

TERMS OF REFERENCE FOR THE ORKNEY PARTNERSHIP

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All our written information can be made available, on request, in a range of different formats and languages. If you would like this document in any other language or format, please contact any member of the community planning support team listed on page 15.

1. Introduction

- 1.1. The Orkney Partnership is the local community planning partnership for the Orkney Islands. Community planning has been a statutory duty on councils in each area of Scotland since 2003. The success of the community planning process is dependent on the commitment and participation of, a wide range of public, voluntary, community and private sector bodies. The requirement to participate within community planning partnerships has been further extended to include other partners in the Community Empowerment (Scotland) Act 2015.
- 1.2. Community planning is the over-arching framework helping to coordinate other initiatives and partnerships and where necessary acting to rationalise and simplify a cluttered landscape.¹ The two main aims for community planning are making sure people and communities are genuinely engaged in the decisions made on public services that affect them; allied to a commitment from organisations to work together, not apart, in providing better public services. It is based on the simple idea that if we all work together then services will improve for the people who use them.
- 1.3. The Orkney Partnership (TOP) needs structures that reflect local circumstances. The Partnership aims to mobilise the knowledge and resources of all relevant local and national agencies to develop a clear and evidence-based understanding of local needs and opportunities, focusing upon reducing outcome gaps and inequalities within our populations and between areas.
- 1.4. TOP does not take direct responsibility for delivery of outcomes or integration of services where specific fit-for-purpose arrangements are already in place or are being developed. However, the Partnership maintains a strategic overview of such arrangements, with partners playing their constituent parts in planning and delivery arrangements to ensure that they are robust, appropriately joined-up and genuinely drive performance improvement.²
- 1.5. The people and communities of Orkney who use public services are at the core of community planning. These groups and The Orkney Partnership need to be able to engage, speak to each other and develop a relationship in order for public services to improve. Strengthening community engagement and participation in delivering better outcomes in order to deliver improvements to people's lives in Orkney is at the heart of community planning.
- 1.6. Governance arrangements have been developed to support the delivery of effective community planning in Orkney and comply with the requirements of the Community Empowerment (Scotland) Act 2015. These arrangements will continue to evolve to ensure that work is carried out effectively and efficiently. These terms of reference are intended to ensure that decisions are made at the correct level, roles and remits are understood and clear channels of communication are in place between partnership bodies. They will be reviewed regularly.

¹ The Local Government in Scotland Act 2003- Community Planning Statutory Guidance 2003

² COSLA/Improvement Service (2012) Statement of Ambition-Review of Community Planning and Single Outcome Agreements

2. The Key Principles of Community Planning³

Community planning is about:

- 2.1. Delivering demonstrable improvements to people's lives.
- 2.2. Delivering unambiguous performance commitments and cost effective service models.
- 2.3. Using an evidence based approach, underpinned by disaggregated data, to drive improvement in meeting the differing needs of local populations.
- 2.4. Focusing upon reducing outcome gaps within populations and between areas.
- 2.5. Focusing upon delivering joint prioritisation of outcomes, interventions and resource use by public services and in so doing strengthening joint working between and the integration of public services.
- 2.6. Promoting early intervention and prevention approaches in reducing outcome inequalities.
- 2.7. Strengthening scrutiny by local democratically elected politicians of how partnerships operate to achieve better outcomes.
- 2.8. Strengthening community engagement and participation in delivering better outcomes.

3. Partnership values, aims and objectives

- 3.1. TOP has a shared **mission**: Working together for a better Orkney.
- 3.2. TOP has seven key **values** which guide the way we work together and independently. These values influence everything we do and how we do it:



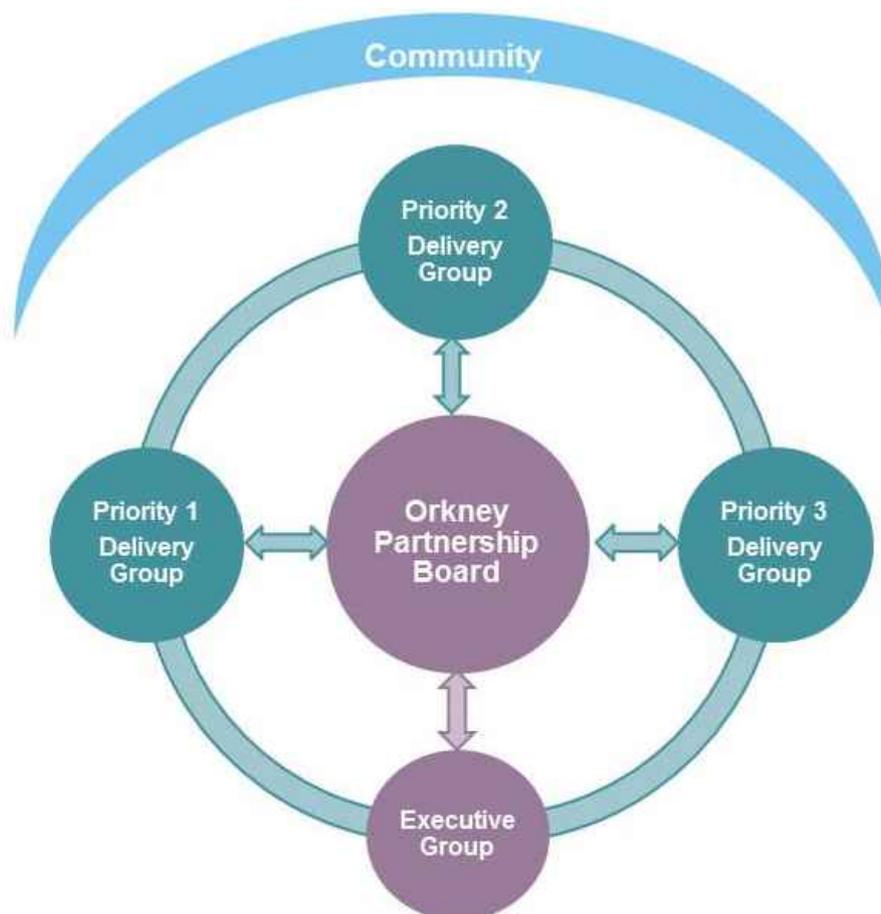
- 3.3. The **aims and objectives** to which partner organisations of TOP have committed are outlined as follows:
 - 3.3.1. Develop a clear joint long term vision for Orkney that outlines joint priorities, outcomes, performance indicators and targets.
 - 3.3.2. Develop joint approaches to improving service delivery and the quality of life for people in Orkney.

³ COSLA/Improvement Service (2012) Statement of Ambition-Review of Community Planning and Single Outcome Agreements- Annex

- 3.3.3. Ensure partnership working across Orkney is coordinated and cohesive.
- 3.3.4. Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues to ensure Orkney's unique circumstances are taken into account and national policy is 'island-proofed'.
- 3.3.5. Support the development of active and informed communities that can engage with and have influence on the community planning process.
- 3.3.6. Make best use of partners' resources in pursuit of shared objectives.

4. Partnership structure

- 4.1. The Partnership structure is designed to enable partners to meet their statutory obligations to facilitate and participate in community planning. The structure is streamlined to reflect the desire of partners to operate efficiently and effectively, and to address the key priorities of the Partnership.



- 4.2. The structure is fluid and is not set in stone. It is designed to meet an evolving process and changing priorities. So, although the overall core structure will remain the same over time, the focus or number of Delivery Groups may alter to reflect current and emerging priorities for Orkney, within the overall local and national policy context.

5. Partnership principles

5.1. Commitment to shared principles

All members of the Partnership undertake to work together and with others, and will uphold and put into practice the following principles:

- 5.1.1. The key principles contained within the Code of Conduct for Orkney Partnership Board, at 5.2 below;
- 5.1.2. The Seven Principles of Public Life published by the Nolan Committee, at 5.3 below;
- 5.1.3. The International Framework for Good Governance in the Public Sector, as published by CIPFA and the IFA, at 5.4 on page 6; ⁴
- 5.1.4. The National Standards for Community Engagement, at 5.5.

5.2. Code of conduct for Orkney Partnership Board

Partner agencies will have their own Codes of Conduct for Board members and staff and this Code is not intended to replace them, but to complement existing codes with guidance agreed especially for partnership working.

- 5.2.1. Adhere to the code of conduct of your own organisation
- 5.2.2. Be honest and transparent in all work with and for the Board
- 5.2.3. Declare actual or experienced conflicts of interest and submit to the judgement of the Board
- 5.2.4. Be committed to collective decision making and ownership of decisions
- 5.2.5. Be rigorous in scrutiny and challenge but treat all colleagues with respect
- 5.2.6. Be an advocate for communities as this is at the heart of community planning
- 5.2.7. Be a champion for partnership working and joint resourcing within your organisation, and externally.

5.3. Nolan Principles of Public Life

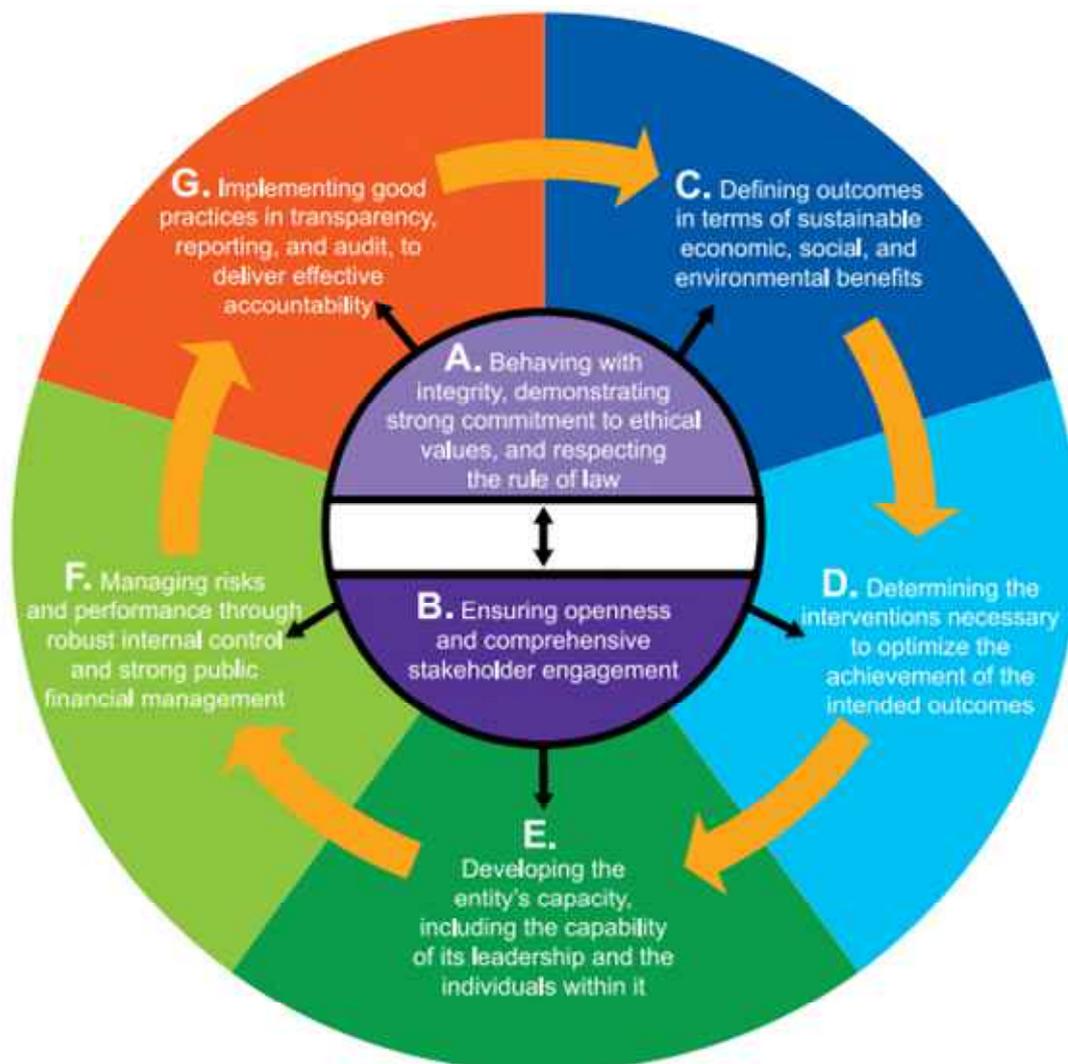
- 5.3.1. **Selflessness:** Holders of public office should act solely in terms of the public interest.
- 5.3.2. **Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- 5.3.3. **Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

⁴ *International Framework: Good Governance in the Public Sector (2014)* developed jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the International Federation of Accountants

- 5.3.4. **Accountability:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- 5.3.5. **Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- 5.3.6. **Honesty:** Holders of public office should be truthful.
- 5.3.7. **Leadership:** Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

5.4. **Good Governance Standard for Public Services**

The following diagram shows the relationships between the principles for good governance in the public sector as defined by CIPFA and adopted by the Partnership:



(From: International Framework: Good Governance in the Public Sector, IFA/ CIPFA, July 2014)

5.5. National Standards for Community Engagement



The National Standards for **Community Engagement**

Scottish Community Development Centre

6. Terms of reference: Orkney Partnership Board

This section explains the remit, meeting frequency, membership, roles and responsibilities of Orkney Partnership Board.

6.1. Remit

- 6.1.1. To identify and address the key economic, social, physical and environmental issues facing Orkney.
- 6.1.2. To develop a widely supported joint vision in the form of the Orkney Local Outcomes Improvement Plan.
- 6.1.3. To agree and develop structures for community planning throughout Orkney.
- 6.1.4. To report and seek views on progress towards the vision for Orkney.

- 6.1.5. To set out challenging outcomes for The Orkney Partnership 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 in the process of partnership working and outcomes for the Partnership related to performance in service improvements.
- 6.1.6. To provide a scrutiny role for the Partnership and monitor progress in line with the agreed outcomes in the Local Outcomes Improvement Plan, set out and undertake regular evaluation of progress.
- 6.1.7. To monitor and report annually on the Local Outcomes Improvement Plan through public performance reporting.
- 6.1.8. To establish clear linkages between the various levels of community planning and other relevant structure and partnerships in Orkney, with a view to developing and maintaining cohesive partnership working arrangements.
- 6.1.9. To explore and maximise opportunities for joint working and promote the development of integrated services.
- 6.1.10. To develop ways of working within community planning partnership that supports the values of openness, parity between partners and achieving progress through consensus.
- 6.1.11. To establish effective arrangement for community engagement to enable communities to feed into the community planning structures in Orkney.
- 6.1.12. To determine the Chair for each Delivery Group.

6.2. **Membership**

Membership of the Board comprises all of the community planning partners listed in Schedule 1 of the Community Empowerment (Scotland) Act 2015, plus other bodies or individuals at the discretion of the Board. Membership at 5 November 2019 is:

- Orkney Islands Council
- Police Scotland
- NHS Orkney
- Highlands and Islands Enterprise
- Scottish Fire and Rescue Service
- Integration Joint Board for Health and Care
- Orkney College
- Scottish Environment Protection Agency
- Scottish Natural Heritage
- Sportscotland
- Skills Development Scotland
- HiTRANS
- VisitScotland
- Historic Environment Scotland
- Scottish Ambulance Service
- Voluntary Action Orkney

- Orkney Housing Association Ltd
- Orkney Community Justice Partnership

6.3. Meetings

- 6.3.1. The Board holds a minimum of four regular meetings per year, plus two or more development workshop sessions, at venues agreed by partners.
- 6.3.2. The Board is chaired by the Council's Political Leader, and the Vice Chair is the Chair of NHS Orkney.
- 6.3.3. The OIC Strategy Manager acts as Secretary to the Board in consultation with the Chair.
- 6.3.4. The statutory facilitating partners collectively provide administrative support via the Community Planning Business Manager.
- 6.3.5. Copies of Board minutes are available on The Orkney Partnership website at <http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/index.asp>
- 6.3.6. Agendas and papers will normally be circulated to the Board one week prior to meeting dates.
- 6.3.7. If it is necessary to reach a decision between Board meetings the paper will be circulated by email, with a presumption of assent if Board members do not respond by a specified date.

6.4. Roles and Responsibilities of Individual Board Members

- 6.4.1. Support Community Planning and make it core to your approach in leading and/or managing your organisation.
- 6.4.2. Ensure you have the authority and are empowered by your organisation to provide both strategic and resource commitment from your organisation to the Partnership as appropriate.
- 6.4.3. Ensure the Partnership's outcomes are reflected clearly in the strategic and operational plans of your organisation.
- 6.4.4. Ensure the Partnership's outcomes are reflected clearly in the resource allocation processes/ decisions made by your organisation.
- 6.4.5. Play an active role in agreeing, monitoring and taking action to improve local outcomes.
- 6.4.6. Consider all business with a view to achieving positive local outcomes.
- 6.4.7. Represent the views of your organisation/community at Orkney Partnership Board meetings and communicate information and decisions of the Partnership to your organisation/community.
- 6.4.8. Always seek approval from the Board or Chair before speaking to the media or in a public forum about Orkney Partnership matters and represent only the Partnership and not your own personal views.
- 6.4.9. Ensure your organisation/community group has mechanisms in place to allow effective communication and information sharing on

community planning between its members, departments or services as appropriate

- 6.4.10. Ensure there is clear linkage of performance reporting between the Orkney Partnership Board and your organisation.
- 6.4.11. Prioritise attendance at Orkney Partnership Board meetings, or arrange for a deputy to attend.
- 6.4.12. Provide constructive challenge to other Orkney Partnership Board members on their organisation's performance against shared outcomes, where there is clear evidence of underperformance and a failure to achieve targets.
- 6.4.13. Offer constructive challenge to other Board members and the Partnership as a whole to 'do more' in achieving outcomes.
- 6.4.14. Share relevant data and information to support the delivery of community planning activities.

7. Terms of reference: Delivery Groups

Delivery Groups are formed by the Board from partner agencies to focus on the delivery of one of the Partnership's strategic priorities. The Orkney Partnership Board will be responsible for developing outcomes based on inequalities and gaps in services for each of its strategic priorities. These will be assigned to the Delivery Group with a brief to develop and implement a SMART action plan of activities and outputs to deliver the desired outcomes.

7.1. Remit

- 7.1.1. To develop and adopt with their members and others as appropriate, an evidence based outcome focused action plan in line with the Partnership's strategic priorities.
- 7.1.2. To select key performance measures in line with targets and indicators associated to each outcome.
- 7.1.3. To have absolute clarity on what needs to be achieved and the confidence to hold others to account.
- 7.1.4. To have agreed and approved standing items on their agendas to ensure uniformity of reporting from each partnership.
- 7.1.5. To provide a quarterly progress report to the Board using the Partnership's progress reporting mechanism.
- 7.1.6. To have autonomy within the Partnership structure to make informed decisions.
- 7.1.7. To delegate specific tasks, with the approval of Orkney Partnership Board, to short life working groups.
- 7.1.8. To ensure short life working groups have clear terms of reference, relating to a specified task, timescale for completion, progress reporting mechanism and disbandment on completion.
- 7.1.9. To disseminate minutes and relevant papers to agreed timescales to other Partnership members.

- 7.1.10. To maintain effective and clear communication with other stakeholders in line with the Partnership's communication strategy.
- 7.1.11. To refer to the Orkney Partnership Board any new and emerging priorities that face communities in Orkney.
- 7.1.12. Towards the end of each financial year, to review and make changes to Delivery Group action plans to ensure that the plans continue to meet identified need.
- 7.1.13. To make arrangements for the administrative support of their Delivery Group in liaison with the Executive Group and the community planning core support team.

7.2. **Membership**

- 7.2.1. Membership of a Delivery Group is driven by the Group's action plan. The actions and activities defined by the Delivery Group Chair, and approved by the Board, will determine which partner agencies are invited to join each Delivery Group.
- 7.2.2. The Delivery Group Chair will be appointed by the Board from existing Board membership. Delivery Group Chairs will appoint Vice Chairs, who need not be Board members. Vice Chairs should be located in Orkney and be prepared to deputise for the Chair at any forum when the Chair is unavailable.

7.3. **Meetings**

Delivery Groups meet as often as is necessary to progress their action plans, but not less than four times per year, in order to review progress and report to Board meetings. Meeting venues are determined by the members of each group. Agendas and papers will normally be circulated one week prior to meeting dates.

7.4. **Dissolution**

Delivery Groups are formed to focus on the delivery of specific key priorities. Should priorities change over time, Delivery Groups will be dissolved and new Delivery Groups formed around emerging priorities.

8. **Terms of reference: Executive Group**

The TOP Executive Group supports the Orkney Partnership Board in the development of Partnership policy and good practice governance. A key role is in identifying resources (in cash or kind) to jointly address identified gaps and priorities not bridged by Delivery Groups. For this reason, its membership is drawn from partners with executive authority to commit resources. The Executive Group produces and maintains the Joint Resourcing Plan for The Orkney Partnership.

8.1. **Remit**

- 8.1.1. To produce an agreement framework for improving the Partnership's capacity to target and align resources for better impact. This will form part of the Joint Resourcing Plan and will reference the national imperative to prioritise early intervention, prevention and tackling inequality.

- 8.1.2. To develop a joint resourcing plan, for approval by the Orkney Partnership Board, which will facilitate the identification and alignment of resources to progress the shared priorities of community planning in Orkney.
- 8.1.3. To advise the Board on key issues affecting Orkney.
- 8.1.4. To act as a key consultative group for major policy development.
- 8.1.5. To review and make recommendations to the Board regarding the resourcing of the Partnership's core support.
- 8.1.6. To develop a strategy for communication and community engagement, including protocols for liaison with key stakeholders, and maintain guidelines for local community consultation and engagement.
- 8.1.7. To advise the Orkney Partnership Board on the noting, endorsement, approval or adoption of partnership plans and strategies as required.
- 8.1.8. To support the development of shared information and intelligence systems.
- 8.1.9. To maintain, review and make recommendations to the Board regarding the Partnership's risk register and associated risk management action plan.
- 8.1.10. To develop and make recommendations to the Board for performance reporting measures outwith the Delivery Group plans.
- 8.1.11. Subject to the approval of Orkney Partnership Board, to delegate specific tasks as required to one or more short life working groups.
- 8.1.12. To ensure short life working groups have clear terms of reference, relating to specified task, timescale for completion, progress report mechanism and disbandment on completion.

8.2. **Membership**

- 8.2.1. Core membership of the Executive Group will comprise those executive members of the Orkney Partnership Board who represent partners with a statutory duty to facilitate community planning under the Community Empowerment (Scotland) Act 2015:

Orkney Islands Council
 Police Scotland
 NHS Orkney
 Highlands and Islands Enterprise
 Scottish Fire and Rescue Service
plus Voluntary Action Orkney

- 8.2.2. The Chair of the Executive Group will be drawn from the Orkney Partnership Board. The membership will comprise representatives working at Chief Officer or senior management level. They may be members of the Board or co-opted in from other partnership bodies.

8.3. **Meetings**

The Executive Group will meet a minimum of four times per year, 2-4 weeks in advance of meetings of the Orkney Partnership Board, in order to set the Board agenda and identify any preparation required for the Board meeting.

Agendas and papers will normally be circulated one week prior to meeting dates.

8.4 Community Planning Working Group

The Community Planning Working Group is a sub-group of the Executive Group, which undertakes specific tasks delegated by the Executive Group. The Working Group meets on an ad hoc basis, and its membership may include any members of the Executive Group depending on the task in hand.

9. Short life working groups

A short life working group may be set up by the Orkney Partnership Board or a Delivery Group to address a specific task or tasks, carry out research, pilot a new initiative etc.

9.1. Remit

- 9.1.1. To undertake specified task(s) assigned by the delegating Partnership group.
- 9.1.2. To agree clear terms of reference set by the delegating Partnership group.
- 9.1.3. To agree a timescale for completion.
- 9.1.4. To agree a format and timetable for reporting to the delegating Partnership group.
- 9.1.5. To identify an officer lead and point of contact for the short life working group.
- 9.1.6. To disband the short life working group as soon as its delegated task(s) are complete.

9.2. Membership

Membership of a short life working group is determined by the delegating Partnership group, although other members can be co-opted if the short life working group feel they would add to the outcome.

9.3. Meetings

Meeting frequency will initially be determined by the delegating Partnership group in line with the scale of the task(s) assigned, timescale and requirements for completion. A short life working group may opt to hold more frequent meetings should circumstances dictate.

10. Channels of communication with multi-agency groups

- 10.1.1. The Orkney Partnership recognises that there is widespread multi-agency activity taking place throughout Orkney, much of which is not formally affiliated to the Partnership. In many cases this activity is thriving and does not require any Partnership intervention. In other cases, multi-agency activity may require intervention from the Partnership to solve problems which have arisen, remove barriers to partnership working, or assist partner agencies to source joint resources to enable a workstream to progress.
- 10.1.2. Given the wide membership of Orkney Partnership Board, it is likely that any multi-agency activity taking place in Orkney will involve one or

more organisations represented on the Board. These organisations, via their representative(s), are the best conduit for communication with the Board.

- 10.1.3. Where multi-agency activity is progressing successfully, Board members are invited to report periodically on multi-agency activity in which they are involved, especially where this is contributing to one or more of the Partnership's strategic priorities. The agenda of every Board meeting will include an opportunity for verbal reporting, or alternatively Board members may prefer to submit written reports for noting.
- 10.2. Where multi-agency activity requires Partnership intervention, Board members are invited to submit requests for assistance to the Board. These should take the form of a report including the following information:
 - 10.2.1. The nature of the activity concerned;
 - 10.2.2. The partner agencies involved in the activity;
 - 10.2.3. How the activity contributes to the Partnership's strategic priorities;
 - 10.2.4. The nature of the problem or barrier which has arisen;
 - 10.2.5. The Partnership action which is requested; and
 - 10.2.6. Whether any additional joint resources are required (quantified).

Reports should be sent to the community planning support team for inclusion on the Board agenda.

- 10.3. Where a multi-agency group wishes to request Partnership assistance but does not involve any Board members, the group should contact the Community Planning Business Manager in the first instance. A report will be prepared for submission to the Executive Group, which will decide on the appropriate action to take and may refer the matter onward to the Board.

11. Protocol for the approval, adoption, endorsement and/or noting of multi-agency strategies and plans

- 11.1. The principal strategic plan produced by the Partnership is the Community Plan, which doubles as the Local Outcomes Improvement Plan. Orkney Community Plan is a rolling plan, updated annually, and formally approved and adopted by the Orkney Partnership Board.
- 11.2. The Partnership will develop one or more locality plans to supplement the Community Plan.
- 11.3. Each Delivery Group will produce an action plan, which will be formally approved and adopted by the Orkney Partnership Board.
- 11.4. The partnership will produce specialised plans as necessary to address specific areas of governance, for example the 'Orkney Partnership Strategy for Communication and Community Engagement'. These will be formally approved and adopted by the Orkney Partnership Board.
- 11.5. In addition to formal Partnership plans, many other multi-agency working groups produce strategies and plans, which may contribute to one or more of the Partnership's strategic priorities. These may require endorsement or noting by the Partnership for various purposes:

- 11.5.1. As a statutory requirement; and/or
 - 11.5.2. To facilitate raising funds externally to progress the plan; and/or
 - 11.5.3. To demonstrate the Partnership's support for the plan; and/or
 - 11.5.4. To inform the Board of planned activity in the wider community.
- 11.6. Given the wide membership of Orkney Partnership Board, it is likely that the membership of any multi-agency group operating in Orkney will include one or more organisations represented on the Board. Any member of Orkney Partnership Board may submit a multi-agency plan to the Board for consideration and/or endorsement. Plans should be sent to the community planning support team for inclusion on the Board agenda, accompanied by a short covering report which includes the following information:
- 11.6.1. the Board member and partner agency sponsoring the plan;
 - 11.6.2. whether the plan requires endorsement or simply noting;
 - 11.6.3. (if applicable) the purpose for which Partnership endorsement is required; and
 - 11.6.4. how the plan contributes to the Partnership's strategic priorities.
- 11.7. In the event that the membership of the multi-agency group does not include an organisation represented on the Board, the group may send their plan directly to the community planning support team, who will take it to the Executive Group for consideration. The Executive Group will decide whether to submit the plan to the Board for endorsement or noting as appropriate and will advise the originating group of the outcome.
- 11.8. In addition to plans and strategies which are brought forward by Board members, or submitted direct by multi-agency groups, the Executive Group may choose to refer other publicly available multi-agency plans, strategies or reports to the Board for information, consideration, referral to a Delivery Group and/or noting, as appropriate. Partners are invited to forward any documentation which may be of relevance to the Partnership to the community planning support team for attention.

12. How to contact The Orkney Partnership

- 12.1. Before contacting the community planning support team, it may be helpful to look at the Partnership's website on the Orkneycommunities portal. This site contains Partnership plans, policies and documentation including agendas and minutes of Partnership groups. The site may be found at:
<http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/index.asp>
- 12.2. Contact details for The Orkney Partnership are:

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