

Governance, Risk and Best Value Committee

10.00am, Tuesday, 5 June 2018

Edinburgh Partnership – Review and Consultation of Governance and Partnership Working Arrangements

Item number	7.7
Report number	
Executive/routine	
Wards	All
Council Commitments	

Executive Summary

The Culture and Communities Committee at its meeting on 26 October 2017 considered a report on the establishment of Locality Committees which included proposals for a review and consultation of community planning structures and working arrangements. The Edinburgh Partnership agreed the requirement for a review and consultation at its meeting on 7 December 2017 subject to consideration of the scope and timescale.

The Edinburgh Partnership agreed the final proposals for the work programme at its meeting on 8 March 2018. The Locality Committees in the last meeting cycle noted the update on the Edinburgh Partnership approach as set out in Appendix 1.

Edinburgh Partnership – Review and Consultation of Governance and Partnership Working Arrangements

1. Recommendations

- 1.1 To note the contents of this report.

2. Background

- 2.1 The Council in establishing locality committees as part of the new governance framework acknowledged the potential for enhancing community planning arrangements at neighbourhood and locality levels. On this basis, a proposal for a review and consultation of these arrangements was agreed at the City of Edinburgh Council meeting on 26 October 2017 and was referred to the Edinburgh Partnership for formal agreement.
- 2.2 The Edinburgh Partnership at its meeting on 7 December 2017 agreed the requirement for this work. Detailed consideration of the scope and timescale was remitted to a Project Board comprising Edinburgh Partnership members, with recommendations to be submitted to the Edinburgh Partnership Board for approval.

3. Main report

- 3.1 The Edinburgh Partnership at its meeting on 8 March 2018 agreed the recommendations of the Project Board on the scope and timescale for the review and consultation of governance and partnership working arrangements as set out in the report attached as Appendix 1.
- 3.2 The approach will encompass all community planning arrangements in the city and be carried out in two phases, an initial review followed by a formal period of consultation. This is in line with the process originally proposed by the Council, and reflects the complexity of the work and need to maximise stakeholder involvement.
- 3.3 The review phase will be designed to assess the effectiveness, strengths and challenges of the current arrangements, opportunities for improvement and identify future governance models. Through engaging with stakeholders involved in the current community planning arrangements, it provides an opportunity to develop a shared understanding and expectations for community planning in the city moving forwards.
- 3.4 The review findings will be used to inform the consultation phase which will involve a wider range of stakeholders. The stakeholder mapping and the methodology for

this phase of the process will be set out in a consultation plan to be agreed by the Edinburgh Partnership Project Board.

- 3.5 The timescale for the work has been extended, with the planned completion now October 2018. This accommodates Easter and Summer holiday periods to maximise stakeholder involvement. The Edinburgh Partnership acknowledged that this extension may lead to increased uncertainty and concern, particularly for the community and voluntary sectors, regarding participation in community planning arrangements, and specifically at a neighbourhood/locality level. In response the Edinburgh Partnership confirmed that the existing arrangements in the city would continue pending the outcome of the work programme.

4. Measures of success

- 4.1 Measures of success will be identified as part of the work programme development process.

5. Financial impact

- 5.1 Delivery costs will be met from within existing resources with partners being encouraged to provide support. The resource implications of implementing a new model of governance and partnership working will require to be identified and considered as part of the development process.

6. Risk, policy, compliance and governance impact

- 6.1 The key risks associated with the programme of work relate to stakeholder involvement and expectations. These will be managed through taking a collaborative approach.

7. Equalities impact

- 7.1 Community planning activity contributes to the delivery of the Equality Act 2010 general duties of advancing equality of opportunity and fostering good relations.
- 7.2 An Integrated Impact Assessment will be carried out as part of the development process.

8. Sustainability impact

- 8.1 There are no adverse impacts arising from this report.

9. Consultation and engagement

- 9.1 The work will be a collaborative process involving community planning stakeholders in the city. The governance and partnership working consultation will be carried out in accordance with the Council's agreed consultation framework. The framework is based on established best practice from across the UK and was developed with specialist advice and support from the Consultation Institute. Activity will also be informed by the National Standards for Community Engagement.

10. Background reading/external references

10.1 None

Andrew Kerr

Chief Executive

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11. Appendices

Appendix 1 – Edinburgh Partnership Future Programmes of Work Report



Edinburgh Partnership - Future Programmes of Work

Executive Summary

1. The Edinburgh Partnership Board, at its meeting on 7 December 2017, agreed to carry out a review and consultation of community planning governance arrangements. This decision was informed by a proposal from the City of Edinburgh Council which identified an opportunity to enhance arrangements in the city and to develop a new approach. This was to be framed within the context of the existing governance review as set out in the draft Edinburgh Partnership Protocols considered by the Board at its meeting on 28 September 2017. A Project Board was established to lead on this programme of work.
2. Work is also being progressed to develop a new community plan, in accordance with the Community Empowerment (Scotland) Act 2015, as agreed by the Board in December 2016. The original timeline for producing the plan was April 2018. The Board agreed at its meeting on 7 December 2017 for the plan to be streamlined and focused on a limited number of priorities. This requires a further period of detailed work and engagement with the plan now proposed to be produced for October 2018.
3. To maximise stakeholder involvement and enable the governance arrangements and new community plan to be aligned, it is proposed to carry out these programmes of work concurrently. This paper sets out proposals for this, providing summary details of the approach and timescales, for the agreement of the Board.
4. Contact: Michele Mulvaney, Strategy Manager (Communities), Gavin King, Democracy, Governance and Resilience Senior Manager
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Recommendation

1. The Board is recommended to:
 - i. agree the proposed approach and timescale for the review and consultation of community planning governance arrangements;
 - ii. confirm the continuation of existing community planning arrangements and, specifically Neighbourhood Partnerships, pending the outcome of the governance review and consultation process;

- iii. note the outstanding actions in relation to the Strategic Planning Framework agreed by the Board in March 2017 will be progressed as part of the proposed programmes of work;
- iv. agree the revised timescale and approach to the development of the new community plan;
- v. note that support for the Board and Project Board in developing and delivering these programmes of work will be provided by the Edinburgh Partnership Lead Officers' Group; and
- vi. agree that these processes should, where possible and appropriate, be cognisant of and, maximise the opportunity for, Edinburgh to inform the Scottish Government Local Governance Review.

Main Report

The Review

1.1 The Board at its meeting on [7 December 2017](#) agreed that a review and consultation of community planning governance arrangements was required. This was to be taken forward by a Project Board, with nominations sought from members. This has been established and comprises:

- Third Sector Interface – Ella Simpson (Project Board Chair)
- City of Edinburgh Council – Councillor Melanie Main
- Scottish Fire and Rescue Service – Kenneth Rogers
- Police Scotland – Mark Rennie
- NHS Lothian – Brian Houston
- Edinburgh Equality and Rights Network – Paul Wilson
- Edinburgh Association of Community Councils – David Bewsey

The Project Board met on 17 January and 26 February 2018 to consider the scope and timescales for the programme of work.

1.2 Community planning structures in the city have evolved over time in response to legislative changes, the public sector reform agenda and the need for greater efficiencies. This has resulted in a governance model comprising three levels: city, locality and neighbourhood. The Project Board agreed to look at community planning at all levels in the city, and, as a first step, requested a mapping exercise of the existing arrangements. This involved a survey of all lead partners for existing community planning partnerships/groups in the city, as shown in the structure chart in Appendix 1, and as identified in the draft Edinburgh Partnership Protocols.



- 1.3 The survey focused on several areas including the remit, membership, decision making role, statutory responsibilities, linkages and community involvement/influence of the partnership/group. Whilst an initial snap shot, the findings highlighted some areas of weakness in the current arrangements. These included a lack of clarity about decision making roles and statutory requirements, together with varying levels of community involvement/ influence and linkages across the community planning arrangements.
- 1.4 In considering these initial responses, the Project Board recognised that there was an opportunity through the review and consultation process to streamline and simplify arrangements to:
- provide a shared understanding and clarity of purpose;
 - maximise stakeholder influence/participation; and
 - provide greater accountability and transparency.
- 1.5 The original paper considered by the Board in December 2017 proposed a two stage process, an initial review followed by a formal period of consultation. This remains the recommended approach, recognising the complexity of the task and the need to maximise stakeholder participation including public and voluntary sector partners, community councils and other community groups.
- 1.6 The review phase will assess the effectiveness, strengths and challenges of the current arrangements, opportunities for change/improvement and identify potential future governance models. It also provides an opportunity to develop a shared understanding of existing arrangements and the expectations for community planning in the city moving forwards. Practice from out with Edinburgh will also be used to inform the potential future approach.
- 1.7 The findings from the review will aim to provide a coherent basis for the formal consultation. The proposed timescale for each of the key phases is set out in Appendix 2, with completion of the work planned for October 2018. The timescale has been extended from the original proposal to accommodate key holiday periods to optimise stakeholder involvement and allow for a meaningful process.
- 1.8 The Project Board in proposing this extension, acknowledged that it may increase uncertainty and concern for the community and voluntary sectors regarding their participation in community planning, particularly at a neighbourhood level. Given this, the Board is asked to confirm that existing arrangements in the city, and specifically the Neighbourhood Partnerships, will continue pending the outcome of the review and consultation process.
- 1.9 With the Community Empowerment (Scotland) Act 2015 replacing the previous legislation governing community planning, there is an opportunity to take a critical view of arrangements within this context to ensure they meet the duties and requirements placed on public bodies. An important consideration within this is



the legislative requirements placed on community planning partnerships in respect of strategic planning. The Edinburgh Partnership Strategic Planning Framework 2016-2028 sets out the range of strategic plans the Partnership has responsibility for 'approving' (the Board supports the strategic plan and has a legal role in approving as a result of primary legislation), or 'endorsing' (the Board supports the strategic plan and has a duty to endorse as a result of statutory or national guidance). The Board at its meeting on 30 March 2017 agreed a range of actions to simplify and align this Framework including the need for a review in 2018 as part of the development of the new community plan. It is proposed to address this as part of the programmes of work set out in this report.

The Community Plan

- 1.10 The Board considered progress on the development of the new community plan at its meeting on 7 December 2017 and noted that this should be streamlined and focused on a limited number of priorities. This feedback was considered by the Edinburgh Partnership Lead Officers' Group, which is responsible for supporting the development and delivery of the new plan, together with the opportunity to link the development process with the review and consultation of governance arrangements.
- 1.11 Consequently, a revised programme of work is now proposed with this to be carried out concurrently to the governance review and consultation process. Key considerations will include an appraisal of the appropriateness of the priorities previously proposed based on the current evidence base and Board requirement to achieve a tighter focus, together with the linkage to the outcomes in the recently agreed Locality Improvement Plans and the City Vision 2050.
- 1.12 As a first step a workshop is proposed to be held in March 2018 involving lead officers from the community planning partnerships/groups in the city. This will aim to identify potential priorities for the new plan, with options being subject to a critical assessment based on whether they
 - i. address poverty and inequality;
 - ii. require genuine partnership working
 - iii. are 'thorny' issues that need to be tackled collectively by partners.

The findings from the workshop will then be subject to a further period of engagement with the final plan being produced by October 2018.

- 1.13 Support for the Board and Project Board in the development and delivery of the programmes of work set out in this report will be provided by the Edinburgh Partnership Lead Officers' Group. Progress reports will be provided to the Board at its meetings in June and September 2018.

Local Governance Review

- 1.14 The Scottish Government has launched its Local Governance Review which aims to consider the future of local democracy in Scotland. A period of engagement will run through 2018. It is proposed that the Board programmes of work should, where possible and appropriate, be cognisant of and, maximise the opportunity for, Edinburgh to inform this National activity.

Contribution to:	(eg)	Low	Medium	High		
♦ Sustainability		1	2	3	4	5
♦ Equality		1	2	3	4	5
♦ Community Engagement		1	2	3	4	5
♦ Prevention		1	2	3	4	5
♦ Joint Resourcing		1	2	3	4	5

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Edinburgh Partnership Board

Strategic Advisory Groups

Edinburgh Alcohol and Drug Partnership
Edinburgh Community Learning and Development Partnership
Edinburgh Partnership Lead Officer Group
Locality Management Board
Chief Officers Group
Compact Partnership

Strategic Partnerships

Economic Development Strategic Partnership
Health and Social Care Partnership
Edinburgh Children's Partnership
Edinburgh Community Safety Partnership
Edinburgh Sustainability Development Partnership

Integration

Joint Board

Localities

Locality Management Board
Locality Leadership Teams
Locality Workstream Groups
Team Around Place Health & Wellbeing
Children's Services Management Group
Economy & Employability
Community Improvement Partnership

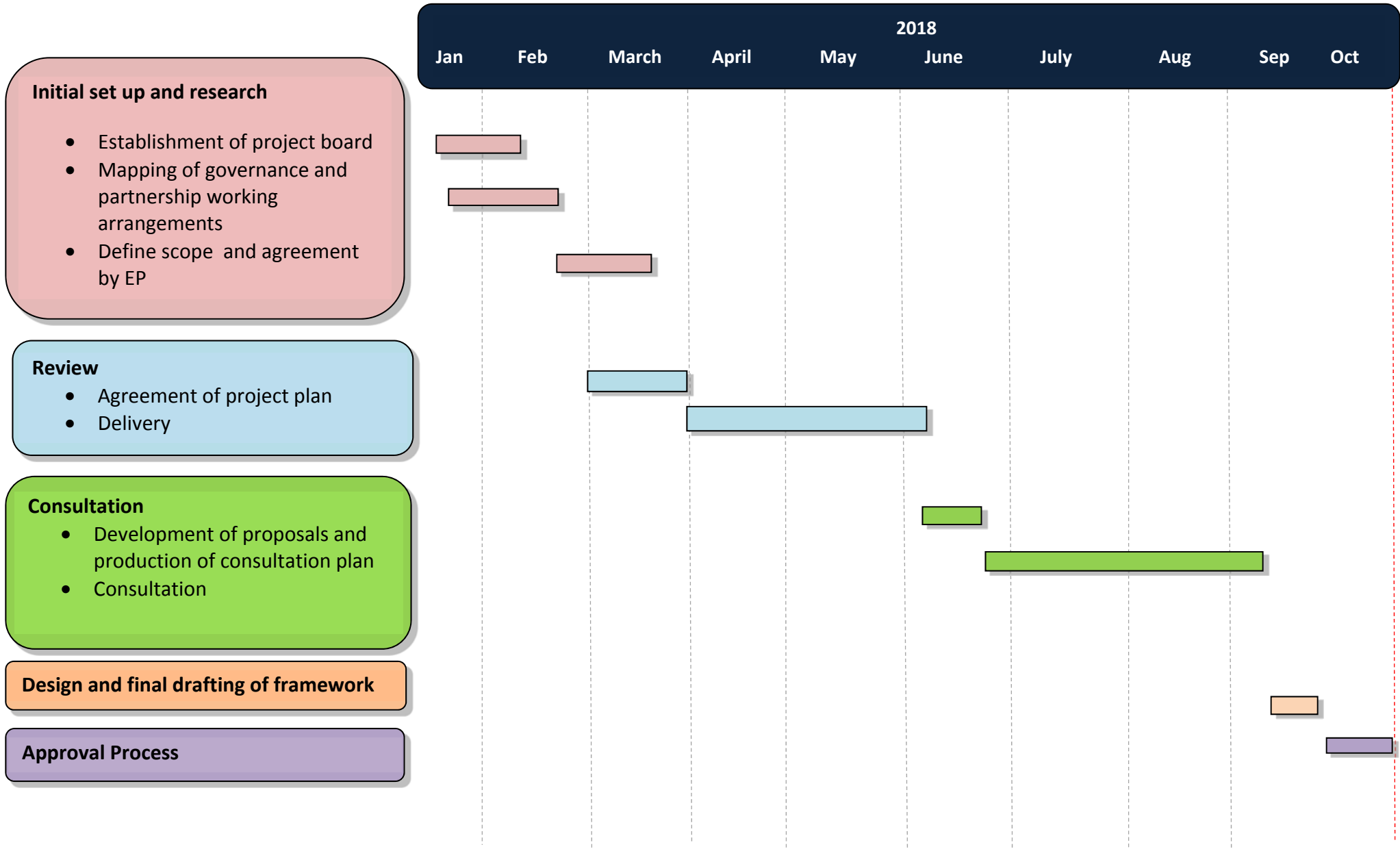
Neighbourhood Partnerships

Almond	City Centre	Craighentiny & Duddingston
Forth	Inverleith	Letih
Liberton & Gilmerton	Pentlands	Portobello & Craigmillar
South Central	South West	Western Edinburgh

Locality Planning Partnerships

North West Locality Reference Group
North East Locality Reference Group
South East Locality Reference Group
South West Locality Reference Group

Project plan – Edinburgh Partnership Review and Consultation of Governance and Partnership Working Arrangements



Initial set up and research

- Establishment of project board
- Mapping of governance and partnership working arrangements
- Define scope and agreement by EP

Review

- Agreement of project plan
- Delivery

Consultation

- Development of proposals and production of consultation plan
- Consultation

Design and final drafting of framework

Approval Process