THE EDINBURGH PARTNERSHIP BOARD

Thursday 8 March 2018: 14.00 – 16.30

Serenity Café, Edinburgh

MINUTE

Present:

Board members
Cllr Adam McVey	(Chair) City of Edinburgh Council
Ella Simpson	(Vice-Chair) EVOC
Keith Anderson	Edinburgh Affordable Housing Partnership
David Bewsey	Secretary, Edinburgh Association of Community Councils
Cllr Cammy Day	City of Edinburgh Council
Cllr Ricky Henderson	City of Edinburgh Council
Richard Thomas	Police Scotland
Grant McDougall	Skills Development Scotland
Alex Craig	Edinburgh College
Cllr Melanie Main	City of Edinburgh Council
Ewan Aitken	Edinburgh Chamber of Commerce
Cllr Hal Osler	City of Edinburgh Council
Kenneth Rogers	Scottish Fire and Rescue Service
Cllr Jim Campbell	City of Edinburgh Council

Advisers
Lesley Fraser	Scottish Government

In attendance
Paula McLeay	City of Edinburgh Council
Laurence Rockey	City of Edinburgh Council
Gavin King	City of Edinburgh Council
Michele Mulvaney	City of Edinburgh Council

1   Minutes

The minute of the Edinburgh Partnership Board meeting of 7 December 2017 was approved as a correct record.

1.1 Stronger North

It was noted that this issue was not just about the Council and Police Scotland meeting and that it required a partnership approach.

Decision

To agree that Councillor Day would convene a meeting of partners to discuss a re-commitment to Stronger North.

1.2 Estates Strategy

A meeting had taken place on partners' Estates Strategies and there was broad agreement to look at physical assets across partners to ascertain where there were opportunities. The next step would be to explore a memorandum of understanding.

Decision

To agree to check if there was a minute of the partners' meeting on estate strategies and to circulate to partners.

2 Edinburgh Partnership – Future Programmes of Work

Michele Mulvaney provided details of the project board that was reviewing community planning arrangements and the work being undertaken on the new community plan.

Ella Simpson, Chair of the Project Board, highlighted the need to press on with this work but that the extension of the timeline was necessary to ensure meaningful engagement.

Concern was raised that there was a gap between Neighbourhood Partnerships and the Edinburgh Partnership Board.

Decision

1) To agree that Locality Managers should explore greater links between the Neighbourhood Partnerships and the Edinburgh Partnership.

2) To agree the proposed approach and timescale for the review and consultation of community planning governance arrangements.

3) To confirm the continuation of existing community planning arrangements and, specifically Neighbourhood Partnerships, pending the outcome of the governance review and consultation process.

4) To note that the outstanding actions in relation to the Strategic Planning Framework agreed by the Board in March 2017 would be progressed as part of the proposed programmes of work.

5) To agree the revised timescale and approach to the development of the new community plan.

6) To note that support for the Board and Project Board in developing and delivering these programmes of work would be provided by the Edinburgh Partnership Lead Officers' Group.

7) To 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.

8) To provide an update on Locality Improvement Plans at a future Edinburgh Partnership meeting.

3 Edinburgh Partnership Community Planning Budget 2017/18 Year End Report

Michele Mulvaney provided details of the Community Planning Budget for the Partnership, an overview of anticipated outturn to the end of the 2017/18 financial year, the proposed budget for 2018/19, the Enabled Grant projects identified and the funding of core costs.

Questions were raised on the remit and decision-making process of the Funding Officer Group.

Decision

1) To note the levels of revenue expenditure estimated to 31 March 2018.

2) To agree to the carry forward of unspent partnership monies into 2018/19.

3) To agree to the Funding Officer Group's proposed utilisation of the 2018/19 budget.

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Meeting **Thursday 7 June 2018**
Time 14.00 – 16.00
Venue Grassmarket Centre, 86 Candlemaker Row

AGENDA

Apologies and Introductions

1 **Minutes** of the previous meeting of 8 March 2018

2 **Matters Arising**

3 **Community Plan**

4 **Poverty Commission**

5 **Community Safety – Motorbike Crime**

6 **Edinburgh Partnership Review – Governance and Partnership Working**

7 **Any Other Business**

8 **Date of Next Meeting – 6 September 2018**

4) To agree a modest yearly budget for core costs going forward, which will likely be met from in-kind partner contributions.

5) To agree that future consideration of this budget will be informed by the review and consultation of the governance arrangements.

6) To note that the Council wider review of grant funding to support community planning arrangements would be aligned to ensure a joined-up approach to resourcing.

7) To provide the remit of the Funding Officer Group and the criteria used by the Group to assess applications. The success of the fund in meeting its objectives should also be provided.

4   ESOL Funding

Alex Craig provided an update on how Edinburgh College would be managing ESOL funding going forward:

- A Wider Strategic ESOL Forum had been established;
- 81 languages would be maintained;
- Reporting back to the Funding Council on delivery;
- Drawing up Service Level Agreements with each local authority;
- The process for transferring funding for ESOL was working well;
- Edinburgh College would administer the credit system and make the process easier for local authorities;
- A joint dialogue was necessary on assurance.

Decision

To note the update.

5   Date of Next Meeting

7 June 2018

Edinburgh Poverty Commission

Executive Summary

1. This paper proposes the key stages to establish an Edinburgh Poverty Commission to define the long-term actions and responses needed to reduce poverty and inequality in Edinburgh, and support the implementation of the new community plan.

2. The paper gives an overview of the case for a commission in Edinburgh, a summary of the aims and structure of a commission, and a proposed timescale built around a first meeting of a commission during Autumn 2018, with a final report and forward action plan delivered by Autumn 2019.

3. The paper sets out a new and agile approach to delivery of the commission, focused on ensuring the project is directly informed by citizens with experience of living on low incomes in Edinburgh, and on ensuring the project delivers early practical actions for testing and implementation within Edinburgh City.

4. Contact: Paula McLeay, Policy and Insight Senior Manager, Chris Adams, Strategy Manager (City Strategies)
(email: Paula.Mcleay@edinburgh.gov.uk, chris.adams@edinburgh.gov.uk)

Recommendation

1. It is recommended that Edinburgh Partnership Board:

    i. Support the establishment of an Edinburgh Poverty Commission and discuss its title.
    ii. Agree that recommendations proposed by the commission will be used to inform the implementation of the new Community Plan (Local Outcome Improvement Plan)
    iii. Agree the principles for identifying an area to support the agile project
    iv. Agree the composition of membership and in particular that a chair will be sought from Edinburgh's business community
    v. Note that progress is dependent upon CEC officers identifying sufficient resources to support this type of commission and that officers will be in touch to discuss this further

Main Report

1.1   Poverty and inequality in Edinburgh is well established and understood as a core challenge for the city, and a priority for all partners within the Edinburgh Community Planning Partnership. Action to reduce, prevent and mitigate the effects of poverty are incorporated in all core partnership strategies across the city, including Locality Improvement Plans, Strategic Partnership Plans (such as the Edinburgh Children's Services Plan, and the Health and Social Care Partnership Strategic Plan), as well as in core City of Edinburgh Council strategies such as the City Housing Strategy.

1.2   Within this landscape, the work underway to develop a new Community Plan (Local Outcome Improvement Plan) provides an opportunity to provide new focus on new partnership actions with the greatest potential to address poverty and inequality in our city.

1.3   Despite this activity, analysis of the strategic interventions currently in place suggests that more work is needed by community planning partners to:

- Ensure strategies and plans are developed which fully meet the requirements of new legislation and respond to the challenge set by the Fairer Scotland Action Plan and embed fairness, respect, and dignity as meaningful core principles in policy design and implementation

- Engage and respond to those with lived experience of poverty and inequality in the city and ensure that policy responses are designed to respond to their needs

- Ensure that implementation of the new Community Plan provides a platform to deliver new ideas and new ways of working to address pockets of deep seated, multigenerational deprivation, poverty, and inequalities in Edinburgh

- Improve integration of service delivery, and co-ordinate policy to deliver an appropriate and integrated response to reducing poverty and inequality, incorporating all areas of public policy in the city including economy, education, health, housing, transport, community safety and others

- Deliver a programme with a genuine long-term perspective, with a strong and meaningful emphasis on poverty prevention as well as mitigation.

1.4   One approach taken by many local authorities across the UK to address these challenges has been to establish Poverty or Fairness Commissions. Often independently chaired or facilitated, these commissions gather evidence from local people on the experience of living in poverty in their area, analyse actions and opportunities to improve the impact of policy interventions, and make recommendations based on the available opportunity and evidence. Recommendations, and the strategies and action plans which follow from them,

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are designed to be delivered in partnership, and focused on making a difference for people living in poverty at a local level.

Edinburgh Poverty Commission aims and objectives

1.5   To address the issues raised above, it is proposed that an Edinburgh Poverty Commission is established, with aims, structure, membership and work programme as described below.

1.6   The Edinburgh Poverty Commission would aim to:

- Take a strategic overview of the scale, scope, and nature of poverty in Edinburgh and the effectiveness of activity currently undertaken to address such poverty

- Build on the learning achieved by other poverty and fairness commissions across the UK to find best practice examples of interventions and approaches to be adopted in Edinburgh

- Hear and respond directly to the experiences of citizens who live on low incomes in Edinburgh

- Make recommendations to the Edinburgh Partnership for a programme of actions and activities needed to: sustainably reduce levels of poverty in Edinburgh; reduce inequalities in experience of poverty between citizens and areas of the city; prevent Edinburgh citizen's from falling into poverty; mitigate the damaging effects of poverty on people's lives in Edinburgh

- Make recommendations on the partnership structures and bodies needed to monitor and implement this programme of work over the long term

- Provide evidence of high profile political and partnership commitment to the challenge of tackling poverty in Edinburgh.

1.7   In doing so, the commission should aim to provide recommendations and action plans which can be incorporated into current planning for key decisions such as the development of a new Edinburgh Partnership local outcome improvement plan, the development and implementation of the 2050 Edinburgh City Vision, as well as development of a new City of Edinburgh Council Change Strategy.

Action orientated – an agile process

1.8   The work of the commission will be designed to learn from and to direct a programme of action research carried out within a selected community or area of the city. This programme will seek to address specific issues identified by the commission and invite local citizens living in poverty in the city to work with locality service providers in the co-design and piloting of potential coordinated place based solutions.

1.9   The results of this research and pilot site will be reported back to the commission for recommendations on next steps and on further issues for research and

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testing. At the end of the Commission, this learning will be used to drive more strategic city-wide recommendations.

1.10 This process will ensure that the commission and its findings are directly informed by the views of citizens with lived experience of poverty in the city and that the actions and recommendations made by the commission are implemented quickly and with the co-operation of the communities on which they aim to have an impact.

Structure and membership of the Commission

1.11 In line with best practice from commissions established in other areas, it is proposed that the Edinburgh Poverty Commission be formed of around 11 commission members, supported by evidence provided by a wide range of expert witnesses (local, national, and international), and facilitated by secretariat and research support provided by City of Edinburgh Council and partners.

1.12 It is proposed that the Commission is chaired by an independent commission member from the business community. Commission members will be selected through a process of nomination and appointment with final decision on commission membership to be made by the chair. Appointment of commission members will be undertaken to ensure the mix of members provides:

- Strong expertise from policy, practice, research, and direct lived experience of poverty

- Nationally recognised experience and expertise in designing new approaches to tackling poverty in UK cities, but with at least 1/3 local representation

- Experience of participating and/or facilitating poverty or fairness commissions in other UK areas

- An appropriate representation of commission members across age, gender, and ethnic backgrounds

- A wide and strong collection of commissioners bringing experience from a range of sectors and backgrounds, including business, the third sector, public sector agencies, local and national government, and specifically in respect of children, housing, inclusive growth, advice and welfare

1.13 All members will be appointed subject to their ability and agreement to commit time to actively participate in Poverty Commission sessions discussions, and lead or participate on specific workstreams identified by the commission process.

Supporting the Commission

1.14 The work of the commission will be supported by research, data and policy analysis provided by City of Edinburgh Council and all community planning partners. Support for the project will be co-ordinated by the Council's Strategy

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and Insight Division, drawing on a working group of officers representing key service areas across the Council and partner agencies.

1.15 In addition to this support, evidence to be considered by the commission will be provided by expert witnesses invited to participate in the commission process. The range and purpose of expert witness sessions will be agreed with the commission on inception, but will include evidence from: key national research groups; academic institutes; organisations such as Joseph Rowntree Foundation, Poverty Alliance Scotland, Child Poverty Action Group; local community groups; individuals with lived experience of poverty.

Process and timescale

1.16 The work of the commission is designed to launched during Autumn 2018, with a final report with recommended actions to be published and agreed in Autumn 2019.

1.17 This work programme incorporates, an induction meeting and four formal full-day meetings of the commission, with outputs at each stage designed to help inform the development of major policy decisions needed during this period, such as the development of the Edinburgh Partnership Local Outcome Improvement Plan.

1.18 As noted above, these four meetings will inform, and be informed by, a programme of action research carried out in low income communities in the city.

Key next steps

1.19 **Agree Edinburgh Partnership and Council support**: In order to be successful this project needs explicit support from City of Edinburgh Council and Edinburgh Partnership. This should include agreement that the recommendations made by the commission will be used to inform future plans (including the Local Outcome Improvement Plan) and an agreement to monitor and report regularly on the implementation of commission recommendations.

1.20 On 28th June the City of Edinburgh Council will consider a recommendation to support the establishment of an Edinburgh Poverty Commission, and a proposal that recommendations made by the commission would inform the development and implementation of the new Council Change Strategy.

1.21 **Identification and appointment of commission members and expert witnesses**: Experience from observation of other cities emphasises the importance of securing a strong, diverse group of dedicated individuals willing to actively participate in the commission process, either as full commission members or as expert witnesses and advisors to the commission. As well as diversity across gender, age, and background, securing a mix of commissioners and advisors from within the local authority, and those with strong experience from elsewhere in the UK is important to ensure that the process delivers both external expertise, and internal knowledge and accountability.

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1.22 **Identify and organise Council and partner resources**: The full cost of establishing and running the commission is dependent on a range of factors. Evidence from experience of other commissions, and an assessment of research costs associated with capturing citizens' experience of living in poverty in Edinburgh suggests that a core budget of around £50,000 will be required for successful running of a commission. This covers the costs of conducting research activities, holding public events and meetings, but does not include staff time. All commissioners have been volunteers who have not been paid for their time.

1.23 In order to provide this support and carry out the action research and secretariat support needed to make the commission a success, a strong virtual team of council and partner officers will be needed. In addition to this virtual team, where possible, the programme will draw on resources and capacity from partner organisations and stakeholders. The Scottish Government, for instance, have already signalled their support for the commission and its work. The project team will work to develop and draw on similar commitments as the commission work programme develops.

1.24 **Communication and participation**: Learning from other local authorities shows that to be a success, the commission needs to involve and draw on the views of a wide range of local individuals and community groups. Good communications, including good use of press and social media, are key to raising awareness of the commission, and its purpose. Building on this, in addition to the four scheduled meetings of the full commission, the project needs to engage with communities through a series of satellite activities. This may include inviting individual commission and project team members to visit local places or to attend meetings of local organisations and partnership forums. Towards this, a key early priority in the commission design is to develop a strong communications and participation plan for the project.

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 – Review and Consultation of Governance and Partnership Working Arrangements – Discussion Paper

Community planning is about delivering better outcomes for communities, and specifically those experiencing the greatest inequality.

The purpose of the review is to provide a new governance framework that has a clarity of purpose, clear lines of accountability and facilitates the delivery of joint action to achieve the Edinburgh Partnership's ambitions for communities in the city and localities.

If form is to follow function, Edinburgh's arrangements for community planning must:

- strengthen community influence and participation in locality and city-wide decision making and in the identification, prioritisation and shaping of services;
- achieve greater transparency and connectivity from the locality to strategic levels of decision making and influence; and
- strengthen the approach to partnership working and joint resourcing.

The basis of the review is to maximise the strengths and address the weaknesses within the current arrangements, these include:

| Strengths	Weaknesses
Community participation/involvement at the neighbourhood level	Lack of connectivity
	Duplication
Commitment of partners to partnership working	Lack of transparency
	Lack of resources to support arrangements
	Inconsistency of community participation/influence

These drivers for change are reflected in the initial stakeholder feedback from the review engagement, summarised in Appendix 1.

Whilst the Community Empowerment (Scotland) Act 2015 provides the impetus for developing new arrangements, there is an opportunity to strengthen the approach to participatory democracy recognising the central role this has in current policy development and for future legislative provisions such as the Planning Bill and Local Governance Bill.

The ambitions for a new governance framework can be achieved in a range of ways. To inform the shape this could take, three ideas are set out below, together with suggestions for the potential roles, membership and relationships across the structures. These ideas for a possible model are not proposals but should be seen as a prompt for discussion about what is and isn't possible/desirable.

Idea A

Idea A: Sharply focused framework
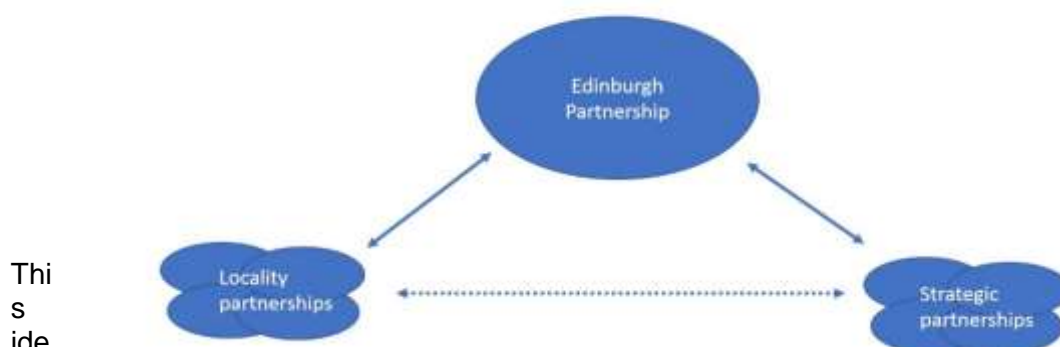
Thi s ide a is based on a sharply focused governance framework where there is a direct relationship from the Edinburgh Partnership to the Locality Partnerships and Strategic Partnerships in respect of the statutory plans. The Locality Partnerships and Strategic Partnerships have equal status and relate to each other based on the thematic priorities of the relevant plans.

Partnership	Role	Potential membership
Edinburgh Partnership	Comply with the legislative requirements in terms of: - challenge and scrutiny - strategic shared leadership - risk management - community participation - production and publication of the Local Outcome Improvement Plan and Locality Improvement Plans - performance - oversight of statutory plans within the context of a strategic planning framework - Joint resourcing	Public bodies as identified in the Community Empowerment (Scotland) Act 2015 Communities of interest, place and identity Third Sector Interface
Strategic partnerships	- Delivery of the Local Outcome Improvement Plan priorities and actions - Responsibility for thematic legislative requirements e.g. Children's Services Plan - Community participation	Relevant to the thematic area of responsibility: - Public bodies - Private sector - Community sector - Third sector
Locality partnerships	- Development and delivery of the Locality Improvement Plan priorities and actions - Community participation - Scrutiny and challenge in relation to locality partnership working - Joint resourcing	Public bodies Private sector Community sector Third sector

Idea B

This model replicates Idea A but with the inclusion of a defined community framework. The Community Forum at the city-wide level would be on an equal level to the Locality Partnerships and Strategic Partnerships. There would be a direct 'representational' relationship to the Edinburgh Partnership. Their role could include informing priorities and scrutinising performance. The Locality Community Forums could bring together communities of place, interest and identity at a locality level and provide representatives to participate on the city-wide forum.

Idea B: Sharply focused framework with defined community framework
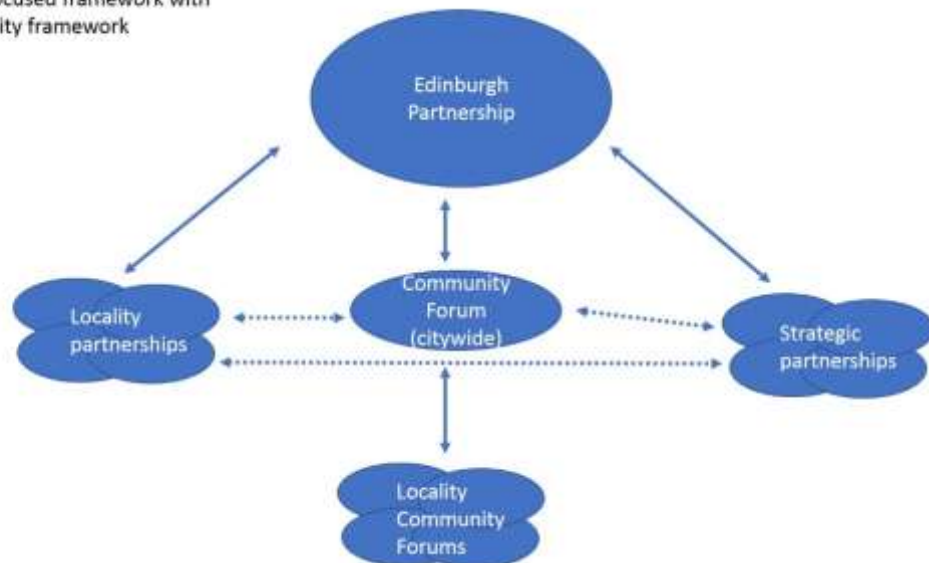
In this model, the possible role and membership of the Edinburgh Partnership, Locality Partnerships and Strategic Partnership would be the same as in Idea A.

Forums	Role	Potential membership
Community forum (citywide)	- Scrutinise and monitor performance on statutory plans - Influence and challenge decision making process - Identify priorities and actions for community planning - Influence and shape partner service prioritisation and delivery city-wide	Communities of interest, identity and place
Locality community forum	- Scrutinise and monitor performance on Locality Improvement Plans - Influence and challenge decision making process at a locality level - Identify priorities and actions for community planning - Influence and shape partner service prioritisation and delivery at a locality level	Communities of interest, identity and place

Idea C

Idea C: Amended Status Quo
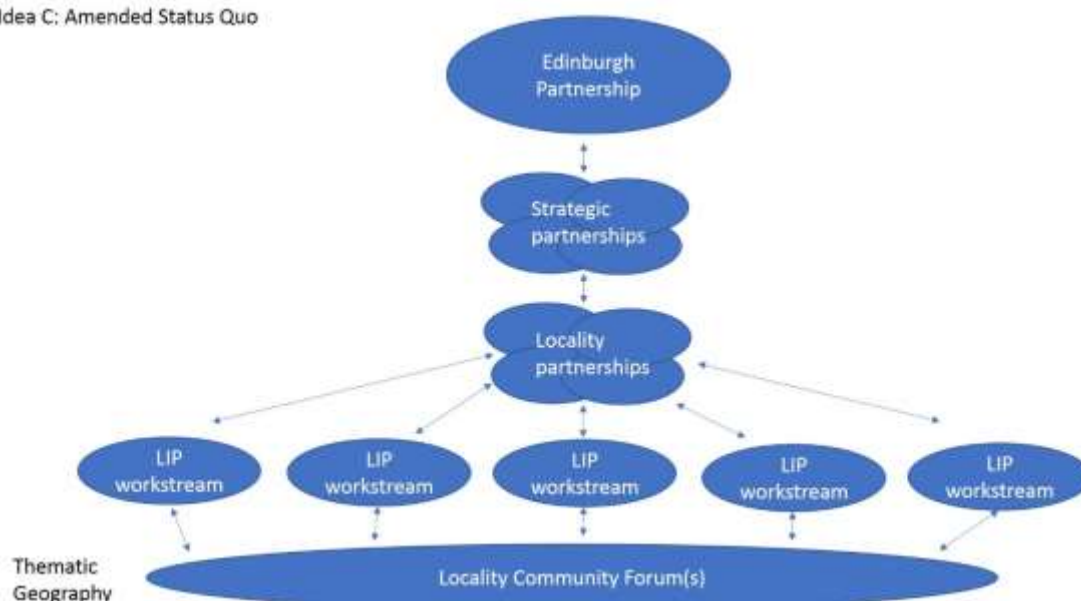
This is a hierarchical model and is an evolution of the existing arrangements. It is designed to provide a bottom up approach with the Locality Community Forum(s) being either geographically or thematically based with members drawn from communities of place, interest and identity. The Forums would have a direct link to the Locality Improvement Plan Workstream Groups which are responsible for the thematic outcomes. The Locality Partnerships would inform the work of the Strategic Partnerships and through them the Edinburgh Partnership.

As above, the possible role and membership of the Edinburgh Partnership and Locality Partnerships would be the same as Idea A. The role of the Strategic Partnerships would need to reflect the relationship to the Locality Partnerships as a conduit to the Edinburgh Partnership.

Group/Forum	Role	Potential membership
Locality Improvement Plan Workstream Group	- Responsible for the development and delivery of Locality Improvement Plan priorities	Public bodies Private sector Third sector
Locality Community Forum	- Scrutinise and monitor performance of the Locality Improvement Plan - Influence and challenge decision making process at a locality level - Identify priorities and actions for community planning - Influence and shape partner service prioritisation and delivery at a locality level	Communities of interest, identity and place

The ideas set out above are not prescriptive and are not meant to be seen as proposals for change. A detailed proposal will be brought forward for consultation after the review process is complete. It is acknowledged that in developing a new governance framework, consideration needs to be given to individual public body formal lines of accountability and to recognise that operational arrangements will still be needed to deliver the Edinburgh Partnership's priorities and actions.

Discussion for the Edinburgh Partnership Board

1. Do you think there are any aspects of the review that need specific focus as part of the consultation process?

2. What are your thoughts and reflections on the ideas for a new governance model? Do they make the most of the opportunity to change how we work in partnership and do community planning in Edinburgh?

3. What is needed to deliver the functions of community planning and provide for impactful joint decision-making and resourcing?

4. How will public body formal lines of accountability be addressed within a future model?

5. How do we balance effective structures with resource challenges as a partnership?

6. What do we mean by community participation and how is this best achieved and resourced?

Review – Summary of Approach and Initial Feedback

From January to June 2018, a review of the current community planning arrangements is taking place. This involves both desk based research and stakeholder engagement.

Desk based research

The desk based research includes the mapping and assessment of the city's existing community planning structures. To inform the assessment a questionnaire was issued to all partnerships and groups in the current arrangements, with questions focusing on their operating model, governance, community participation and influence, and role in tackling poverty and inequality.

The survey responses highlighted that at a strategic level:

- community involvement is variable, and regular involvement limited. Where it occurs, it is largely through third sector representation rather than direct links to communities of place, interest or identity.
- statutory requirements only apply in three areas –the Children's Services Plan, the Criminal Justice Outcome Improvement Plan and the Community Learning and Development Plan.
- reducing poverty and inequality, other than in relation to the plans above, is not a direct focus of the partnerships/groups work.
- the only links across the community planning framework are directly to the Edinburgh Partnership, and there is a lack of connectivity between the partnerships/groups. Most partnerships/groups identify as having no decision-making role.

At a locality level there is:

- direct community involvement in the Neighbourhood Partnerships but not in the Locality Leadership Teams or the Locality Workstream Groups.
- crossover between oversight of the Locality Improvement Plans, with both Neighbourhood Partnerships and Locality Leadership Teams having this responsibility.
- no clear connection in terms of governance and accountability at the locality level, and to the Strategic Partnerships/Groups and Edinburgh Partnership.

Stakeholder engagement

The stakeholder engagement includes:

- one to one interviews with Chairs/Vice Chairs of the Strategic Partnerships/Groups
- workshop sessions with Locality Leadership Teams, Neighbourhood Partnerships, Strategic Partnerships/Groups, the Edinburgh Association of Community Councils, Voluntary Sector Forums and Edinburgh Tenant's Federation.

At the workshop sessions, participants are firstly asked to look at the current arrangements and to identify the strengths and weaknesses in relation to:

- partnership working
- accountability and governance
- community participation and influence

The second part of the session looks at ideas for a governance model with stakeholders asked to assess these based on their feedback in the first part of the workshop.

Whilst this work is in the initial stages, with only 3 interviews and 5 workshop sessions having taken place, some early findings are set out below.

- Edinburgh Partnership - There is a lack of understanding of the role. There is interest in reviewing the remit and membership with areas for improvement suggested including being more action orientated with less outcomes and a stronger focus on performance, scrutiny and challenge.

- Strategic Partnerships/Groups – Comments relate to the large number of partnerships/groups, the lack of clarity of the remits and membership and the potential to reduce/ make this level more focussed. The lack of connectivity/relationship between the strategic and locality levels has also featured. Some stakeholders have questioned the need for a strategic level, believing it might act as a barrier to effective decision making.

- Locality/neighbourhood level – The current landscape at a locality/neighbourhood level is confusing and there is duplication. Whilst it is recognised that Neighbourhood Partnerships serve a purpose in providing for community influence and participation, there are differences in opinion about how effective they are in their current form.

- Community representation - Community councils are viewed as key to ensuring the community voice in community planning; albeit community councillors have made up the majority of participants to date. There is recognition that for community councils to be fully representative and engage with the wider communities, capacity building and additional resources are needed and that there are significant differences in how effective they are currently. Additional points raised have included the challenge of recruiting members, the need for more support from the Council and a desire to have greater decision-making powers. The need to take a new approach to engaging communities and to build community resilience and infrastructure also features.

The role of elected members has been a common theme at the sessions with comments relating to the imbalance of representation on the partnerships/groups, and their involvement having the potential to politicise discussions. The establishment of Locality Committees, whilst not within scope of the review, is considered to have added an extra layer of confusion, with clarity needed on their role and future relationship to a new governance model of community planning.