

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 28 JUNE 2010**

**REPORT ON: ELECTED MEMBER INVOLVEMENT IN DUNDEE PARTNERSHIP**

**REPORT BY: ASSISTANT CHIEF EXECUTIVE**

**REPORT NO: 362-2010**

**1. PURPOSE OF REPORT**

- 1.1 This report sets out proposals for improving the role and influence of elected and board members in the process of community planning in Dundee.

**2. RECOMMENDATIONS**

It is recommended that:

- a) the membership of the Dundee Partnership Management Group be revised to secure the most senior representation from partners
- b) that elected members from Dundee City Council and board members from partners join the Dundee Partnership Management Group to connect the strategic leadership and activities of statutory bodies
- c) more frequent reports on the delivery of the Single Outcome Agreement for Dundee are presented to the Policy and Resources Committee

**3. FINANCIAL IMPLICATIONS**

- 3.1 There are no direct financial implications from the above recommendations but they will provide the means by which partners will be able to collectively consider the impending financial pressures on the public sector.

**4. BACKGROUND**

- 4.1 The Single Outcome Agreement for Dundee 2009-2012 was signed in July 2009. It committed the Dundee Partnership to a range of challenging outcomes and the short term activities which would be required to achieve this. This has subsequently led to the development of the SOA Delivery Plan which was agreed by the Dundee Partnership Management Group on 14 May and will be presented to Policy and Resources Committee following final revisions on 28 June 2010.
- 4.2 The challenge of delivering the ambitious SOA programme for change demands that the Partnership is efficiently organised and structured. To support this, the Partnership agreed to adopt an adapted Public Sector Improvement Framework approach across its theme groups. These became the Partnership's Fit for Purpose Review and represent a crucial element of the Partnership's commitment to continuous improvement.

**5. BEST VALUE 2 AUDIT**

- 5.1 In 2009, Audit Scotland embarked on a programme of Best Value 2 audits. Dundee City Council was selected as one of five 'pathfinders' audits preparing to test various aspects of the Accounts Commission's approach to BV2. In preparing for the audit, Dundee City Council completed a self-evaluation which identified areas where it performs well and where it needs to improve.

- 5.2 The self evaluation recognised that the level of political involvement in community planning needed to be enhanced and proposed that the Council would "review the Dundee Partnership governance structure and performance management processes, including the level of political involvement".
- 5.3 Audit Scotland undertook an in-depth audit of Dundee City Council and its role in the community planning process in late 2009. The findings were published in March 2010 and it identified areas for improvement. Whilst many of these related specifically to the Council's management and systems, a number focused on the Dundee Partnership.
- 5.4 In its performance assessment, Audit Scotland identifies the following issues:
- the partners have a clear and ambitious vision
  - there are strong relationships between partners but there have been problems in more complex operational issues where roles and responsibilities are confused
  - partnership working at a strategic level needs to be strengthened and the SOA has helped to begin this
  - there is a need to establish shared and understood priorities for spending. This would consider the forthcoming reduction in resources, and the bringing together of political choices at local and national level with the priorities of the public sector partners
  - partnership meetings need to be better focused on co-ordinating partnership activity, deciding on priorities and monitoring progress and impact
  - partnership structures and groups should be reviewed to clarify roles and minimise overlap
  - partnership aims should be set at appropriately strategic level
  - the role of elected members in leading community planning at a strategic level should be enhanced
- 5.5 Members of the Co-ordinating Group have considered these issues and are confident that they can be effectively addressed. Indeed, much of the action that is required is already under way. The Single Outcome Agreement Delivery Plan is complete which will provide the focus of the top strategic priorities with clear and measurable evidence of progress. The recently undertaken Fit for Purpose reviews have begun to consider the need to improve the effectiveness of thematic groups and will be reviewing their progress on an annual basis. Six monthly progress reports on SOA delivery will be given to the Dundee Partnership Management Group including its partners from the Scottish Government.

## **6 ELECTED MEMBER INVOLVEMENT IN THE DUNDEE PARTNERSHIP**

- 6.1 At present elected members have a key role in two parts of the Dundee Partnership structure: the Dundee Partnership Forum and Local Community Planning Partnerships.
- 6.2 The Dundee Partnership Forum provides overall strategic direction to community planning in Dundee by, for example, agreeing the Single Outcome Agreement for the city. It meets twice a year at participatory workshops which debate cross-cutting issues of strategic significance and agrees the way forward. This group is inevitably large as it

provides the opportunity for the broadest range of interests to participate in the Partnership. At an elected member level, Dundee City Council is represented by the following councillors:

- Leader of Administration (Chair)
- Lord Provost
- 2 representatives from Administration Group
- 2 representatives from Major Opposition Group
- 1 representative from each minority opposition group

- 6.3 Local Community Planning Partnerships (LCPP) are the mechanism for connecting the city-wide, strategic objectives of the Dundee Partnership to neighbourhoods and communities. Based on multi-member ward boundaries, they bring together officers from a range of partners, community representatives and all the elected members in each ward. Each LCPP agrees its own local community plan which reflects the needs and aspirations of the area and its people. Elected member participation in this process offers the opportunity to influence the shape of local plans and the action required of partners to implement them but can also inform elected members' consideration of community matters at committee.
- 6.4 While the BV2 audit acknowledged the value of participation in these aspects of the partnership, the lack of elected member involvement in the regular strategic decision-making of the Partnership was identified as an area for improvement.
- 6.5 The Best Value Audit on the Tayside Police Board reach similar conclusions. It recommends that the Board needs to fulfil its duty to ensure the effectiveness of the force's community planning and community engagement activity and proposes that this can be achieved by increasing its involvement in, and oversight of, community planning. In May 2010, it was agreed that Dundee City Council and Tayside Police work together to ensure that their respective improvements plans are complementary and add value to both processes.
- 6.6 In early June 2010, Tayside NHS Board agreed proposals for a Community Planning Partnership Enhanced Governance Structure with Perth and Kinross CPP. These aim, among other things, to better define roles and lines of accountability, synchronise governance and decision-making process, enhance performance i.e. management arrangements and strengthen the joint planning of finance. This is to be achieved through revising the membership of the Perth and Kinross Community Planning Partnership (including members of NHS Tayside Board and Perth and Kinross Community Health Partnership Board) and creating a CPP Executive Group of senior officers.
- 6.7 It is clear that community planning partners in the public sector are looking to enhance elected members/board member involvement in the Dundee Partnership. NHS Tayside has recommended that the Perth and Kinross arrangements are applied across Tayside. While the principle of enhanced involvement is agreed, the means by which this is achieved is a matter for agreement within the three localities in Tayside. This paper sets out a proposal which would allow the benefits set out in 6.6 above to be achieved without adding an additional group or tier to the Dundee Partnership structure. Instead, it can be achieved through the introduction of elected members/board members to the Dundee Partnership Management Group.

## **7 REVISING THE DUNDEE PARTNERSHIP MANAGEMENT GROUP (DPMG)**

- 7.1 The Dundee Partnership Management Group meets quarterly and is chaired by the Chief Executive of Dundee City Council. Its main responsibilities are the development of overall strategy and monitoring of community planning in Dundee; ensuring senior level commitment from partners; prioritisation and allocation of resources; maximising inter-agency co-operation in implementing the community plan.
- 7.2 It is proposed that the following changes to its membership and remit are agreed:
- a) elected members will join the Dundee Partnership Management Group. This will consist of the Leader of the Administration and the Leader of the majority opposition or their substitutes
  - b) one board member from each of NHS Tayside, Tayside Joint Police Board, Tayside Fire and Rescue Board and Dundee Community Health Partnership
  - c) the large number of Dundee City Council departmental representatives will be removed leaving the Council's leadership role to be conducted by the Chief Executive and the elected members
  - d) theme leaders will no longer be members of the group. Instead, to enhance governance, they will attend Dundee Partnership Management Group to report on progress towards their SOA priorities on an annual basis. These reports will be scheduled across the four Dundee Partnership Management Group meetings in the year with no more than two themes reporting to any one meeting
  - e) the level of representation of public sector partners will be raised to the most senior level of Chief Executive or agreed delegate
- 7.3 The remit of the Dundee Partnership Management Group will be more closely focused on implementation of the SOA and will include responsibilities to:
- deliver shared vision and priorities of SOA
  - arrange governance and accountability for performance against SOA targets
  - apply scrutiny of SOA delivery through strategic theme groups
  - co-ordinate activity across partnership and organisations
  - agree recommendations on relevant allocations of funding and joint funding
  - ensure partnership working is mainstreamed across partners to maximise impact of SOA
  - undertake regular programme of continuous improvement and risk management
  - ensure effective mechanisms are in place to engage with communities in delivering the SOA priorities for Dundee
- 7.4 The proposed new membership is shown in Appendix 1.
- 7.5 Following approval by Policy and Resources Committee on 28 June 2010, these changes will be discussed with partners with a view to reaching agreement at the Dundee Partnership Management Group on 13 August 2010. The final arrangements will be reported back to Policy and Resources Committee in September 2010.

**8 POLICY IMPLICATIONS**

- 8.1 While of the overall work of the Dundee Partnership will contribute to sustainability, equalities and anti-poverty issues, the proposals contained in this report do not require any further impact assessment.

**9 CONSULTATIONS**

- 9.1 Initial discussion has taken place with partners represented on the Dundee Partnership Co-ordinating Group. Further consultation will take place in advance of the Dundee Partnership Management Group meeting on 13 August 2010.

**10 BACKGROUND PAPERS**

None.

Chris Ward  
Assistant Chief Executive

10/06/2010

## Appendix 1

**REVISED MEMBERSHIP OF DUNDEE PARTNERSHIP MANAGEMENT GROUP 2010****Proposed Members**

David Dorward (Chair)	-	Chief Executive, Dundee City Council
Tony Wells	-	Chief Executive, NHS Tayside
David Lynch	-	General Manager, Dundee CHP/Chair of ADP
Mick McHugh	-	Regional Director, Scottish Enterprise
Gavin Robertson	-	Chief Superintendent, Tayside Police
Morna Wilson	-	Chief Executive, Dundee Voluntary Action
Kenneth Fraser	-	Group Manager, Tayside Fire Brigade
Alan Mitchell	-	Chief Executive, Tayside and Angus Chamber of Commerce
Eric Guthrie	-	Director, TACTRAN
Alec Spencer	-	Chief Officer, Tayside Community Justice Authority
Gordon McDougall	-	Head of Operations, Skills Development Scotland
Sarah Smith	-	Director of CYP&SC, Scottish Government
Christina Potter	-	Principal, Dundee College
Eric Monaghan	-	Asst Sec of Academic Affairs, University of Dundee
Steve Watt	-	Chief Information Officer, University of Abertay
Murray Webster	-	Community Regeneration Forum
Alice Bovill	-	Community Regeneration Forum
Stan Nutt	-	Dundee Civic Forum
Ron Neave	-	Dundee Civic Forum
Leader of Administration	-	Dundee City Council
Leader of Majority Opposition	-	Dundee City Council
Board Representative	-	NHS Tayside
Board Representative	-	Dundee Community Health Partnership
Board Representative	-	Tayside Joint Police Board
Board Representative	-	Tayside Fire and Rescue Board
Chris Ward	-	Assistant Chief Executive, Dundee City Council
Peter Allan	-	Community Planning Manager, Dundee City Council