



THE EDINBURGH PARTNERSHIP

Meeting Tuesday 2 April 2019
Time 14.00 to 16.00
Venue Diamond Jubilee Room, City Chambers

Additional meeting on Edinburgh Partnership Review and Consultation on Governance Arrangements

- 1 Apologies**
- 2 Governance Engagement (paper circulated)**
- 3 Governance Arrangements (paper circulated)**
- 4 Governance Implementation and Resourcing (paper circulated)**
- 5 Date of Next Meeting**
Tuesday 11 June 2019, Edinburgh College, 24 Milton Road East, Edinburgh, EH15 2PP



THE EDINBURGH PARTNERSHIP

Edinburgh Partnership - Governance Engagement

Executive Summary

The Edinburgh Partnership Board, at its meeting on 30 October 2018, agreed a new governance model, together with proposals for a further period of engagement to inform the framework.

This paper provides a summary of the feedback from this engagement process which have informed the final governance framework included for consideration on the agenda.

Contact: Catherine Stewart, Senior Policy and Insight Officer (Communities) (email: catherine.stewart@edinburgh.gov.uk)

Recommendations

- i. The Board is recommended to note the feedback from the engagement programme.

1 Main Report

Engagement Sessions

- 1.1 Following the Edinburgh Partnership Board meeting held on the 30 October, a further period of engagement has been carried out to better define key aspects of the governance model.
- 1.2 This programme of work included:
 - Engagement with the partnerships directly impacted in terms of their existing remits and membership, including four locality based sessions for members of the Neighbourhood Partnerships, together with discussions with each of the Locality Leadership Teams.
 - An independently facilitated workshop for Board members held on 12 February 2019 to consider key aspects of the model and the operation of the Board.
 - Engagement with partnerships that no longer form part of the governance model. An update on the progress of these discussions is provided in the 'Edinburgh Partnership – Governance Framework' report elsewhere on the agenda.

Locality Sessions

Locality Community Planning Partnerships

- 1.3 The locality sessions, held during January 2019, offered members involved in the Neighbourhood Partnerships and Locality Leadership Teams an opportunity to consider the new arrangements, with a particular focus on the remit and membership of the Locality Community Planning Partnerships (LCPPs) and Neighbourhood Networks (NNs). The questions used as the basis of the discussion and comments made are provided in Appendices 1 and 2. Summary feedback from all four sessions is set out below.
- 1.4 The inclusion of community representation on the LCPP was a focus of the table discussions. Community councils (CCs), Neighbourhood Networks (NNs) and elected members were all suggested. There was acknowledgement that one individual could not represent the community in a locality however the membership could not be so large as to make the partnership ineffective. There was support for having an agreed number of community representatives agreed by the community themselves. An alternative suggestion was where there was no community representation on the LCPP that it could meet with NN to hear the communities' views. There was support for elected members to be on the LCPP. As with community groups, it was felt that this should be balanced in terms of the overall membership. There was support for using the Locality Leadership Team (LLT) membership as a basis for representation but with this reviewed to ensure the right individuals within each organisation attended to drive the delivery of actions.
- 1.5 Participants agreed that the core remit of the LCPPs should be the development and delivery of the Locality Improvement Plans (LIPs) with suggestions for other areas of responsibility being:
 - to identify emerging issues in the locality and develop and implement actions to address these; and
 - to make budget allocation decisions.
- 1.6 Whilst it was agreed that good links across all the groups in the governance structure was necessary, the links between the LCPP, the Neighbourhood Networks and the Edinburgh Partnership Board were discussed most.
- 1.7 In relation to the links between LCPPs and NNs the following points were made:
 - links between these groups need to increase community influence in decision making

- a flexible approach must be adopted to ensure that different community groups can be involved at different times depending on areas of interest and more informal methods are used to widen participation.
- 1.8 In terms of the links between the LCPP, Edinburgh Partnership Board (EP Board) and strategic groups it was considered these should be two way to increase transparency. This should include current work and progress as a way of increasing collaboration and minimising duplication of effort.
- 1.9 Finally uncertainty was expressed over the relationship between LCPP and the Council's Locality Committees where there appears to be duplication of reporting and ambiguity over who is accountable for actions.

Neighbourhood Networks

- 1.10 When asked to consider the NN membership, the need to reflect the diversity of the community they represent was raised at all four locality sessions. As each locality has different community groups, there is support for defining the types of groups that should be included without explicitly naming groups. This would allow for the NN membership to reflect locality differences and allow for new groups to be included as they developed. There was concern, however, over how the NN members would keep up to date about new groups in their area.
- 1.11 Community Councils were identified as one group that should be a member of the NNs. They were also seen as a route through which some other community groups may link into the NNs.
- 1.12 There is support for using the current Neighbourhood Partnerships (NPs) as the starting point for NNs with the membership widening going forward. In the South East session an alternative was raised with NNs based on Wards and not NP geographies.
- 1.13 It was acknowledged that there are already established current informal networks within communities and that the development of NNs should be about broadening these out and linking them together.
- 1.14 Participants agreed that the NNs should be responsible for meaningful community participation, but also suggested they might:
- be the centre of community engagement going forward for all partners and not just for community planning
 - have responsibility for engaging with the wider community particularly focusing on areas of the community that were not currently engaging
 - be involved in both broad discussions about issues within the community as well as focused engagement on specific topics

- be involved in making decisions about small budgets for community projects
 - be responsible for sharing information and good practice between NNs
- 1.15 The link between the NNs and the wider community was discussed. CCs were seen as having a key role but there was a need to ensure that community groups could participate in a way that worked for them and not just through one route.
- 1.16 The link between the NNs and the LCPPs was seen as crucial and it should consist of two way communication. The link into the EP Board also needed to be clear to ensure that NNs know who is representing them and that their voices are heard.
- 1.17 Resources were raised at the community engagement sessions. At these sessions, questions were asked about how these new groups would be supported. In particular, the need to resource the development and ongoing support of the NNs. This support should be flexible as the network's needs will change over time. One proposal was a link worker for each NN to support their development and improving links with the other groups.
- 1.18 There was concern that the additional tasks of supporting these networks might fall to volunteers within community groups, with no additional resource. This was not felt to be achievable.
- 1.19 Communities were supportive of all partners contributing to resourcing so that it was not the sole responsibility of one organisation. This sharing of responsibility across partners would make it more achievable.

Edinburgh Partnership Board

- 1.20 The EP Board workshop was held on 12 February 2019. This provided the Board with an opportunity to discuss three topics: the remit of the Board, the Board's relationships with other groups; and resourcing of the new model. The questions used to prompt discussion are listed in Appendix 3. A summary of the individual points made is set out below.
- 1.21 There was agreement that the approach has changed over last 18 months from information sharing to being focused on collaboration and action and that this was the approach that should continue to be developed.
- 1.22 There was a real desire for forward planning of the Board agenda to allow proactivity in terms of discussions/engagement with communities and allow partners to identify where they could contribute. Current agendas are felt to be mostly Council driven.

- 1.23 There was acknowledgement, however, that not all issues were relevant for all partners but all needed to be kept informed. This would enable partners to attend as appropriate.
- 1.24 Membership of the Board needs to ensure that partners have equity when setting priorities and accountability for progressing actions.
- 1.25 There needs to be a balance between top down and bottom up in the identification of issues and actions when identifying priorities. The priorities need to be realistic with partners being clear about where they can influence change.
- 1.26 A common theme was the line of sight from the Board to the community and ensuring the community is involved. This was not necessarily about having a representative on the Board but about ensuring the Board works in ways that listens and responds to communities, allowing them to voice challenges and identify solutions.
- 1.27 It was noted that not all communities are based around geographies, therefore the Board needs to work inclusively to ensure all communities are heard. The NNs are designed to be inclusive and feed in community views.
- 1.28 The Board must track decisions taken, ensuring the actions are delivered with this reported back. There also needs to be a robust monitoring and evaluation framework in place to ensure monitoring of progress.
- 1.29 There is recognition that internal accountability/governance/funding models can be a barrier to immediate decision making/allocations at the Board meetings.
- 1.30 The responsibility of the Board was raised and specifically the authority to take decisions whilst working within organisation governance arrangements.
- 1.31 The need for clear remits across the governance framework was stressed to ensure ownership and progress of the outcomes.
- 1.32 Good communication was considered important with this including a need for horizon scanning, escalation of barriers to progress and the identification and sharing of good practice.
- 1.33 In considering resourcing of the model the following points were made:
 - Reducing budgets makes giving a firm commitment challenging for all partners. In addition, some partners highlighted that they did not have access to devolved budgets and as such would have difficulty in directly contributing.
 - Resourcing should not just focus on budgets but take account of all types of support.

- Quantifying the ‘ask’ so that partners know what they are being asked to contribute to was thought helpful. There was greater support to the idea of offering resources for specific workstreams.
- There was support for a virtual community planning support team with models such as the IJB Programme Team and City Deal PMO suggested.

1.34 When considering service delivery, there is felt to be cross over between partners currently. Working together needs to enable partners to withdraw from a space and have confidence to leave the best placed partner to deliver. This would create headroom for agencies to resource other priorities. The Board should also consider opportunities to alter funding in future (e.g. funding models) and leveraging additional external funding to take things forward.

Communication

1.35 Good communication across all the groups in the governance structure was raised at all four Locality sessions and at the Board workshop. It was seen as one way in which trust would be built between groups.

1.36 Each group should be kept up to date with what the other groups were doing; what they were discussing; and how they were progressing.

1.37 For community groups, two way communication was needed so that community groups could feed in issues, and receive feedback on decisions taken and progress with actions.

Contribution to:	(e.g)	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

Catherine Stewart – Senior Policy and Insight Officer (Communities)
 Contact details: catherine.stewart@edinburgh.gov.uk

Edinburgh Partnership Community Engagement Session Questions

Locality Community Planning Partnerships

People were asked to discuss three questions:

- Beyond the LIP, is there any other Partnership activity the LCPP could be responsible for?
- How do we ensure effective links between the LCPPs and the city community planning partnerships?
- Who should be involved in the LCPP?

Neighbourhood Networks

People were asked to discuss three questions:

- Beyond having a responsibility for meaningful community engagement, is there anything else the network could be responsible for?
- Who should be involved to ensure the different community voices heard?
- How should the networks link to the LCPPs?

Community Engagement – Table Discussion write ups

North West session (9 January)

Discussion 1 - LCPPs:

- Relationship with Locality Committee? It has partnership working in its remit as well
- Dilution of community influence
 - From 12 NPs to 4 LCPPs
 - Council already reduced from 6 neighbourhoods to 4 Localities, at the same time as reducing the resource to support NPs
 - Concern re reduction in support resources, particularly within Council, and feeling that this creates a barrier to community engagement
- Resources are key to making anything work
- Need to include concrete examples of how community issues would be solved in new system / how this compares to current structures e.g. NEPs allocated by NPs, Youth Engagement Partnership good example of how current structures can make a real difference in Western. Local people and CCs feel they can influence some Place services under current structures, but don't understand how they can be involved in dealing with poverty and worklessness
- Community Planning should be about addressing difficult issues e.g. poverty, social isolation
- Needs to be a clear pathway for local community to know where to go to get resources / budgets / decisions – for this to be clear and transparent - new structures should make it easier to distribute / allocate these
- If community can influence basic Council services – their concerns are around bins and potholes – then they might be more inclined to get involved in broader issues
- LIP – The Locality Committee has the remit to oversee this as one of their main roles – what is the proposed relationship with LCPP?
- Key roles of new LCPP:
 - 1) To monitor the LIP (doesn't need to have budget holders or managerial authority), and/or
 - 2) To come up with new ideas, and/or
 - 3) To take decisions about spend and be accountable, including ensuring there's no duplication of resource within community projects (this function would need budget holding authority)
- Local community should have a seat on LCPP. CCs have a role in channelling the voice of the community and have statutory status and role (could be 1 rep + 1 sub from each existing NP area and they might change depending on what the business would be, to spread the burden on unpaid volunteers). Councillors could be members in same proportion.
- Volunteer community reps need support to carry out this involvement - roles and responsibilities would need to be clearly defined.
- Proposed remit is still too high level, vague and 'Council speak'

- Concern that EP Board and strategic partnerships only want LCPP involvement as tick box exercise – one view was to get the elected members to fulfil this role
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- How does the community influence and get involved in strategic partnerships?
 - What is the representative role across the structure and who represents who?
 - Remit of LCPP should be to direct and allocate funding
 - Need to identify the role of Partners
 - Break down different parts (geographically) / lots of distinct issues etc
 - Got out and identify poverty and inequality / engagement. Over reliance on stats.
 - It's not all about areas of greatest need
 - Provide accurate information about what's going on in areas
 - Links – potential for more ad hoc involvement and representation i.e community involvement in other groups
 - Membership – All CCs / different views
 - Statutory – reduced
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- Need a mechanism to ensure same level of participation / representation for the community
 - Feeling that localities aren't working in partnership (CEC, Police, Fire and Health) – how can we make this happen?
 - Partnership needs resources
 - Membership will be too unwieldy if all CCs represented
 - Feeling that rather than devolving power, it smacks of centralisation
 - Locality working hasn't been followed through. It has stopped half way
 - Find it hard to relate to how LCPP will work – practically speaking
 - No disagreement with concept but rather work within the current structure
 - Co-location hasn't necessarily resulted in improved communication and integrated working between services. Need to make regular time for partners to meet and discuss issues
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- Resources are key to making anything work, who will deliver & support this?
- So much jargon, can we simplify things?
- Proposal lacks clarity at the moment, difficult to make a judgement on what LCPP could be responsible for.
- Any new planning partnership should have the tools and ability to make meaningful contributions to overcome issues of poverty, deprivation etc.
- Group felt that the level of local influence will diminish
- Group felt that it would have been simpler to rebrand the Neighbourhood Partnership and adopts its successes going forward.
- Need to ensure democratic accountability.
- Need clarity around membership, makes sense that LLT transfer over, but need complemented by Community Council reps, young person reps, community interest groups
- Need investment in support for some Community Councils
- LCPP needs to come with budget & support to deliver services



- Seems to be too many Council conversations at these types of forums. Must work together more co-operatively to achieve positive outcomes

Discussion 2 - Neighbourhood Networks:

- Like the commitment to equality in last bullet of remit
- Need resources to support this
 - A good CC does their best to represent all views
 - Importance of CC as most legitimate voice of local views
- What is the feedback mechanism from LCPP and services that make decisions to ensure that people know what the decision is and how it was made
- Feeling that CCs already do a lot of things proposed in NN remit – don't complicate the landscape of CCs! We can do these things without the Community Planning process! E.g. wide attendance at CC meetings on planning/development in Waterfront. Should review role of CCs in context of Community Planning, and consider how to support and resource CCs to make it all happen
- Have flexibility in NNs – could be theme based as well as geographically – use them when there's an issue that needs a variety of partner input e.g. youth anti-social behaviour, road safety
- Use NPs as basic for the NNs – and evolve them as required / NPs allow wide representation, attendance & input / wider community involvement than just CCs e.g. sub groups
- NEP budget good example of community views deciding how budget is spent and e.g. in Forth, this is focused through CCs
- Don't be overambitious – there's a limit to the people who want to participate – need resource and support available

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- Greater use to extend involvement
 - CC has statutory remit – build around CCS e.g. resident groups involved with CCs etc
 - Build on NPs membership – public meetings not great examples – 4 networks in NW (based on NP) / linking back to ad-hoc issues / making it relevant to people
 - Voluntary Sector Forums
 - Identify which conduits exist in each part of the locality
 - Empowerment
 - more credence to a more robust network
 - Trust the community to make decisions e.g. planning
 - Needs to feel and look representative
 - Move weight given to 'network' e.g. planning
 - Tap into community expertise - business
 - Membership needs to be diverse - People experiencing the issues – inequality / Reaching out to families and young people / Smaller groups that exist e.g. mental health / food banks

- Need accountable role for representatives
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- Range of ways of engaging e.g. social media, libraries, meetings
 - Build on CC structure e.g. CC feeding info of derelict properties up to partnership shows the thread from local to central
 - People engage on issues relevant to them locally
 - LIP plans need to be more concise – far too unwieldy
 - Build on CC s but groundwork needs to be done ie chap on doors and get representation from a variety of e.g. group, churches, local businesses etc. CCs need support to be able to do this. There is a feeling however that CCs are toothless and need to be given resources and power.
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- Youth talk reps need involvement
- Networks need a digital platform to share useful current community information. If it's just about arranging meetings, few people will regularly attend.
- Need a modern approach to community planning and information sharing
- More community support for new social tenants, important role of Neighbourhood Networks. Settling in visits, get to know your community lunch etc
- Lots of useful successful Networks already exist. Must be careful that the current flavour of the month doesn't impact negatively on good things already going on.
- Neighbourhood Networks must complement and support other partners providing community support
- Must insure Neighbourhood Networks are inclusive, welcoming and serve a purpose for all. Neighbourhood Partnerships didn't all work well and were felt intimidating for some.
- Neighbourhood Networks will only work where you have a trustworthy, reliable and welcoming Administrator keeping things all together, delivering important outcomes and making people feel that working together serves an important purpose.
- If this change must be made, need to get things right as further change will dilute enthusiasm.
- Network need their own development plan
- Resources key to success, where are the resources coming from to manage?
- Community Council's feel isolated from Locality Committee arrangements, how will this Network be different.
- Neighbourhood Networks need built from the ground and have statutory partners working with membership from the beginning.
- Communication and trust is key

South East session (10 January)

Table One

Locality Community Planning Partnerships (LCPP)

- Community influence directly to LCPPs is important
- View that there should be a rep from each NN on the LCPP
- Membership of LCPPs needs to include people who can direct resources and take action
- City Centre is different and should be treated differently – needs its own NN and flexibility in its membership to reflect the City Centre make up
- Mixed views expressed on membership of Cllrs on LCPPs – general view that there should be some Cllr representation but not all Cllrs from Locality.
- Discussion around community representation on EP – comment that there is a weakness if only representation is EACC as not all CCs engage with EACC. Question also whether each LCPP will have a rep on EP.

Neighbourhood Networks (NN)

- View that there should be a NN for each ward, not NP area – allows for greater localised focus in NP areas currently made up of more than 1 ward.
- 1 community rep from each NN should sit on LCPP
- Concerns about capacity of community to get involved with NNs – many involved with community groups are volunteers and have other commitments
- Local groups should be encouraged to get involved in a way that suits them – or to work with Community Councils to make sure their views are heard
- Should be a more flexible approach to membership of NNs than there was for NPs
- Should be a way of non-constituted groups to be members of NNs, however there should be someone who has discretion to say who can and can't be members
- Suggestion that there could be a core group of members, with a more flexible arrangement for those who want to dip in and out
- There should be a nominated officer to provide support to NNs and act as liaison with partners/ services as required
- A Chair should be elected with rules around length of time that Chairs can sit
- Would NNs need office bearers similar to CCs? Can be a source of conflict, e.g. when there are disagreements about minutes of meetings
- Training should be available for NN members who are taking up roles within the Network
- Observation that the language that is used is very important – how do we encourage people to participate and not put them off by the complexity of the language around community planning, the legislation, etc

- NNs should be seen as an opportunity to become a “go-to” place for partners, services, etc to check in with the community, get local views, road test ideas as well as a more formal route for consultation and engagement

Table Two

- Locality Community Planning Partnerships (LCPP)
 - Links –
 - LCPP should inform NN what areas they are currently discussing and request NN to discuss as network and feedback ideas/issues/input/participation. This would allow those community groups interested in particular topics to be involved when that topic arises.
 - LCPP should have an informative website and public events to arise awareness of its purpose and progress with actions
- Neighbourhood Networks (NN)
 - Responsibilities
 - brief mention of CGF/Roads grants and input into that decision making. Or if NN given small pockets of money/grants – making decisions about them
 - Community participation should be twofold
 - General discussion about community issues with all community groups
 - Focused discussion on specific topics with selected groups
 - Membership -
 - Concern over how to get all community groups linked – how do they know all those that are out there. One suggestion was the development of a register (by area, by interest) but agreed maintaining it would be an issue.
 - Links
 - NN should have clear way/contact point of raising issues to LCPP as they arise/are identified within NN.
 - Other
 - Resourcing was mentioned in a variety of different ways
 - Development of NN
 - Expansion of NP membership to other groups going forward will require funds to support it
 - might be funds for physical signs (e.g. more notice boards to attract communities interested in what NN are talking about, issues being considered within Locality) or admin to support network connections/meetings)
 - Support for community groups to be involved in NN – e.g. ICT support, use of social media training and ongoing support

- Small grants assigned to NNs for them to distribute to community projects
- Other
 - Communication across the whole structure is key – all groups keeping each other updated on what they are doing/discussing/progressing/challenges

Table Three

Remits/Relationship of NNs and LCPPs

- Primary influence of community is at locality level. Need to give responsibility for real decisions to NNs and LCPPs.
- Needs to be a relationship between LCPP and NNs – suggested NNs could be development and delivery vehicle for the LIP.
- Needs to be direct relationship in remits between LCPP and NNs.

Comments re Neighbourhood Partnerships

- Issue with Neighbourhood Networks and Neighbourhood Partnerships – can't have both.
- Strength of NPs was community coming together with power brokers
- Strength of NPs was sub groups and this could provide a future operating model for NNs

Membership of NNs

- Needs to be vehicle for community to engage with elected members and public bodies in a formal setting – this identified as a strength of NPs but rather than public bodies being members could build into remit partner participation.
- Rather than defining specific named members could set out aspirations/principles e.g. need to be made up of elected members, community bodies and voluntary sector who work with key groups (e.g. older people, young people, etc), with the representation determined by the demography of the relevant community and/or the priorities of the LIP. Key principle is that the membership needs to represent the area.
- Potential to involve community councils and one elected member for each ward.
- Need to involve all community groups that want to take part.
- Achieve consistency across city through principles for representation rather than defining specific members.

Other comments

- Resourcing viewed as a critical issue.
- Question raised of need for Neighbourhood Networks and the function could just be carried out by the community councils.

Table Four

Discussion 1: Locality Community Planning Partnerships

- Need for more clarity surrounding the new structure – in particular what is being replaced
- Frequency of meetings should be more than quarterly
- Can they be webcast
- Neighbourhood Network representative should sit on this
- Local elected member should sit on this
- More clarity required on the reporting mechanism for LCPPs and the EP
- Will LCPPs have a designated budget to allocate – they should have one
- LCPPs should have the ability to respond to local need and instruct partnership activity without the need for it to always be written into a plan

Discussion 2: Neighbourhood Networks

- At either Neighbourhood Partnership level, ward level or community council
- Be adequately resourced in terms of officer support and a budget so that it can adequately carry out the functions it is charged with doing - capacity
- A 'bottom up' mechanism for influencing and shaping discussion and planning and include friends' groups, TROs parent councils and any interested local person or group etc – broader membership
- Needs to be good communication between NNs, LCPPS and EP

North East session (15 January)

Discussion Group Notes 1

Topics for discussion

- Locality Community Planning Partnership

1. Beyond the LIP is there any other partnership activity that the LCPP could be responsible for?

- Members felt that the LCPP should be focused on evidence collection and have the analytical capability to use information gathered effectively to deliver planned changes and improvements to people's lives.
- That information is presented correctly to assist decision making, based on need and impact.
- The relationship this group forms with both the Edinburgh Partnership Board and the Community Network.
- The LIP has to be the main focus, if other pieces of work from other partnerships compliment LIP outcomes they should be incorporated as and when required. This will involve an annual discussion between all areas of governance structure

2. How do we ensure effective links between the LCPPs and the city-wide community planning partnerships?

- Development of Group is critical to draw in people (community and voluntary orgs input), particularly around communication and time lines for short pieces of work. This provision would allow community representatives and partners (voluntary & third sector) to dip in and out of workstreams and actions. This approach could deliver.
 - Improved community intelligence
 - Focused on outcomes
 - Create a 'can do' dynamic to deliver improved design and delivery of services influenced by the community.
- Community empowerment has to be expressed to the wider community as not just a myth but a reality of harnessing power and influence to change culture and improve lives. Not just about consultation – it's about action & empowerment.
- Clear performance goals, that are meaningful and can demonstrate partnership improvements and changes affecting local people.

3. Who should be involved in the LCPP? –

- There are 7 community council's (CC's) in NE Locality, all should be encouraged to participate, however there should be only 2-3 seats on this group for CC reps, agreed by the 7 CC's which reps who would be attending. This also encourages cross CC working. If the seats available were rotating the business of the meeting or session would possibly dictate which CC's should be in attendance. If the EACC were working



better than this could be the nomination place to assist in identifying the 2-3 reps for the LCPP?

- Community activism not always apparent at time, this could open avenue to consider not only statutory and recognised groups, but also consideration at times groups of interest? If not for the LCPP group, perhaps the wider Neighbourhood Network Groups, to retain the interest and local community intelligence.
- One councillor for each ward should be present, again it would be decided by the councillors in each ward who would attend. This would offer four places to the elected members in total.
- Voluntary sector not all represented by EVOG, however there are recognised voluntary forums in each of the three partnership areas. This could be considered offering three places.

- **Neighbourhood Networks**

- 1. **Beyond having a responsibility for meaningful community engagement is there anything else the network could be responsible for?**

- Responsible for communication to the wider community network particularly areas of the community not engaging.
- Encourage wider community involvement and where possible representation based on defined need. This could involve key services areas highlighting a number of issues in a local community and asking the residents to prioritise response. This approach allows more flexible agile response to identified need.
 - (I.e. Police Scotland (PS) a number of years ago working with community councils to tackle local service priorities asking local people to identify the main issue PS resources would address at that time. The term used was resource in kind).
- All work tackled by these groups should be short life working groups. This format would allow local people for a short period to participate in action steps as they are needed. The NN broad remit should be based around flexibility to chop and change reps at community level dependant on issues being addressed, freedom to challenge partners (within reason) if evidence is not showing desired change, focus purely on interest of communities they represent.
- Encourage other methods of engagement (i.e. C&D NP Pop-up Funding events)
- Ensuring there is a partnership approach to all activities.
- Yearly schedule of meetings provided in advance linking in the LCCP etc.
- Real activity/ decision-making e.g. NEPs – attractive for involvement as having a direct impact.

2. Who should be involved to ensure the different community voices are heard?

- Wider membership to perhaps include friend's groups, RTO's, School Parent Council's, Community growing groups, BME representation as well as groups of interest.
- Concern would be potential size of group, but that could be countered by having a small strategic group with a number of short working groups focusing on key community needs in different areas of locality and linking directly to the LIP work/ actions required to be taken forward,
- Requirement for good lines of communication to wider community, reporting of plans and successes, on a regular basis to retain involvement and increase participation.

3. How should the networks link to the LCPPs?

- Bi yearly meetings between groups with an annual review would create the links with all groups in the new governance model. The key has to be a partnership approach all aware of each other role and needs.
- Building on connectivity as key partners and third sector are on more than one governance group. Being clear about short, medium and long term actions and having the supporting research to justify direction of travel to ensure positive outcomes.
- Recognition of locality variations and different approached to address community need.
- Learning from one another and highlighting best practice.

Discussion Group Notes 2

Locality Community Planning Partnerships (LCPP)

Beyond the LIP, is there any other partnership activity the LCPP could be responsible for?

- About unique things being done differently
- About the relationship with and between partners
- Need be clear don't confuse an organisational issue with a partnership one
- Role in co-designing locality community participation strategy
- Responsibility for ensuring communications, promoting an understanding of what it is about, what can be expected from community planning
- Listening and acting on community issues
- Needs to be action focused and able to measure success to demonstrate difference it is making. This needs to be about numbers not just percentages.
- Needs to ensure community engagement is continuous process.
- Build in evidence, sharing of best practice, and continuous learning.
- Role in upskilling and building capacity.

How do we ensure effective links between the LCPPs and the city community planning partnerships?

- Need more openness and accountability to community – this applies across the whole governance structure

Who should be involved in the LCPP?

- Use Locality Leadership Teams as basis, reflecting city level membership

Neighbourhood Networks

Beyond having a responsibility for meaningful community engagement, is there anything else the network could be responsible for?

- Need to be clear about roles and accountability through a code/set of principles of participation and a way of dealing with conflict.
- Set of values and principles needs to be part of the NN development in addition to how it will operate.

Who should be involved to ensure the different community voices are heard?

- Tenants groups.
- Need to involve as many different community groups as possible.
- Need to involve young people, making it a place where they are comfortable and want to be part of.
- Needs to be representative of community in area, including community councils but not just them.
- Needs to be representative of area.
- Parent councils, community councils, youth groups and school representatives.
- Concern about ensuring don't create an imbalance of groups in terms of the area e.g. where an area does not have active community groups how do you ensure the views of residents in those areas are heard? Need to ensure there is a way to hear wider views.
- Community bodies are volunteers and this needs to be recognised. Create a reward scheme to encourage participation from organisations/community bodies to incentivise participation.

Other Issues/Comments

- Need a genuine joint approach to resourcing particularly to support community involvement and capacity building
- All partners need to take responsibility for promoting an understanding of what community planning is.
- Need good communication.
- Need to be clear who representatives are and how to contact them on the EP Board
- Community representation on EP could be a representative from EACC with other community council representation through an elected by community councils

South West session (16 January)

Table 1 Discussion

LCPP Community Engagement Session Discussion Feedback

- Need to be clear about pre-existing governance structures and responsibilities and avoid duplication.
- Structures and proceedings can be too formal – inhibits involvement of local people and community based groups.
- Community representation – how? Doesn't have to be "formal" meetings.
- Have thematic focus based on identified priorities (rather than meetings for meetings sake) and arrange engagement as and when relevant to local groups and organisations.
- Communication has to be a 2 way process – an ongoing dialogue.

Neighbourhood Networks

- Can't be prescriptive about how this operates – there are pre-existing networks
- How to reach out to small groups?
- Give informal/fun opportunities for gatherings
- Keep in mind that Voluntary sector priority for reporting will always be to funders so reports on stats etc already exist – don't ask organisations to do these again.
- Identify what networks already exist and what their function is – have a clear picture of this.
- Function of Neighbourhood Networks should be to form "mesh" that holds and informs existing networks without re-inventing the wheel.
- How should networks link to the LCPPs?
 - LCPP should come out to the networks
 - Annual events?
 - Less formality
 - Piggyback on things that people are already interested in
 - Communities are already doing stuff – how to providers enhance that?
- RESOURCES – How/who will these processes be resourced?
- Digital processes for networking and information sharing – who will update these? Someone has to make this their job and have oversight? Who pays for this?

Table 2 Discussion

Locality Community Planning Partnerships

- Community representation is lacking.
- The community needs to be put first rather than an afterthought.
- We need a way of making sure community engagement is effective.

- Duplication is a problem, we see the same faces at different meetings – new model needs to ensure different, more varied community involvement.

Neighbourhood Networks

- Police at community council meetings are useful when they attend. Police are the only service provider that ensure this contact.
- It's very difficult for community councils and community groups in general to communicate directly with Council services. It's all top down and when the Council wants.
- Community groups are a crucial source of information for developing services, and there needs to be clear lines of communication with providers.
- A Council presence at community council meetings would be ideal, but difficult to resource – perhaps a focus on digital and noticeboard communication would work.
- Communication should be two-way and emphasise the impacts of community contributions.

General Comments

- The urban/rural dynamic of the locality is difficult – issues are different but urban always gets more focus because there are more people.
- Communities are currently disaffected as decisions are taken against their will, ie. prioritising wishes of developers over local people.
- Communities are often consulted but then ignored as decisions are made on the basis of available finance.
- More officers based in different communities, using existing buildings such as schools, to locate a range of staff. Especially in the more rural areas.

Table 3 Discussion

Ways of working /Principles and values for both CPPS and NNs

- Not to work in service silos but to work in partnership
- Ensure **effective communication** both within the NNs and CPPS and externally with citizens in a way that is appropriate for the citizens – one communication method is often not adequate for effective communication of a message.
- LIP actions should be owned by the CPP and also the Neighbourhood Networks
- Properly resourced
- Resource in all partners – as required to ensure effective input
- There should be much better links between LCPP and Neighbourhood Networks – these don't seem obvious currently. Only route through Council officers.
- Should be bringing the humanity into services

Neighbourhood Networks

- Engagement with the neighbourhoods needs to be meaningful
- Community questions from citizens must be able to be fed in – and the way to do this should be clear to citizens.

- Needs to be less formal than previously run
- Need to have a range of engagement methods to allow different ways for people to express
 - o Use of place tool
 - o Community researchers
 - o Street parties
- opinions – not just meetings where the loudest are heard.
- People should be able to dip in and out as their interest dictates
- The third sector should be supported as a conduit to reach a range of people whose voices are less heard – but this should not be expected to be provided without proper resourcing.
 - o Working with youth providers with expertise in engagement with young people
 - o Working with organisations who can support people to engage who would not be confident or able to communicate without support
- Communication channels should be diverse to ensure that citizens can get the information

Locality Partnerships

Locality Improvement Plan

- Will it still be in 5 streams – assume so
- Will it still have a focus on inequalities – assume so
- Should it be broken down and revisited
- Can the community feed into this and progress reporting to the community – currently no route available.

Place – is key to the locality work

- Doesn't seem to have a wide enough accountable enough remit
- We should not underestimate the importance of the physical environment on the pride, common ownership and resilience of an area. To encourage people to share time together, linger in areas etc.
- Should be
 - somewhere you want to go and be in
 - non threatening
 - affordable
 - welcoming
 - different people in society need different things, young people, parents of young children, older people, etc
 - Benches are important – places to be
- Street community celebrations are important to give a sense of community – Broomhouse example
 - o Helping new people into a new area
 - o Community and third sector led
 - o Communications key
 - o Regular, annual – building on successes – not one offs.



- Want more intergenerational projects to support sense of place

Memberships

Neighbourhood Networks	Locality Partnerships
Community representation <ul style="list-style-type: none"> - Community councils - Front line staff - Local community faith groups 	Community representation
Community police	Police
Managerial level for statutory services	Managerial level for statutory services
Public health	Public health
Schools <ul style="list-style-type: none"> - Senior teachers - Pupil representation when appropriate too 	
Third sector <ul style="list-style-type: none"> - Representative from SW vol sector forum to enable feeding back to other orgs in the area 	Third sector <ul style="list-style-type: none"> - Representative from SW vol sector forum to enable feeding back to other orgs in the area
Primary care NHS	Primary care NHS
Housing <ul style="list-style-type: none"> - Council - Local Housing associations 	Housing
Students	HSCP rep
Employability <ul style="list-style-type: none"> - representative for joined up for jobs? 	Fire service

Edinburgh Partnership Board Workshop Questions

Theme 1: The Board

1. Does the proposed remit for the Board reflect your aspirations and understanding as a partner for what it should do?
2. How should the membership be configured to enable the Board to fulfil its remit and discharge its statutory duties?
3. 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?

Theme 2: Relationships

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

Theme 3: Resourcing

7. How will you as a partner contribute resources to develop and deliver the community planning arrangements?
8. 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?
9. What resources will you as a partner commit to support community engagement and, specifically the Neighbourhood Networks?



THE EDINBURGH PARTNERSHIP

Edinburgh Partnership - Governance Arrangements

Executive Summary

The Edinburgh Partnership Board, at its meeting on 30 October 2019, agreed a new governance model, together with proposals for the further period of engagement to inform the framework. This included a workshop for Board members held on 12 February 2019.

This paper sets out the proposed framework. This takes account of feedback from the engagement process; recognises areas where further development work is required; and incorporates elements of the Board's existing protocol and practice which have not been suggested to change because of the review and consultation process.

Contact: Michele Mulvaney, Strategy Manager (Communities) (email: michele.mulvaney@edinburgh.gov.uk)

Recommendations

The Board is recommended to:

- i. agree an option for Board membership as set out in paragraph 1.5;
- ii. if choosing option 2, to determine if the chairs of the Locality Community Planning Partnerships should be voting or non-voting members on the Board;
- iii. consider the City of Edinburgh Council membership of the Board to achieve an equitable balance of representation;
- iv. agree the Board advisory members as detailed in paragraph 1.8;
- v. agree the governance framework subject to any decisions agreed by the Board on this item;
- vi. recognise that further work will be required in developing how the model is implemented to ensure the operating arrangements for each partnership meet the Board's ambition for a new way of working;
- vii. note that further work is required in relation to the strategic partnerships; and
- viii. acknowledge that the implementation of the governance model is conditional on partners identifying and contributing the necessary resources as set out in the complementary 'Edinburgh Partnership – Governance Implementation and Resources' paper on the agenda.

1 Main Report

Governance Model

- 1.1 In deciding to develop a new governance model for the Partnership, the Board sought to simplify the arrangements to create an effective and transparent way of working that would facilitate the delivery of shared priorities to improve outcomes for individuals and communities in the city. The governance framework as set out aims to support this new way of working, whilst recognising that the development of the operating arrangements of each partnership and the information flow between them will be critical to achieving this shift.
- 1.2 The governance model agreed by the Board in October 2018 has been subject to a further period of engagement to better define key aspects including the membership and remit of the individual partnerships, together with relationships to partnerships which are no longer part of the governance model.
- 1.3 Findings from this engagement programme have informed the framework. A report detailing these findings is provided elsewhere on the agenda. The main changes proposed from this process and issues requiring further consideration by the Board are set out below.

Board

- 1.4 Remit -The remit agreed for the Board has been amended to include the identification and sharing of best practice and to maintain strategic oversight of any funding streams attributed to community planning partnerships. The latter is part of the current remit.
- 1.5 Membership - No consensus was reached on the Board membership. Key matters that remain unresolved are:
 - whether all existing members need to continue to sit on the Board, reflecting that there is no legislative requirement or expectation for all partners to do this;
 - how to achieve community influence on the Board recognising the aspiration to hear directly from communities affected by issues of poverty and inequality and feedback from the review process which identified that no one person could represent the views of the whole community. The need to develop a different model beyond a 'representative' role was identified to ensure the influence of the Neighbourhood Networks in the work of the Board; and
 - the balance and role of members and specifically the current representation from all political groups in the Council.



1.6 Given these issues, the following options are proposed for the Board's consideration.

- Option 1 - To retain the current membership as follows:

City of Edinburgh Council

Police Scotland

Scottish Fire and Rescue Service

NHS Lothian

Scottish Enterprise

Edinburgh Integration Joint Board

Skills Development Scotland

Edinburgh College

University of Edinburgh

Armed Forces

Chamber of Commerce

Equality and Rights Network (Community of interest representative)

Edinburgh Association of Community Councils (Community of place representative)

Edinburgh Voluntary Organisation's Council (Third Sector Interface representative)

Edinburgh Affordable Housing Partnership

In agreeing this option, it would be proposed to reconsider the membership in twelve months with this to be informed by the implementation of the new arrangements and proposed improvements such as changes to the Board operating model, development of a communications plan, community participation strategy and third sector infrastructure support.

Whilst this option provides for consistency as this further development work is carried out, it does not address the ambition of the Board in initiating the review of achieving a more effective and streamlined approach, with the new remit determining the basis for membership.

- Option 2 - To introduce a membership based on standing and contributory members.

It is proposed that the standing members, as a minimum, would comprise partners with a statutory duty to facilitate community planning, namely the City of Edinburgh Council, NHS Lothian, Police Scotland, Scottish Fire and Rescue Service and Scottish Enterprise. Representation would also be sought from the Integration Joint Board and the Third Sector Interface. This recognises the significant role the third sector has in contributing to the delivery of community planning outcomes in the city.



Under this option, it is also proposed to include the Chairs of each of the Locality Community Planning Partnerships as either voting or non-voting standing members. This would ensure a direct link between communities and the Board, strengthening their influence.

Other partner organisations would continue as contributory members, receiving papers and attending meetings by invitation or request as relevant to the work programme. The Strategic Partnerships would also be included as contributory members, with the Chairs of these partnerships providing the main point of contact and nominating a member to attend the Board as appropriate to the agenda item under consideration.

This option proposes a minimum membership of standing members. In considering this option, the Board could decide to expand this type of membership to include other partners.

The suggestion to have standing and contributory members was made at the Board workshop. Whilst the option does provide for greater effectiveness, concerns were raised, both at the workshop and by the Review Project Board, that having two types of membership could create barriers and negatively impact on the contribution of individual partners. Proposed changes to the Board operating model, including the introduction of a forward work programme and involvement of all partners in this, and the agenda setting process, would provide one way of mitigating any potential risk. The inclusion of the Chairs of Locality Community Planning Partnerships as standing members whilst seen by the Review Project Board as valuable in strengthening the influence of communities, did raise concerns. The Board will play a role in the oversight of the Locality Improvement Plans and the chairs having voting rights may undermine the separation of accountability. Making this a non-voting membership mitigates this concern.

As with option 1, it would be proposed to reconsider the membership in twelve months.

- 1.7 Feedback from the review and consultation process, as noted earlier, identified concern regarding the current representation from the City of Edinburgh Council on the Board, with there being five members, one from each of the political groups, including the Leader of the Council as Chair. In response to this, the Board is asked to consider the City of Edinburgh Council membership of the Board, recognising the need to achieve an equitable balance of representation with this to be applied to both option 1 and 2.
- 1.8 It is proposed to reduce the provision for Advisory Members to reflect the wider governance proposals with the Chief Executives of NHS Lothian and the City of Edinburgh Council, together with the Scottish Government retaining this status.
- 1.9 To strengthen the Board and address the need to achieve clarity of accountability to partner governance arrangements, the framework sets out the proposed role



of members. It is proposed that partners nominate members for the new partnerships within the governance framework to ensure each organisation identifies a representative with the suitable level of authority and expertise to deliver the defined remit of the relevant partnerships.

- 1.10 Role - The role of members of the Board and associated partnerships has been incorporated within the framework. This reflects the existing governance arrangements.
- 1.11 Chair/Vice Chair – Currently the Board Chair is designated as the Leader of the City of Edinburgh Council with the Vice Chair being appointed from within the Board from another partner organisation. This practice has been continued.
- 1.12 Business arrangements - The existing arrangements such as matters of quorum, chairing, declarations of interest and Board papers have been updated and simplified.

LOIP Delivery Group

- 1.13 Membership – The membership is not specified beyond those public bodies with a service responsibility in respect of the three priorities of the LOIP. Partners will be asked to nominate members with appropriate authority to contribute to the delivery of the remit as described.
- 1.14 The framework also sets out proposals for the Chair/Vice Chair and Meetings with these being consistent with those of the Board.

Strategic Partnerships

- 1.15 The framework identifies the areas of responsibility of each of the existing thematic partnerships, together with their current memberships. Each partnership is in the process of reviewing their governance documents with the status as follows:
 - Children’s Partnership – With the current Integrated Children’s Service Inspection by the Care Inspectorate and Health Improvement Scotland work on reviewing the arrangements has been deferred. This will allow the outcome of the inspection to inform the future approach with this anticipated by summer 2019.
 - Edinburgh Community Learning and Development Partnership – An initial proposal for new governance arrangements was considered by the Partnership at its meeting on 26 February 2019. Further work was requested, with a revised proposal to be considered by the Partnership at its next meeting in April 2019.
 - Community Safety Partnership – A revised governance document has been produced and agreed by the Partnership at its meeting on 5 March 2019.



Local Community Planning Partnerships

- 1.16 Remit – The initial remit has been amended to include reference to the development of the locality improvement plan reflecting the changing priorities and needs of the community.
- 1.17 Membership – The proposed membership builds on the members currently involved in the Locality Leadership Teams with the addition of one community representative nominated by each of the relevant Neighbourhood Networks and one elected member for each of the wards within the locality. The Council will appoint one elected member for each of the wards as part of its annual appointment report in May. In terms of size of membership this would result in a core membership for each locality as follows:
- North West - 16
 - North East - 14
 - South East - 15
 - South West - 13
- 1.18 This approach would provide for a formal link between the Local Community Planning Partnership and Neighbourhood Networks and address previous concerns regarding the absence of elected member and community representation on the Locality Leadership Teams.
- 1.19 The requirements of members as defined for the Board would apply. Business arrangements are to be determined by each Partnership on its establishment, including the election of the Chair.

Neighbourhood Networks

- 1.20 The Board agreed that the Neighbourhood Networks should be based on the boundaries of the Neighbourhood Partnerships but with this subject to further engagement. Whilst feedback from the engagement process showed that using the geography of the Neighbourhood Partnerships was largely accepted as an appropriate way forward, feedback from the South East locality session proposed introducing ward based networks. This recognises the establishment of ward sub committees in that area as part of the Locality Committee structure. It is proposed to incorporate this change, increasing the number of networks from 12 to 13 with the South Central Neighbourhood Partnership being divided into two, Morningside and Southside/Newington. This is proposed as an initial starting point with the framework making provision for future changes to boundaries. Given the resource implications of any change, all such requests would require to be submitted to the Board for approval.
- 1.21 Remit – The remit has been amended to provide for the networks to engage with individual partners on locally identified issues and priorities, to have a role in deciding on devolved budgets and to share information and best practice.



- 1.22 Membership – In response to feedback from the localities engagement process, it is proposed to specify members by type. Whilst taking this approach, the framework does identify those community groups that should be included as a matter of course but not exclusively. The membership is proposed as community bodies, all elected members for the relevant wards, and third sector organisations. A key principle in relation to the former is to ensure the diversity and demographic make-up of the neighbourhood is adequately reflected, with a specific focus on involving those communities experiencing the greatest inequality. It is recognised that many groups will sit across geographic boundaries however it will be left to each individual group to determine their level of participation rather than this being prescribed.
- 1.23 Business arrangements – The framework does not set out how each network should operate. This allows for local determination and the adoption of a model appropriate to, and decided by, the network members. The exception to this, and to achieve transparency and accountability, is the proposed nomination process for representatives on the Local Community Planning Partnerships by way of holding an annual meeting of the network.

Other Partnerships

- 1.24 Engagement is ongoing with the partnerships that no longer form part of the governance model. The future relationship with the Compact Partnership is under discussion. The relationship with the Edinburgh Sustainability Development Partnership was considered at the Board meeting on 19 March 2019. With the publication of 'Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy' in November 2018, there is a commitment by the Scottish Government to revise the Memorandum of Understanding with Alcohol and Drug Partnerships and other key partners, including the Integration Joint Board, to reflect the changing governance. It is proposed to await the outcome of this process to assist in defining the relationship of the Edinburgh Drugs and Alcohol Partnership to the Edinburgh Partnership Board. The Integration Joint Board is currently carrying out a governance review, the outcome of which may impact on the future relationship.

Next Steps

- 1.25 For the governance arrangements to succeed, appropriate resources need to be identified and committed by partners. A key element of the feedback from the localities sessions was the specific need to resource the neighbourhood networks if meaningful engagement and participation of the community was to be achieved.
- 1.26 A complementary paper 'Edinburgh Partnership – Governance Implementation and Resource' follows on the agenda. The commitment and contribution of partners to meet the requirements as set out will materially impact on the delivery of the governance model.



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

Michele Mulvaney – Strategy Manager (Communities)

Contact details:

michele.mulvaney@edinburgh.gov.uk



EDINBURGH PARTNERSHIP GOVERNANCE FRAMEWORK

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	(d) Declaration of Interest	

1 Introduction

- 1.1 This document sets out the governance framework for the Edinburgh Partnership. It has been informed by a period of review and consultation involving partners and wider stakeholders in the City. It is designed to provide a clear and transparent approach for the governance of community planning in the city.
- 1.2 Community planning is a process by which public bodies work with communities to plan, resource and provide services to improve the quality of people's lives. It is about reducing the outcome gap for those experiencing the greatest inequality, taking a preventative approach.
- 1.3 The Community Empowerment (Scotland) Act 2015 places a statutory duty on a range of public bodies to play a full and active role community planning, requiring them to draw together the public assets, activities and resources, together with those of the voluntary and private sectors and communities, to deliver shared priorities for their areas.

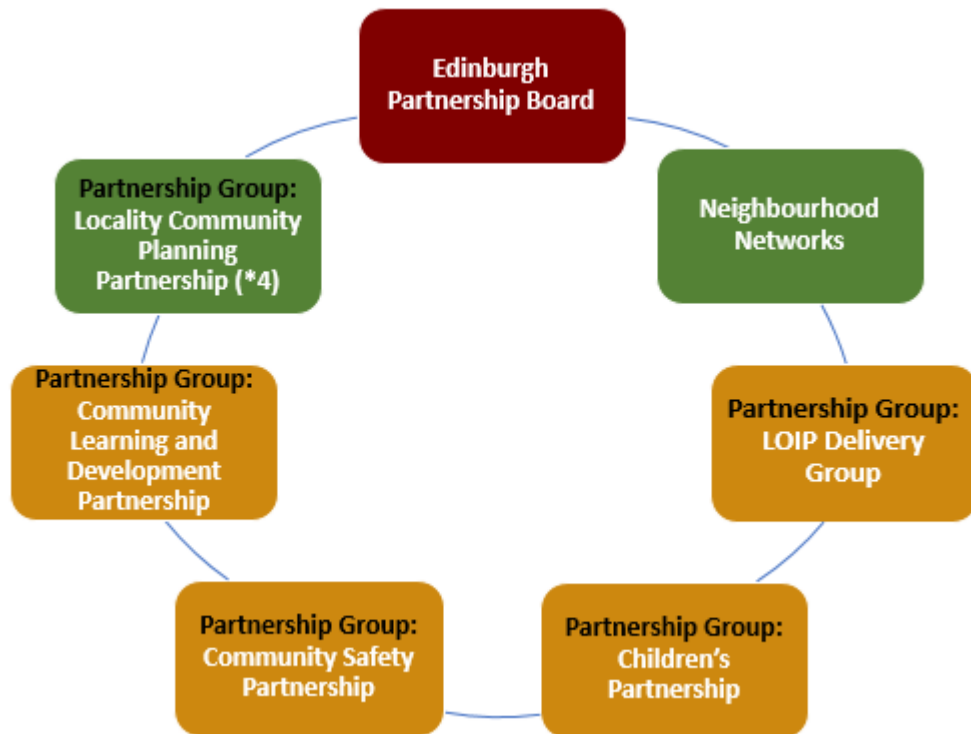
2 Partnership Vision

- 2.1 The Edinburgh Partnership's vision, agreed in 2018, is that:

“Edinburgh is a thriving, connected, inspired and fair city, where all forms of poverty and inequality are reduced.”
- 2.2 The Partnership is committed to combining its resources, thinking beyond organisational boundaries, to work meaningfully with communities to deliver this ambition for change.

3 Partnership Structure

- 3.1 The Community Empowerment (Scotland) Act 2015 requires the Edinburgh Partnership to put in place structures and arrangements which support effective and efficient community planning, and provides a clear role for community bodies in its organisation and decision-making process.
- 3.2 The diagram below sets out the governance arrangements for community planning in Edinburgh.



4 Role of Members

4.1 All members of the Edinburgh Partnership Board and supporting partnerships and groups will be committed to working together to improve outcomes for individuals and communities in the city and in doing so will:

- Uphold and promote the aims and objectives of the Edinburgh Partnership and act in the best interests of the public at all times
- Comply with the Seven Principles of Public Life and the Good Governance Standard for Public Services
- Be committed to the National Standards for Community Engagement
- Champion more effective partnership working
- Work collaboratively to find shared solutions to issues
- Uphold equality of opportunity principles to ensure no one is treated less favourably and promote good relations for all

5 Edinburgh Partnership Board

5.1 The Board is the accountable body for community planning in the City and is responsible for overseeing, developing, monitoring and reporting performance on all matters relating to the Edinburgh Partnership.

Remit

5.2 The remit of the Edinburgh Partnership Board is to:

- 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 partnership working to achieve the delivery of outcomes.
- Maintain a strategic oversight of any funding streams attributed to community planning in Edinburgh and delegate any funds to a nominated partner/partnership.
- 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.
- Identify and share examples of best practice.

Membership

5.3 The membership of the Board will comprise:

Insert list of members subject to option agreed

5.4 Each Board member is an equal partner. The values of shared priorities, shared resources, collaborative action, collective responsibility, and shared accountability apply to each Board member, and all Board business.

5.5 The Board will work towards achieving a consensus in making decisions, whilst respecting the right of individual members to disagree. If this cannot be reached a vote of members in attendance will be taken. If there is an equal number of votes

the Chair will have the casting vote. In the event of the Chair not using their casting vote, the decision will be reached by lot.

- 5.6 From time to time, and dependent upon agenda items, other organisations and individuals may be invited to attend to address specific matters under discussion by the Board. They shall have no voting rights.
- 5.7 Members will require to be nominated by their constituent organisation based on their authority and ability to fulfil the remit of the Board and to:
- represent the strategic views of their organisation;
 - support the vision and aims of the Edinburgh Partnership; and
 - contribute to the delivery of the outcomes of the Partnership as defined in its strategic and local plans.
- 5.8 Changes to existing Board positions, and requests for new members, should be notified in writing to the Chair and will be considered at a Board meeting.

Chair and Vice Chair

- 5.9 The Leader of the City of Edinburgh Council will chair the Edinburgh Partnership. A Vice Chair will be selected from the membership from another partner body and will serve for a term of 24 months and then be eligible for re-election.

Meetings

- 5.10 The Board will meet a minimum of four times per year with a schedule of meeting dates and forward work programme to be agreed annually in advance by the Board. Additional meetings will be arranged as required.
- 5.11 Papers for meetings will be circulated to the Board no later than 7 days in advance of the meeting and be posted on the Edinburgh Partnership webpage.
- 5.12 The quorum for the meetings is not less than one third of the Board membership and provided at least 3 partner organisations are present.
- 5.13 Every meeting of the Board will be minuted and the minutes presented to the following meeting for approval.

Declaration of Interest

- 5.14 Board members will declare an interest in items of business where appropriate. Declarations will be noted in the minutes of meetings.

6 Strategic Partnerships

Local Outcome Improvement Plan Delivery Group

6.1 The Local Outcome Improvement Plan Delivery Group will be accountable to the Edinburgh Partnership Board in respect of leading, delivering and progress of the local outcome improvement plan.

Remit

6.2 The remit of the Local Outcome Improvement Plan Delivery Group is to:

- Plan, oversee and be accountable for the development and delivery of the local outcome improvement plan.
- Advise on, and be accountable for, how resources are aligned and allocated to support the delivery of the actions in the local outcome improvement plan.
- Ensure communities are engaged in the planning and delivery of the Edinburgh Partnership priorities.
- Ensure 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.
- Maintain 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.
- Establish and maintain effective relationships with all relevant bodies and partnerships, ensuring appropriate involvement and contribution to the community planning process.
- Put 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.

Membership

6.3 Not all public bodies with a duty to participate in community planning will be represented on the Local Outcome Improvement Plan Delivery Group. The focus will be on achieving representation comprising those members with the appropriate service responsibility who are best placed to deliver the priorities of the Local Outcome Improvement Plan.

6.4 Community planning partners will be asked to nominate members with the appropriate authority to deliver the Partnerships priorities and ability to contribute at a city-wide level. **The framework will be updated to reflect the outcome of this nomination process.**

Chair and Vice Chair

- 6.5 The roles of Chair and Vice Chair will be appointed from within the membership of the group on an annual basis.

Meetings

- 6.6 The frequency and scheduling of meetings will be subject to the agreement of the Group.
- 6.7 Papers for meetings will be circulated in advance of the meeting and be posted on the Edinburgh Partnership webpage.
- 6.8 The quorum for the meetings is not less than one third of the Group membership and provided at least 3 partner organisations are present.
- 6.9 The Group will work towards achieving a consensus in making decisions, whilst respecting the right of individual members to disagree. If this cannot be reached a vote of members in attendance will be taken. If there is an equal number of votes the Chair will have the casting vote. In the event of the Chair not using their casting vote, the decision will be reached by lot.
- 6.10 Every meeting of the Group will be minuted and the minutes presented to the following meeting for approval.
- 6.11 The Group will provide reports to the Edinburgh Partnership Board on the delivery of the Local Outcome Improvement Plan in accordance with the approved performance framework.

Declaration of Interest

- 6.12 Group members will declare an interest in items of business where appropriate. Declarations will be noted in the minutes of meetings.

Children's Partnership

- 6.13 The Children's Partnership will be accountable to the Edinburgh Partnership Board in respect of leading, delivering and progress of the Children's Services Plan. It will be report annually on progress.
- 6.14 The role of the Partnership is set out in its own governance documents and supporting legislation.
- 6.15 The current membership comprises:
- The City of Edinburgh Council
 - NHS Lothian
 - Lothian Association of Youth Clubs
 - Edinburgh Leisure
 - Circle
 - Edinburgh College
 - Skills Development Scotland

- Barnardo's
- Police Scotland
- Edinburgh Voluntary Organisations' Council
- Scottish Children's Reporter
- Children 1st
- Health Opportunities Team

Community Safety Partnership

- 6.16 The Community Safety Partnership will be accountable to the Edinburgh Partnership Board in respect of leading, delivering and progress of the Community Justice Outcomes Improvement Plan. It will report annually on progress.
- 6.17 The role of the Partnership is set out in its own governance documents and supporting legislation.
- 6.18 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
 - Third Sector Interface
 - Crown Office and Procurator Fiscal Service
 - Scottish Courts and Tribunal Service

Community Learning and Development Partnership

- 6.19 The Community Learning and Development Partnership will be accountable to the Edinburgh Partnership Board in respect of leading, delivering and progress of the Community Learning and Development Plan. It will report annually on progress.
- 6.20 The role of the Partnership is set out in its own governance documents which are currently subject to review.

7 Locality Community Planning Partnership

- 7.1 There will be four Locality Community Planning Partnerships in the city in the South East, South West, North West and North East.
- 7.2 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 to improve outcomes for those individuals and communities in their area experiencing the greatest inequality.

Remit

7.3 The remit of the Locality Community Planning Partnership is to:

- Plan, oversee and be accountable for the development and delivery of the locality improvement plan reflecting the changing priorities and needs of the community.
- Establish and maintain effective relationships with all relevant bodies and partnerships, ensuring appropriate involvement and contribution to the locality community planning process.
- Ensure the effective engagement and participation of all bodies in the development and delivery of locality community planning.
- Ensure communities are engaged in the identification of priorities, planning and delivery of the locality improvement plan.
- Maintain 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.
- Advise on, and be accountable for, how resources are aligned and allocated to support the delivery of the actions in the locality improvement plan.
- Ensure 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.
- Put 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.

Membership

7.4 The core membership of the Partnership will comprise the following:

City of Edinburgh Council (One elected member for each ward in the locality and officer representation)
Scottish Fire and Rescue Service
Police Scotland
NHS Lothian
Health and Social Care Partnership
Skills Development Scotland
Third sector
Neighbourhood Network (one representative for each Network)

7.5 The constituent bodies will be asked to nominate members with the appropriate authority to deliver the Partnerships priorities based on their ability to contribute at a locality level. Each Neighbourhood Network will nominate a community member to sit on the Partnership. The Council will appoint one elected member for each of the wards as part of its annual appointment report in May.

- 7.6 Each Partnership may co-opt as additional members a representative of an organisation with knowledge of, or interests in the area, provided the partnership ensures that the overall number of the members is manageable.

Chair and Vice Chair

- 7.7 The roles of Chair and Vice Chair will be appointed from within the membership of the Partnership from different bodies on an annual basis.

Meetings

- 7.8 The frequency and scheduling of meetings will be subject to the agreement of the Partnership.
- 7.9 Papers for meetings will be circulated in advance of the meeting and be posted on the Edinburgh Partnership webpage.
- 7.10 The quorum for the meetings is not less than one third of the Partnership membership and provided at least 3 partner organisations are present.
- 7.11 The Partnership will work towards achieving a consensus in making decisions, whilst respecting the right of individual members to disagree. If this cannot be reached a vote of members in attendance will be taken. If there is an equal number of votes the Chair will have the casting vote. In the event of the Chair not using their casting vote, the decision will be reached by lot.
- 7.12 Every meeting of the Group will be minuted and the minutes presented to the following meeting for approval.
- 7.13 The Group will provide reports to the Edinburgh Partnership Board on the delivery of the Locality Improvement Plan in accordance with the approved performance framework.

Declaration of Interest

- 7.14 Board members will declare an interest in items of business where appropriate. Declarations will be noted in the minutes of meetings.

8 Neighbourhood Networks

- 8.1 There will be 13 Neighbourhood Networks in the city as follows:

Almond
City Centre
Craigentenny and Duddingston
Forth
Inverleith
Leith
Liberton and Gilmerton
Morningside

Pentlands
Portobello and Craigmillar
Southside/Newington
South West
Western Edinburgh

8.2 Any proposed changes to boundaries will be subject to a formal request being submitted to the Edinburgh Partnership Board for approval.

8.3 The Neighbourhood Networks will be the route through which community will influence the priorities and outcomes for community planning by building effective and meaningful community participation across the Partnership and into the Board.

Remit

8.4 The remit of the Neighbourhood Network is to

- 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.
- Engage with individual partners on locally identified issues and priorities.
- Have a role in deciding on the allocation of devolved budgets.
- Share information and promote best practice.

Membership

8.5 Membership will comprise community bodies, elected members for the relevant wards and third sector organisations. Community body representation should include, but not exclusively, community councils, tenants' organisations, Friends of the Parks groups, parent councils and community trusts.

8.6 The membership of the Network must reflect the diversity and demographic make-up of each area and ensure that those communities experiencing the greatest inequality are represented.

Chair and Vice Chair

- 8.7 The roles of Chair and Vice Chair will be appointed from within the membership of the Network on an annual basis.

Business Arrangements

- 8.8 The business arrangements for Neighbourhood Networks will be locally determined to ensure the approach is tailored to the needs, and decided by, the communities in each area.
- 8.9 Each Neighbourhood Network will nominate one community member from within its membership to sit on the Local Community Planning Partnership as part of an annual meeting.

Agreed by EP Board on

Signed by EP Chair

The Seven Principles of Public Life

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Committee on Standards in Public Life

The Good Governance Standard for Public Services

The Good Governance Standard for Public Services is intended for use by all organisations and partnerships that work for the public, using public money. It sets out six core principles of good governance for public service organisations.

1 Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users

1.1 Being clear about the organisation's purpose and its intended outcomes for citizens and service users

1.2 Making sure that users receive a high quality service

1.3 Making sure that taxpayers receive value for money

2 Good governance means performing effectively in clearly defined functions and roles

2.1 Being clear about the functions of the governing body

2.2 Being clear about the responsibilities of non-executives and the executive, and making sure that those responsibilities are carried out

2.3 Being clear about relationships between governors and the public

3 Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour

3.1 Putting organisational values into practice

3.2 Individual governors behaving in ways that uphold and exemplify effective governance

4 Good governance means taking informed, transparent decisions and managing risk

4.1 Being rigorous and transparent about how decisions are taken

4.2 Having and using good quality information, advice and support

4.3 Making sure that an effective risk management system is in operation

5 Good governance means developing the capacity and capability of the governing body to be effective

- 5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well
- 5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
- 5.3 Striking a balance, in the membership of the governing body, between continuity and renewal

6 Good governance means engaging stakeholders and making accountability real

- 6.1 Understanding formal and informal accountability relationships
- 6.2 Taking an active and planned approach to dialogue with and accountability to the public
- 6.3 Taking an active and planned approach to responsibility to staff
- 6.4 Engaging effectively with institutional stakeholders

The Independent Commission on Good Governance in Public Services



National Standards of Community Engagement



Social Community Development Centre (SCDC)

DECLARATION OF INTEREST

1. Your interests

- 1.1 Interests which should be declared may be financial or non financial. They may or may not be interests covered under the categories of a Register of Interests.
- 1.2 Interests which are registered should be declared.
- 1.3 Where a private or personal interest might be seen by a member of the public to be in a different light to that of an ordinary member of the public because of your standing in the Edinburgh Partnership the interest should be declared.

2. Interests of other persons

- 2.1 Where financial interests and non financial interests are known to you of your spouse or your cohabiter, you will need to consider if these should be declared, where a member of the public might reasonably regard the interests as effectively your interests.
- 2.2 The interests, both financial and non financial, known to you of relatives and close friends may have to be declared under the principle of transparency, where the interest might objectively be regarded by a member of the public acting reasonably, to be affecting your responsibilities in the EP.

3. Making a Declaration

- 3.1 Your declaration of interest must be made as soon as practicable, when a particular item is being discussed you must declare the interest as soon as you realise it is necessary.
- 3.2 an oral declaration should identify the item or items of business to which it relates and give sufficient information to enable those at the meeting to understand the nature of your interest. You do not need to give a detailed description.

4. Effect of Declaration

- 4.1 Declaring a financial or non financial interest will have the effect of prohibiting participation in discussion or voting on the item. You may be asked by the Chair to leave the room until the business item is concluded.
- 4.2 A conclusive test of whether you should declare an interest is whether knowing all the relevant facts, a member of the public would reasonably regard your interest as so significant that it is likely to prejudice your discussion or decision making in your role in the Edinburgh Partnership.
- 4.3 If in doubt you should take no part in the discussion of the business item, and leave the room until the item is concluded.



THE EDINBURGH PARTNERSHIP

Edinburgh Partnership - Governance Implementation and Resourcing

Executive Summary

The Edinburgh Partnership Board in agreeing a new governance model, identified the need to provide resources for the co-facilitation to achieve collectively the shared ambitions of the Partnership. As agreed at the meeting on 30 October 2018 this was to be subject to carrying out a resource assessment which would be used to inform the partner contributions.

This paper sets out the resources required to implement the new model and seeks agreement to an interim arrangement for resourcing and delivering the review outcomes.

Contact: Michele Mulvaney, Strategy Manager (Communities) (email: michele.mulvaney@edinburgh.gov.uk)

Recommendations

The Board is recommended to:

Core Support

- i. agree to provide dedicated support for a core team based 1 FTE seconded staff from the City of Edinburgh Council, Police Scotland, Scottish Fire and Rescue Service, NHS Lothian and Scottish Enterprise for a period of 6 months to support the implementation of the governance arrangements and work programme;
- ii. agree a financial contribution of £10k from Police Scotland, Scottish Fire and Rescue Service, NHS Lothian and Scottish Enterprise to provide a development and operational budget for the Partnership;

Support for strategic partnerships

- iii. agree that the current arrangements for the City of Edinburgh Council to provide resource to support the strategic partnerships continues;
- iv. agree to continue the shared responsibility between Skills Development Scotland, NHS Lothian and the City of Edinburgh Council for supporting the LOIP;

Locality support

- v. agree to the Locality Community Planning Partnerships and Neighbourhood Networks being supported by the City of Edinburgh Council and the core team on an interim basis subject to further work being carried out on a model of support, with proposals for this being submitted for the Board's consideration in June 2019;

Further activity

- vi. agree that each partner will undertake an assessment of their existing support for community planning by May 2019 with this to be reported to the Board in June 2019; and
- vii. agree to consider options for a longer-term model of facilitation and support in September 2019.

Third Sector Support

- viii. invited to agree three strategic priorities for TSI are:
 - Supporting the development of volunteering and active citizenship
 - Supporting social enterprise and third sector development
 - Supporting community planning partners' engagement with the third sector
- ix. agree a financial contribution of £6,210 from Police Scotland, Scottish Fire and Rescue Service, NHS Lothian and Scottish Enterprise to support TSI activity until 31 September 2019.

1 Background

- 1.1 The Partnership in deciding to review the governance arrangements, and its approach to developing the new community plan, identified there was a real opportunity to change how community planning is delivered in the city. It acknowledged there was scope to be genuinely transformational - with a focus on addressing the intractable issues in the city, combining partner resources and meaningfully involving communities – to reshape and deliver more effective and efficient services. The ambition to work differently and deliver change forms the basis for the new community planning arrangements.
- 1.2 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 of its statutory partners, together with those of the voluntary and private sectors and communities, to deliver a shared plan for their area.
- 1.3 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 Partnership is unlikely effectively and meaningfully to deliver shared outcomes without the core support and facilitation of partnership arrangements and in this respect, whilst having distinct objectives, the two are interdependent.
- 1.4 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.

- 1.5 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, though significant, been through staff time to attend meetings and participate in specific projects.
- 1.6 This support has included a historic commitment of 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 Edinburgh Partnership. This funding has supported:
 - Activity to enable strategic partnerships to deliver community plan outcomes including the trialling of new approaches;
 - Administrative costs associated with Edinburgh Partnership business;
 - The development and delivery of the Edinburgh Partnership work programme;
 - Edinburgh Partnership engagement through an honorarium for the board member for equality and rights; and
 - Costs for a Community of Place Board Member (Edinburgh Association of Community Councils)
- 1.7 In developing the new governance model, the Board recognised the need to provide resources for the co-facilitation and support and in so doing agreed a number of short-term measures, including the request for partners to confirm their previous financial contribution, as detailed above, and the establishment of an Interim Community Planning Support Team. The decisions taken by the Board reflect the agreement, as set out in the Community Plan, to commit resources to support the administration and facilitation of community planning in the city.



2 Main Report

2.1 A high level assessment of the resources needed has been carried out as shown in the diagram in Appendix 1. This identifies the project/activity required to deliver against the outcomes set by the Edinburgh Partnership, together with the type of resources required to implement each of the structures within the new framework. The support required can be defined in three categories and each of these is set out below.

2.2 **Core support** - This covers the following functions:

- Communications
- Community engagement
- Performance management and risk
- Partnership development
- Business/secretariat support

The activities and key projects which sit under each function are set out in Appendix 1. This includes specific pieces of work agreed by the Board as an outcome of the review process such as the development of the communications plan and community participation strategy.

2.3 **Support for strategic partnerships** - Each partnership requires lead partner support to ensure the outcomes of the partnership are delivered and the business managed effectively. This includes activity such as partner liaison, action development, tracking and reporting, and managing meetings. By way of example, in supporting one of the established strategic partnerships a range of Council staff dedicate a portion of their time this deliver this function as follows:

Business support officer – 0.5 days per month

Service Manager - 1.5 days per week

Development Officer – 1 day per week

This does not include the associated management and development costs that are met from within the service operational budget.

2.4 **Locality support** - This comprises lead officer support for each of the Locality Community Planning Partnerships, in line with the provision set out above, together with development support for the Neighbourhood Networks. The latter will require officer time and budget to meet costs associated with the setting up of the networks and to support community engagement. The need to adequately resource community participation and, specifically the networks, was considered vital by participants at all stages of the review process and is a principal duty placed on partners by the Community Empowerment (Scotland) Act.



Support Proposals

- 2.5 The requirements set out above are critical to achieving the Board's ambitions and for delivering the specific commitments agreed as an outcome of the review process.
- 2.6 It is recognised however that the level of facilitation and support for the Edinburgh Partnership will emerge over time, with the initial implementation of the review work programme and the establishment of new structures assisting in the identification of these longer-term needs. Recognising this, the following short-term support is requested from partners.

Core support – Provision of 5 FTE officers to form a community planning support team together with budget to meet the development and operational costs of the Partnership.

- 2.7 An interim community planning support team was established in November 2018. The team comprises, and is led by, dedicated officers from the Council's Communities Unit, together with officer support from Police Scotland, Scottish Enterprise, Skills Development Scotland, NHS Lothian, and the Scottish Fire and Rescue Service. Whilst this model has been helpful, other than the Council staff, officers have required to fit partnership activity around their existing roles and functional areas of responsibility. This limits their ability to contribute, with service pressures and priorities taking precedence over their contribution to partnership support.
- 2.8 Recognising this reality, partners with a statutory duty to facilitate community planning are asked to provide staff on a full-time seconded basis for a period of six months to carry out the functional areas of responsibility identified above. It is proposed that this includes one full-time officer to carry out the business support/secretariat function for the whole partnership. It is proposed that in line with the current arrangement, this core team will initially be led by the City of Edinburgh Council and recognising the interim status of the arrangement.
- 2.9 Partners with a statutory duty are also requested to contribute £10k to provide a development and operational budget for the Partnership. This is in line with the historic level of contribution from public sector partners and will be used to fund activity across all levels of the governance arrangements including the initial engagement costs associated with the Neighbourhood Networks.

Strategic Partnership Support – Provision of a lead support for each of the strategic partnerships based on the provision of dedicated staff time to ensure the delivery of the partnership outcomes and effective business management.



- 2.10 Lead support for the existing strategic partnerships is currently provided by the City of Edinburgh Council. With respect of the LOIP, Skills Development Scotland, NHS Lothian and the City of Edinburgh Council lead on each of the plan priorities. It is proposed that this arrangement continues subject to the partners identifying the specific officers and confirming the allocation of dedicated time to perform this role.

Locality support – Provision of lead support for each of the Locality Community Planning Partnership and dedicated development support for the Neighbourhood Networks.

- 2.11 The lead support for the Locality Community Planning Partnership would cover the same functions as defined for the strategic partnerships. This will continue to be provided on an interim basis by the Council, in line with the existing support for the locality leadership teams. Additional support to deliver specific projects/activity would also be provided by the core team, for example, in undertaking the review of the Locality Improvement Plans and operational arrangements, performance management, communications and secretariat.
- 2.12 The Neighbourhood Networks are new and as such will require dedicated resources to be successful, a view expressed extensively throughout the review process. It is acknowledged this represents a challenge for partners and will require detailed consideration both in terms of the level and model of support required. Given this, it is proposed to provide short-term support through the proposed core team, working with the existing Localities staff.
- 2.13 The proposed arrangements for the Locality Community Planning Partnerships and Neighbourhood Networks are interim subject to further work being carried out on the model of support, with proposals for this being submitted for the Board's consideration in June 2019.
- 2.14 As the proposals set out above are designed as a short-term measure, it is anticipated that the officers would continue to be based within their existing organisations but expected to meet as a Team on a regular basis.
- 2.15 The interim arrangements proposed will provide an immediate resource to establish the new structures and deliver the work programme agreed by the Board. It will also enable the development of longer term options for the type and level of support to be informed by the implementation process and individual partner service review and change programmes. This work also needs to be informed by an assessment of each partners existing contribution to support community planning. It is proposed that this work is carried out by partners, support by the core team, and reported to the Board in June 2019.



- 2.16 A report by the core team setting out the future options will be presented to the Board for consideration in September 2019 with a view to informing individual partner budget setting cycles.

Third Sector

The importance of role of the third sector interface in strengthening community engagement both in terms of its capacity to reach sections of the community least accessible to public sector partners and through the volunteers themselves who are already active citizens is well recognised by all community planning partners. The Scottish Government provides funding to enable the TSI to meet local outcomes under the National Performance Framework. The Council continues to make a financial contribution of £134,000 per annum as core funding to support the TSI in achieving the identified three local strategic priorities. The TSI itself undertakes a variety of income generation to augment statutory funding to enable its activity.

- 2.17 Current levels of core funded TSI activity needs to be prioritised to protect as far as possible the support on offer to communities and the third sector to engage in community planning as the new requirements and ambitions of the Edinburgh Partnership are developed and bed in. Given that the role of the TSI underpins wider partnership working the Board is invited to agree three strategic priorities for this funding:
- i. Supporting the development of volunteering
 - ii. Supporting social enterprise and third sector development
 - iii. Supporting community planning partners' engagement with the third sector
- 2.18 Moving forward Council officers would work with the TSI partners to carry out a holistic review of current funding support to the TSI, taking into consideration Scottish Government resources, to develop a more detailed picture of current activity and future need. This information would inform any future consideration by the Board about financial support, strategic priorities, and activities. A paper would be brought to the next board meeting detailing the progress made.
- 2.19 In respect of the current funding position of the TSI, the Board agreed on 24 September 2018 to utilise its remaining budget to provide £24,840 to the TSI until 31 March 2019 to support community planning activities previously funded by the Council which would otherwise have to end. The intention had been to take a strategic look at the resource for and in support of community empowerment for consideration by the Board at this meeting. However, a full evaluation of third sector funding can only meaningfully be done once the decisions of the Board in respect of the partnership governance and structures are known and the wider arrangements for community planning are established.



2.20 Given that this will take some months to develop, the Board is invited to consider whether to further extend their current resourcing commitment for 6 months in keeping with the timeframe for the wider review of resources which would be completed by the proposed joint officer team. This would mean that statutory partner would agree to £6,210 individual funding – a combined commitment of £24,840 until 31 September 2019. Given its continued core funding contribution to the TSI, the Council would not be included in this arrangement. If the Board decides not to continue this interim funding then the strategic priorities set in paragraph 2.17 would set a framework for partners to manage the impact of that reduction.

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

Michele Mulvaney – Strategy Manager (Communities)

Contact details:

michele.mulvaney@edinburgh.gov.uk

IMPLEMENTATION AND RESOURCE

IMPLEMENTATION AND RESOURCE		RESOURCE	RESOURCE
OUTCOMES	LOCAL OUTCOME IMPROVEMENT PLAN	COMMUNICATIONS Development and delivery of immediate approach Development of communications plan	Edinburgh Partnership Board
	LOCALITY IMPROVEMENT PLAN		LOIP Delivery Group
	CHILDREN'S SERVICES PLAN	COMMUNITY ENGAGEMENT Development of community participation strategy Delivery and review Research and sharing of practice	Community Safety Partnership
	COMMUNITY LEARNING AND DEVELOPMENT PLAN		Children's Partnership
	COMMUNITY JUSTICE OUTCOME IMPROVEMENT	PERFORMANCE AND RISK MANAGEMENT Development and delivery of framework Data development and research Data collation and reporting Development and management of risk register	Community Learning and Development Partnership
			Locality Community Planning Partnerships
		THIRD SECTOR Development and delivery of model of third sector support and participation	Neighbourhood Networks
		PARTNERSHIP DEVELOPMENT Plan development/delivery - Development of LOIP action plan Review of LIPs Action planning, tracking and reporting Project support Workforce development National interface	
		SECRETARIAT/BUSINESS Arranging meetings Issuing papers Minute meetings General administration	