



ROLES AND RESPONSIBILITIES WORKSHOP

Board Meeting – 28 September 2006

1. PURPOSE OF REPORT

- 1.1 To update the Community Planning Partnership (CPP) Board on the findings of the Roles and Responsibilities Workshop, which was convened on 22 August 2006.

2. BACKGROUND

- 2.1 The Board will recall that, at its last meeting on 15 June 2006, members agreed to participate in a half-day Roles and Responsibilities Workshop on 22 August 2006.

- 2.2 In addition, it was agreed that the Workshop would focus on a number of issues in respect of Roles and Responsibilities, including:

- the role of the CPP Board Members; the extent to which Members are representative of their organisations/communities; and the contribution that they can make to the Partnership;
- the benefits of Partnership Working;
- communication to the Board and back to groups/organisations and communities; and
- the development of 'partnership' skills, building trust and working as a team.

- 2.3 The Board Structure Working Group met on 11 August 2006 to finalise proposals and arrangements in respect of the format and content of the Workshop. It was subsequently agreed that the event would comprise a presentation in respect of Partnership Working and two interactive workshop sessions as follows:

- Partnership Working; and
- Community Planning Structures.

3. ROLES AND RESPONSIBILITIES WORKSHOP

- 3.1 Fifteen members of the CPP Board participated in the Roles and Responsibilities Workshop and made a positive contribution to the session.

- 3.2 Stuart Hashagen, Co-director, from the Scottish Community Development Centre (SCDC) delivered a presentation in respect of Partnership Working, which focused on:

- the benefits of working as a partnership and what makes a partnership effective;
- the development and achievements of the CPP Board to date; and
- the scope of stakeholder involvement, and their roles and responsibilities.

Partnership Working Workshop

- 3.3 The presentation was followed by a workshop session, facilitated by representatives of SCDC, which provided an opportunity for Board members to consider and discuss:
- the nature of the common agenda that brings Board members together;
 - the effectiveness of the existing Board structures and areas for improvement;
 - the role of members of the CPP Board and their contribution to Board activity; and
 - the extent to which they represent their agency/community and the mechanisms in place to ensure that information is communicated both to and from partner agencies/communities.
- 3.4 The session was met positively by participants and the key findings of the workshop session have been summarised and included in Appendix 1 to this report for consideration by the Board.

Community Planning Structures

- 3.5 Board members will also recall that the CPP Board and Core Partners' Group agreed as part of the Four-yearly Review process to re-examine the operating structures of both groups.
- 3.6 As a first stage to the review process, the Core Partners' Group was requested to consider existing operating structures and forward proposals to the Community Planning and Partnership Manager. Running in tandem with this exercise, the CPP Board agreed, at its meeting of 15 June 2006, to remit the short-term CPP Board Structures Working Group to consider proposals, with the wider Board participating in discussions during the Roles and Responsibilities Workshop.
- 3.7 The short-term Working Group at its meeting on Friday 11 August 2006 agreed to present proposals in respect of revised operating structures and decision-making arrangements, which were discussed and debated by Board members at the Roles and Responsibilities Workshop as follows:
- the strategic and overarching group with responsibility for Community Planning should be a redefined/reorganised Community Planning Partnership Board;
 - the redefined/reorganised CPP Board requires representation from both Core Community Planning Partners and the wider Community and Voluntary Sector, with Partners and the wider Community and Voluntary Sector supported to participate effectively and equally in the process; and
 - the CPP Board should set the strategic direction for Community Planning in East Ayrshire.

In addition, there requires to be:

- a mechanism for meeting the formal reporting requirements associated with funding and programmes remitted to Community Planning Partners, for example, Community Regeneration Fund, 'Choose Life' and Anti-social behaviour;
- a greater tie-in between the strategic group, mainstream funding and the Community Planning thematic Action Plan Working Groups and Action Plans;
- greater community involvement in the decision making process of the thematic Action Plan Working Groups; and
- clarity about the time commitment and the expectations of all those participating in any new/revised structure.

3.8 The output from the Roles and Responsibilities exercise and the Core Partners' Group returns will form the basis of a future paper to the CPP Board and Core Partners' Group. As previously agreed, the structures review requires to be concluded during 2006/07, with any necessary revisions ready for implementation by 1 April 2007.

4. PARTNERSHIP ASSESSMENT SCORECARD RESULTS

4.1 Board members will recall their participation in the first Partnership Assessment Scorecard exercise carried between 1 March and 22 March 2006.

4.2 An action arising from the Roles and Responsibilities Workshop was for the results of the Scorecard exercise to be presented, for information, to the CPP Board.

4.3 Highlighted at Appendix 2 is the aggregated results for all 'Scorer Groups' and the scores for the Partnership/Strategic Group, which includes among others the CPP Board and the Federations of Community Groups. The maximum score available for each topic is five. Summarised below are the main action points which the Community Planning Joint Officers' Group has agreed to progress in 2006/07.

- 'Awareness of Partners' Operational Staff' and 'Staff Roles' – a Community Planning Workbook has been prepared containing a range of information and discussions topics, which will be utilised with all staff in team meeting settings to raise their awareness of Community Planning and their role in the process.
- 'Awareness of Local People' – a programme of activities and events will take place in March 2007 to mark the launch of the revised Community Plan, which will raise the awareness of the community of the significant achievements of Community Planning in the first four years.
- 'Engaging with communities on strategies and plans' and 'Community influence: CPP decisions' – as an integral element of the Four-Yearly Review of Community Planning, Community Planning structures are being reviewed to ensure that they continue to be 'fit for purpose', ensuring that they provide for continued and effective ongoing involvement of the community in decision making.

4.4 The Scorecard exercise will be repeated annually in March each year to enable ongoing progress to be monitored and evaluated in the future.

5. RECOMMENDATIONS

5.1 It is recommended that CPP Board members:

- i) note the feedback from the Roles and Responsibilities Workshop in respect of partnership working as detailed at Appendix 1 to this report;
- ii) note the progress in respect of the review of CPP operating structures and decision making arrangement, and agree to receive a further report at a future meeting of the Board;
- iii) note the results of the Partnership Assessment Scorecard exercise undertaken in March 2006; and
- iv) otherwise, note the content of the report.

Gwen Barker
Community Planning and Partnership Manager
11 September 2006

Workshop Feedback: Partnership Working

What is the common agenda that brings you together?

- An interest in developing communities
- Consider wellbeing, health, housing, employment and the economy
- Improve planning; improve joint working
- Identify problems, discuss them together and tackle issues as a group
- More ideas and expertise (more openness and sharing is important)
- Economic and social regeneration - ensuring added value to the Partnership
- Having a strategic overview to inform action
- Common goal
- More knowledge of issues across communities – and can provide feedback
- Establish a recognised East Ayrshire identity
- Contribute to a good quality of life for the population of East Ayrshire
- Ensure that people with a disability are included
- Identify and try to fulfil the needs and aspirations of communities
- Effective use of resources/optimum use of resources.

Do our existing structures allow full and effective representation – how do we ensure continuous evaluation leading to improvement?

- Agencies (for example, NHS) should take consultation documents to the Community Planning Partnership (CPP) Board– as well as directly to communities (proposals in respect of Partner consultation to be considered by a consultation/co-ordination group)
- Questions of importance to CPP agencies and organisations – while busy, are partner agency representatives committed and do the representatives have the authority to make decisions?
- Some agency representation is tokenistic; how can they be encouraged to play a more active part?
- Time constraints, time needed to commit fully to the Partnership
- Access Panel plans should be presented to the CPP Board
- CPP Board remit is seen as too narrow - can it offer a proper overview?
- Require clarity of in respect of the CPP Board's remit
- A lot of time is spent on statutory requirements - require a balance between statutory requirements and the CPP vision
- Chair to be more open in terms of engaging other members of the CPP Board
- Increased opportunity to raise agenda items required, which partner agencies/community representatives would like to discuss
- Key issues briefings / summary documents are useful, for example, 'The Partnership'
- Pre-meetings requested by community representatives with the Community Planning Partnership Manager for further background information on reports would be useful
- Not enough knowledge by some Board members to question recommendations at the moment
- Community representatives through the CPP Board should have an opportunity to be more involved in thematic groups
- 'It is a learning curve' – good to have days like this for clarity and discussion
- The processes are currently as robust as they could be
- CPP Board Structures Working Group established

- Rubber stamping perception, lack of understanding
- Lack of understanding, thought the Board would be able to allow projects to share expertise
- Require to break down parochialism between north and south
- Require to respect what we all can contribute and bring to the table
- Evaluation should be considered via the Scorecard and days like this
- Need to consider evaluation by the community
- Mechanisms for evaluation are in place – but are they enough? What about evaluating processes?
- Issue of evaluating the quality of the involvement of Board members.

How do you feedback the results of the work of the CPP Board to your communities and to your own agencies?

- Feedback to communities should be examined - cynicism and public apathy is an issue when feeding back to communities/agencies
- Feedback to communities is an issue - need to look at communication; communities are not aware of what is happening.
- Community representative working group – awareness raising sessions in respect of Community Planning to get them more involved in Community Planning issues, to better understand the Community Plan to allow wider community feedback
- Unsure of how CPP Board business is fed back to other agencies or what influence CCP Board activity has in Partner agencies.
- Some good processes in place.

Further Issues for Consideration

- Require an Ayrshire wide partnership/approach with the involvement of the three Councils
- Support team to assist (and benefit as a resident)
- Partnership Assessment Scorecard breakdown of results to be presented to the September Board for interest.

Partnership Assessment Scorecard – Summary

Sub-topic	Topic	Aggregated Score	Strategic Group Score
Personal Awareness	Awareness	3.8	4.6
Awareness of Partners' Strategic Staff	Awareness	3.5	4
Awareness of Partners' Operational Staff	Awareness	3	3.3
Awareness of Local People	Awareness	2.4	2.8
Awareness of Decision Makers	Awareness	3.9	4
Awareness of Key Stakeholders	Awareness	3.4	3.3
Shared vision	Ownership & Commitment	3.4	3.7
Staff Roles	Ownership & Commitment	3.1	3.6
Ownership	Ownership & Commitment	3.3	3.8
Delivery	Ownership & Commitment	3.4	3.6
Joint Resourcing	Ownership & Commitment	3.3	3.5
Understand how to contribute	Structures & Processes	3.4	3.9
Communication	Structures & Processes	3.3	3.6
The right members – Representation	Structures & Processes	3.6	4
Targeting additional mainstream financial resources	Structures & Processes	3.4	3.5
Sharing Information	Structures & Processes	3.1	3.2
Effective structures and processes	Structures & Processes	3.2	3.6
Structures and opportunities	Community Engagement	3.5	3.9
Providing training and support	Community Engagement	3.1	3.6
Engaging with communities on strategies and plans	Community Engagement	2.9	3.4
Community influence: CPP decisions	Community Engagement	3.1	3.6
Understanding the needs of different groups	Community Engagement	3.3	3.5
Delivering the right services for communities	Community Engagement	3.5	3.9
Reporting back to communities	Community Engagement	3.5	3.8
Evidence: difference made	Impact	3.6	3.7
Joint Monitoring Framework	Impact	3.3	3.5
Measuring the impact of services to communities	Impact	3.4	3.6
Making a difference	Impact	3.6	3.9

*Maximum score for each available topic is 5.