

EDINBURGH PARTNERSHIP BOARD WORKSHOP – TUESDAY, 12 FEBRUARY 2019

10.30	Welcome & Session Overview	Cllr Adam McVey, Chair, Edinburgh Partnership
10.40	Community Planning - The Context	James Mitchell, Edinburgh University
10.50	Theme 1 - Board	Table discussions

Tables are asked to discuss:

- Does the proposed remit for the Board reflect your aspirations and understanding as a partner for what it should do?
- How should the membership be configured to enable the Board to fulfil its remit and discharge its statutory duties?
- How does the Board need to operate to become a deliberative and collaborative body where problem solving, challenge and sharing of resources are the norm?

11.20	Theme 2 - Relationships	Table discussions
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Tables are asked to discuss:

- How is interaction and leadership across the community planning governance model achieved?
- What needs to be done to achieve clarity and clear lines of accountability to partner governance arrangements?
- What are the challenges of national, regional, strategic and local priorities within the arrangements and how are these best reconciled?

11.50	Theme 3 - Resources	Table discussions
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Tables are asked to discuss:

- How will you as a partner contribute resources to develop and deliver the community planning arrangements?
- What support is needed to ensure third sector involvement within community planning and what will you contribute as a partner to ensure this is effectively resourced?
- What resources will you as a partner commit to support community engagement and, specifically the Neighbourhood Networks?

12.20	Round Up	All – Key points
12.40	Session close	James Mitchell



THE EDINBURGH PARTNERSHIP

EDINBURGH PARTNERSHIP WORKSHOP

BRIEFING PAPER

This document provides background material to inform the discussion and participation at the Board workshop taking place on 12 February 2019. It draws together information considered by the Board in agreeing the governance model in October 2018, together with information on the resource implications.

Background

The Partnership in initiating the development of a new governance model was informed by the requirements of the Community Empowerment (Scotland) Act 2015. The legislative guidance requires that the Edinburgh Partnership:

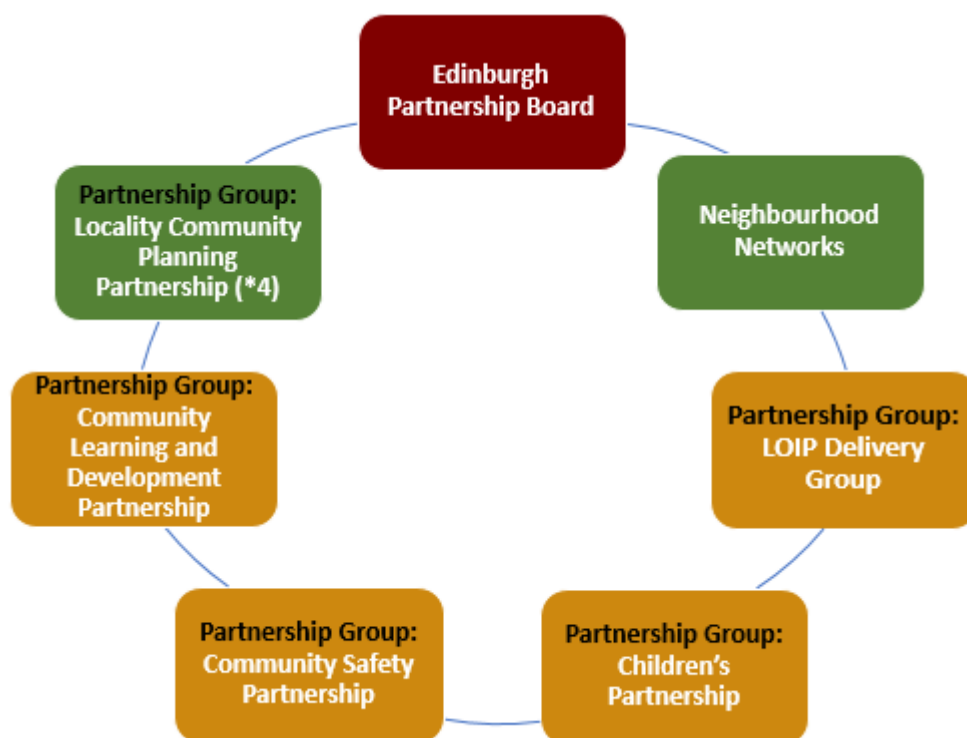
- has a top-level board, which should provide strategic leadership and oversight of how the partnership conducts its business and fulfils its ambitions.
- ensures its structure provides a place for both strategic decision making involving senior representatives of community planning partners with high levels of authority, and strategic leadership and oversight involving senior figures (those who have the appropriate skills which might include elected members and public body board members) who can hold senior executives to account for how they drive community planning.
- puts in place administrative structures and operational arrangements which support effective and efficient community planning, resulting in the delivery of joint action.
- ensures that its structure and organisation provides a strategic, full and clear role for community bodies in its organisation and in its decision making across all levels.

Critical to the review process was recognition that the current arrangements required to be:

- streamlined;
- provide a shared understanding and clarity of purpose;
- maximise stakeholder influence/participation; and
- provide greater accountability and transparency.

Alongside the development of the new governance model, the Partnership agreed the new Community Plan. This signalled a shift in the Partnership's approach, setting out the commitment to transform the way it works with a greater emphasis on combining resources to deliver tangible change, going beyond organisational boundaries and working more meaningfully with communities to tackle inequality and poverty in the city.

Governance Model



Edinburgh Partnership Board

The new model agreed by the Partnership in October 2018, identified the following core remit for the Board:

- Provide strategic leadership by developing a joint vision and outcomes to improve the quality of life and tackle inequality as set out in the local outcome improvement plan (community plan) and locality improvement plans.
- Put in place administrative structures and operational arrangements which support effective and efficient community planning.

- Ensure the Edinburgh Partnership is accountable to communities for the progress it makes.
- Identify, agree and contribute the resources needed to achieve the shared outcomes.
- Hold each other to account for the delivery of outcomes through constructive challenge and effective performance reporting.
- Provide oversight of how the partnership conducts its business.
- Discuss and agree the potential risks the community and partnership is exposed to, including failure to improve outcomes and reduce inequalities and develop a risk management strategy to monitor and manage these risks appropriately.
- Ensure legislative duties are jointly and individually discharged.

To fulfil this remit, it was identified that the Board would require the regular attendance from senior decision makers, noting that these could continue to be a mix of executive and non-executive members, recognising the challenge for national organisations in respect of non-executive members.

The current Board membership, together with the public bodies with a legal duty to participate, is shown below.

Current Board Members	Statutory public bodies
City of Edinburgh Council (Leader plus one representative from each Political Group)	City of Edinburgh Council
Police Scotland	Police Scotland
Scottish Fire and Rescue Service	Scottish Fire and Rescue Service
NHS Lothian	NHS Lothian
Scottish Enterprise	Scottish Enterprise
Edinburgh Integration Joint Board	Edinburgh Integration Joint Board
Skills Development Scotland	Skills Development Scotland
Edinburgh College	Edinburgh College
Edinburgh University	Regional strategic body under the Further and Higher Education (Scotland) Act 2005
Armed Forces	Historic Environment Scotland
Chamber of Commerce	Scottish Environment Protection Agency
Equality and Rights Network	Scottish Natural Heritage
Edinburgh Association of Community Councils	Sportscotland
Edinburgh Voluntary Organisations' Council	VisitScotland
Edinburgh Affordable Housing Partnership	

Table: Breakdown of current Edinburgh Partnership Board membership and legislative requirements

In addition, the current arrangement provides for 6 advisors to the Board.

Whilst the range of public bodies that are subject to community planning duties are noted above, there is no requirement or expectation that they all must sit on the Board. Recognising this, and in determining the future membership, the following factors are highlighted for consideration:

- which partners significantly contribute to the delivery of the community plan, locality improvement plans, and other statutory plan requirements and have the authority to make high level decisions on issues and especially in respect of resources.
- how should the community influence community planning at this level recognising that feedback from the review and consultation identified that no one person can represent the views of the whole community.
- the role and relationship to partner governance arrangements with the need to achieve clarity and clear lines of accountability.
- the need to balance the size of membership, appropriate representation from public bodies and discharging of statutory duties.

Alongside the remit and membership, how the Board will operate needs to be considered. The Board has already identified that it wants to work differently, moving away from sharing information and co-ordinating activity to be a deliberative and collaborative decision making body focused on delivery, sharing resources and working meaningfully with communities to address their needs.

Local Outcome Improvement Plan Delivery Group

The LOIP Delivery Group will be accountable to the Edinburgh Partnership Board in respect of leading, delivering and progress of the local outcome improvement plan. On this basis, an initial remit has been identified as follows:

- Planning, overseeing and accountability for the development and delivery of the local outcome improvement plan.
- Advising on, and accountability for, how resources are aligned and allocated to support the delivery of the actions in the local outcome improvement plan.
- Ensuring communities are engaged in the planning and delivery of the Edinburgh Partnership priorities.
- Ensuring the effective management of performance and risk in relation to the delivery of the local outcome improvement plan and report progress to the Edinburgh Partnership Board.
- Maintaining a strong understanding of the emerging needs, circumstances and opportunities relevant to the Edinburgh Partnership priorities, building a robust evidence base of data, information and community intelligence to inform decisions and actions.

- Establishing and maintaining effective relationships with all relevant bodies and partnerships, ensuring appropriate involvement and contribution to the community planning process.
- Putting in place working group arrangements to support the delivery of the role and remit as appropriate, recognising and utilising existing partnership working arrangements to maximise opportunities whilst minimising the additional resource requirements placed on partners.

As with the Board, it is not anticipated that all public bodies with a duty to participate in community planning need be represented on the LOIP Delivery Group. The focus is on achieving a representation comprising those members who are best placed to deliver the priorities at a city-wide level.

Children's Partnership

This existing group is responsible for co-ordinating children's services provided by different organisations across the city and delivering the Children's Services Plan. The current membership comprises:

- The City of Edinburgh Council
- NHS Lothian
- Lothian Association of Youth Clubs
- Edinburgh Leisure
- Circle
- Edinburgh College
- Barnardo's
- Police Scotland
- Edinburgh Voluntary Organisations' Council
- Scottish Children's Reporter
- Children 1st
- Health Opportunities Team

The role of the Partnership is set out in its own governance documents and supporting legislation. These will be reviewed to ensure the relationship to the Edinburgh Partnership Board is clearly defined and specifically its responsibilities for reporting on performance and impacts on outcomes contained within the Children's Services Plan. Work to take this forward will begin following completion of the current Integrated Children's Service Inspection by the Care Inspectorate and Health Improvement Scotland.

Community Safety Partnership

This partnership is about making communities safer and reducing reoffending. This includes developing and implementing the Community Justice Outcomes Improvement Plan. The current membership comprises:

- The City of Edinburgh Council
- Scottish Prison Service
- Victim Support
- Skills Development Scotland
- NHS Lothian
- Scottish Fire and Rescue Service
- SACRO
- Police Scotland
- Edinburgh Voluntary Organisations' Council
- Crown Office and Procurator Fiscal Service
- Scottish Courts and Tribunal Service

The role of the Partnership is set out in its own governance documents and supporting legislation. These are being reviewed to ensure the relationship to the Edinburgh Partnership Board is clearly defined and specifically its responsibilities for reporting on performance and impacts on outcomes contained within the Community Justice Outcomes Improvement Plan.

Community Learning and Development Partnership

This group is responsible for developing and delivering the Edinburgh Community Learning and Development Plan. The current membership comprises:

- Edinburgh Voluntary Organisations' Council
- Youth Work Consortium
- Volunteer Edinburgh
- Lothian Association of Youth Clubs
- The City of Edinburgh Council
- Edinburgh College
- NHS Lothian
- Police Scotland
- University of Edinburgh
- Edinburgh Leisure
- Workers' Educational Association
- Skills Development Scotland

Work is currently underway to develop new governance documents for the Partnership. This will ensure the relationship to the Edinburgh Partnership Board is clearly defined and specifically its responsibilities for reporting on performance and

impacts on outcomes contained within the Edinburgh Community Learning and Development Plan.

Further information in respect of each of the existing strategic partnerships will be included within the governance framework to be considered by the Edinburgh Partnership Board in March 2019.

Locality Community Planning Partnership

The Locality Community Planning Partnerships will be accountable to the Edinburgh Partnership Board in respect of leading, delivering and progress on the locality improvement plan. On this basis, the initial remit is identified as being:

- Planning, overseeing and accountability for the development and delivery of the locality improvement plan.
- Establishing and maintaining effective relationships with all relevant bodies and partnerships, ensuring appropriate involvement and contribution to the locality community planning process.
- Ensuring the effective engagement and participation of all bodies in the development and delivery of locality community planning.
- Ensuring communities are engaged in the identification of priorities, planning and delivery of the locality improvement plan.
- Maintaining a strong understanding of the emerging needs, circumstances and opportunities relevant to the locality, building a robust evidence base of data, information and community intelligence to inform decisions and actions.
- Advising on, and accountability for, how resources are aligned and allocated to support the delivery of the actions in the locality improvement plan
- Ensuring the effective management of performance and risk in relation to the delivery of the locality improvement plan and reporting progress to the Edinburgh Partnership Board.
- Putting in place working group arrangements to support the delivery of the role and remit as appropriate whilst minimising the additional resource requirements placed on partners.

In the report considered by the Board in October 2018, it was noted that the membership could comprise core Edinburgh Partnership members with the appropriate level of delegated responsibility at a locality level to ensure delivery of the locality improvement plan. It was further identified that this could comprise a mix of executive and non-executive members, with the respective roles needing to be clearly defined, recognising the regulatory limitations of the different types of member.

During January 2019, four workshops were held, one in each locality, to consider the proposals for the both the Local Community Planning Partnerships and Neighbourhood Networks in relation to their remits, membership and linkages across the community planning arrangements. Feedback from this shows broad agreement with the Local Community Planning Partnership remit, with the potential to add reference to being responsive to emerging needs. The need to ensure community 'representation' on the Partnership was identified, with ideas for how this might be achieved including nomination from the neighbourhood networks, participation of community councils and/or elected member involvement.

Neighbourhood Networks

It is proposed to base the Networks around the existing Neighbourhood Partnership boundaries. The primary role of the neighbourhood networks will be to identify the priorities and outcomes for community planning through building effective and meaningful community participation. Within this, there is a need to recognise, as identified in the legislative guidance, that community planning is not expected to be a place from where all public-sector activity for a local area is co-ordinated and steered.

Responsibility for determining how best to ensure the different community voices are heard forms a key element of the networks potential remit as set out below.

- Support the identification of outcomes and priorities of the local outcome improvement plan and locality improvement plan and work with partners to develop appropriate service solutions at a neighbourhood level.
- Support the monitoring of progress on the delivery of the Edinburgh Partnership plans, identifying any key issues from a community perspective.
- Support and facilitate the participation of all the community through developing new methods of engagement particularly to ensure the participation of residents not heard through traditional routes.
- Bring communities together to promote discussion and dialogue on issues of shared interest and present these views to the Edinburgh Partnership.
- Uphold equality of opportunity principles by ensuring no one is treated less favourably and promote good relations for all.

To be effective, the membership of the networks will need to be inclusive and open to all community bodies in the area and have tailored operating models. Feedback from the locality sessions included the potential to enhance the remit to enable the networks to become a focus for individual partner engagement with communities, have a role in deciding on the allocation of community funds and a vehicle for information sharing and best practice. In terms of the membership, the need to ensure a diversity of community participation was recognised, with potential to build

on the Neighbourhood Partnerships. The idea of not being prescriptive about the individual members was suggested but rather to set out broad principles as a guide to the membership. The need for clear links between the Locality Community Planning Partnerships and networks was emphasised, with good two-way communication being identified as critical to success.

Resourcing

The Community Empowerment (Scotland) Act 2015 identifies the public bodies that are subject to community planning. The Partnership is required to draw together the public assets, activities and resources, together with those of the voluntary and private sectors and communities, to deliver a shared plan for their area. The resourcing of community planning forms two elements; the sharing, alignment or redeployment of resources to deliver shared service priorities; and support for the facilitation and development of partnership arrangements. The former will comprise a core element of the remit of each of the partnerships in the development and delivery of actions as set out in the relevant plan(s).

Support for the collective governance and co-facilitation of the partnership arrangements is critical to success. Whilst the legislation places a specific duty on five partners (City of Edinburgh Council, NHS Lothian, Police Scotland, Scottish Fire and Rescue Service and Scottish Enterprise) to ensure the Edinburgh Partnership carries out its functions effectively and efficiently, all community planning partners should contribute to this aim. Within this co-facilitation role, there is a specific requirement on statutory community planning partners to contribute such funds, staff and other resources as the community planning partnership considers appropriate to secure the participation of community bodies in community planning.

To date, and in line with the earlier legislative requirements, the City of Edinburgh Council has provided the primary resources for facilitating, maintaining and developing community planning, including support to enable third sector and community involvement. Wider partner contributions to the arrangements, as noted in a previous report to the Board, have largely been through staff time to attend meetings and participate in specific projects. There has also been a historic commitment to provide a direct financial contribution of £10k each from Police Scotland, the Scottish Fire and Rescue Service and NHS Lothian to meet administrative and development costs associated with the Board.

In assessing the resources needed to support the co-facilitation of community planning, the following functions have been identified.

- Community participation
- Partnership development – covering a broad range of roles and tasks including structural support, action tracking and the co-ordination of joint service planning and delivery, project support, workforce development, national interface.
- Business support/secretariat to ensure the effective administration and operation of the Edinburgh Partnership at all levels.
- Performance and Risk Management – including the day to day collation, analysis and reporting, data development, research, improving data sharing and sharing of best practice
- Third sector involvement
- Communications

The level of support required in relation to each of these functions will vary across the governance arrangements, with some functions better provided through a central support to achieve greater consistency and efficiencies. However, core to this is the need for dedicated staff support who have a critical role in facilitating the collaborative working across organisational boundaries, championing change to transform working practices and driving engagement to improve participation and representation at all levels.

Two important elements to achieving increased participation in community planning, which is a core aim of the review process, are support for the voluntary sector infrastructure and community engagement.

Currently funding for infrastructure support for the Third Sector Interface is provided through the City of Edinburgh Council and partnership funding. For example, EVOG funding includes:

- funding for dedicated officer time to support the development and engagement of the third sector in localities and neighbourhoods, and in particular the delivery of the six local Voluntary Sector Forums and two recent subgroups focussing on Locality Improvement Plan small areas. (Note - this funding ceases on 31 March 2019.)
- funding from the City of Edinburgh Council for a dedicated senior officer (0.5 FTE) to:
 - represent the mandate of the third sector in community planning structures at the centre informed by links to voluntary sector forums and thematic networks.

- deliver the work of the Compact Partnership and the Third Sector Strategy Group. (Note - this funding will be reduced from 31st March 2019.)

EVOC also invests directly in community planning engagement in the following ways:

- Communication to the Third Sector of community planning activity
- Publication of the Compact Voice – state of the sector report
- Holding Vice Chair position of the EP Board
- Holding Chair position of the Community Learning and Development Partnership
- Attendance at other strategic partnerships and workstreams

EVOC's trading activity income supports partnership working to an estimated value of £24k.

The Board has agreed to develop a community engagement strategy to strengthen its approach to community engagement, with the specific resource requirements to be identified through the development process with partners. Whilst this will take time, there is an immediate pressure to identify appropriate support for the Neighbourhood Networks. How this will be achieved was a consistent issue raised as part of the locality engagement process. The nature of this support encompasses:

- Development support
- Capacity building
- Business/secretariat support
- Communications

This will require a mix of dedicated staffing (engagement practitioners) and direct funding to support development and delivery activity. Whilst much of this will evolve over time, with the full requirements being subject to the operational arrangements identified by individual networks, an immediate resource will be needed to ensure their effective implementation.