

10.00 am, Thursday, 22 November 2018

## Edinburgh Partnership Review and Consultation of Governance Arrangements

Item number	8.1
Report number	
Executive/routine	
Wards	All
Council Commitments	

### Executive Summary

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The Edinburgh Partnership, as the community planning partnership for the city, has been carrying out a review and consultation of its governance arrangements.

The purpose was to establish a new governance framework, at all spatial levels in the city, that provides clarity of purpose, clear lines of accountability and facilitates the delivery of joint action to achieve the Edinburgh Partnership's ambitions.

This report sets out the governance model agreed by the Edinburgh Partnership at its meeting on 30 October 2018 for formal approval by the Council, together with summary details of the next steps in establishing the framework.

## Edinburgh Partnership Review and Consultation of Governance Arrangements

### 1. Recommendations

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- 1.1 To approve the Edinburgh Partnership's governance model;
- 1.2 To note the next steps in establishing the framework which is planned to be in place by April 2019.

### 2. Background

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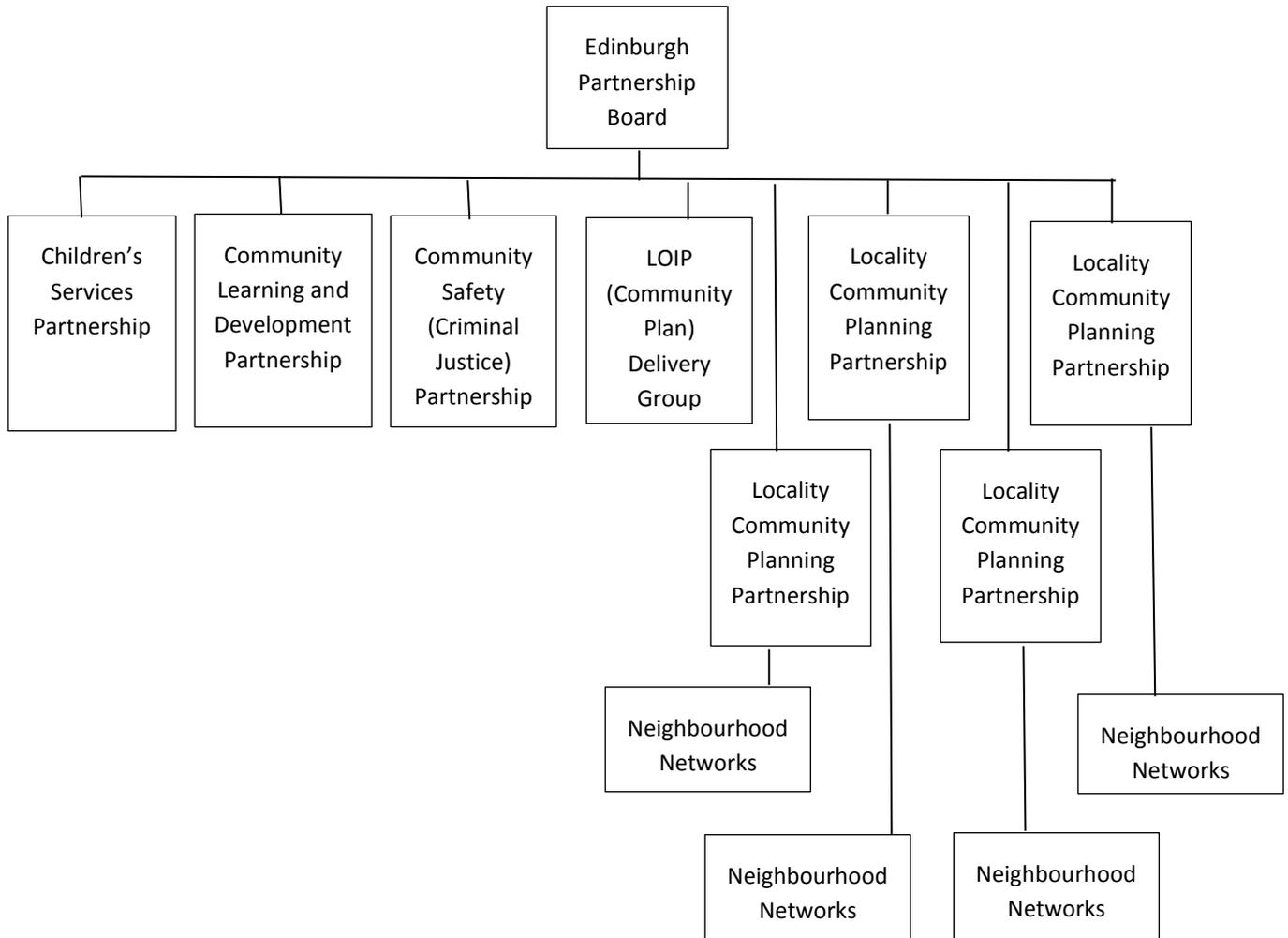
- 2.1 The Edinburgh Partnership is the community planning partnership for Edinburgh and brings together public agencies, the third and private sectors, to improve outcomes for residents in the city.
- 2.2 The Edinburgh Partnership, at its meeting on 7 December 2017, agreed to carry out a review and consultation of community planning governance arrangements. This decision was informed by a proposal from the City of Edinburgh Council which identified the opportunity to enhance governance arrangements in the city.
- 2.3 A Project Board was established to set out the scope and timescale for the programme of work. This encompassed all community planning arrangements in the city and involved two phases, an initial review followed by a formal consultation which ran from 16 July to 9 September 2018.
- 2.4 The findings from the review and consultation, informed the development of proposals for the new arrangements which were initially considered by the Edinburgh Partnership at its meeting on 24 September 2018. This discussion informed the final proposals for the model, which were agreed by the Edinburgh Partnership on 30 October 2018.
- 2.5 The work programme has been subject to regular progress reporting to Council including reports to the Culture and Communities Committee, Locality Committees and Corporate Policy and Strategy Committee. Feedback from this, together with elected member engagement as part of the review and consultation processes, have informed the final model presented to Council for approval.

### 3. Main report

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- 3.1 The Edinburgh Partnership Board recognised that existing community planning arrangements in the city, having evolved over time, are complex with the model comprising three levels: city, locality, and neighbourhood. The Board identified that there was an opportunity to simplify these arrangements and to create effective governance and accountability arrangements to facilitate the delivery of the new community plan and four locality improvement plans. To deliver on these commitments the new model needs to be:
- 3.1.1 streamlined;
  - 3.1.2 provide a shared understanding and clarity of purpose;
  - 3.1.3 provide greater accountability and transparency; and
  - 3.1.4 strengthen the approach to partnership working and community influence and participation.
- 3.2 Findings from the review and consultation phases of the work highlighted the complexity of the task with varying stakeholder views expressed on how best to achieve the Edinburgh Partnership's ambitions. In considering the initial proposals at its meeting on 24 September 2018, the Edinburgh Partnership acknowledged this complexity. Further work was requested in relation to proposals for the strategic and neighbourhood arrangements, and specifically to:
- 3.2.1 ensure alignment at a strategic level with the community plan and other statutory requirements; and
  - 3.2.2 clarify and address the need for arrangements at a neighbourhood level to be consistent, understandable, and workable for partners whilst having the flexibility to meet community needs.
- 3.3 The agreed model, as set out below, is designed to meet the aims of the review and consultation process, together with the statutory requirements placed on community planning partnerships and public bodies as set out in the Community Empowerment (Scotland) Act 2015.

## Edinburgh Partnership Governance Model



### Edinburgh Partnership Board

- 3.4 Under the agreed model, the membership and remit of the Board will be refreshed. The membership will take account of the public bodies which are subject to community planning duties, whilst recognising that there is no requirement that they all must sit on the Board. For the Board to be effective, it will require to:
- 3.4.1 comprise senior decision makers, based on a mix of executive and non-executive members;
  - 3.4.2 recognise those partners that significantly contribute to the delivery of the community plan, locality improvement plans, and other statutory plan requirements;
  - 3.4.3 address the role and relationship to partner governance arrangements;
  - 3.4.4 achieve a balance between the size of membership, appropriate representation from public bodies and discharging of statutory duties.

- 3.5 The remit will provide a basis for determining the membership. The core element of this will be the provision of 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. The Edinburgh Partnership Board has agreed to hold a workshop to consider the remit, membership, and nomination process in further detail.

### **Strategic/city level**

- 3.6 The model will comprise four partnerships, reduced from the current 11 partnership and advisory groups, at a strategic level as summarised below.

3.6.1 LOIP (Community Plan) Delivery Group – This new group will be accountable to the Edinburgh Partnership Board in respect of leading, delivering and progress of the community plan. The remit will include advising on, and accountability for, resource alignment and ensuring communities are engaged in the planning and delivery of the Partnership's priorities. The group will have flexibility to put in place operational partnership working arrangements to ensure delivery of the community plan. The membership is still to be determined and there is potential through this to ensure linkages between the strategic and locality levels.

3.6.2 Children's Services, Community Safety and Community Learning and Development Partnerships – These are existing partnerships within the current arrangements. Each has responsibility for the development and delivery of a plan which the Edinburgh Partnership has a level of legal oversight of.

- 3.7 All four partnerships will be directly accountable to the Edinburgh Partnership Board. The specific remits and membership will be subject to further consideration, with this to inform the final governance framework.

### **Locality/neighbourhood level**

- 3.8 This was the most complex aspect of the review and consultation. The agreed model seeks to address the Edinburgh Partnership's aim to simplify the arrangements whilst ensuring communities can meaningfully influence and participate in the governance of community planning. The model provides for partnership arrangements at locality and neighbourhood levels as summarised below.

3.8.1 Locality Community Planning Partnerships – Four locality community planning partnerships will be established which will be accountable to the Edinburgh Partnership in respect of leading, delivering and progress on the locality improvement plan. The membership will comprise Edinburgh Partnership members with an appropriate level of delegated responsibility at a locality level to ensure the delivery of the locality improvement plan. This could include a mix of executive and non-executive members, with the respective roles needing to be clearly defined, recognising the regulatory limitations of the different types of member.

- 3.8.2 Neighbourhood Networks – The neighbourhood networks foundation will be based around the existing Neighbourhood Partnership boundaries with this subject to local consideration and agreement of the Edinburgh Partnership Board. The role of the networks will be to identify the priorities and outcomes for community planning through building effective and meaningful community participation. To be effective, the membership of the networks will need to be inclusive and open to all community bodies in the area. Whilst a formal representative role between the network and locality community planning partnership could be adopted to ensure appropriate linkage, this should not detract from the networks having flexible and tailored operating models.
- 3.8.3 Neighbourhood Partnerships will continue in their current format whilst the membership, boundaries and remit of the new neighbourhood networks is considered. This work will aim to build on the successes of the Neighbourhood Partnerships while considering areas for improvement taking on board feedback from the review.
- 3.9 The remit and membership of the locality community planning partnerships and neighbourhood networks will be developed with partners as part of the stakeholder engagement process at a local level. To ensure consistency across the city these will be subject to the agreement of the Edinburgh Partnership Board as part of its governance framework.

### **Next Steps**

- 3.10 In agreeing the governance model, the Edinburgh Partnership identified that further work is required. This will include communication of the outcome of the review and consultation processes to participants and the production of the governance framework, including proposals for the remits and memberships. This will comprise a further programme of engagement with stakeholders involved in the current arrangements, including Neighbourhood Partnerships, during November 2018 to January 2019.
- 3.11 Neighbourhood Partnerships are also advisory committees of the Council and the Council will consider its approach to locality and neighbourhood working when it reviews Locality Committees in February 2019.
- 3.12 Resourcing for the new arrangements will also need to be agreed, recognising the requirement on public bodies to support the facilitation of community planning. The Edinburgh Partnership Board commissioned a paper to detail how this resourcing responsibility can be appropriately costed and more effectively shared by members.
- 3.13 The Edinburgh Partnership Board has also agreed to develop a communications plan and community participation strategy to support effective partnership working across the city.
- 3.14 It is proposed that the final governance framework and resource assessment will be presented for the agreement of the Edinburgh Partnership Board by March 2019, allowing for the new arrangements to be operational from April 2019.

#### **4. Measures of success**

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- 4.1 The establishment of new governance and partnership working arrangements.

#### **5. Financial impact**

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- 5.1 Delivery costs for the implementation of the review and consultation programme will be met from within existing resources with partners being expected to contribute. The operational costs of the partnership and the infrastructure across the city supporting community empowerment will be subject to a resource assessment for consideration by the Edinburgh Partnership Board.

#### **6. Risk, policy, compliance, and governance impact**

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

#### **7. Equalities impact**

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

#### **8. Sustainability impact**

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

#### **9. Consultation and engagement**

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

## 10. Background reading/external references

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10.1 None

### **Andrew Kerr**

Chief Executive

Contact: Michele Mulvaney, Strategy Manager (Communities)

E-mail: [michele.mulvaney@edinburgh.gov.uk](mailto:michele.mulvaney@edinburgh.gov.uk) | Tel: 0131 469 3541

## 11. Appendices

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None.