



Orkney Community Planning Partnership
Working together for a better Orkney

Orkney Community Planning Partnership

Partnership Guide

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1. Introduction

- 1.1 Orkney Community Planning Partnership is the local Community Planning Partnership for the Orkney Islands. Sometimes known as the OCPP, CPP or 'the Partnership' it is the statutory framework for joint working in Orkney. Community Planning has been a statutory duty which Councils in each area of Scotland must undertake since 2003.
- 1.2 Community Planning is about public and voluntary sector organisations working together to provide improved public services. For example, health and having a healthy community is a very important issue for everyone in Orkney. Although this is core business for NHS Orkney, there are many other organisations who have a stake in, or make a contribution towards improving the health of Orkney including: Community Social Services, Housing, Mental Health services (including the Blide Trust) and Voluntary organisations such as Relationship Scotland. Examples of issues which are common to them all include: public health, healthy workplaces and, having an active community.
- 1.3 At the heart of all community planning activity are the people and communities who use public services. These groups and the Orkney Community Planning Partnership need to be able to engage, speak to each other and develop a relationship in order for public services to improve.
- 1.4 Community planning can be a difficult concept to grasp, particularly in a small place like Orkney where organisations working together and speaking to each other and to communities is the norm. Equally, in Orkney there is a strong sense of community spirit, which means that individuals are used to working together and with organisations on behalf of their community. Examples of community planning could include:
 - A forum whereby housing agencies can get together to report house building progress or housing availability.
 - Employment organisations joining force to break barriers for people who are furthest away from employment.
 - A multi agency training event
- 1.5 The membership of OCPP comprises representatives from key agencies and organisations from the public, community, voluntary and private sector which are active in the area.
- 1.6 The Orkney Community Plan 2013-16 has been adopted by Orkney Community Planning Partnership as its strategic framework, and will guide the Partnership's activity and development over the next decade and beyond. The Plan also functions as Orkney's Single Outcome Agreement with the Scottish Government. To this end, it contains performance targets covering the immediate period 2013-16, which the Partnership will monitor and report against to indicate its progress in

meeting both the Scottish Government's 16 National Outcomes and Orkney's own local priorities. These outcomes provide the focus for the work of the thematic groups and also provide a structure for the Partnership. They are:

1. Orkney's Economy
2. Employment
3. Learning and Research
4. Education
5. Early Years
6. Health
7. Equalities
8. Improving Life Chances
9. Community Safety
10. Orkney's Infrastructure
11. Resilient and Sustainable Communities
12. Our Environment
13. Our Culture
14. Combating Climate Change
15. Independence in Later Life
16. Working Together

2. Terms of Reference

2.1 Roles, remit and membership

- 2.1.1 This section explains the role of each element of the Orkney Community Planning Partnership structure. The structure is fluid, and is not intended to be set in stone. It is designed to meet an evolving process and changing priorities. So although the overall structure will remain roughly the same over time, the exact focus of the thematic groups may alter as more linkages and agendas are brought together under the community planning umbrella.
- 2.1.2 As the Partnership is unincorporated, it has no legal powers as an entity in itself, but is strengthened by the common bond of the Local Government in Scotland Act 2003 and the duties and powers therein (Appendix A). The real value in the Partnership however, is the spirit of commitment and working together to realise shared objectives for the future prosperity of Orkney.

A. Orkney Community Planning Partnership (OCP)

R O L E	<p>Under the Local Government in Scotland Act 2003 a local authority is required to establish a Community Planning Partnership for its area, comprising all the relevant public, private, voluntary and community bodies in its area.</p> <p>The Orkney Community Planning Partnership is the statutory framework which supports joint working in Orkney. It has responsibility for setting the strategic direction for community planning in Orkney, as set out in the Orkney Community Plan.</p> <p>How the Orkney Community Planning Partnership contributes towards the Scottish Government's national outcomes via local priorities is contained in the Orkney Community Plan 2013-16.</p>
R E M I T	<ul style="list-style-type: none"> • Identifying and addressing the key economic, social, physical and environmental issues facing Orkney • Developing a widely supported joint vision in the form of the Orkney Community Plan • Establishing key aims and objectives and associated strategies for delivery by partners • Ensuring the strategies and their supporting programmes and projects are being addressed and progressed by partners and that these are compatible with the Orkney Community Plan • Monitoring and reporting annually on the Orkney Community Plan through public performance reporting.
M E M B E R S H I P	<p>Any agency, multi-agency, community, voluntary or private sector group can take part in the community planning process or specific projects.</p> <p>The Partnership is led by the Community Planning Steering Group.</p> <p>The Orkney Community Planning Partnership's local priorities are laid out in the Orkney Community Plan, and linked to the achievement of 16 national outcomes.</p>

B. OCPP Steering Group

R O L E	The Steering Group's role is to provide the direction, guidance and work priorities of the Partnership.
R E M I T	<ul style="list-style-type: none"> • Comprise membership of all those bodies with a statutory duty of community planning, plus other key strategic partners • Provide leadership and focus for the Partnership's work, and strategic guidance to the Partnership Liaison Group • Provide political and organisational leadership • Champion community planning and ensure ownership amongst and within partner agencies • Challenge structural, process or bureaucratic barriers within or between partner agencies that prevent effective action • Provide a forum to co-ordinate corporate and partnership activity in support of community planning • Provide a forum to discuss and influence national policy • to direct the work, priorities and spending decisions of the Partnership in line with the Single Outcome Agreement
M E M B E R S H I P	<p>Membership of the Steering Group comprises:</p> <ul style="list-style-type: none"> • Convener and Chief Executive of the Council • Chair and Chief Executive of NHS Orkney • Chair of the Police and Fire Sub-Committee • Board Member of Scottish Police Authority • Board member of Scottish Fire & Rescue Service • Area Manager of HIE Orkney • Area Commander, Police Scotland • Local Senior Officer, Scottish Fire and Rescue Service • Chief Executive Voluntary Action Orkney • Chair of the Partnership Liaison Group • Chairs of other thematic groups as invited <p>The Steering Group meets five times per year and is chaired by the Council Convener.</p>

C. Partnership Liaison Group

R O L E	<p>The Partnership Liaison Group's role is to provide coordinated information and advice to the Steering Group.</p> <p>The group brings together officers representing each of the 16 themes, to provide an effective link between strategic direction and coordinated planning.</p>
R E M I T	<ul style="list-style-type: none"> • Comprise membership from across the sectors, at an Executive level • Refer to the Steering Group any matters on which strategic guidance is needed • Refer to thematic groups any guidance received from the Steering Group which affects them • Co-ordinate action from all partners towards achieving the vision of the Orkney Community Plan or to benefit communities within Orkney • Tackle cross cutting issues by assessing, selecting and prioritising particular projects which can be progressed • Make links to existing partnerships to ensure common purpose and avoid duplication • Potentially make the case for rationalising/joining up of established partnerships to best deliver action • Develop core processes for reviewing, monitoring and evaluating performance on an annual basis particularly in relation to the Orkney Community Plan • Ensure that Orkney Community Plan monitoring is embedded through the planning, resourcing and performance management processes of contributory organisations • Proactively identify, advise upon, and advance new initiatives • Operate on the principle of consensus having no power to direct the staff or allocate the resources of any of the partner agencies without the agreement of all participating agencies within their delegated authority
M E M B E R S H I P	<p>Membership of the Partnership Liaison Group comprises Executive Officers representing the thematic groups which have responsibility for progressing the 16 national outcomes:</p> <p>Representatives are drawn from the chairs of thematic groups, or nominated deputies. The Chair is elected annually from the membership of the Group. Meetings are held four or five times per year.</p>

D. OCPP thematic groups

These groups take ownership of the most relevant national outcome(s) in the Community Plan, and are responsible for putting actions in place which

will help the partnership to progress the corresponding local priorities in the Plan, and for gathering performance monitoring information.

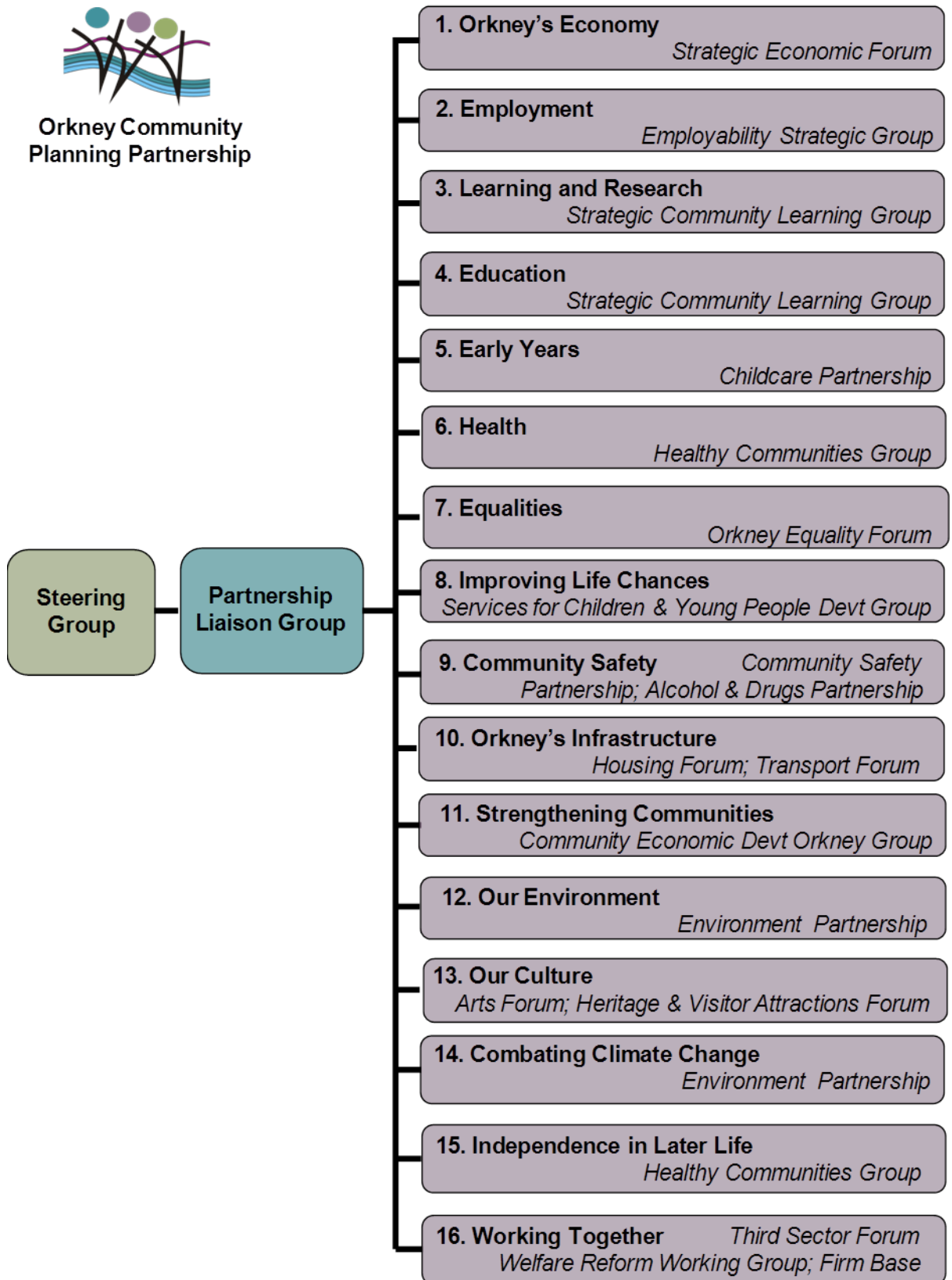
There are currently around 18 multi-agency thematic groups, and the chairs of all these groups (or other nominated representatives) are eligible to represent their thematic priority on the Partnership Liaison Group.

Each thematic group may have a number of sub-groups. These vary in size, life span and purpose. Some are short life to provide a project team for a specific piece of work; others are operating at a strategic level and are relatively self sufficient e.g. the Road Safety Forum within the Community Safety Partnership.

The list of thematic groups as at February 2014 is below:



**Orkney Community
Planning Partnership**



2.1.3 Role of individuals on groups

On a thematic group, individuals are invited to attend because they have an interest in, or are able to contribute towards a themed topic, for example, Community Safety. On a thematic group they represent their organisation. If invited to the Partnership Liaison Group then they represent the thematic group rather than their organisation.

2.1.4 Role of Elected Members

Within the Orkney Community Planning Partnership, Elected Members play an important role because the Council has a statutory duty to lead on community planning and; they have an important community leadership and engagement roles. In addition to this, the concept of community planning as a statutory one means that where an organisation is not engaging, the Council has the authority to intervene and ensure better partnership working. At least one Elected Member is matched to each thematic group, where appropriate.

“The measures in the Act will make it easier for councils to do their jobs, giving them more responsibility to act within an appropriate framework, to work in partnership with other bodies and the communities they serve, and to embed a culture of quality, equality and improvement.”

Local Government in Scotland Act Statutory Guidance page 3

As at February 2014, Elected Members sit on the following thematic groups:

Strategic Economic Forum – James Stockan
Employability Strategic Group – Harvey Johnston
Strategic Community Learning Group – Bill Stout
Services for Children and Young People Group – Janice Annal and John Richards
Childcare Partnership – Janice Annal and John Richards
Healthy Communities – Russ Madge
Equality Forum – Gwenda Shearer
Community Safety Partnership – Andrew Drever
Transport Forum – James Stockan and Graham Sinclair
Arts Forum – Owen Tierney
Environment Partnership – Rob Crichton
ADP – John Richards
Housing Forum – Janice Annal and Harvey Johnston
CEDOG – Stephen Hagan
Third Sector Forum – Jack Moodie

2.2 Taking informed, transparent decisions

The Orkney Community Planning Partnership Steering Group is the main decision-making body within the Partnership. It is advised and informed by the Partnership Liaison Group and by the Council's Community Planning team. The Partnership Liaison Group is not a decision-making body, but can be delegated relevant tasks. The Council's Community Planning team undertakes the Council's statutory duty to initiate and maintain community planning processes and conducts research on request for the Steering Group. All minutes of Steering Group and Partnership Liaison Group meetings are posted on the Orkney Community Planning Partnership website at: www.orkneycommunities.co.uk/communityplanning

The thematic groups take decisions on matters pertaining to their specialist areas, but may refer to the Steering Group any matters on which they require guidance. The Steering Group may seek guidance from the appropriate thematic groups on any relevant strategic issues. Thematic groups are also expected to post their agendas and minutes on the Orkney Community Planning Partnership website.

Scrutiny of the Orkney Community Plan and of any significant changes proposed to it will be conducted by the Council's Policy and Resources Committee, and by the respective Boards of other members of the Steering Group. All changes will be agreed by the Steering Group prior to adoption.

Within the Council, relevant actions, targets and indicators arising from the Orkney Community Plan will be included in the Corporate Improvement Plan and/or the individual service plans of Council services, as appropriate. Service plans are scrutinised by the Council's service committees, and progress against the Corporate Improvement Plan and service plans is monitored regularly by the Corporate Management Team and the committees according to a schedule set out in the Strategic Planning and Performance Framework. Scrutiny of the schedule itself, and ensuring that it is adhered to, is undertaken by the Council's Monitoring and Audit Committee.

Within NHS Orkney any indicators arising from the Orkney Community Plan will be included in its Local Delivery Plan and individual service plans, which are monitored monthly and reported formally through NHS Orkney's governance frameworks.

Other members of Orkney Community Planning Partnership will be encouraged to embed indicators arising from the Orkney Community Plan into their own organisational plans and scrutiny processes.

Performance and progress against the targets in the Orkney Community Plan will be reported annually to the Committees and Boards of all Orkney Community Planning Partnership partners and a final report to the Steering Group.

3. Underpinning Principles

3.1 The work of the CPP is guided by 6 underpinning principles:

- **promoting sustainability**
- **promoting survival**
- **promoting equality**
- **working together**
- **working with communities**
- **working to provide better services**

3.2 All parts of the structure are bound by these principles and processes. These underpinning principles should guide the work of all partners, and the checklist below can help to achieve this. Further guidance and resources on how Partners can work to these principles are on the Community Planning website.

Principle	Purpose	Process/Tools
promoting sustainability	to ensure what we do now doesn't compromise the needs of future generations	<ul style="list-style-type: none"> ▪ Balancing environmental, social and economic issues ▪ Strategic Environmental Assessment
promoting survival	to protect our fragile communities	<ul style="list-style-type: none"> ▪ Rural/island proofing plans
promoting equality	encouraging service provision which achieves equal opportunities for everyone	<ul style="list-style-type: none"> ▪ Public sector equalities duties and Equality Impact Assessment ▪ Orkney Equality Forum
working together	Working more effectively in partnership to tackle issues	<ul style="list-style-type: none"> ▪ Shared strategic plan - Orkney Community Plan ▪ Assessment of action plans for collaborative opportunities
working with communities	to involve where possible community groups, voluntary groups and individuals in the process	<ul style="list-style-type: none"> ▪ OCPP Community Engagement Guide ▪ National Standards for Community Engagement
working to provide better services	encouraging service providers to develop action plans which deliver their services in accordance with the objectives of the community plan	<ul style="list-style-type: none"> ▪ Clear reference to Community Planning aims, objectives and principles in Corporate Strategic Plans of all agencies ▪ Improved planning and delivery of services through performance management and public performance reporting

4. Performance Management — Monitoring, Evaluation, and Reporting

4.1 Partnership Performance Management

4.1.1 All the community planning partners have to monitor progress against their own projects and targets. Reports are used to measure performance against the broader aims and objectives of the community plan as represented in the Orkney Community Plan, to develop a performance management framework, and compile reports to funding agencies.

4.1.2 Progress is reported annually, and this information is available through the community planning website, via public performance reporting, and through articles in the press. More generally, in the interests of transparency, minutes from Steering Group, Partnership Liaison Group, and where possible thematic groups, are posted on the Community Planning website.

4.2 Orkney Community Plan and performance reporting

4.2.1 In July 2013 a partnership Orkney Community Plan for the period 2013-16 was agreed with the Scottish Government. The whole CPP should agree the Orkney Community Plan but it is the partners individually who are the accountable signatories. What this means is they are corporately committed to the agreed outcomes for the area and, within the constraints of their duties and responsibilities, will take every opportunity to promote and support the achievement of these outcomes.

4.2.2 Performance management information should be integrated within partner organisations, but with a very clear line of sight to the Orkney Community Plan. This may entail the alignment or revision of partners' individual performance management arrangements for the delivery of shared outcomes. To ensure consistency in the gathering and reporting of performance information, performance indicators are clearly defined and data collection procedures established.

4.2.3 Councils produce an **annual performance report** on behalf of the Community Planning Partnership each year. The reports have a dual purpose; first an outward focus reporting to communities and the public on the delivery of outcomes in the local area; and second to report to the Scottish Government on the Single Outcome Agreement aspect of the Orkney Community Plan.

5. **Contacts and further resources**

If you would like further information or advice, please contact:

Community Planning Officer
Orkney Island Council
School Place
Kirkwall
Orkney
KW15 1NY

Telephone: 01856 873535

Email: hannah.thomson@orkney.gov.uk

More information on community planning, the partnership, and the community plan, can also be found on our website:

www.orkneycommunityplanning.org.uk

Appendix A

LOCAL GOVERNMENT IN SCOTLAND ACT 2003 Community Planning

What the duty entails for Local Authorities

The statutory guidance attached to the Local Government in Scotland Act 2003 clearly outlines that to undertake its statutory duty in regard to Community Planning:

A local authority will be expected to establish a Community Planning Partnership for its area, comprising all the relevant public, private, voluntary and community bodies in its area.

Assisted by those bodies with a duty to participate, the local authority will be responsible for facilitating the process by which the CPP:

- Develops and sets out a joint vision with agreed objectives for the area, normally in the form of a Community Plan
- Sets out challenging outcomes of performance for the CPP as a whole, along with the contribution expected from individual participants in the partnership towards delivering these key outcomes. These outcomes should reflect both performance on the process of partnership working and outcomes for the partnership related to performance in service improvements
- Identifies and allocates the resources necessary to achieve the agreed outcomes
- Monitors progress with regard to the agreed outcomes, on what is being done by way of Community Planning and sets out and executes regular evaluation of progress
- Reports on CPP progress on the agreed outcomes along with reporting on what has been done by way of Community Planning
- In light of monitoring, evaluation and reporting requirements sets out revised actions and outcomes, normally as a supplement to the Community Plan
- Streamlines the arrangements for the planning and delivery of services to ensure a connection between strategies and with other partnerships, the removal of any wasteful overlaps and the improvement of efficiency and effectiveness
- Observes equal opportunity requirements and encourage equal opportunities
- Develops processes which maintain a regular and effective means of communication between participants in the partnership
- Develops processes for the sharing of appropriate information between partners

What the duty entails for other public bodies (Northern Constabulary, NHS Orkney, HIE Orkney)

For these bodies, the emphasis of the Act is one of ensuring that they engage with the CPP processes covering their area on an on-going basis. Specifically, those bodies are required to assist the local authority in its facilitation role set out above.

These bodies should also be prepared to make their own distinctive contribution to realising the objectives and outcomes agreed collectively by the CPP. This may entail taking on a leadership role on certain facilitation tasks, and/or policy issues on behalf of the Partnership.

Appendix B

Orkney Community Plan and Single Outcome Agreement 2013-16 – National Outcomes and Local Priorities

Theme	National Outcome	Local Priorities
Orkney's Economy	We live in a Scotland that is the most attractive place for doing business in Europe.	<ul style="list-style-type: none"> • Growing Orkney's businesses sustainably. • Enhancing Orkney's connectivity and links with global markets. • Developing innovation, skills and learning. • Community development, leadership & entrepreneurship. • Moving towards a low carbon economy. • Providing the necessary supporting infrastructure to accelerate economic growth across Orkney.
Employment	We realise our full economic potential with more and better employment opportunities for our people.	<ul style="list-style-type: none"> • Support business growth in key employment sectors. • Manage public sector investments to optimise local employment opportunities. • Recognise and develop individual employability. <p>Work with local employers to embrace a diverse workforce.</p>
Learning and Research	We are better educated, more skilled and more successful, renowned for our research and innovation.	<ul style="list-style-type: none"> • A learning culture open to new thinking and ideas. • Lifelong learning opportunities for all. • Support for Orkney-based research and innovation. • Developing skills for learning, life and work.

Education	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	<ul style="list-style-type: none"> • High standards in provision, attainment and achievement. • Active participation by young people in community and public life. • Positive transitions to continuing education, employment or training.
Early Years	Our children have the best start in life and are ready to succeed.	<ul style="list-style-type: none"> • To strengthen support for families, reduce risks and increase resilience for children and young people. • To develop integrated assessment and planning to "get it right for every child". • To develop joint performance information, evaluation and improvement planning. •
Health	We live longer, healthier lives.	<ul style="list-style-type: none"> • Promote health equality. • Make healthier lifestyle choices easier choices. • Challenge discrimination, promote diversity, and prioritise safety and support for the most vulnerable. • Take positive action to minimise the harmful effects of drugs, alcohol and smoking. • Value, develop and encourage sport and physical activity.
Equalities	We have tackled the significant inequalities in Scottish society.	<ul style="list-style-type: none"> • Promote equal opportunities for all. • Ensure that everyone is enabled to participate in society. • Welcome and celebrate diversity. • Place equality at the heart of policy and practice. • Raise acceptance of rights and

		<p>responsibilities.</p> <ul style="list-style-type: none"> • Secure access for all to national services.
Improving Life Chances	We have improved the life chances for children, young people and families at risk.	<ul style="list-style-type: none"> • To improve Orkney's performance as a corporate parent. • To improve access to specialist services for those who need them. • To challenge discrimination, promote diversity, and prioritise safety and support for the most vulnerable.
Community Safety	We live our lives safe from crime, disorder and danger.	<ul style="list-style-type: none"> • Ensure that everyone travelling in Orkney can do so safely. • Reduce the incidence of accidents and ill-health caused at work, in the home and during leisure activities. • Ensure a co-ordinated and effective response capability to any emergency affecting our community. • Reduce crime, other antisocial behaviour and the effect it has on our community.
Orkney's Infrastructure	We live in well-designed, sustainable places where we are able to access the amenities and services we need.	<ul style="list-style-type: none"> • Make our amenities accessible to all. • Minimise our impact on the environment. • Integrate travel within Orkney and externally. • Protect and secure Orkney's ferry services. • Encourage walking and cycling. • Provide sufficient affordable housing. • Prevent and alleviate homelessness. • Combat fuel poverty and climate

		<p>change.</p> <ul style="list-style-type: none"> • Provide housing which enables independent living.
Resilient and Sustainable Communities	<p>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p>	<ul style="list-style-type: none"> • Maintain our isles populations to ensure the sustainability of key services. • Support communities to develop and manage activities and services including those that generate income. • Support social enterprises and organisations undertaking enterprising activity to define their ambitions and become more resilient. • Develop the role of the Third Sector to strengthen their ability to become an equal partner in the development and delivery of existing and potential services.
Our Environment	<p>We value and enjoy our built and natural environment and protect it and enhance it for future generations.</p>	<ul style="list-style-type: none"> • Maintain good environmental quality for water, air and land. • Safeguard the ecosystem services that are provided by the natural environment. • Conserve biological diversity in Orkney. • Protect Orkney's landscapes, its cultural heritage and environment and ensure their sustainable management. • Promote the appropriate enhancement of our biodiversity and cultural heritage. • Reduce the incidence of fly-tipping and other illegal waste activities in the county.
Our Culture	<p>We take pride in a strong, fair and inclusive national</p>	<ul style="list-style-type: none"> • The safeguarding, collecting, preserving, conserving, interpretation and enhancement of Orkney's

	identity.	<p>heritage, including intangible cultural heritage.</p> <ul style="list-style-type: none"> • Value, develop and encourage excellence, innovation and participation in all art forms. • Value, develop and encourage partnership working across arts organisations, local authority services, creative industries, non-arts organisations and creative individuals. • Support our flagship arts organisations, creative industries and festivals. • Support the development of emerging arts organisations, industries and creative practitioners.
Combating Climate Change	We reduce the local and global environmental impact of our consumption and production.	<ul style="list-style-type: none"> • Take action locally to adapt to the effects of climate change. • Ensure Orkney uses energy as efficiently as possible, and has a sustainable energy supply to meet its future needs. • Develop Orkney's renewable energy resources whilst minimising adverse impacts on the environment. • Reduce Orkney's carbon footprint. • Encourage more sustainable use of resources and a reduction in waste.
Independence in Later Life	Our people are able to maintain their independence as they get older, and are able to access appropriate support when they need it	<ul style="list-style-type: none"> • Shift the balance of care towards preventative measures to maintain health and independence. • Improve and modernise care facilities and services to enable self-management and care at home. • Offer a wide choice of leisure and volunteering opportunities to encourage active citizenship at all

		ages.
Working Together	Our public services are high quality, continually improving, efficient and responsive to local people's needs.	<ul style="list-style-type: none"> • • Develop innovative partnership approaches to service provision and integration. • Shift resources towards preventative services. • Honour our joint commitment under Orkney's Armed Forces Community Covenant to support Service personnel, families and veterans.