viii) To carry out consultation and engagement as part of Alliance's overall strategy and in role specific areas as appropriate
 - ix) To collaborate with other Statutory Partnership Groups in identified cross cutting priorities and initiatives
 - x) To prepare quarterly reports on progress of approved plans for consideration by the Alliance and appropriate Council committees.
 - xi) To develop, resource and lead appropriate task groups (short term working groups or long term groups) to take forward delivery of Partnership plans.

- 2.2 In carrying out their functions, Partnership Teams will ensure their activities are underpinned by the cross cutting principles of:
- Promoting equality and diversity;
 - Involvement and engagement;
 - Consideration of the environmental and social effects of actions.

3.0 Operating Arrangements

- 3.1 Each Statutory Partnership Group will be chaired by a lead agency, as determined by the Alliance. The Group will appoint a Vice-Chair from a different partner agency.
- 3.2 The Chair will agree with members of the Statutory Partnership Group, an appropriate operating framework and structure to support delivery of specific strategic priorities. This will include a delivery plan and appropriate tasking groups.
- 3.3 The Chair of each Statutory Partnership Group will identify resources to enable team co-ordination at policy and strategy level and to provide administration support including minute-taking.
- 3.4 Approved Statutory Partnership Group minutes will be in the public domain and published on the Council's website and partners' websites as appropriate.
- 3.5 Membership of Statutory Partnership Groups will be determined by Local Outcome Improvement Plan priorities and related partnership strategic priorities. Membership review will be carried out on a regular basis.
- 3.6 Members of Statutory Partnership Groups will act as representatives of their service, agency or sector and as such will have responsibility to represent the views of their service, agency or sector and disseminate information to their colleagues as a result of their participation in a Statutory Partnership Group.
- 3.7 Members of Statutory Partnership Group will lead or participate in Alliance task or working groups as appropriate.
- 3.8 Statutory Partnership Groups will agree and publicise a regular schedule of meetings which will occur no less than four times in a year; meeting dates should take account of the Alliance meeting schedule and other relevant joint working initiatives.
- 3.9 Members of Statutory Partnership Group are subject to the Alliance's Code of Conduct.

E CLACKMANNANSHIRE COMMUNITY PLANNING PARTNERSHIP - CODE OF CONDUCT

1.0 Introduction to the Code of Conduct

- 1.1 As a member of a Clackmannanshire Community Planning Partnership, it is your responsibility to make sure that you are familiar with, and that your actions comply with, the provisions of this Code of Conduct.
- 1.2 You must observe the rules of conduct contained in this Code. You must not at any time advocate or encourage any action contrary to the Code of Conduct.
- 1.3 The Code has been developed in line with the key principles listed in section 2, below, and provides additional information on how the principles should be interpreted and applied in practice. No code can provide for all circumstances and if you are uncertain about how the rules apply, you should seek advice from Alliance support staff.
- 1.4 This Code applies to any member of any of the Clackmannanshire Community Planning Partnership structures/groups.
- 1.5 Individuals who feel they cannot comply with the code of conduct should not seek nomination to the partnership.
- 1.6 If a member breaches this code of conduct, the Alliance may remove them from the partnership. In that event, the Alliance shall seek the nomination of a new member from the same sector from which the original member had come.

2.0 Principles of Code of Conduct

Public Service

You have a duty to act in the interests of the Clackmannanshire Community Planning Partnership of which you are a member and in accordance with the core tasks of that body.

Selflessness

You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity

You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity

You must make decisions solely on merit when carrying out your duties.

Accountability and Stewardship

You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others.

Openness

You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty

You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the Clackmannanshire Community Planning Partnership and its members in conducting public business.

Respect

You must respect fellow members of the Clackmannanshire Community Planning Partnership and support staff and the role they play, treating them with courtesy at all times.

3.0 Gifts and Hospitality

3.1 You must never canvass or seek gifts or hospitality in relation to your role in the community planning partnership.

3.2 You are responsible for your decisions connected with the offer or acceptance of gifts or hospitality and for avoiding the risk of damage to public confidence in the Clackmannanshire Community Planning Partnership. As a general guide, it is usually appropriate to refuse offers except:

- (a) isolated gifts of a trivial character or inexpensive seasonal gifts such as a calendar or diary, or other simple items of office equipment of modest value;
- (b) normal hospitality associated with your duties and which would reasonably be regarded as inappropriate to refuse; or
- (c) gifts received on behalf of the Clackmannanshire Community Planning Partnership.

3.3 You must not accept any offer by way of gift or hospitality which could give rise to a reasonable suspicion of influence on your part to show favour, or disadvantage, to any individual or organisation. You should also consider whether there may be any reasonable perception that any gift received by your spouse or co-habitee or by any company in which you have a controlling interest, or by a partnership of which you are a partner, can or would influence your judgement. The term "gift" includes benefits such as relief from indebtedness, loan concessions, or provision of services at a cost below that generally charged to members of the public. You must not accept repeated hospitality from the same source.

3.4 You must not accept any offer of a gift or hospitality from any individual or organisation which stands to gain or benefit from a decision your body may be involved in determining, or who is seeking to do business with your organisation, and which a person might reasonably consider could have a bearing on your judgement.

4.0 Confidentiality

4.1 There may be times when you will be required to treat discussions, documents or other information relating to the work of the Clackmannanshire Community Planning Partnership in a confidential manner. You may receive information of

a private nature which is not yet public, or which perhaps would not be intended to be public. There are provisions in legislation on the categories of confidential and exempt information and you must always respect and comply with the requirement to keep such information private.

- 4.2 It is unacceptable to disclose any information to which you have privileged access, for example derived from a confidential document, either orally or in writing. In the case of other documents and information, you are requested to exercise your judgement as to what should or should not be made available to outside bodies or individuals. In any event, such information should never be used for the purpose of personal or financial gain, or used in such a way as to bring the public body into disrepute.

5.0 Registration of Interests

- 5.1 All members of the partnership will be required to complete a register of interests and to declare any conflict of interest which may arise. Conflicts of interests might include:

- (a) situations where an individual's personal interests may benefit from a partnership decision;
- (b) situations where an individual's personal or professional loyalty may be compromised by contributing to a partnership decision.

- 5.2 Members who feel they may have a conflict of interest relating to an item of business should declare so at the outset of the discussion.

- 5.3 A member who declares a conflict of interest may not be involved in or vote on decisions which relate to that interest.

6.0 Lobbying & Canvassing

- 6.1 In order for the Clackmannanshire Community Planning Partnership to fulfil its commitment to being open and accessible, it needs to encourage participation by organisations and individuals in the decision-making process. Clearly however, the desire to involve the public and other interest groups in the decision-making process must take account of the need to ensure transparency and probity in the way in which the Community Planning Partnership conducts its business.

- 6.2 You will need to be able to consider evidence and arguments advanced by a wide range of organisations and individuals in order to perform your duties effectively. Some of these organisations and individuals will make their views known directly to individual members. The rules in this Code set out how you should conduct yourself in your contacts with those who would seek to influence you. They are designed to encourage proper interaction between members of the Community Planning Partnership, those they represent and interest groups.

- 6.3 You must not, in relation to contact with any person or organisation who lobbies, do anything which contravenes this Code of Conduct or any other relevant rule of the Community Planning Partnership.

- 6.4 You must not, in relation to contact with any person or organisation who lobbies, act in any way which could bring discredit upon the Clackmannanshire Community Planning Partnership.
- 6.5 Where any individual or organisation approaches and/or attempts to influence any decisions or recommendations that the Community Planning Partnership has to make, you should inform management support staff.
- 6.6 You should not use your position as a member of the partnership to influence decision-making processes outwith the partnership structure, unless with the authority of the partnership.
- 6.7 If you have concerns about the approach or methods used by any person or organisation in their contacts with you, you must seek the guidance from management support staff.
- 6.8 Representation of sectoral or organisational interests as part of the partnership and within partnership structures does not constitute lobbying or canvassing.