
Title: Partnership Agreement 2013 - 2023

1. SUMMARY

- 1.1** The Community Planning Partnership has recently agreed a number of changes to structure and governance arrangements. This new Partnership Agreement reflects these changes.

2. RECOMMENDATIONS

- 2.1** That the Full Partnership considers the attached draft Partnership Agreement. (Appendix 1)

3. BACKGROUND

- 3.1** The Community Planning Partnership has recently agreed to a number of changes to both the structure of the partnership and associated governance arrangements.
- 3.4** The new arrangements were first discussed in June 2012 and subsequent reports and papers submitted to the Management Committee have refined the arrangements.
- 3.5** Draft Terms of Reference were considered at the Management Committee meeting on the 6th of February 2013 and it was agreed that a new partnership Agreement should be drafted to reflect the changes.

4. CONCLUSION

- 4.1** This new Partnership Agreement is being presented to the Full Partnership on the 27th of March for approval.

For further information contact: Eileen Wilson
Improvement and Organisational
Development Project Officer (Community
Planning)
Eileen.wilson@argyll-bute.gov.uk

Telephone Tel: 01436 658726



Partnership Agreement April 2013

1 INTRODUCTION

- 1.1. Effective community partnership working is essential if we are to deliver local outcomes within the new national framework. This document enables us, as a partnership, to demonstrate our commitment to the continuous improvement and effective delivery of Community Planning in Argyll and Bute.
- 1.2. The need to demonstrate how partners work together to achieve common outcomes places a responsibility on partners to effectively integrate their different contributions and deliver a multi-agency approach to planning improved service delivery. We also need to demonstrate that communities are effectively engaged in the community planning process and that they are influencing how services are planned and delivered.
- 1.3. The Local Government in Scotland Act (2003) places a statutory duty on Councils to lead and facilitate Community Planning. There is also a corresponding duty on a range of partners to participate locally.

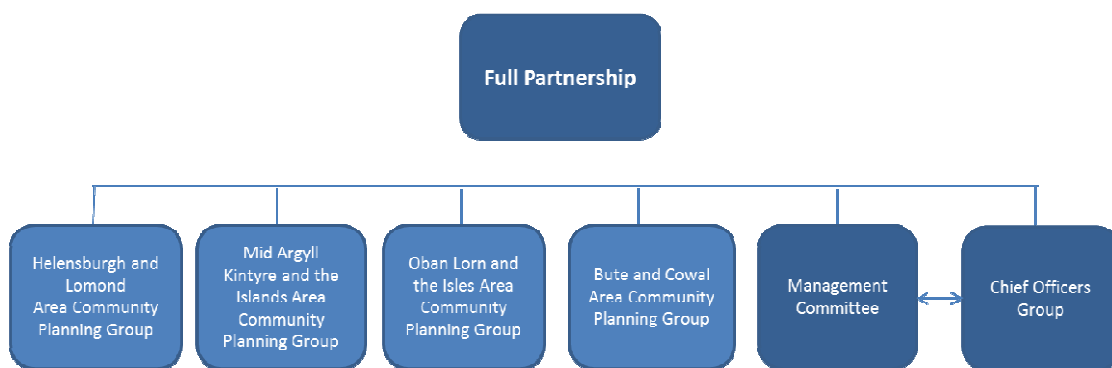
2 COMMUNITY PLANNING IN ARGYLL AND BUTE

- 2.1. The Argyll and Bute Community Plan and Single Outcome Agreement 2013-2023 is acknowledged as the guiding document for strategic planning by all partners.
- 2.2. The Argyll and Bute Community Plan and Single Outcome Agreement details medium term outcomes and short term actions that the partners will deliver to enable progress towards the longer term outcomes set out in the Community Plan and Single Outcome Agreement.
- 2.3. “Community Planning and Single Outcome Agreements will provide the foundation for effective partnership working within which wider reform initiatives, such as the integration of health and adult social care and the establishment of single police and fire services, will happen.”
(Scottish Government/COSLA Statement of Ambition, 15 March 2012)
- 2.4. The Community Plan and Single Outcome Agreement:

- Demonstrates a clear and evidence-based understanding of place and communities including the inequalities facing different areas and population groups;
- Outlines how local communities and the business and third sectors have been involved in developing and influencing that understanding; and
- Shows a clear and robust link and strong line of sight between that understanding and the priorities, outcomes, and performance commitments (i.e. indicators and targets) set out in the new Community Plan and Single Outcome Agreement.

3 DECISION MAKING STRUCTURES

3.1. The Community Planning structure is detailed below.



3.2. Key parts of the structure operate as follows:

Area Community Planning Groups

Argyll & Bute is a large and diverse area. Communities can have different issues even within the overall umbrella of a community plan for the whole area. It is important that there continues to be effective governance over the CPP at a local level. It is the role of Area Community Planning Groups of the CPP to discharge this function. The role of Area Community Planning Groups of the CPP is to:

- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at an area level.
- Ensure effective working across community planning partners at an area level.
- Ensure continuous improvement in the effectiveness of the CPP at an area level.
- Manage performance to ensure delivery of the community plan at an area level.

Area Community Planning groups meet four times a year.

The Management Committee

Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role of Community Planning. This is the main focus of the Management Committee. The role of the Management Committee is to:

- Have a strategic oversight of community planning at a strategic level.

- Develop the community plan to set the overall direction for community planning partners in Argyll & Bute at a strategic level.
- Develop policy across community planning partners that support the delivery of the community plan at a strategic level.
- Engage with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at a strategic level.
- Respond/react to national policy developments at a strategic level.
- Working effectively across community planning partners at a strategic level.
- Facilitate the sharing of information between community planning and strategic partnerships and identifying opportunities for improved joint working.
- Promote continuous improvement in the effectiveness of the CPP at a strategic level.
- Performance management with an accountable lead identified for each SOA outcome to ensure delivery of the community plan/SOA at a strategic level.
- Report performance to the public

The Management Committee meets four times a year.

The Full Partnership

Responsibility for the overall development of community planning in Argyll & Bute lies with the Full partnership. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group. The activities of the CPP can be broken down into the following:

- Strategic oversight of community planning.
- Developing the community plan to set the overall direction for community planning partners in Argyll & Bute.
- Policy development across community planning partners that support the delivery of the community plan.
- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP.
- Responding / reacting to national policy developments.
- Effective working across community planning partners.
- Continuous improvement in the effectiveness of the CPP.
- Performance management to ensure delivery of the community plan.
- Reporting performance to the public.

The Full Partnership of the CPP will normally meet once each year to:

- Review the annual report for the previous year.
- Review progress to date for the current year.
- Set direction for the next year.

Chief Officers Group (COG)

The role of the CPP COG is to:

- ensure issues are being raised and actioned on behalf of the Management committee of the CPP
- ensure partners are working efficiently together.

The first role covers action/support to make real/action/operationalise the actions and activities agreed by the Management Committee and thereby to underpin effective delivery of the community plan. The second role relates to continuous improvement identifying and taking forward opportunities for collaboration, joint working and

shared service at a strategic level. This would address the following key aspects of community planning:

- Effective working across community planning partners.
- Continuous improvement in the effectiveness of the CPP.
- Performance management to ensure delivery of the community plan

The Chief Officers Group meets six times a year.

3.3. Further details of these groups including membership, terms of reference and meeting arrangements are detailed in **appendix A**.

3.4. These groups are complemented by **Time Limited Groups** comprising relevant CPP partners with a designated lead. Time limited working groups are formed to address specific issues and make recommendations to the Management Committee, Chief Officers Group and other strategic partnerships.

4 ENGAGING THE COMMUNITY

4.1. The Argyll and Bute CPP has developed a Community Engagement Strategy to engage with stakeholders. Performance will be monitored by the Management Committee.

4.2. All partnerships at all levels are responsible for ensuring that they conduct engagement activities in line with National Standards for Community Engagement.

4.3. The Community Engagement Action Plan outlines the activities supported through the CPP

4.4. Communications are managed as a subset of actions within the Community Planning Action Plan. Activities will be coordinated by the Council's Communications Team through regular liaison with the managers responsible for communications in each of the partner organisations.

5 PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK

5.1. High level aims within the Community Plan and Single Outcome Agreement are translated into priorities, outcomes and agreed actions.

5.2. Performance against the Community Plan and Single Outcome Agreement will be appraised by each partner monitoring its own performance with details on key success measures shared to enable an effective overview of performance. The performance overview will be reported using performance scorecards compiled by the Council on behalf of the CPP and monitored by the Management Committee, Chief Officers Group, and the Full Partnership.

5.3. Different tiers of the Community Planning Partnership will receive performance reports as follows:

- Management Committee: will monitor all outcomes/actions within the Community Plan and Single Outcome Agreement.

- 5.4. Area Community Planning Groups: will agree a relevant performance scorecard to provide information to CPP Partners and service users. The scorecard will focus on strategic priorities that can be measured at a local level.

6 RISK MANAGEMENT

- 6.1. All partners will manage risk with respect to their own operations via strategic and operational risks as appropriate.
- 6.2. The CPP has a joint risk register built on relevant strategic risks from partners and more general strategic risks that affect the partnership as a whole (e.g. economic and social risks).
- 6.3. Risks are assessed using the standard methodology of separate assessments of likelihood and impact combined to form an overall assessment of whether a risk is high, medium or low. Mitigation measures are then detailed and monitored as appropriate. Risks are reviewed on a regular cycle dependent that is determined by the overall risk rating (i.e. higher risks are reviewed more often).

7 PARTICIPATION IN CPP AND STRATEGIC PARTNERSHIPS

- 7.1. CPP partners have responsibility for defining arrangements for Community Planning within their organisation.
- 7.2. It is the responsibility of the individual organisations to ensure appropriate representation at all levels and to demonstrate how they contribute to the implementation of the Community Plan and the Single Outcome Agreement.
- 7.3. CPP partners have the responsibility to disseminate relevant Community Planning information to other strategic and operational partnerships in which they participate.
- 7.4. CPP partners are not expected to be responsible for the actions of other partners, but the joint commitment to the CPP implies that each partner will act in the interests of the CPP and other partners. They also have the duty to bring to the CPP any issues arising in other strategic or operational partnerships that affect the CPP.

8 FINANCE AND RESOURCES

The CPP is not a corporate body and so does not hold funds of its own.

- a. All funds will be held by the appropriate officers of the relevant partner organisation
- b. The reporting year for the CPP will be 1st of April to the 31st of March
- c. It is the responsibility of the relevant CPP partner to ensure that appropriate financial accounting arrangements are in place according to legal or other audit requirements

- d. The allocation of funds by the CPP must contribute to achieving agreed outcomes
- e. Core CPP support will be provided by the Council on behalf of the CPP
- f. Where a costed plan includes items funded by different partners, each partner will be responsible for ensuring effective management of their funds. The partnership with responsibility for the joint plan will still include financial monitoring as part of the relevant performance scorecard
- g. Partnership groups will recommend funding allocations as appropriate against outcomes based on evidence of need and assessment of relevant risks. Formal allocation of funds will take place through the formal budget process of the relevant partner(s).

9 EQUALITIES AND SUSTAINABILITY

- 9.1. All actions of the CPP will contribute to tackling the significant inequalities in our society and will be subject to equality impact assessment as appropriate. These assessments will be made by the main partner responsible for delivery of an action.
- 9.2. The principles of sustainable development will guide the development and delivery of our projects and services. Sustainability assessments will be undertaken as appropriate.
- 9.3. Equality and Sustainability Impact assessments will be reviewed as required by the appropriate CPP group.

10 PARTNERSHIP AGREEMENT

- 10.1. Partners are invited to acknowledge the direction of the CPP and to commit to the enhancement of joint working to deliver quality services in Argyll and Bute.
- 10.2. This is an agreement amongst the members of the Community Planning Partnership to work together to achieve common goals for the people of Argyll and Bute. It is not a legally binding contract and so nothing in its operation will give rise to legally binding rights and obligations amongst the parties.

Date: April 2013

END

For further information contact: Eileen Wilson
Improvement and Organisational Development Project Officer
eileen.wilson@argyll-bute.gov.uk

Telephone Tel: 01436 658726

APPENDIX A

ARGYLLAND BUTE COMMUNITY PLANNING PARTNERSHIP TERMS OF REFERENCE FOR GROUPS

This page sets out the key role of each group within the Community Planning Partnership and the diagram below sets out the relationship between each group.

The Full Partnership of the CPP is the body responsible for overall development of community planning in Argyll & Bute.

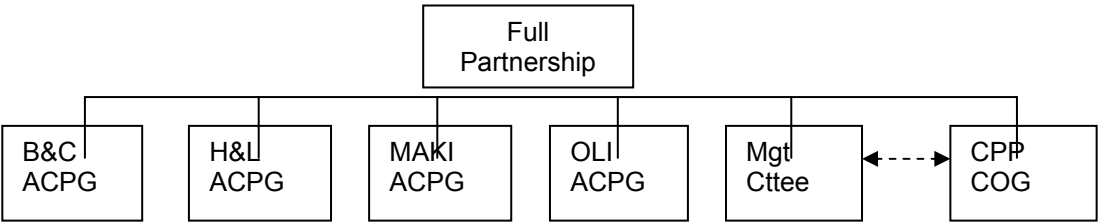
Argyll & Bute is a large and diverse area. Each of the communities can have different issues even within the overall umbrella of a community plan for the whole area. It is important there is effective governance over the CPP at a local level. It is the role of the Area Community Planning Groups to discharge this function.

Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role. This requires a degree of focus outwith the Full Partnership of the CPP. This role is carried out by and is the main focus of the Management Committee.

The CPP Chief Officer Group has 2 roles:

- Ensuring issues are being raised and actioned on behalf of the Management Committee.
- Working efficiently together.

All groups are accountable to and report to the Full Partnership. The CPP COG and Management Committee sit alongside each other and should have a partnership approach to working together. There is a 2 way relationship in terms of each group CPP Management Committee and CPP COG advising and informing each other. Based on this it is proposed that the CPP COG is accountable to the Full Partnership but there is a 2 way information flow between the Management Committee and CPP COG.



Argyll and Bute Community Planning Partnership	
Terms of Reference	Full Partnership
Purpose, Role and Remit	
<p>The Full Partnership of the CPP is responsible for overall development of community planning in Argyll & Bute. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group. The activities of the CPP can be broken down into the following:</p> <ul style="list-style-type: none"> • Strategic oversight of community planning. • Developing the community plan/SOA to set the overall direction for community p • Policy development across community planning partners that support the delivery of the community plan/SOA. • Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP. • Responding / reacting to national policy developments. • Effective working across community planning partners. • Continuous improvement in the effectiveness of the CPP. • Performance management to ensure delivery of the community plan/SOA. • Reporting performance to the public. <p>The Full Partnership of the CPP will normally meet once each year to:</p> <ul style="list-style-type: none"> • Review the annual report for the previous year. • Review progress to date for the current year. • Set direction for the next year. <p>The Full Partnership of the CPP will also review at the annual meeting the effectiveness of the operation of each of its committees Area Community Planning Groups, Management Committee and CPP Chief Officer Group and consider any changes required.</p>	
Membership	
<p>Membership of the Full Partnership of the CPP is as follows:</p> <ul style="list-style-type: none"> Argyll and Bute Council NHS Highland (AB CHP) Strathclyde Police Strathclyde Fire and Rescue Highlands and Islands Enterprise Scottish Enterprise Skills Development Scotland Job Centre Plus Argyll Voluntary Action Islay and Jura CVS Argyll and Bute Social Enterprise network (ABSEN) Fyne Homes ACHA 	

West Highland HA
Dunbritton HA
Argyll College
Scottish Government's Rural Payments and Inspections Directorate (SGRPID)
SEPA
Scottish Natural Heritage
Crofters Commission
Forestry Commission
Loch Lomond and the Trossachs National Park
HiTrans
SPT
Cal Mac
CMAL
Scottish Water
Association of Argyll and Bute Community Councils
Visit Scotland
M.O.D.
Bòrd na Gàidhlig

The following will normally attend meetings of the Full Partnership of the CPP in an advisory capacity.

Head of Improvement and HR, Argyll and Bute Council
Improvement and Organisational Development Project Officer (Community Planning),
Argyll and Bute Council

Observers can attend meetings of the Full Partnership of the CPP with the agreement of Chair.

Chair

The Full Partnership of the CPP will be chaired by the Leader of Argyll and Bute Council. The Vice Chair will be the Depute Leader of Argyll and Bute Council. Where neither Chair or Vice Chair are present the Full Partnership will select from the membership present someone to chair the meeting.

Quorum

The quorum for a meeting of the Full Partnership of the CPP will be 5. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point after a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

Frequency of Meetings

The Full Partnership of the CPP will normally meet once each year in September or October. Where business requires further meetings can be called with agreement of the Chair subject to the required notice being given.

Issue Of Papers

The agenda and papers for the Full Partnership of the CPP will normally be issued 7 days prior to the date of the meeting. The Chair can agree to accept late papers.

The agenda and papers will be published on the Council's website and available from a link through the community planning partnership website.

Conduct Of Meetings

Meetings of the Full Partnership of the CPP will normally held in public but the members of the Full Partnership of the CPP can decide to hear and discuss any item of business in private session.

Members must declare any financial or non financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website and available from a link through the community planning partnership website.

Meetings of the Full Partnership of the CPP will be conducted in accordance with the Council's standing orders for meetings subject to any necessary changes as set out above (mutatis mutandis).

Argyll and Bute Community Planning Partnership

Terms of Reference

Area Community Planning Groups

Purpose, Role and Remit

Argyll & Bute is a large and diverse area. Communities can have different issues even within the overall umbrella of a community plan for the whole area. It is important that there continues to be effective governance over the CPP at a local level. It is the role of Area Community Planning Groups of the CPP to discharge this function. The role of Area Community Planning Groups of the CPP would be:

- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at an area level.
- Effective working across community planning partners at an area level.
- Continuous improvement in the effectiveness of the CPP at an area level.
- Performance management to ensure delivery of the community plan/SOA at an area level.

Membership

Membership of the Area Community Planning Groups of the CPP is as follows:

Helensburgh and Lomond

Argyll and Bute Council
 NHS Highland (AB CHP)
 Strathclyde Police
 Strathclyde Fire and Rescue
 ACHA
 Third Sector Partnership
 Loch Lomond and the Trossachs National Park
 Dunbritton HA

Bute and Cowal

Argyll and Bute Council
 NHS Highland (AB CHP)
 Strathclyde Police
 Strathclyde Fire and Rescue
 ACHA
 Third Sector Partnership
 Loch Lomond and the Trossachs National Park
 Community Councils

M.O.D.
SPT
Community Councils

Mid Argyll Kintyre and the Islands

Argyll and Bute Council
NHS Highland (AB CHP)
Strathclyde Police
Strathclyde Fire and Rescue
ACHA
Third Sector Partnership
Community Councils

Oban Lorn and the Isles

Argyll and Bute Council
NHS Highland (AB CHP)
Strathclyde Police
Strathclyde Fire and Rescue
ACHA
Third Sector Partnership
West Highland HA
Community Councils

The following will normally attend meetings of the Area Community Planning Groups of the CPP in an advisory capacity.

Head of Improvement and HR, Argyll and Bute Council
Improvement and Organisational Development Project Officer (Community Planning),
Argyll and Bute Council

Observers can attend meetings of the Area Community Planning Groups of the CPP with the agreement of Chair.

Chair

The Chair of the Area Community Planning Groups of the CPP will be the Area Lead Councillor from Argyll and Bute Council. Where the Chair is not present the Depute Area leader will chair the meeting.

Quorum

The quorum for a meeting of the Area Community Planning Groups of the CPP will be 5. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point after a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

Frequency of Meetings

The Area Community Planning Groups of the CPP will normally meet once each quarter (4 times each year. These meetings will normally be in March, June, September and December. Where business requires further meetings can be called with agreement of the Chair subject to the required notice being given.

Issue Of Papers

The agenda and papers for the Area Community Planning Groups of the CPP will normally be issued one month prior to the date of the meeting. The Chair can agree to accept late papers. The draft Agenda detail will normally be circulated four weeks in advance to allow partners to propose items for inclusion

The agenda and papers will be published on the Council's website and available from a link through the community planning partnership website.

Conduct Of Meetings

Meetings of the Area Community Planning Groups of the CPP will normally held in public but the members of the Area Community Planning Groups of the CPP can decide to hear and discuss any item of business in private session.

Members must declare any financial or non financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website and available from a link through the community planning partnership website.

Meetings of the Area Community Planning Groups of the CPP will be conducted in accordance with the Council's standing orders for meetings subject to any necessary changes as set out above (*mutatis mutandis*).

Argyll and Bute Community Planning Partnership

Terms of Reference

Management Committee

Purpose, Role and Remit

Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role. This is the main focus of the Management Committee of the CPP. The proposed role of the Management Committee is set out below.

- Strategic oversight of community planning at a strategic level.
- Developing the community plan/SOA to set the overall direction for community planning partners in Argyll & Bute at a strategic level.
- Policy development across community planning partners that support the delivery of the community plan/SOA at a strategic level.
- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at a strategic level.
- Responding / reacting to national policy developments at a strategic level.
- Effective working across community planning partners at a strategic level.
- Facilitate the sharing of information between community planning and strategic partnerships and identifying opportunities for improved joint working.
- Continuous improvement in the effectiveness of the CPP at a strategic level.
- Performance management with an accountable lead identified for each SOA outcome to ensure delivery of the community plan/SOA at a strategic level.
- Reporting performance to the public

Membership

Membership of the Management Committee of the CPP is as follows:

Argyll and Bute Council
NHS Highland (AB CHP)
Strathclyde Police
Strathclyde Fire and Rescue
Highlands and Islands Enterprise

Third Sector Partnership
Scottish Natural Heritage
Elected Members X 2
Non-executive representatives from partner boards.

The following will normally attend meetings of the Management Committee of the CPP in an advisory capacity.

Head of Improvement and HR, Argyll and Bute Council
Improvement and Organisational Development Project Officer (Community Planning),
Argyll and Bute Council

Observers can attend meetings of the Management Committee of the CPP with the agreement of Chair.

Chair

The Management Committee of the CPP will select a chair from its membership to serve for a 2 years period. Where the Chair is not present the Management Committee will select from the membership present someone to chair the meeting.

Quorum

The quorum for a meeting of the Management Committee of the CPP will be 5. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point after a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

Frequency of Meetings

The Management Committee of the CPP will normally meet once each quarter (4 times each year. These meetings will normally be in February, June, August and November. Where business requires further meetings can be called with agreement of the Chair subject to the required notice being given.

Issue Of Papers

The agenda and papers for the Management Committee of the CPP will normally be issued 7 days prior to the date of the meeting. The Chair can agree to accept late papers.

The agenda and papers will be published on the Council's website and available from a link through the community planning partnership website.

Conduct Of Meetings

Meetings of the Management Committee of the CPP will normally be held in public but the members of the Management Committee of the CPP can decide to hear and discuss any item of business in private session.

Members must declare any financial or non financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website and available from a link through the community planning partnership

website.

Meetings of the Management Committee of the CPP will be conducted in accordance with the Council's standing orders for meetings subject to any necessary changes as set out above (mutatis mutandis).

Argyll and Bute Community Planning Partnership

Terms of Reference	Chief Officer Group (CPP COG)
---------------------------	--------------------------------------

Purpose, Role and Remit

The role of the CPP COG is

- To ensure issues are being raised and actioned on behalf of the Management committee of the CPP
- To ensure partners are working efficiently together.

The first role covers action/support to make real/action/operationalise the actions and activities agreed by the Management Committee and thereby to underpin effective delivery of the community plan/SOA.

The second role relates to continuous improvement identifying and taking forward opportunities for collaboration, joint working and shared service at a strategic level.

This would address the following key aspects of community planning:

- Effective working across community planning partners.
- Continuous improvement in the effectiveness of the CPP.
- Performance management to ensure delivery of the community plan/SOA.

Membership

Membership of the CPP COG is as follows:

Chief Executive, Argyll and Bute Council

Director of Operations (Argyll and Bute), NHS Highland

Divisional Commander, Scottish Police Force

Divisional Commander, Scottish Fire and Rescue Service

Area Manager (Argyll and Bute), Highlands and Islands Enterprise

Chief Executive Officer, Argyll Voluntary Action, Third Sector Partnership

Other partners as and when appropriate.

The CPP COG will identify and nominate as required persons to attend meetings of the CPP COG in an advisory capacity.

Observers can attend meetings of the CPP COG with the agreement of Chair.

Chair

The CPP COG will select a chair from its membership to service for a 2 year period. Where the Chair is not present the CPP COG will select from the membership present someone to chair the meeting.

Quorum

The quorum for a meeting of the CPP COG will be 3.

Frequency of Meetings

The CPP COG will normally meet once every 2 months (6 times each year). These meetings will normally be in February, April, June, August, October, December but can be varied to suit business requirements. Where business requires further meetings can be called with agreement of the Chair subject to X days notice being given.

Issue Of Papers

The agenda and papers for the CPP COG will normally be issued 4 days prior to the date of the meeting. The Chair can agree to accept late papers. Papers will be emailed to members of CPP COG

Conduct Of Meetings

Meetings of the CPP COG will normally held in private.

Members must declare any financial or non financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute circulated to members of CPP COG.