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**To:** Leadership Board

**On:** 19 February 2020

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**Report by:** Chief Executive

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**Heading:** Strategic Partnership Agreement – Active Communities

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**1. Summary**

- 1.1 Partnership working is key to the delivery of the Community Plan and also to our Council Plan, recognising that the Council alone will not be able to improve the outcomes targeted alone. A range of activities are underway across the Council to support greater collaboration and engagement with local community groups and organisations, by redefining the relationships that have developed over time and working more closely together on shared priorities.
- 1.2 In support of specific work being undertaken locally, a Strategic Partnership Agreement has been developed with Active Communities. Elected members will be aware that Active Communities have received funding from the Community Empowerment Fund and through Town Centre Regeneration funding, to support the development of a new community led health and wellbeing hub in Johnstone.
- 1.3 The Strategic Partnership Agreement is attached at Appendix 1 for approval. The lead officer for the agreement within the Council is the Head of Policy and Commissioning.

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## **2. Recommendations**

- 2.1 It is recommended that members approve the Strategic Partnership Agreement in relation to Active Communities.
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## **3. Background**

- 3.1 “Our Renfrewshire” – Renfrewshire’s Community Plan for 2017-2027 sets out a vision for Renfrewshire of “working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive”.
- 3.2 Partnership working is key to the delivery of the community plan, and to achieving the outcomes which all partners have agreed to target in Renfrewshire. Renfrewshire has a strong and resilient community sector, with a range of organisations delivering services and supports with public sector agencies.
- 3.3 Work is continuing to build on the principles and requirements of the Community Empowerment (2015) Act and to extend this further to redefine the relationships services and officers have with local community groups and organisations. New funds were introduced in 2018 to further support community empowerment and wider community development through the Community Empowerment Fund, Green Spaces Fund and Villages Investment Fund.
- 3.4 Following on from the establishment of the funds, a single point of contact was established through the Chief Executive’s Service, with a view to working closely with community groups and organisations and to link these organisations to relevant Council services and officers as projects and proposals develop.
- 3.5 Strategic Partnership Agreements have been developed with community organisations as the next step of this work, recognising the shared commitment to strengthen collaborative and partnership working, supporting mutual learning and identifying opportunities for further collaboration where appropriate.

- 3.6 Strategic Partnership Agreements reinforce the commitment to partnership working – they are not legally binding in nature and are non-exclusive in nature, allowing both parties to step back from the agreement if appropriate.
- 3.7 Section 4 of this report provides an overview of the Strategic Partnership Agreement in relation to Active Communities. Subject to approval this will be formally enacted and subject to regular review, with the lead officer within the Council being the Head of Policy and Commissioning. The initial period for each Strategic Partnership Agreement is one year.
- 4 Strategic Partnership Agreement – Active Communities**
- 4.1 Within the Strategic Partnership Agreement there are two key areas where it has been identified that Active Communities and Renfrewshire Council would benefit from a collaborative relationship:
- **Asset Transfer of the former police station in Johnstone**
- Active Communities aims to consolidate all administrative and executive work and most of the day to day activity within this one building, allowing economies to be achieved as well as much better coordination of service under a holistic approach. This project is supported by the Scottish Land Fund, Town Centre Strategy Funding, as well as possible RCGF funding to be announced in early 2020.
- **Women's Centre (KAIROS)**
- Active Communities are working with the Robertson Trust to develop one of only 2 centres in Scotland. The centre is looking at a new and innovative approach to supporting women. The centre is being developed in Johnstone, with the Robertson Trust making a significant investment in Renfrewshire to support KAIROS.

## **Implications of the Report**

1. **Financial** – applications for Council funding are independent to the Strategic Partnership Agreement and subject to board approval.
2. **HR & Organisational Development** – none.
3. **Community Planning** – Strategic Partnership Agreements with community organisations support a drive to redefine the Council's

relationships with community groups and organisations, in order to achieve shared outcomes and objectives.

4. **Legal** - none.

5. **Property/Assets** – none.

6. **Information Technology** – none.

7. **Equality & Human Rights** – none.

(a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – none.

9. **Procurement** – none.

10. **Risk** - none.

11. **Privacy Impact** – none.

12. **COSLA** - none.

13. **Climate Risk** - none

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STRATEGIC PARTNERSHIP AGREEMENT

BETWEEN

RENFREWSHIRE COUNCIL AND ACTIVE COMMUNITIES

## **FOREWORD**

Renfrewshire Council seeks to strengthen continually its relationship with key strategic partners in order to be effective in delivering services that have the maximum positive impact for Renfrewshire residents.

Active Communities and Renfrewshire Council are key organisations within the Renfrewshire area. As key partners and neighbours within the Renfrewshire area we are committed to supporting each other achieve our strategic objectives and we have identified key areas where close collaboration will deliver significant mutual benefit for our two organisations.

This Strategic Partnership Agreement provides a framework for Active Communities and Renfrewshire Council to develop innovative, collaborative working that takes full advantage of each other's strengths and delivers real benefit for Renfrewshire communities.

## **1 PURPOSE OF THE AGREEMENT**

Active Communities and Renfrewshire Council share a common objective of supporting the wellness and resilience of our communities and each is committed to working collaboratively and co-productively with the other to support the achievement of their respective agreed strategic objectives.

This Strategic Partnership Agreement sets out how Active Communities and the Council will engage and strengthen their relationship, support mutual learning, and focus efforts on supporting the high priority areas that are common to both organisations' strategic objectives.

This agreement is a statement of intent, which provides a framework for further engagement on a range of specific initiatives which have been identified by Active Communities, as well as those that may arise going forward.

This Agreement defines a partnering approach and the broad governance arrangements required to support an effective and supportive relationship. This agreement, along with any subsequent versions of it and any appendices added to it, do not create obligations on either party, and separate, formal, written contracts will be required for any binding agreements between both parties. The agreement is non exclusive in nature, with both parties being free to enter into agreements with other organisations as required.

Although it does not contractually or legally commit either party to the allocation or investment of resource, it is entered into in the spirit of working together in collaboration and partnership, in pursuit of common purpose objectives. As such, this agreement sets in place and states intentions by both parties, to move forward in delivery of specific joint initiatives and collaborative partnership working.

Appendix 1 highlights planned engagement and joint working in relation to a specific proposal to develop a health and wellbeing hub on the site of the former Johnstone Police Station. Additional appendices to this Agreement may be added, as required, to reflect any new arrangements agreed between the parties in support of this Agreement.

## **2. BACKGROUND**

This Agreement is made between Active Communities and Renfrewshire Council (the Council). Active Communities is a registered charity and company limited by guarantee founded in 2009. It is managed by its board of voluntary trustees.

Active Communities strategic aims are:

1. To inspire communities in Renfrewshire and surrounding areas to create a culture of physical activity, health and wellbeing

2. To use sport and physical activity as a vehicle to teach valuable life skills and social skills
3. To Champion the use of a community led approach and influence our partners to use this successful approach
4. To build the capacity of local communities to ensure activities are sustainable
5. To support, motivate and enable our staff and volunteers to reach their full potential
6. To harness the energy and commitment of partner agencies to work with us
7. To develop an effective, efficient and sustainable business

Renfrewshire Council wants to support communities in Renfrewshire to thrive by involving them in local decision-making and listening to, working with and empowering them to transform their local areas.

The Community Empowerment (Scotland) Act 2015 aims to empower community bodies through the ownership or control of land and buildings, and by strengthening their voices in decisions about public services.

The Council already offers a variety of funds and grants, including the Community Empowerment Fund and the Greenspaces, Parks & Play Areas and Village Investment Fund, which are designed to help communities, putting the people who know them best at the centre of projects that will make a difference. It supports communities to take ownership of land and buildings in their areas through Community Asset Transfer.

In addition to this, the Council is committed to improving the way in which it works with community-based organisations and both organisations view this Agreement as a beneficial mechanism to support mutual learning and ongoing improvement in partnership working.

Both organisations recognise the value to be gained from effective and efficient collaboration and co-production. The Council recognises that its large scale, complex organisational structure and decision-making processes can create challenges for effective engagement with smaller organisations.

The Council is committed to improving the way in which it works with community based organisations and both organisations view this Agreement as a beneficial mechanism to support mutual learning and ongoing improvement in collaborative and partnership working.

Active Communities and the Council will share learning with other Community organisations and networks.

Going forward, both organisations wish to strengthen collaboration and co-production by streamlining contact arrangements and ensuring that their resources are focused on those areas of strongest common strategic interest.



### 3 FOCUS AREAS FOR COLLABORATION AND CO-PRODUCTION

The focus areas for this SPA are outlined in the table below:

ACTIVE COMMUNITIES STRATEGIC PRIORITIES	RENFREWSHIRE COUNCIL STRATEGIC PRIORITIES
<p>1: Develop a community led health and wellbeing hub in Johnstone</p> <ul style="list-style-type: none"> <li>• Addressing health inequalities and ensuring opportunities for all</li> <li>• Improving mental health, wellbeing and physical activity by delivering a range of wellbeing programmes within the centre</li> <li>• Enhancing community resilience and community capacity building including offering employment and training opportunities, and office space</li> <li>• Increasing social capital and reducing isolation</li> <li>• Developing a stronger more sustainable organisation</li> </ul> <p>2: Development of a women's centre in Johnstone - Kairos is a transformative women's space in Johnstone providing support and opportunities to all women aged 16 and above</p> <ul style="list-style-type: none"> <li>• Engaging women around appropriate support and services</li> <li>• Increasing number of positive opportunities for women in their community</li> <li>• Improving outcomes relating to offending, domestic abuse, education, employment, skills, physical and emotional wellbeing</li> </ul> <p>3. Hearty Lives Youth Hub</p>	<p>Council Plan</p> <p><b>Building strong, safe and resilient communities</b></p> <ul style="list-style-type: none"> <li>• Empowering communities</li> <li>• Supporting vulnerable people</li> <li>• Delivering community based services</li> </ul> <p><b>Tackling Inequality, ensuring opportunities for all</b></p> <ul style="list-style-type: none"> <li>• Addressing health inequalities</li> <li>• Improving mental health and wellbeing</li> <li>• Promoting active lifestyles</li> </ul> <p>Community Plan</p> <p><b>Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities</b></p> <ul style="list-style-type: none"> <li>• Enabling communities to have their voice heard, and influence the places and services that affect them</li> <li>• Promoting wellbeing and good mental health, particularly in young people / Promoting healthy lifestyles that support both physical and mental health</li> <li>• Developing strong community-based services that respond to local need</li> </ul> <p><b>Our Renfrewshire is fair: addressing the inequalities that limit life chances</b></p> <ul style="list-style-type: none"> <li>• Tackling health inequalities and narrowing the gaps in healthy life expectancy</li> <li>• Ensuring that people currently facing disadvantage get access to opportunities to improve their health, skills and income</li> </ul>

- Providing youth work and a youth space
- Empowering young people to take ownership for their health and wellbeing
- Increasing health and well being opportunities for young people in their local community
- Improving confidence and self-esteem
- Providing opportunities for young people to be more involved in their local community
- Providing opportunities to achieve new skills, awards and qualifications

#### 4 JOINT WORKING PRINCIPLES

Active Communities and the Council wish to use this Agreement to strengthen the relationship between the two organisations in support of their mutual objectives.

This will be achieved by adopting the following principles:

PRINCIPAL	BEHAVIOURS
Clarity	Ensuring that the basis for collaboration is clearly articulated and understood by both partners
Mutual understanding and respect for differences	Seeking to understanding the specific environment and constraints faced by each partner and respecting those areas of differences.
Supportive	Committing to be supportive of each partners' strategic objectives
Equality	Working together on the basis of an equal standing
Openness and honesty	Commitment to communicating in an open and honest manner and constructively seeking to resolves any issues/conflicts that emerge
Fairness	Seeking to maintain fairness in all dealings between partners
Informative	Seeking to keep each other informed of important developments and initiatives

<b>Mutual Respect for Confidentiality</b>	Both parties fully respect to keep all information about strategies, plans, developments, initiative or any other relevant information and documents and their contents confidential and that they are not shared with any third party without prior consent of either party.
<b>Best use of time and resources</b>	Ensuring that all collaborative and co-produced activities seek to make best use of partners' finite resources and expertise

## 5 GOVERNANCE ARRANGEMENTS

The following arrangements will be put in place to oversee the implementation and development of the Agreement.

Both organisations will appoint an Agreement Sponsor which for Active Communities will be the Chair of Trustees and for the Council will be the Head of Policy and Commissioning within the Chief Executive's Service.

The sponsors will meet at least annually to review progress and agree changes to the Agreement. The Sponsors may also agree to meet as required to deal with any issues escalated from the Lead Officer discussions.

Sponsors can mutually agree to invite other representatives of their organisations to join their meetings as appropriate (e.g. other Active Communities Board members, Officers, Advisors, Council Leader, Council Chief Executive etc)

Both organisations will appoint a Lead Officer who will be responsible for co-ordinating and reviewing their organisations' input in support of the Agreement and to discuss new collaboration opportunities relevant to the agreed priority areas.

The Lead Officers for Active Communities will primarily be Susan McDonald, CEO and any other of the Active Communities Board of Trustees or staff as Active Communities see fit to assign, and for the Council it will be Laura McIntyre, Head of Policy and Commissioning. The deputy for Laura McIntyre will be Annabelle Armstrong Walter.

The Lead Officers will meet on a six weekly basis to monitor progress with any projects and collaborative initiatives underway.

Within the first six weeks from the signing date a meeting will be held to agree future agenda points and prioritise the work for the year.

Normal 'service level' requests from Active Communities will be directed to the Council through the appropriate channels and be dealt with fairly, transparently and in accordance with the Council's operational procedures.

Both organisations recognise that organisational changes may occur which require these governance arrangements to be adjusted including changes to the sponsor or lead officer which will be notified to the other party whereas any additional changes shall be made by mutual agreement. In addition, each party to the agreement will have the right to terminate or withdraw from the agreement upon giving a period of notice of one month.

## **6 MONITORING AND EVALUATION**

Built into this Agreement is the expectation that both the process and any associated projects will be subject to regular monitoring and an evaluation on completion that both organisations will participate in, in order to maximise lessons learned and allow both organisations to apply the learning elsewhere.

## **7 PERIOD OF AGREEMENT**

The Agreement will run from xx to xx.

This Agreement will be reviewed annually, and agreement reached on new or emerging priorities at that time.

It is the expectation of both parties that this SPA would be reviewed and then replaced by a new agreement which would reflect any changes to the priorities of both organisations at that time.

***SIGNED:***

***Helen Moir***

*(Chair)*

***For and on behalf of Active Communities:***

***Susan McDonald***

*(CEO )*

***For and on behalf of Active Communities:***

***Councilor Iain Nicolson***

*(Leader – Renfrewshire Council)*

## 8 APPENDIX A – ACTION PLAN

### Notes of Agreement:

There are two key areas where it has identified that Active Communities and Renfrewshire Council would benefit from a collaborative relationship:

- **Asset Transfer of the former police station in Johnstone**

Active Communities aims to consolidate all administrative and executive work and most of the day to day activity within this one building, allowing economies to be achieved as well as much better coordination of service under a holistic approach. This project is supported by the Scottish Land Fund, Town Centre Strategy Funding, as well as possible RCGF funding to be announced in early 2020.

- **Women's Centre (KAIROS)**

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The following are suggested ways that Active Communities and Renfrewshire Council might be able to work together to achieve mutual outcomes:

Active Communities will be able to access support, knowledge, and expertise from Council, including departmental or officer level to assist from time to time or as necessary in the pursuit of this objective.

This will be by mutual agreement, will be on a reciprocal basis and at a level deemed to be appropriate by both parties.

All information shared between Active Communities and the Council through these officer relationships, will not be shared with third parties without prior agreement.

It is anticipated this might include:

- Funding – Council officers will continue to offer support for external funding applications, using internal expertise to support any funding bids made by Active Communities. In particular, Renfrewshire Council will continue to work collaboratively with Active Communities throughout the RCGF funding process.
- Marketing and Communications – Active Communities and the Council will endeavour to ensure that all press announcements mentioning either party are shared in advance and agreed jointly as appropriate.
- Areas of expertise and contacts in areas such as procurement and planning
- Access to strategic planning forums and contacts, for example in areas such as social work, criminal justice and tackling poverty.

### **Financial Sustainability**

It is recognised that acquiring a significant public asset represents a liability as well as an opportunity for an organisation such as Active Communities, and the financial sustainability of the organisation is a key requirement moving through this period of transition.

- Recognising Active Communities has successfully secured funding from a number of funding sources from across Renfrewshire Council, the Council will seek to provide Active Communities with information about funding decision processes and timescales, with as much notice as possible to support financial planning
- The Council will explore opportunities that may exist relating to Active Communities accommodation in its role as landlord

### **Partnership working**

- Renfrewshire Council and Active Communities will also explore opportunities to work with key local partners such as Renfrewshire Health and Social Care Partnership and Renfrewshire Leisure Limited.