



Inverclyde Alliance

**AGENDA ITEM NO: 7**

**Report To:** Inverclyde Alliance Board **Date:** 18 March 2024

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**Subject:** Inverclyde Partnership Plan – Delivery Structure and Terms of Reference

## **1.0 PURPOSE**

1.1 The purpose of this report is to present the updated proposed delivery structure and Terms of Reference for the Inverclyde Alliance Partnership Plan.

## **2.0 SUMMARY**

2.1 Under the Community Empowerment (Scotland) Act 2015 there is a statutory requirement for Community Planning Partnerships to produce a strategic plan that sets out its priorities for addressing local inequalities in partnership.

2.2 At its meeting of 13 March 2023, the Inverclyde Alliance approved the vision, themes, and high-level outcomes for the 2023-33 Partnership Plan. They also approved the review of the plan delivery structures and delegated the development of actions and performance indicators to the thematic groups.

2.3 Following the agreement of proposed delivery structures at the Alliance Board on 2 October 2023, approval was given for the development of a more detailed Terms of Reference.

2.4 A revised delivery structure and Terms of Reference have been developed for approval by the Alliance Board.

## **3.0 RECOMMENDATIONS**

3.1 It is recommended that the Alliance Board:

- a. Approves the revised Partnership Plan delivery structure and Terms of Reference.

**Ruth Binks**  
Corporate Director Education, Communities & Organisational Development

## **4.0 BACKGROUND**

- 4.1 Under the Community Empowerment (Scotland) Act 2015 there is a statutory requirement for Community Planning Partnerships to produce a strategic plan that sets out its priorities for addressing local inequalities in partnership.
- 4.2 At its meeting of 13 March 2023, the Inverclyde Alliance approved the vision, themes, and high-level outcomes for the 2023-33 Partnership Plan. They also approved the review of the delivery structures and delegated the development of actions and performance indicators to the thematic groups.
- 4.3 Following the agreement of proposed delivery structures at the Alliance Board on 2 October 2023, approval was given for the development of a more detailed Terms of Reference.

## **5.0 ALLIANCE DELIVERY STRUCTURES AND TERMS OF REFERENCE**

- 5.1 A revised delivery structure has been developed and outlined within a new Terms of Reference, which contains the following:
- An overview of the purpose of Community Planning
  - The statutory framework
  - Principles underpinning Community Planning
  - Expectations of Alliance partners
  - Partnership Plan vision and outcomes
  - For each group in the structure - the role, membership, meeting arrangements and frequency,
  - key council link/chair, decision-making process, support arrangements and outcomes they are responsible for
  - A structure diagram
  - Performance management arrangements
- 5.2 It is proposed that the development of actions and performance indicators related to their outcomes are remitted to the thematic groups, with a combined action plan being brought back to the Alliance.
- 5.3 It is recommended that the Alliance reviews the revised delivery structure and Terms of Reference.

## **6.0 IMPLICATIONS**

- 6.1 Legal: none at present  
Finance: none at present  
Human Resources: none at present  
Equality and Diversity: none at present  
Alliance Partnership Plan: The proposed delivery structure for the Partnership Plan will contribute to the achievement of all the priorities

## **7.0 CONSULTATIONS**

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

## **8.0 LIST OF BACKGROUND PAPERS**

- 8.1 Inverclyde Alliance Board papers 13 March 2023 (Agenda Item 8: Inverclyde Alliance Partnership Plan 2023-33); Inverclyde Alliance Board papers 2 October 2023 (Agenda Item 11: Alliance Update Report);



Inverclyde Alliance

## INTRODUCTION

This Terms of Reference sets out a governance framework for Community Planning in Inverclyde. It details the context for Community Planning, including the legislative requirements and the guiding principles which underpin the work of Inverclyde Alliance, the area's Community Planning Partnership. The Alliance's core structures are outlined in the document, along with the format of meetings, how the Alliance will be supported and the expectations of the partners organisations that make up the Alliance.

## SECTION 1: ABOUT COMMUNITY PLANNING

### STATUTORY DUTIES

Community Planning is a way of working that places residents and communities at the heart of enhanced service delivery; with partners working together more effectively and efficiently to improve outcomes.

Inverclyde Alliance is a partnership group representing the key Community Planning partners for the area, bringing together public bodies, communities, the voluntary sector and the private sector to plan and deliver high quality, local and accessible services that are focused on improving lives for the people of Inverclyde and addressing inequalities.

The Local Government in Scotland Act 2003 created a statutory basis for Community Planning. The Community Empowerment (Scotland) Act 2015 made a number of significant changes to Community Planning legislation.

The Act gave Community Planning a clear statutory purpose focused on improving outcomes, and placed specific duties on partners to:

- Prepare and publish Local Outcome Improvement Plans (LOIPs);
- Develop locality plans for smaller geographical areas experiencing poorer outcomes;
- Review and report publicly on progress towards their LOIPs and locality plans; and
- Contribute such funds, staff and other resources the Community Planning Partnership considers appropriate to improve local outcomes in the LOIP and secure participation of community bodies throughout community planning.

The Community Empowerment (Scotland) Act 2015 placed a legal duty on Community Planning partners to demonstrate that they are making a significant difference to the lives of their residents through the planning and delivery of local outcomes and the involvement of community bodies at all stages of Community Planning. The Act places a very specific focus on tackling inequalities for those that are most disadvantaged in our communities and Community Planning Partnerships (CPPs) are required to produce a Local Outcomes Improvement Plan. In addition, CPPs are required to produce Locality Plans which focus on an area where residents experience the poorest outcomes and set the priorities for these communities.

Under the Act, the running and effective delivery of Community Planning is a shared responsibility. The Act applies a range of duties, designed to support shared leadership and governance, on specified statutory community planning partners. These partners are:

- Inverclyde Council
- NHS Greater Glasgow & Clyde
- Police Scotland
- Scottish Enterprise
- Scottish Fire & Rescue Service

In addition, the Act expands the number of public sector bodies subject to Community Planning duties. Statutory Community Planning bodies for the Alliance, in addition to those listed above, are:

- Inverclyde Health and Social Care Partnership (Integration Joint Board)
- Scottish Natural Heritage
- Sports Scotland
- West College Scotland
- Visit Scotland
- Historic Environment Scotland
- Scottish Environment Protection Agency
- Skills Development Scotland (SDS)
- Strathclyde Partnership for Transport (SPT)

## GUIDING PRINCIPLES

Community Planning in Inverclyde will be underpinned by the following guiding principles:

**Limited number of priorities focused on addressing inequalities** - The Alliance will pursue a limited number of priorities at any one time, concentrating on the development and mainstreaming of its added-value. The Alliance is committed to promoting equality and reducing the impact of inequality on our residents.

**Collaborative Gain** - The Alliance should only come together if there will be additional 'collaborative gain' achieved from partnership working.

**Community empowerment** – The Alliance will support communities to empower them to take part and influence local decision making.

**Strategic Value** – Initiatives taken forward by the Alliance will be of fundamental importance to the local population, reflecting issues identified through both community engagement and analysis of data.

**High Impact** – the priorities and initiatives taken forward by the Alliance will be likely to bring about significant benefits to communities.

**Effective Community Engagement** – the priorities and initiatives taken forward by Inverclyde Alliance will be developed in consultation and through engagement with all relevant stakeholders and the communities of Inverclyde.

**Early Intervention and Prevention** – The Alliance will take a partnership approach to identifying new ways of working that support the development and implementation of preventative and early intervention approaches that will help to reduce inequalities.

**Sustainability** – The Alliance will take a partnership approach to achieving a just and net zero economy.

## SECTION 2 – EXPECTATIONS OF COMMUNITY PLANNING PARTNERS

All partners are expected to:

- Communicate the Alliance's vision and priorities across their organisation and to their stakeholders. The Alliance's vision and priorities should also be reflected in the plans and strategies of all partners, this applies to both local and national organisations. National organisation should articulate the Alliance's vision and priorities in a local level document.
- Contribute to developing, implementing, monitoring and evaluating Alliance policies, strategies and action plans;
- Contribute to identifying local needs and seeking opportunities to engage local communities;
- Commit their organisation's resources to implement agreed Alliance plans;
- Influence and shape the strategies and plans of other organisations and groups in order to complement the aims and objectives of the Alliance;
- Represent the Alliance and its objectives at public meetings, events, workshops and conferences, and 'champion' its work;
- Operate in an open, accessible, responsive and accountable manner and represent the interests of their sector at meetings of the partnership;
- Report back to their organisation or partners on the outcome of Alliance meetings ensuring actions are embedded in partner plans;
- Challenge colleagues on their role in delivering pieces of work, and integrating the Inverclyde Alliance's vision into their organisation's policies and strategies;
- Champion Inverclyde's plans and publicise achievements throughout the Alliance and the wider community of Inverclyde and Scotland;
- Attend all meetings and ensure that a depute attends when they are unable to; and
- Ensure relevant information, research and evidence is shared to enhance reporting and learning of the partnership.

## SECTION 3 – VISION AND HIGH-LEVEL OUTCOMES

The Community Planning Partnership's vision for Inverclyde is:

***The Inverclyde Commitment:***

***'Success For All: Getting it Right for Every Child, Citizen and Community'***

Inverclyde's Partnership Plan 2023-33 sets out the strategic priorities that the Community Planning partners in Inverclyde will focus on to achieve this vision. This should in turn improve the wellbeing and quality of life of the residents of Inverclyde, with a particular focus on reducing inequalities.

The outcomes we will achieve are grouped under five themes.

The high-level outcomes are:

**THEME 1: EMPOWERED PEOPLE**

- Communities can have their voices heard, and influence the places and services that affect them
- Gaps in outcomes linked to poverty are reduced

**THEME 2: WORKING PEOPLE**

- 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

**THEME 3: HEALTHY PEOPLE AND PLACES**

- People live longer and healthier lives
- Supportive systems are in place to prevent alcohol and drug misuse
- Our natural capital is looked after, and we are effectively adapting and mitigating the effects of climate change

**THEME 4: A SUPPORTIVE PLACE**

- 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

**THEME 5: A THRIVING PLACE**

- 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

To achieve these outcomes, the Alliance structure contains thematic groups who have responsibility for producing and delivering actions plans against the outcomes. We report on progress on these actions through the Alliance and in our annual report. A range of data indicators also assist us to measure progress.

## SECTION 4 – INVERCLYDE ALLIANCE STRUCTURES

### GROUP 1 - THE ALLIANCE BOARD

#### Role

The Alliance Board is Inverclyde's Community Planning Partnership (CPP). It operates strategically, take key decisions, leads the partnership, and carries out an overall scrutiny role. The role of the Alliance Board is to:

- 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.

#### Membership

The membership of the Alliance Board will include Inverclyde Council (4 Elected Members and Chief Executive). The following partners will have one place each:

- Greater Glasgow and Clyde NHS (statutory partner)
- Scottish Enterprise (statutory partner)
- Police Scotland (statutory partner)
- Scottish Fire and Rescue (statutory partner)
- West College Scotland
- Job Centre Plus
- Health and Social Care Partnership Integration Joint Board
- Nature Scot
- Skills Development Scotland (SDS)
- Strathclyde Passenger Transport
- The Third Sector
- The Scottish Government
- Inverclyde Housing Associations Forum
- Youth representative

The local MP and MSP and Inverclyde Council Corporate Directors and Service Manager (Corporate Policy, Performance and Partnerships) will also be in attendance.

#### Meetings

The Alliance Board meets on a quarterly basis with meetings held in March, June, October, and December each year. Additional development sessions or workshops will be organised as required. Each Alliance Board meeting will consider:

- minutes of the previous meeting
- reports relating to the performance management of the Partnership Plan
- reports submitted by any partner

## **Chair**

The Chair of the Alliance Board will be drawn from the five statutory partners responsible for Community Planning. Currently the Chair sits with Inverclyde Council. Any change to the Chair would require agreement from the Board. A Vice-Chair will be sought from the membership agencies detailed above. The Chair has responsibility for:

- determining non-critical decisions such as submission of data returns, replying to correspondence, or attending national events on behalf of the partnership.
- agreeing the agenda and reports for each meeting
- ensuring the efficient conduct of each meeting; and
- ensuring robust discussion takes place before any decisions are made.

## **Decision-making**

While it is desirable that decisions will be reached by broad consensus, those which are not will be decided by a show of hands vote by the members of the Board. If the Board is unable to reach a decision, the Chair will have the deciding vote.

## **Support**

Inverclyde's Council's Committee Services will provide secretariat for all meetings of the Alliance Board and have responsibility for the following:

- Issuing a call for agenda items six weeks prior to a meeting
- Organising a pre-agenda meeting which will consist of the Chair, Vice-Chair, Chief Executive of Inverclyde Council and any partner organisations who have a report on the agenda.
- Issuing the agenda and papers two weeks prior to a meeting.

The Service Manager (Corporate Policy, Performance and Partnerships) Manager will provide the following support to the Alliance:

- Set the agenda for Alliance meetings in liaison with the Chair and co-ordinate the development and submission of reports; and
- Coordinate the development of the partnership; and
- Advise the Alliance Board on matters relating to Community Planning.

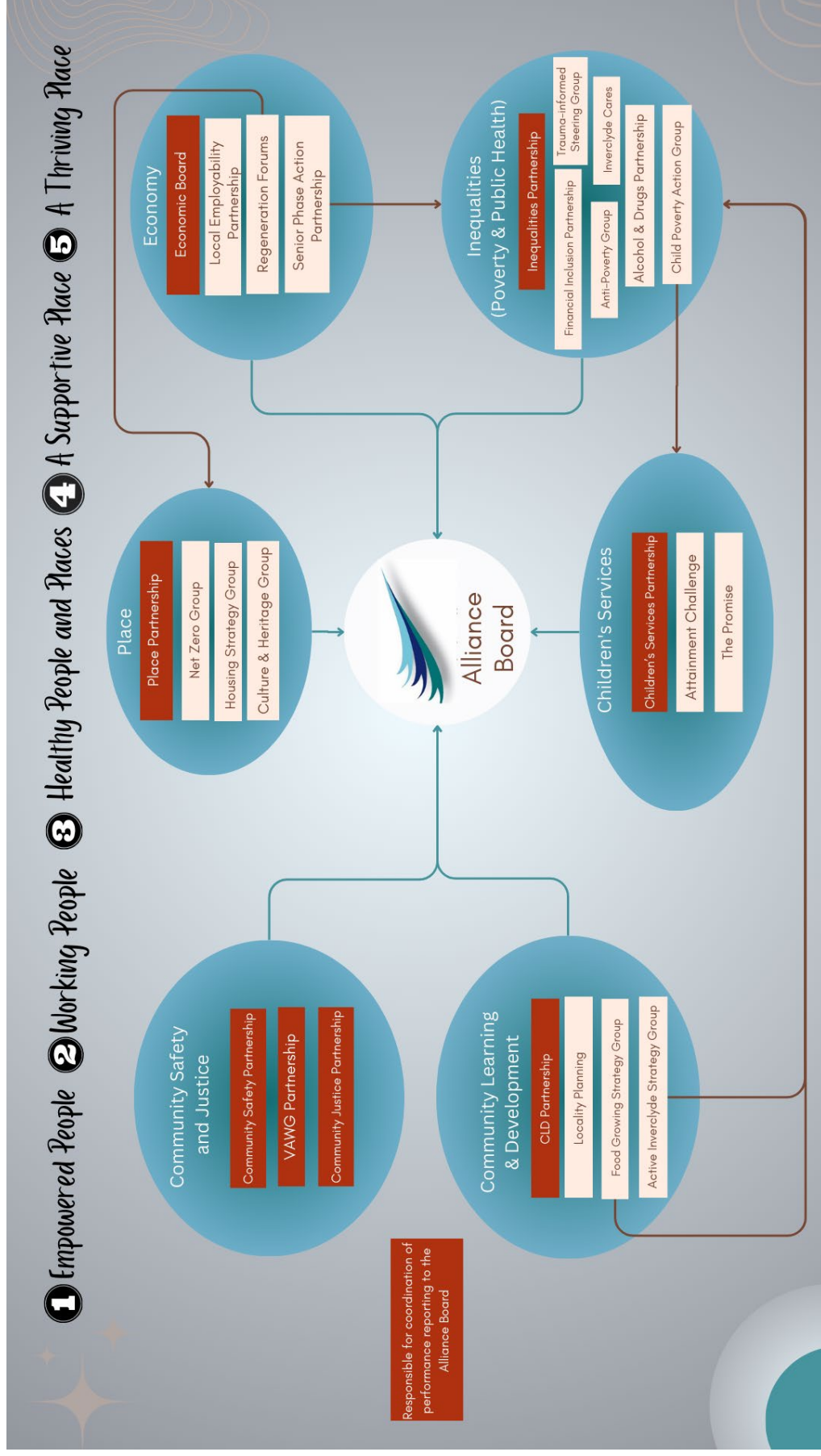
## **LOCALITY PLANNING**

There are six Communication and Engagement Groups in Inverclyde. These are how the Alliance meets its statutory duties to undertake engagement on and agree locality plans. Over 2023-24 the locality planning arrangements will be reviewed and strengthened. It is anticipated that localities will link into the Community Planning Partnership through a range of formal and informal engagement mechanisms with a representative of Inverclyde Council and/or an Alliance Board partner also acting as a sponsor for their locality. By linking the locality engagement into the partnership, the sponsor(s) can help to ensure that the voices of the local community are heard in the community planning process. Sponsor arrangements will be reviewed on an annual basis.



## THEMATIC GROUPS

A number of thematic groups are either statutorily required and/or guidance recommends that they sit within Community Planning structures. Alongside this we have considered the most effective local arrangements to support the delivery of the outcomes in the Partnership Plan. The structure is illustrated in the diagram below.



The table below outlines responsibility for each of the Partnership Plan outcomes. The thematic groups will report on progress against the outcomes through performance reports and periodic presentations and reports to the Alliance Board.

Outcome	Responsible reporting group(s)
Communities can have their voice heard, and influence the places and services that affect them	<ul style="list-style-type: none"> <li>• CLD Partnership</li> </ul>
Gaps in outcomes linked to poverty are reduced	<ul style="list-style-type: none"> <li>• Inequalities Partnership (Poverty &amp; Public Health)</li> <li>• Children's Services Partnership</li> <li>• CLD Partnership</li> </ul>
More people will be in sustained employment, with fair pay and conditions	<ul style="list-style-type: none"> <li>• Economic Board</li> </ul>
Poverty related gaps are addressed, so young people can have the skills for lifelong learning, life and work	<ul style="list-style-type: none"> <li>• Children's Services Partnership</li> <li>• Inequalities Partnership (Poverty &amp; Public Health)</li> <li>• Economic Board</li> </ul>
Businesses are supported and encouraged to reduce their carbon footprint and develop green jobs	<ul style="list-style-type: none"> <li>• Economic Board</li> <li>• Place Partnership</li> </ul>
People live longer and healthier lives	<ul style="list-style-type: none"> <li>• Inequalities Partnership (Poverty &amp; Public Health)</li> <li>• CLD Partnership</li> </ul>
Supportive systems are in place to prevent alcohol and drug misuse	<ul style="list-style-type: none"> <li>• Inequalities Partnership (Poverty &amp; Public Health)</li> </ul>
Our natural capital is looked after, and we are effectively adapting and mitigating the effects of climate change	<ul style="list-style-type: none"> <li>• Place Partnership</li> </ul>
Vulnerable adults and children are protected and supported, ensuring they can live safely and independently	<ul style="list-style-type: none"> <li>• Community Safety, Community Justice and VAWG Partnerships</li> </ul>
We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery	<ul style="list-style-type: none"> <li>• Children's Services Partnership</li> <li>• Community Safety, Community Justice and VAWG Partnerships</li> <li>• Inequalities Partnership (Poverty &amp; Public Health)</li> </ul>
Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm	<ul style="list-style-type: none"> <li>• Community Safety, Community Justice and VAWG Partnerships</li> </ul>
Growth in our working age population by encouraging people to stay here, and attracting new people to settle here	<ul style="list-style-type: none"> <li>• Place Partnership</li> </ul>
Development of strong community-based services that respond to local need	<ul style="list-style-type: none"> <li>• CLD Partnership</li> <li>• Place Partnership</li> </ul>
Homes are energy efficient and fuel poverty is reduced	<ul style="list-style-type: none"> <li>• Place Partnership</li> </ul>
Increased use of active travel and sustainable transport options	<ul style="list-style-type: none"> <li>• Place Partnership</li> <li>• Inequalities Partnership (Poverty &amp; Public Health)</li> </ul>
Easy access to attractive and safe public spaces, and high-quality arts and cultural opportunities	<ul style="list-style-type: none"> <li>• Place Partnership</li> </ul>

All of the thematic groups will:

- Bring together key officers from across community planning partners to develop and deliver a range of activities, collated through action plans, which support delivery of the priorities;
- Report on delivery of the action plan to the Alliance Board every six months, either directly or reporting on progress within a parent group action plan;
- Facilitate better collaboration between partners to bring about 'added value' benefits, which would not be achieved by individual partner organisations working on their own; and
- Utilise policy contexts, available statistics, and feedback from communities to inform the development of action plans

## **Group 2 - Economic Board**

The group's responsibilities will include delivery against the 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

Other contributing groups include the Local Employability Partnership, Senior Phase Action Partnership, and Regeneration Forums.

The Economic Board will report on progress directly to the Alliance Board and include any relevant progress from the action plans of the other contributing groups.

The key Council link will be the Head of Regeneration, Planning & Public Protection. Representatives from partner agencies may undertake the role of group chair.

The group membership will be comprised of Inverclyde Council, West College Scotland, SDS, Inverclyde Chamber of Commerce, and Scottish Enterprise. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The group will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.

## **Group 3 - Children's Services Partnership**

This group's responsibilities include delivery against the 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

Other contributing groups include the Child Poverty Action Group, Attainment Challenge, and The Promise.

The Children's Services Partnership will report on progress directly to the Alliance Board and include any relevant progress from the action plans of the other contributing groups.

The group will be chaired by Head of Children's Services (HSCP), who will also act as the key Council link.

The group membership will be comprised of Inverclyde Council, Inverclyde HSCP, Children's Hearing Scotland (CHS), Scottish Children's Reporter Administration (SCRA), NHS GG&C, and CVS. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The group will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.

#### **Group 4 - Community Safety Partnership, Community Justice Partnership, and Violence Against Women and Girls Partnership**

These are three separate strategic groups. Due to the synergies of their work and the common membership there will be a review of how the groups strategic oversight and outputs can be linked.

These group's responsibilities include delivery against the 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

The groups will jointly coordinate reporting on progress directly to the Alliance Board.

The key Council link(s) will be the respective lead officers for Community Safety and Community Justice. Representatives from partner agencies may undertake the role of group chairs.

The membership across the three partnership strategic groups will be comprised of Inverclyde Council, Inverclyde HSCP, Police Scotland, Scottish Fire and Rescue, HM Coastguard, CVS, British Transport Police, Scottish Prison Service, NHS GGC, Scottish Courts, Skills Development Scotland, Turning Point, local Housing Associations, Inverclyde Women's Aid, Action For Children, Barnardo's, ASSIST, Rape Crisis, and Victim Support. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The groups will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.

#### **Group 5 - Community Learning and Development Partnership**

This group's responsibilities include delivery against the outcome:

- 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
- People live longer and healthier lives

Other contributing groups include the Active Inverclyde Strategy Group and the Food Growing Strategy Group. This group will also provide oversight of Locality Planning activity.

The CLD Partnership will report on progress directly to the Alliance Board and include any relevant progress from the action plans of the other contributing groups and locality plans.

The group will be chaired by Inverclyde Council's Director of Education, Communities and Organisational Development, who will also act as the key Council link.

The group membership will be comprised of Inverclyde Council, Inverclyde HSCP, Skills Development Scotland, West College Scotland, CVS, and DWP. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The group will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.

### **Group 6 - Inequalities Partnership (Poverty and Public Health)**

This group's responsibilities include delivery against the outcome:

- 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

Other contributing groups include the Alcohol and Drugs Partnership, Active Inverclyde Strategy Group, Child Poverty Action Group, Senior Phase Action Partnership, Anti-poverty group, Financial Inclusion Partnership, Inverclyde Cares, Trauma-informed Steering Group and the Food Growing Strategy Group

The Inequalities Partnership will report on progress directly to the Alliance Board and include any relevant progress from the action plans of the other contributing groups.

The key Council link will be the Director of Inverclyde Health and Social Care Partnership (HSCP). Representatives from partner agencies may undertake the role of group chair.

The group membership is comprised of Inverclyde HSCP, Inverclyde Council, CVS, local Housing Associations, Scottish Fire & Rescue, and relevant third sector organisations. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The group will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.

### **Group 7 - Place Partnership**

This group's responsibilities include delivery against these 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 needs
- 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

Other contributing groups include the Net Zero Group, Housing Strategy Group, Culture and Heritage Group, and Regeneration Forums.

The Place Partnership will report on progress directly to the Alliance Board and include any relevant progress from the action plans of the other contributing groups.

The key Council link will be Inverclyde Council Director of Environment and Regeneration. Representatives from partner agencies may undertake the role of group chair.

The group membership will be comprised of Inverclyde Council, Scottish Natural Heritage, Inverclyde Housing Associations Forum, CVS, and SPT. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The group will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.