Report To:	**Inverclyde Alliance Board**	**Date:**	**2 October 2023**
Report By:	**Morna Rae, Interim Head of Service (OD, Policy and Communications), Inverclyde Council**	**Report No:**	
Contact Officer:	**Morna Rae**	**Contact No:**	**07385434459**
Subject:	**Alliance Update Report**		

1.0 PURPOSE

1.1 The purpose of this report is to cover key aspects of the Alliance governance and reporting requirements, as well as presenting a proposal for engagement in a research project.

2.0 SUMMARY

2.1 In light of the agreement of the new Partnership Plan the delivery structures for the Alliance have been reviewed. A new structure is proposed for the Board's agreement.

2.2 The University of Strathclyde Business School are undertaking a research project *Transforming Working Lives & Good Work in the West of Scotland* and they are inviting employers in Inverclyde to participate. The Alliance is asked to consider a partnership approach to this research.

2.3 A report is completed on an annual basis on the Alliance's performance. This is informed by the quarterly performance reports considered by the Board. The Board are asked to note that the latest annual report is being drafted and it is recommended that this is circulated by email for review out with the Board meeting.

2.4 The future development of Locality Planning in Inverclyde should align with the approach to community councils and requires to be supported by colleagues in Community Learning and Development. Both of these are under review and so the detailed proposals for Locality Planning are being developed alongside them and will be brought back to the Alliance for review. In the interim the current arrangements will continue.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Inverclyde Alliance Board:
  a) Considers the proposed delivery group structure, discusses membership of the groups, agrees to its establishment and the development of an updated Terms of Reference;
  b) Agrees to participation in the research project as a partnership approach;
  c) Notes the development of the Alliance annual report and agrees to input out with the meeting via email, and
  d) Note the update in terms of Locality Planning.

Morna Rae,
Interim Head of Service (OD, Policy and Communications), Inverclyde Council

4.0　BACKGROUND

ALLIANCE DELIVERY STRUCTURES

4.1　In light of the agreement of a new Partnership Plan a review of the Alliance delivery groups has been undertaken. This included reflection on the successes and challenges of the previous delivery structure and research on the approaches used by other Community Planning Partnerships. The proposed groups are listed at Appendix 1.

4.2　The following have been taken into account:
- Statutory requirements for the existence of some partnership groups;
- Ensuring that every outcome within the Partnership Plan is aligned to a delivery group; and
- Balancing minimising the number of groups to reduce demands on Alliance partners whilst still having effective delivery mechanisms.

4.3　Following agreement of the proposed delivery structure by the Alliance a more detailed Terms of Reference will be created. This will include the following:
1. An overview of the purpose of Community Planning
2. The statutory framework
3. Principles underpinning Community Planning
4. Expectations of Alliance partners
5. Partnership Plan vision and outcomes
6. For each group in the structure - the role, membership, meeting arrangements and frequency, chair, decision-making process, support arrangements and outcomes they are responsible for
7. A structure diagram
8. Performance management arrangements
9. Review arrangements

4.4　Allied to this is the mapping of the Partnership Plan outcomes to existing action plans that groups are delivering, engagement with the existing group leads on the changes and supporting with the establishment of new groups.

4.5　It is recommended that the Alliance reviews the proposed structure and considers appropriate membership of each group.

UNIVERSITY OF STRATHCLYDE RESEARCH PROJECT

4.6　The University of Strathclyde Business School are undertaking a research project *Transforming Working Lives & Good Work in the West of Scotland* and they are inviting employers in Inverclyde to participate.

4.7　The project runs over three years and our participation would involve Alliance representatives being available for interviews with researchers and employees participating in occasional surveys.

4.8　The offer to us for our participation is access to the data and research they compile. We will be able to add our own questions alongside the standard question set for the surveys. They are also keen to develop ongoing relationships in terms of secondments and placements.

4.9　Additional detail is available in Appendix 2. Alliance partners are invited to consider participation.

ALLIANCE ANNUAL REPORT

4.10　Community Planning Partnerships are required to publicly report on their performance on a regular basis. Inverclyde Alliance's primary approach to fulfil this is via an annual report. It is proposed that we use a similar format to that of last year, and that the content is drawn from the quarterly performance

reports considered by the Alliance over the past year. This drafting is underway and partners will be consulted on its content out with the Alliance meeting, prior to its publication.

LOCALITY PLANNING

4.11   The Alliance have previously set out ambitions to further develop Locality Planning in Inverclyde. In the interim our current arrangements with Communication and Engagement Groups continue and they had an important role in the consultation on the new Partnership Plan.

4.12   A related key mechanism for community involvement is community councils. A review of community councils in Inverclyde has been underway. At a meeting on 18 May 2023 the Council agreed a consultation on proposed new community council areas. It is important that any new approach to Locality Planning is clear on the links with community councils and that there is a consistent approach in terms of geographies where possible. The proposals for Locality Planning are therefore being developed alongside the community council review.

4.13   Effective Locality Planning requires the support of Community Learning and Development colleagues. A review of this service within the Council is also underway which includes consideration of structures and resources to develop Locality Planning. In order that a deliverable approach to Locality Planning is devised it is important for the outcome of this review to feed into the new proposals.

4.14   For the reasons outlined above the Locality Planning proposals are being further developed and will be brought back to the Alliance for further discussion.

5.0   IMPLICATIONS

5.1   Legal

        There is a statutory requirement for Community Planning to take place within each local authority area with the statutory partners having duties to facilitate and resource Community Planning. Public performance reporting and Locality Planning arrangements are also requirements under the Community Empowerment legislation.

5.2   Finance

        The costs of resourcing this delivery structure relate to employee time across Alliance partners.

5.3   Human Resources

        There are no direct human resources implications arising from this report, other than the staff time involved in supporting these groups.

5.4   Equality and Diversity

        None

6.0   CONSULTATIONS

6.1   Informal consultation was undertaken with Alliance partners on effective delivery and governance structures.

7.0   LIST OF BACKGROUND PAPERS

7.1   None

A summary of the proposed groups and the key Partnership Plan outcomes they will deliver on is below for review.

GROUP 1 ALLIANCE BOARD
Chair: Cllr Roberston
Purpose:
- Act as the public meeting for Community Planning in Inverclyde,
- Scrutinise delivery of partnership action plans and associated activity aimed at delivering outcome improvement,
- Analyse performance linked to the Partnership Plan, supported by detailed performance monitoring,
- Ensure the CPP has the widest possible impact on and involvement of the public sector, private sector, third sector and communities,
- Promote and publicise the work of Inverclyde Alliance, and
- Oversee the work of thematic groups as outlined in the structure diagram.

GROUP 2 ALLIANCE EXECUTIVE
Chair: Louise Long
Purpose:
- Lead and direct the implementation of the Partnership Plan,
- Support the ongoing development of the Partnership,
- Identify where cross working across priorities will achieve better results and avoid duplication,
- Scrutinise the progress made by thematic delivery groups,
- Ensure accountability across organisations involved in the delivery of the priorities,
- Prepare the annual performance report,
- Champion Inverclyde's Partnership Plan and publicise its achievements throughout the Alliance and the wider community of Inverclyde, and
- Support the delivery of effective Locality Planning in Inverclyde.

GROUP 3 ECONOMIC BOARD
Chair: Business Leader TBC
Thematic groups feeding in: Local Employability Partnership, Senior Phase Action Partnership
Related Partnership Plan Outcomes:
- More people will be in sustained employment, with fair pay and conditions
- Poverty related gaps are addressed, so young people can have the skills for learning, life and work
- Businesses are supported and encouraged to reduce their carbon footprint and develop green jobs

GROUP 4 CHIEF OFFICERS GROUP
Chair: Inverclyde Council
Thematic groups feeding in: Aspects of Community Safety Partnership, Public Protection, ADP, CPC, APC, MAPPA
Related Partnership Plan Outcomes:
- Vulnerable adults and children are protected and supported, ensuring they can live safely and independently

GROUP 5 CHILDRENS SERVICES PARTNERSHIP
Chair: Inverclyde Council/HSCP
Thematic groups feeding in: Child Poverty Action Group, Attainment Challenge, The Promise

Related Partnership Plan Outcomes:
- Gaps in outcomes linked to poverty are reduced
- Poverty related gaps are addressed, so young people can have the skills for learning, life and work
- We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery

GROUP 6 COMMUNITY SAFETY PARTNERSHIP
Chair: Police
Thematic groups feeding in: Community Justice Partnership, Violence against Women
Related Partnership Plan Outcomes:
- Vulnerable adults and children are protected and supported, ensuring they can live safely and independently
- We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery
- Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm

GROUP 7 COMMUNITY DEVELOPMENT STRATEGIC GROUP
Chair: Third Sector partner TBC
Thematic groups feeding in: Active Living Strategy Group
Related Partnership Plan Outcomes:
- Communities can have their voices heard, and influence the places and services that affect them
- Gaps in outcomes linked to poverty are reduced
- Development of strong community-based services that respond to local need

GROUP 8 *INEQUALITIES PARTNERSHIP* name TBC
Chair: TBC
Thematic groups feeding in: Alcohol and Drugs Partnership, Active Living Strategy Group, Child Poverty Action Group, Senior Phase Action Partnership, Food Growing Strategy
Related Partnership Plan Outcomes:
- Gaps in outcomes linked to poverty are reduced
- Poverty related gaps are addressed, so young people can have the skills for learning, life and work
- People live longer and healthier lives
- Supportive systems are in place to prevent alcohol and drug misuse
- Increased use of active travel and sustainable transport options

GROUP 9 PLACE PARTNERSHIP
Chair: TBC
Thematic groups feeding in: Net Zero Group, Culture and Heritage Group
Related Partnership Plan Outcomes:
- Our natural capital is looked after, and we are effectively adapting and mitigating the effects of climate change
- Growth in our working age population by encouraging people to stay here, and attracting new people to settle here
- Development of strong community-based services that respond to local need
- Homes are energy efficient and fuel poverty is reduced
- Increased use of active travel and sustainable transport options
- Easy access to attractive and safe public spaces, and high-quality arts and cultural opportunities

University of Strathclyde Business School

Invitation to Participate

Transforming Working Lives & Good Work in the West of Scotland

We write to invite you to participate in a new research project exploring *Working Lives and Good Work in the West of Scotland*. The project - which runs for three years - is led by an independent research team based at Strathclyde Business School. Project partners include the Chartered Institute of Personnel and Development, Acas, and The Fair Work Convention.

Good work is recognised as fundamental to wellbeing, a motivated workforce, productive organisations, a strong economy, and fair societies. However, good work has various dimensions including pay and benefits, work-life balance, job design and employee voice. Our aim is to understand more about good work and working life in the west of Scotland. This will help us make recommendations to improve policymaking and to identify and share innovative examples of effective organisational practice. Some of the themes we wish to explore include:

Labour market transitions and employability Current labour market conditions and experiences, how these impact working lives, as well as barriers and opportunities for accessing good work.

Working lives How have working lives changed across a range of occupations, sectors, and types of organisations? How do people management practices and the employment relationship impact the quality of working life in terms of employment security, working conditions, location of work, and access to training and skills development.

Effective employee voice Employee voice is central to good work. For employers, employee voice is associated with greater trust, innovation and productivity. Workers who feel they have a say at work report feeling more satisfied, motivated and valued. This can lead to greater commitment to employers. How do employees share their views, ideas and experiences, including in new remote and hybrid working environments? What challenges are experienced? What innovative and effective practices are used?

Engaging with employers

We are committed to ensuring the views of employers are heard and have begun conversations with several organisations in the region. However, we are keen to ensure our project is inclusive and engages with a wide range of employers from different sectors. Your views are therefore very important to us.

Participation in the project

Participation is voluntary and can involve various levels of commitment. In the first instance, we would like to invite you (or another member of your team if you feel it would be more relevant) to take part in an initial meeting with a member of our team. This can be face to face or online at a convenient time. This would give us the opportunity to tell you more about the project and for us to answer any questions you might have. Please let us know of any requirements or information you might require prior to the meeting to help with your decision. The study has been approved according to University of Strathclyde ethical procedures, and we guarantee complete anonymity of participants and organisations involved in the study. No findings will be directly attributable to an individual or organisation.

In return we can offer:

- The opportunity to join a new network of employers, policymakers and researchers committed to improving working lives and good work
- Access to our independent research findings as they emerge, including a series of events/webinars, reports and briefings on improving working lives in the west of Scotland and beyond
- Insights into the challenges and experiences of other organisations across a range of sectors
- Examples of innovative and effective practice in private, public and third sector organisations in the region
- Further opportunities to engage with the University of Strathclyde, including internships, placements, secondments, graduate recruitment, further study and involvement in events

Contact details

For more information on the project please contact:

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