

# Focus North

## Organisational Structure and Roles of Partnership bodies 2023

### Purpose of this Document

This document identifies the organisational structure, roles, and responsibilities of all the elements of Focus North. It identifies the agreed membership and interactions between the meetings of the partnership. It sets out what the partners have agreed to do and how they will work together to achieve to achieve their goals.

### Introduction

As part of the Focus North (Formerly CNSRP) revisioning the governance structure has been re-examined and the new arrangements are detailed in this document. The structures, roles and remits developed for CNSRP were agreed in 2010 and revisited in 2014. The basic arrangements remain largely similar.

The partnership is governed by an Executive Board setting strategy and direction, a Delivery Group dealing with day-to-day delivery activities, and an Advisory Board providing oversight and advice to the Executive Board. (See Diagram in Appendix 1)

### Executive Board

The Partnership is led by its Executive Board, which brings to together the Chief Executives or senior local staff from Partners and an official from the Scottish Government under an Independent chair. The Executive Board owns the Strategic Operational Policy (Appendix 3) which is enacted through the Delivery group. The Executive board is responsible for ensuring their own organisations incorporate partnership commitments into their targets and plans, and that there are adequate resources to meet these commitments. The Executive board has agreed and is committed to enacting the Partnership charter within their individual organisations (Appendix 4).

The Board will meet on a quarterly basis, and once per annum will hold an Annual General Meeting with the Advisory Board, attended by Delivery group members.

### Membership

<b>Organisation</b>	<b>Represented by</b>
Chair	Independent Chair (External)
Caithness Chamber of Commerce	Chief Executive
Highlands and Islands Enterprise	Chief Executive
Highland Council	Chief Executive
Dounreay Site	Managing Director
Nuclear Decommissioning Authority	Director of Socioeconomics
Skills Development Scotland	Regional Skills Planning Lead
Scottish Government	Head of Division – Rural and Island Futures
UHI North Highland	Principal UHI North Highland
<b>In attendance</b>	
Focus North	Programme Manager
Administrative Support	Focus North Project & Comms Officer

## **Delivery group**

The Delivery Group, chaired by the Focus North Programme Manager consists of operational managers from each of the partners, supported by subject specialists from within the partner organisations where necessary. It is responsible for developing and implementing action plans to deliver the goals agreed in the Strategic Operational Policy. Members of the group will maintain lines of communication within their own organisations to ensure that, together with their respective Executive Board members, the necessary support is available, issues and opportunities are widely understood within their parent organisations and allocated partnership tasks are delivered to time and cost. Delivery group members will adhere to the principles outlined in the partnership charter.

## **Membership**

<b>Organisation</b>	<b>Represented by</b>
Chair	Focus North Programme Manager
Caithness Chamber of Commerce	Chief Executive
Highlands and Islands Enterprise	Area Manager
Highlands and Islands Enterprise	Regional Development Manager
Highland Council	Ward Manager – Caithness
Highland Council	Ward Manager – Sutherland
Highland Council	Economic Advisor
Highland Council	Executive Chief Officer Development
Dounreay Site	Head of Sustainability and Socioeconomics
Dounreay Site	Socioeconomic Manager
Nuclear Decommissioning Authority	Head of Community & Economic Development
Skills Development Scotland	Growth and Inward Investment Manager
UHI North Highland	Director of External Engagement & Facilities
<b>In attendance</b>	
Partner or other organisations	Subject specialists as invited
Focus North Administrative Support	Focus North Project & Comms Officer

The Delivery group will meet monthly but may create task specific subgroups to progress individual programme priorities. These groups may meet more or less frequently dependent on need.

## **Advisory Board**

The Advisory Board role is that of an independent group to provide wider political and community engagement, oversight and feedback. As an independent group that decides its own membership, structure, meeting frequency and detailed remit. The most recent review of its role was undertaken in November 2022 and the agreed outcome is detailed below. The Advisory Board supports the implementation of the partnership charter.

The Advisory Board role is: -

- To input into priority setting, utilising the extensive knowledge and experience of the stakeholders in this group.
- To hold partners and each other to account on progress.
- To provide additional knowledge and resources where possible from within the Advisory Board members to inform decisions and support progress.
- To raise the profile, issues, and opportunities of the region with external decision makers.
- From time to time to form subject or task-specific subgroups on an agreed basis to examine agreed issues. Any subgroup will have a clearly defined scope and time frame to report. Each

would be chaired by the relevant Advisory Board organisation, calling on additional resources to complete its work as needed.

- To undertake a formal review of the Partnership's progress each year and feed comments, conclusions, and suggestions back to the Executive Board.

The Board will meet on a quarterly basis. Wherever possible the meetings of the Advisory Board will take place approximately two weeks before the date of the next Executive Board meeting, to allow feedback to be passed on. Once per annum the Board will attend an Annual General Meeting with the Executive Board.

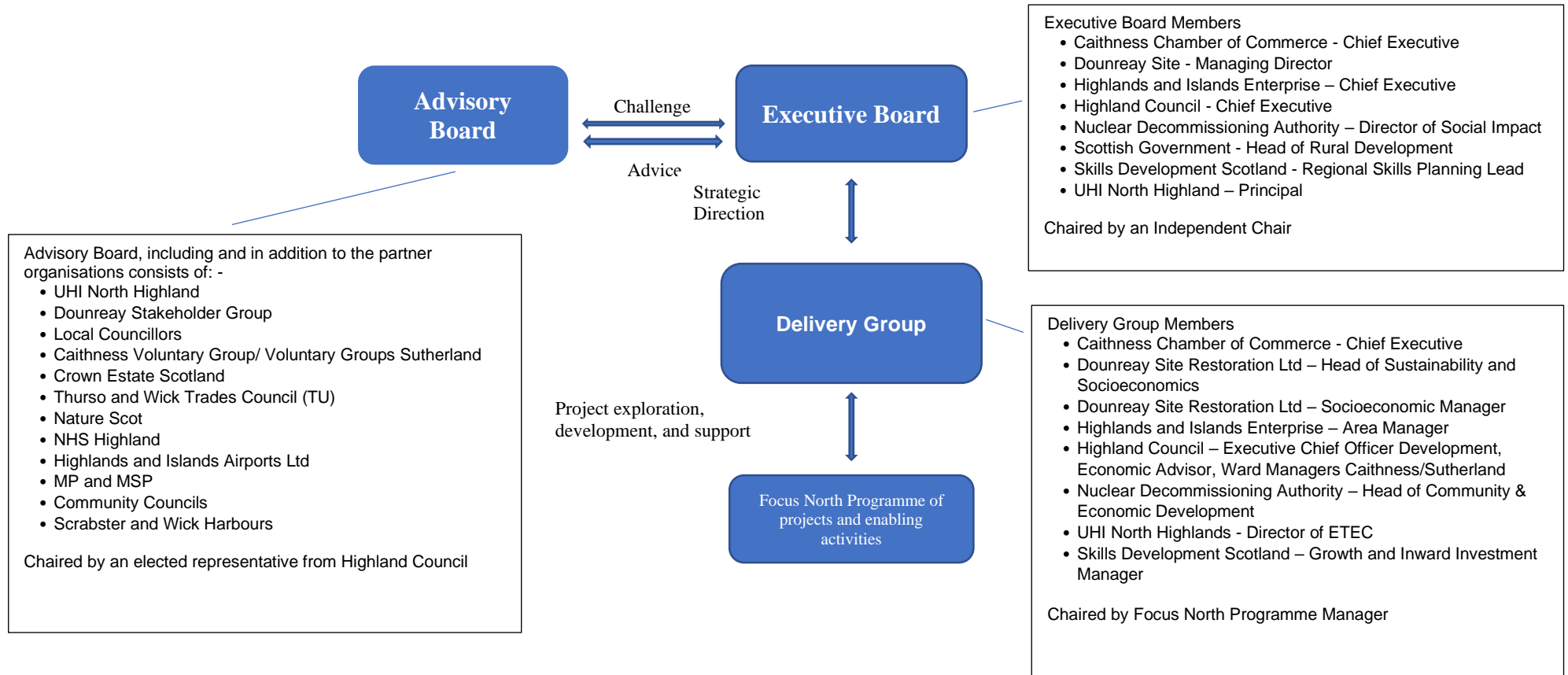
Current membership is detailed below: -

<b>Membership</b>	
<b>Organisation</b>	<b>Represented by</b>
Highland Council (Chair of Advisory Board)	Council Leader
Highland Council (Previous Chair)	Councillor
HC Wick & East Caithness - Ward 3	Councillors
HC Thurso & NW Caithness – Ward 02	Councillors
HC North, West and Central Sutherland – Ward 01	Councillors
Caithness, Sutherland & Easter Ross – UK Parliament	MP & Office Support
Caithness, Sutherland & Ross Scottish Parliament	MSP & Office Support
Crown Estate Scotland	Energy Ports Development Manager
Nature Scot	Area Manager, Northern Isles and North Highland
Nature Scot	Operations Officer
Scrabster Harbour Trust	Trust Manager
Wick Harbour Authority	Director
Federation of NW Sutherland Community Councils	Chair
Association of Caithness Community Councils	Chair
Dounreay Stakeholder Group	Chair
Thurso & Wick Trade Union Council	Chair
Trades Unions - Dounreay	Co-ordinating committee Chair DSRL
Trades Unions - Dounreay	Trade Union representative
Caithness Voluntary Group	Senior Development Officer
UHI North Highland	Principal
Gills Harbour Association	Representative
Highlands and Islands Airports Limited	Airport Manager North
Up North!	Chair
NHS Highland	North Highland Manager
Caithness Chamber of Commerce	Chair
<b>In attendance (as required)</b>	
<b>Organisation/Position</b>	<b>Represented by</b>
Focus North	Programme Manager
Focus North (Secretariat)	Project and Comms officer
Highland Council	ECO Infrastructure & Environment
Highland Council	Economic Advisor
Highland Council	Ward Manager 02/03 - Community Support Caithness
Highland Council	Ward Manager 01/04 - Community Support Sutherland
Nuclear Decommissioning Authority	Head of Community & Economic Development

Highland and Islands Enterprise	Area Manager, Caithness & Sutherland
Skills Development Scotland	Skills Planning Lead

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Peter Faccenda – Focus North Programme Manager

Appendix 1 – Focus North Governance Structure



### **Conflicts of Interest**

It is inevitable that the representatives involved with the Focus North Partnership will include personnel who have multiple roles and interests alongside their role in the partnership. This brings significant value, in that discussions are enriched by a wide range of skills and experience, but it also raises the potential for conflicts of interest to occur.

These interests may be financial or non-financial and be a direct interest of the individual or as a result of the interests of close relatives or acquaintances.

- Financial interests – (e.g. Company Directorships; Award of Contracts, land ownership)
- Non-Financial interests – (e.g. membership of public bodies; clubs/ societies)

It will be up to individual members to decide if they have an interest that is material to discussions within the partnership and declare it. If there is any uncertainty on whether a conflict exists, then the Focus North Programme Manager can provide guidance or access appropriate advice.

If a member thinks, from reading advance papers for a Focus North meeting, that they may have a declarable interest this can be declared in advance to the Programme Manager. The Chair of the meeting will also ask members if they have any declarations at the commencement of each meeting. Any declarations will be noted in the minute. Declaration of an interest may mean that the member is required to exclude themselves from a particular topic or whilst an item is discussed. The Chair of the meeting will have final responsibility for this decision.

## Focus North Strategic Operational Policy: 2023 – 2026 (v1 Agreed 6 Sept 22)

Our Purpose	3-Yr Vision	Strategic Objectives
<p>Driving the opportunities that shape <i>Our future</i>.</p>	<p>Our Partnership <i>makes the difference</i> by growing the economic prosperity of Our communities.</p>	<p><b>#1: Masterplan</b> Publish an agreed plan which is current, has measurable goals and time scales with identified owners.</p>
Our Core Values	3-Yr Goals	<p><b>#2: People</b> All partners provide relevant and empowered representatives supported by the full capability of their parent organisation</p>
<ul style="list-style-type: none"> <li>• <b>Ambitious for <i>Our future</i>:</b> Being creative and determined in exploiting the art of the possible in every opportunity.</li> <li>• <b>Being <i>One team</i>:</b> Continuously building trust whilst respecting our differences, within and outside the Partnership.</li> <li>• <b>Planning as <i>One Team</i>:</b> Being open and honest in envisioning our future by setting ambitious strategic objectives and goals, appropriately resourced to succeed</li> <li>• <b>Being proud to deliver:</b> Do what we say we will do and hold each other to account; don't dither - Deliver.</li> <li>• <b>Communicating as <i>One</i>:</b> Shared consistent narrative, demonstrating a commitment to the importance and value of the Partnership.</li> </ul>	<ol style="list-style-type: none"> <li>1. Economic Growth</li> <li>2. People/Communities</li> <li>3. Partnership Effectiveness</li> <li>4. Sustainability</li> </ol>	<p><b>#3: Funding</b> Attract partner, public and private sector investment to deliver the masterplan.</p> <p><b>#4: Impact</b> Deliver the masterplan, measure progress, and demonstrate results.</p> <p><b>#5: Profile</b> Promote the region and the Partnership's objectives, activities, and impact.</p>

## **Focus North Partnership Charter** (v1 Agreed 6 Sept 22)

### **Our Intent**

#### **To deliver sustainable economic opportunities in the North of Mainland Scotland.**

- We recognise this region as an important and globally distinctive centre of opportunity.
- We will develop an ambitious masterplan, aligned to Partner goals, and suitably resource its delivery.
- We will measure success based on agreed economic measures and community benefits.

### **Collaborate and Trust**

#### **To be a dynamic Partnership, committed to a common vision and shared goals.**

- We will adapt our Partnership in response to need and opportunity and do so with agility and efficiency.
- We commit to taking responsibility and accountability for our actions.
- We value individual contributions towards collective strength.
- We will be honest and transparent with each other.

### **Act as One team**

#### **To build trust and respect in all we do.**

- Honouring our commitments to each other and our communities.
- Actively listening and understanding our differences.
- Aligning our priorities and playing to our strengths.
- Deploying the right delivery resource to achieve success.