

## Community Planning in Edinburgh: Further Development

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### City of Edinburgh Council

18 December 2008

#### Purpose of report

- 1 This report describes the further development of community planning action in the city, and proposes new structural and governance arrangements to ensure effective partnership operation.

#### Main report

- 2 The Council will recall my previous reports on the progress of community planning in the city, which referred to the delivery of the community plan and its revision over several years, the responsibilities of the Edinburgh Partnership Group (EPG) in respect of regeneration programmes and, lately, the partnership commitments to the Single Outcome Agreement (SOA).
- 3 A major review of the Edinburgh Partnership has been undertaken, in consultation with partner agencies and community planning stakeholders.
- 4 The Council decision of 13 March 2008 sought clarification of the relationship between neighbourhood and city wide community planning in the light of both the Fairer Scotland Fund and SOA responsibilities. In approving the programme for Achieving Excellence at its meeting on 10 June 2008, the Policy and Strategy Committee agreed to the design of a new approach to city wide community planning, as part of the Corporate and City Leadership theme.
- 5 I have also addressed the requirements for improvement in this area in relation to the recommendations of the Council's Best Value Audit report, which recommended a re-focussing of community planning and an emphasis on outcomes. Nationally, there is a renewed focus on the adequacy of partnership and governance arrangements to deliver effective joint agency action for the SOA which, as members will be aware, must be submitted as a full partnership document in 2009. The core objective in all this is to improve service provision for customers and address the challenging wellbeing and improvement issues for the city.
- 6 The very extensive review work and the detailed proposals for adoption are set out in Appendix 1. The Council will note that my recommendations acknowledge the importance of more streamlined and effective decision making, allied to a clear commitment to community engagement with Edinburgh's many stakeholders, and a better prioritising of strategic activity and

the partnership arrangements which go with it. I propose a strengthening of cross party representation on the Edinburgh Partnership, and better links between the neighbourhood and city level community plans.

- 7 A new Partnership Executive is proposed, designed to focus on implementing high level projects and joint service developments that make major impacts on agreed targets and outcomes. This allows both the SOA commitments and the longer range wellbeing, sustainability and climate change challenges to be addressed. On behalf of the Board, the new Executive will bring a strengthened focus on the delivery of services in a joined-up way for both individuals and communities.
- 8 I acknowledge the very substantial input from partner interests into the development of these proposals, and it will be necessary for final views, and partner consideration of the whole package of proposals, to be taken through the Edinburgh Partnership Board meeting in January. The aim is to introduce the new arrangements at the start of 2009-10. Certain aspects of the new framework still require detailed design, notably the strategic partnership adjustments and the enlarged business support required. Work on these issues is underway.

### **Financial Implications**


- 9 There are no direct financial implications arising from this report.

### **Environmental Impact**

- 10 There are no negative environmental effects arising, and over time, the co-ordinated action of partners should improve environmental quality, and contribute to the Council's sustainability objectives.

### **Recommendations**

- 11 It is recommended that the revised community planning framework attached in Appendix 1 is agreed by the Council, and proposed to the Edinburgh Partnership for adoption.

  
Tom Aitchison  
Chief Executive  
11/12/08.

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Appendices	1.
Contact/tel/Email	Tom Aitchison, Chief Executive – Tel No 0131 469 3002
Wards affected	All
Single Outcome Agreement	All National Outcomes
Background Papers	Files of Edinburgh Partnership proceedings, held in Department of Corporate Services

# REVISED COMMUNITY PLANNING FRAMEWORK FOR EDINBURGH

## 1 Purpose of report

- 1.1 This report clarifies the existing community planning framework in the city and sets out the specific role of the Edinburgh Partnership. Whilst these measures are progressive and consistent with arrangements across other local authority areas in Scotland, recent developments at both national and city level underpin the need to further refine the structures in Edinburgh. These factors are outlined in this report and options for improvement are described, for further discussion and adoption.

## 2 Main Report

### Community Planning Background

- 2.1 Community planning is the established approach to delivering improved public services in Scotland. This is achieved through joint working by the public, voluntary and business sectors and full engagement with communities to ensure effective service responses to local issues and priorities. A core aim is to improve service quality, meet customer needs in a joined up manner, and tackle the challenge of improving wellbeing for everyone in the city.
- 2.2 Edinburgh has been a pioneering city in this regard having been chosen as a Pathfinder area by the Scottish Office in the late 1990s. The challenge was to produce a 'Community Plan', setting out agreed priorities and an action framework, which would act as a model for the development of community planning throughout Scotland.
- 2.3 To take this key initiative forward, an Edinburgh Partnership Group (EPG) was formed to develop a vision for the city based on widespread consultation with all key stakeholders. The EPG membership was drawn from the Chief Executives and Chief Officers of Lothian Health, Lothian and Borders Police, Lothian and Edinburgh Enterprise Ltd, Edinburgh Chamber of Commerce and Enterprise, and the Council.
- 2.4 The experience of preparing the first Community Plan for Edinburgh contributed directly to policy development at national level and the establishment of the statutory framework for community planning. This is set out in the Local Government in Scotland Act 2003. **The duty under section 15 of the Act requires local authorities to initiate, facilitate and maintain the community planning process.**
- 2.5 The duty under section 16 of the Act requires NHS Boards, the enterprise networks, the police, and the fire and rescue services to **participate** in the

community planning process. These bodies also have a statutory responsibility to assist the local authority in its facilitation role.

2.6 As with the original Pathfinders, the key function of community planning partnerships is to develop and set out a joint vision, with agreed objectives for the area, in the form of a Community Plan. Audit Scotland has confirmed that community planning should ensure:

- **rationalisation** – community planning should be the over-arching partnership framework, helping to coordinate other initiatives and partnerships and rationalise a cluttered landscape; and
- **connection between local and national priorities** – providing a mechanism to balance national priorities and those at regional, local and neighbourhood levels.

#### Edinburgh Partnership Background

2.7 Edinburgh was well placed to meet these legislative requirements with considerable experience of joint agency working and the contribution of the Edinburgh Partnership Group. To move these arrangements forward, the Edinburgh Partnership (EP) was established by the Council in 2003, as the Community Planning Partnership (CPP) for the city. Its membership comprised:

- the Chair: Leader of the City of Edinburgh Council;
- Partner Agencies;
- Strategic Partnerships;
- the Community Sector;
- Equalities Fora; and
- Opposition Group Representatives.

2.8 A 'leadership and accountability' model of operation was adopted the following year, with a focus on priority policy issues, and a clear task for the EP in monitoring progress on joint objectives. The EP has continued to function as an unincorporated body, clearly distinct from the Council, under the terms of a Partnership Statement which confirms the remit, membership and protocol for EP meetings and business arrangements. The Statement also sets the tone for co-operative working and decision making by consensus between the partners.

2.9 Agency responses to EP policy objectives were to be implemented through the Edinburgh Partnership Executive which comprised the members of the previous (Chief Officer) Edinburgh Partnership Group. This arrangement was reviewed in January 2005, however, when the requirement for a stronger leadership body for the entire community planning process was identified.

2.10 The result was the replacement of the Executive with an expanded Edinburgh Partnership Board which now included an elected member appointed by the

Council. This was specifically to strengthen the link between councillors and the community planning structure. In 2005, the then Council Leader was nominated onto the Board and appointed as Chair. He was followed in this role by subsequent Leaders of the Council.

- 2.11 The Edinburgh Partnership Board continues to provide strategic direction and leadership for the community planning partnership as a whole. The Board's role is complemented by the 'Edinburgh Partnership in Conference' sessions which bring the Partnership together in its entirety. (This replaces the previous meeting arrangements for the full Edinburgh Partnership). The focus is on policy review and development around specific themes. The recent event on Access to Sport and Culture was a particularly successful example of how to engage with a wide range of interests in this forum.

#### Community Planning Arrangements Across Scotland

- 2.12 The existing community planning arrangements in Edinburgh are typical of the rest of Scotland. A report by Audit Scotland in June 2006 confirmed that each local authority had established a Community Planning Partnership and most had the same broad structures in place, including Boards with strategic responsibilities.
- 2.13 A recent Edinburgh Partnership survey of other local authority areas in Scotland demonstrated that:
- there is no single template for the management of community planning and local variations do occur;
  - the current arrangements in Edinburgh are echoed elsewhere in Scotland and there is nothing untoward about the city's approach; and
  - the establishment of local community planning bodies in Edinburgh, through the 12 Neighbourhood Partnerships, is far more developed than in other areas.
- 2.14 The need to reform existing structures is apparent though in other areas, with several CPPs flagging their intentions to adapt to new circumstances, especially Single Outcome Agreement responsibilities. All CPPs are also required to address the specific recommendations of Audit Scotland to:
- ensure the CPP board is clear on its remit, role and responsibilities, and is structured to fulfil these;
  - define clearly the role for elected members and members of other partner governing bodies within their community planning arrangements;
  - review and rationalise structures to focus on delivering services that add value; and
  - review how effectively the CPP operates as a partnership.

- 2.15 There is no particular pattern to this review process, however, with CPPs opting for differing mixes of membership and management arrangements. This underlines the fact that each area has to examine its own particular circumstances and fine tune its procedures accordingly. Across Scotland there is a keen interest to see a **focus on delivery and outcomes together with a move away from process**. The similar specific drivers for change in Edinburgh are identified below but the main products now required by CPPs are clear. These are Single Outcome Agreements, managed programmes for the Fairer Scotland Fund, and realistic Community Plans which can be implemented.

#### Drivers for Change in Edinburgh

##### Edinburgh Partnership Constitution and Democratic Mandate

- 2.16 Whilst community planning was introduced as a statutory duty by the former Scottish Executive, the current Scottish Government took early steps to increase significantly the range and level of responsibility of CPPs. In fulfilling these additional duties, the Edinburgh Partnership has been questioned afresh about its remit and responsibilities.
- 2.17 On one level there is an obvious tension between the type of broad ranging and inclusive partnerships that successive national governments in Scotland have actively encouraged, and the traditional decision making role of elected members of the Council. Although the relationship can be improved through better communication and information dissemination, there is also a clear need to address representational issues directly in a review of the membership and constitutional arrangements of the Edinburgh Partnership.
- 2.18 The general advice from Audit Scotland is for CPPs to involve a range of elected members without the partnership being seen by other partners as too dominated by a council. Preliminary discussions on the constitutional status and structure of the Edinburgh Partnership have already taken place at Board level. This is in recognition of the enlarged role of CPPs and the need to be fully fit for purpose. A key factor in this regard is the changing environment of the Concordat with the Scottish Government and the introduction of Single Outcome Agreements.

##### Single Outcome Agreements

- 2.19 A key catalyst in the delivery of more effective and joined up services is the introduction of Single Outcome Agreements (SOAs) as part of the Concordat between the Scottish Government and Councils. In making CPPs responsible for delivering SOAs from now on, a stronger connection between the Scottish Government's policy outcomes, the distribution of resources to local government and partners, and the delivery of local services will need to be achieved.
- 2.20 The first SOA for 2008/09 referred to Council and other agency services, but 2009/10 outcome agreements must be submitted by CPPs and reflect the full range of partner commitments. For Edinburgh, the 2009 SOA will draw upon all

partner agency plans and commitments and will include a number of outcomes which are delivered jointly with NHS Lothian and Lothian and Borders Police.

- 2.21 Work is now underway to develop the 2009 SOA which will incorporate other partner contributions. The revised SOA will build on the existing agreement and draw upon the outcomes in the Community Plan. There is no doubt, however, that SOA partner submission obligations make more intense partnership working between the key public agencies essential. This may be difficult to achieve within the broader EP and Board arrangements where individual partner responsibilities are highly variable.

#### Fairer Scotland Fund

- 2.22 The outcomes to be achieved through the investment of the Fairer Scotland Fund (FSF) must also be included in the Partnership SOA for 2009. There is already a direct connection between the FSF and the community planning process. The Scottish Government made CPPs directly responsible for the financial and strategic prioritising of the FSF which replaced the Community Regeneration Fund on 1 April 2008. Recent local investment decisions are based on the Edinburgh Partnership's determining of revised strategic priorities and resource allocations. This followed community engagement and consultation on the changes.
- 2.23 The subsequent decision making around the allocation of the FSF in the city has been the single greatest cause of tension about the Edinburgh Partnership's role. CPP responsibilities have been misunderstood and the Partnership has also been seen (wrongly) as the cause of regeneration budget reductions in the most deprived areas of the city.
- 2.24 The reality, however, is that the allocation of ring fenced regeneration funding for Edinburgh has been in decline since the replacement of the Social Inclusion Partnership fund with the Community Regeneration Fund in 2005. A report to the Council on 16 September 2004 explained the new methodology for the distribution of the CRF across Scotland and highlighted that the allocation to Edinburgh would reduce annually over the next three year period.
- 2.25 This lower funding base is now reflected in the FSF allocation for Edinburgh. The other factor to be taken into account is that (using the highly regarded Edinburgh Index of Deprivation) the Partnership decided to target the most deprived people (as opposed to geographic areas specifically) across the whole city. This was in keeping with Scottish Government guidance and resulted in a distribution of funding to all 12 Neighbourhood Partnerships, and some investment on a thematic basis.

#### Neighbourhood Partnerships

- 2.26 Regeneration funding was previously allocated to the Social Inclusion Partnerships (SIPs) in the city for local investment. SIPs were independently constituted bodies with full decision making powers on the distribution of funding within their areas. The function of these local regeneration companies has now been subsumed by the Neighbourhood Partnerships which are established as Advisory Committees of the Council.

- 2.27 With regard to the decision making powers for Neighbourhood Partnerships, the Edinburgh Partnership sets the strategic priorities for the FSF, and authority for local project expenditure is delegated by the Council to the Director of Services for Communities (and devolved to Neighbourhood Managers) acting on behalf of the Neighbourhood Partnerships.
- 2.28 The 12 Neighbourhood Partnerships were established by the Council as Advisory Committees on 8 March 2007. This followed a three year period of consultation and deliberation on the best approach to local community planning and neighbourhood arrangements. The other option of establishing local partnerships as Sub Committees was rejected as this required at least two thirds of the membership to be elected members. This was considered to compromise the spirit of partnership.
- 2.29 These arrangements have remained under review by the Cross Party Working Group and there is no obvious consensus on the way forward at this stage. A further issue is that there are no formal linkages in terms of representation between the Neighbourhood Partnerships and the Edinburgh Partnership. This is unsatisfactory given that the Neighbourhood Partnerships are the local expression of the community planning framework in the city.
- 2.30 In practice there are linkages through the FSF and the Community Plan process but clearly the relationship between the Edinburgh Partnership and the Neighbourhood Partnerships needs definition, alongside assured community engagement arrangements for all interests in the city.

### **3 The Way Forward**

#### What's Needed?

- 3.1 The community planning framework in Edinburgh has been constantly evolving since its inception in 1999. In terms of future direction of travel, with the Edinburgh Partnership having responsibility for developing the Single Outcome Agreement, it is time for further accelerated change and a review of current operations. In the light of the above, the key areas for change, which are consistent with the advice from Audit Scotland, are listed below:-
- Clear definition of function/statutory role of the Edinburgh Partnership;
  - A robust performance management and reporting framework;
  - Clear and effective communication about the EP's responsibilities and business;
  - Improved and streamlined decision making;
  - Delivering an effective Partnership SOA in 2009;
  - Focus on delivery of "ambition projects" to improve Edinburgh;
  - Ensuring regeneration action in the Fairer Scotland Fund and other programmes;
  - Clear leadership and political commitment to joint priorities agreed for the above;

- A defined relationship between the EP and Neighbourhood Partnerships; and
- Effective community engagement embedded at all levels of community planning.

### What Operational and Governance Framework Will Achieve This?

3.2 The approach needs practical expression in revised structures which provide:-

- An Edinburgh Partnership which is fully inclusive;
- Leadership arrangements which allow strategic decisions to be taken, resources to be contributed by partner agencies, and actions to be implemented;
- Clear description of roles and responsibilities at city wide and neighbourhood community planning levels;
- Simplicity, and reduced layers of implied accountability and less bureaucracy;
- Mechanisms for engagement of all stakeholders to contribute to community planning objectives.

### A New Framework

3.3 A chart showing the Edinburgh Partnership framework with revised structural elements is given at Annex 1. The Partnership Board will strategically direct the Community Planning process in the city, and monitor its progress. It assumes that the Community Plan for long range wellbeing and improvement topics for the city is a key strategic product, as is the SOA, with its focus on outcomes achieved through service and infrastructure investments which are joint commitments of the partners. The relationship between Community Plan, the SOA, service plans and other partners' planning documents is shown in the diagram at Annex 2.

3.4 A new EP Executive is needed to provide a high level planning and implementation function. In particular, it is necessary to create a single partnership forum where economic development and transport issues can be progressed along with social policy and service delivery issues. The Executive will be supported by a smaller number of strategic partnerships and project support sub groups, along with the delivery activity of the Neighbourhood Partnerships. The more detailed output of this level of activity is contained in the further diagram in Annex 3, which defines the relationship between the EP and NPs.

### New Framework: Benefits

3.5 The revised proposals offer a combination of reduction and streamlining of process, while also sharpening the leadership and encouraging the commitment of key partners to the priority issues which have a major impact in the city. The joint actions needed, beyond the existing service commitments of

partners, are the "collaborative gains" envisaged from strong and effective community planning.

- 3.6 There are two other areas of benefit. The first is the focus on a reduced series of outputs which are clearly located in the new requirements put upon CPPs nationally – the SOA, the bigger infrastructure and fabric improvements needed in the city, and responsibilities for strategic management of resource programmes, like FSF.
- 3.7 The second is the clarification of the relationship between the EP's activity and the Neighbourhood Partnerships (NPs). As noted, the NPs are major contributors, as delivery vehicles, for outcomes in local community plans, where actions ensuring the achievement of SOA outcomes are implemented, in full engagement with local communities.

#### New Framework Components

- 3.8 This section looks at the membership of the proposed elements of the new framework starting with the Edinburgh Partnership Board. There is clearly merit in adjusting membership to ensure that it is more representative of all political and stakeholder interests.
- 3.9 At the same time, less frequent meetings, all with a greater business focus on monitoring progress and strategic direction, is seen as a formula for successful operation. The total membership of the Board should however be restricted, and some agencies currently on the Board should be asked to retire, and new entrants resisted.
- 3.10 The proposals below draw from a number of suggestions made by EP members, and an amalgam of key principles and new suggestions are reflected in the preferred option. A Board design on the following lines emerges, and this is proposed for adoption.

#### RECOMMENDED EP BOARD REMIT & MEMBERSHIP

##### **Function**

2-3 meetings per year to determine strategic direction agree joint commitments for major service and infrastructure projects and to endorse the SOA, Community Plan proposals and their monitoring and evaluation.

##### **Members**

- Council Leader (Chair);
- Leader of the Opposition;
- Chair of NHS Lothian;
- Chair of Police Board;
- Chair of Fire and Rescue Service;
- Neighbourhood Partnership representatives (2 NP Conveners rotated annually);
- Chamber of Commerce;
- Scottish Enterprise;
- Community of Place representative (Edinburgh Association of Community Councils);

- Communities of Interest representative (Edinburgh Equalities Network Group);
- Voluntary sector representative (Edinburgh Voluntary Organisations Council); and
- FE/HE representative

3.11 The introduction of a new Partnership Executive is designed to take on the main functions of partnership action and ensure implementation. Its proposed remit and membership is set out below.

### RECOMMENDED EP EXECUTIVE

#### Functions

- Directing resource and service co-ordination action by partners to achieve CP aims;
- Identifying strategic ideas and approving new projects to achieve key objectives;
- Developing and then monitoring the effective progress of the partnership's SOA;
- Demonstrating leadership and securing organisational and cultural change to deliver community plan outputs;
- Ensuring the implementation of agreed new services and projects and or disengagement from others, measuring their outcomes;
- Creating and directing a joint agency implementation team to deliver EP projects;
- Managing cross boundary and sub regional partnership projects (such as the hub initiative).

#### Members

- Chief Executive, CEC (Chair)
  - Chief Executive, NHS Lothian
  - Chief Constable
  - Chair, Edinburgh COMPACT Partnership
- \* Other agency representatives may also contribute for certain projects

3.12 The new Partnership Executive would be the key body in interpreting the EP's strategic priorities. It would provide leadership to establish community planning as a way of working across the main public bodies in Edinburgh and will "champion" the joining up of public services in Edinburgh. Priority issues should be the ones which have a major impact on the city and which clearly

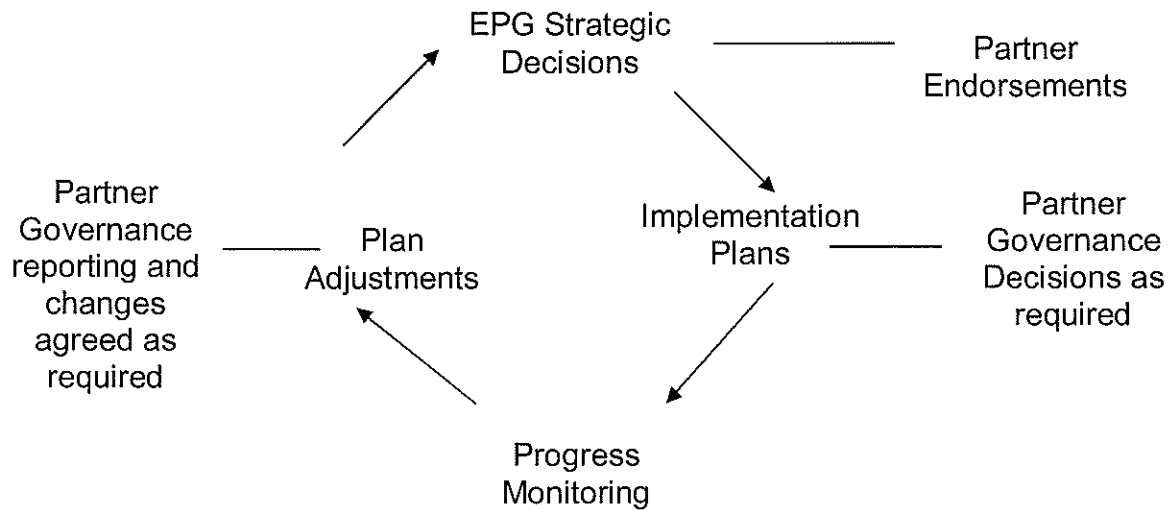
need partnership intervention to deliver solutions that will make a difference – both at a strategic and a local level.

- 3.13 The proposed Executive membership also reflects the need for greater direction and co-ordination of both resources and services by the main service providers within the city. This takes on increasing importance with the introduction of the 2009 Single Outcome Agreement. The combined revenue budget resources of the three statutory agency partners is in excess of £1.09billion, including £167m Edinburgh CHP (2008-09 budget) and Edinburgh's contribution to Lothian and Borders Police (£54.8m) and Lothian and Borders Fire and Rescue (£27.2m). This is net of Scottish Government grant to police and fire, excludes capital expenditure and does not take into account NHS Lothian expenditure on acute hospital provision.
- 3.14 Effectively planned service delivery by statutory bodies forms a central part of partnership action and the delivery of high quality excellent services to Edinburgh's citizens. Add to this the important contribution that third sector organisations make to service delivery and quality of life in the city and there is a clear coherence to the new Executive arrangement.
- 3.15 At a practical level, support arrangements to assist the Executive on an ongoing basis are also needed, composed of individuals with the authority to make decisions and commit their organisations to action. The existing EP Board business support arrangements will also need to be expanded, in order to ensure effective administration and business management capacity, and to provide the technical and co-ordination resources needed to ensure that projects and service developments are designed and implemented. A further assessment of this need will be undertaken.

#### Accountability

- 3.16 While the proposed arrangements above address improved decision making and a focus on implementing action, it is acknowledged that, nationally, as well as in Edinburgh, confusion exists as to the accountability of partnership bodies. The resources and other commitments of agency partners are properly the responsibility of each agency's established governance rules, but there are also jointly funded programmes and co-funded infrastructure projects which depend on the strategic decisions of the CPP itself.
- 3.17 Annex 1 explains the overall framework for co-operative action envisaged, and identifies the responsibility of Neighbourhood Partnerships to prepare local level community plans and be accountable for their implementation in line with the strategic objectives of the EP. In the area of the strategic groupings, these city wide plans and programmes in combination will implement the SOA and other longer range objectives such as sustainable development and climate change action.
- 3.18 Such actions require commitments from partners in terms of detailed financial and other resource contributions, which have to be agreed within their governance arrangements. In this regard, the strategic commitments made to the EP will be agreed, where necessary, through partner governance routes (such as that required for "signing off" the SOA) but the detailed commitments

can be programmed in relation to the emerging business cycle of the EP, as outlined below.



3.19 The annual process described is now anchored to the SOA timetable (with the new partnership SOA submitted in February 2009, and adopted at the mid year point, in June of each year), but other community planning commitments over longer time horizons will also apply.

### Strategic Partnerships

3.20 Strategic partnership groups have an important role to play in developing and implementing joint plans and strategies and ensuring that these are co-ordinated. There are, however, too many strategic groups and a review of these is needed. While they may have some partnership focus under the banner of the Edinburgh Partnership they generally have no accountability for achieving specific outcomes and no robust lines of reporting or performance monitoring. The advent of the SOA helps to prioritise these activities, while still allowing for development of new strategic or thematic partnerships that will deliver an ambitious agenda for Edinburgh.

3.21 The current main contributors to outcomes related to the SOA are the following:-

- Capital City Partnership (CCP);
- COMPACT;
- Community Safety Partnership;
- Children and Young Peoples Partnership; and the
- Community Health Partnership.

- 3.22 Of these, the CCP will be reviewed in the near future, with a view to re-focusing the work on routes into employment and establishing the best strategic structure for economic development generally. With regard to the COMPACT, the Community Safety Partnership and the Children and Young People's Partnership, these groupings produce important social fabric and client based services in priority areas relevant to the SOA. The CHP is a major service providing partnership which needs to be better connected to EPG activity, but its core focus on health and wellbeing is pivotal to improving outcomes in health improvement and in overcoming health inequality.
- 3.23 The remaining existing strategic partnerships are either linked to single issue topics (like the Youth Services Advisory Committee/YSAC) or are part of mainstream service provision (Community Care and Community Learning and Development Partnerships). The Cultural Partnership has been reviewed in recent months, and its strategic activity has links to a number of priorities for the city in both economic and social objectives. Such partnerships are essential to meet EP priorities, but can play more episodic roles in supporting EP activity in the future. More thinking is needed on the topics of sustainable development and economic development, to determine the best strategic vehicles for taking long term aims forward in an effective manner. A re-design in detail is needed and further work will be undertaken, but as can be noted in Appendix 1, key priority strategic groupings are proposed, along with their attachment to national outcome requirements.

#### Community Engagement

- 3.24 Community engagement is at the heart of community planning and needs to be firmly embedded in the process, not added on, but as an integral part of the way things are done. The main vehicle for community engagement and involvement needs to be at a local level, primarily where services are being delivered. NPs are a key cornerstone of this and engagement activities need to be integral to local community planning activities.
- 3.25 There also needs to be an understanding of the city wide context too and it is important that community and voluntary sector interests are involved at Board level.
- 3.26 There are also a number of forums throughout the Council that may be viewed as strategic groupings, but are in fact advisory groups. These groups have an important role to play in ensuring that community groups of interest have a place in the community planning structure, as sounding boards and influencers. It may also be appropriate to have "user" type forums that feed into the main strategic groups to fulfil the broader community engagement requirement. It would also help to reduce the number of consultation forums that exist and ensure that those retained are meaningful and feed into the planning and monitoring cycles. It is important to ensure that forums set up by our partner organisations (e.g. health participation forum) can also contribute to an integrated consultation approach which can help generate a single shared perspective on needs, views and community interests.
- 3.27 Community engagement standards are already adhered to by the EP and NPs. It will always be important to balance the views of all community interests– and

so data obtained from community activists, from surveys of resident opinion, and from operational "feedback" must be "moderated" in order to make judgements about this range of inputs.

### Neighbourhood and City Wide Linkages

3.28 An initial description of the complementary operations of the EP and NP levels of community planning is given below, and in more detail in Annex 3. Relationships between the levels can be defined for:-

- Planning and monitoring/evaluation activity;
- Service improvement;
- Community engagement;
- Managing resource programmes (FSF and European Funds);
- New Initiatives.

3.29 This description can be developed further to give a more detailed concept of the relationship between the two levels in due course.

### Communication and Information Dissemination

3.30 A key weakness of current arrangements is identified in the lack of wider understanding of the EP's role and function, and of the practical actions and improvements it is achieving. A new plan for improved communication of the need for all interests in the city to support EP objectives is needed. This must, by definition, be the subject of a fuller report.

## **4 Conclusion**

4.1 The major issues for the Edinburgh Partnership and community planning in general in the city are identified above, with proposals for improving governance, ensuring effective action and dealing with communication and community engagement needs. The proposals are for discussion at this stage and finalisation in the near future.

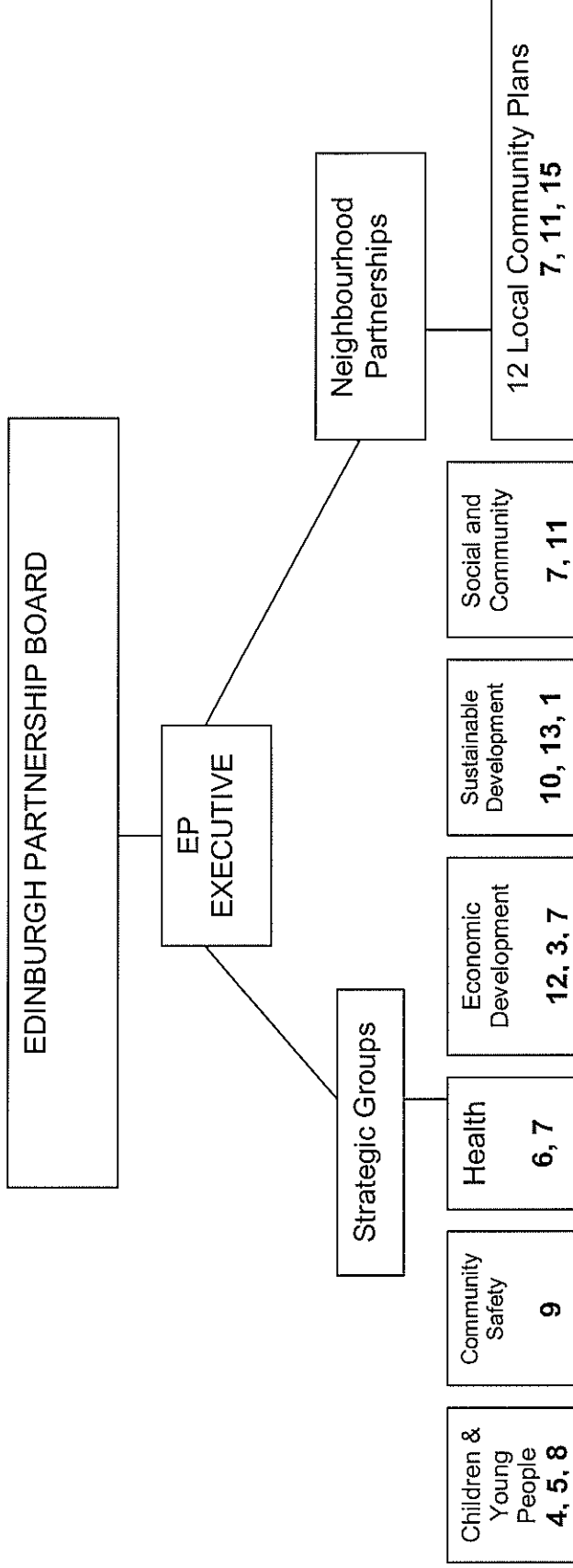
4.2 It is proposed to present proposals from the Council to the EP Board on 29 January 2009 for discussion. These can then be finalised and approved formally at the following EP Board meeting for adoption in the new financial year.

## **5 Recommendations**

5.1 It is recommended that the Council:

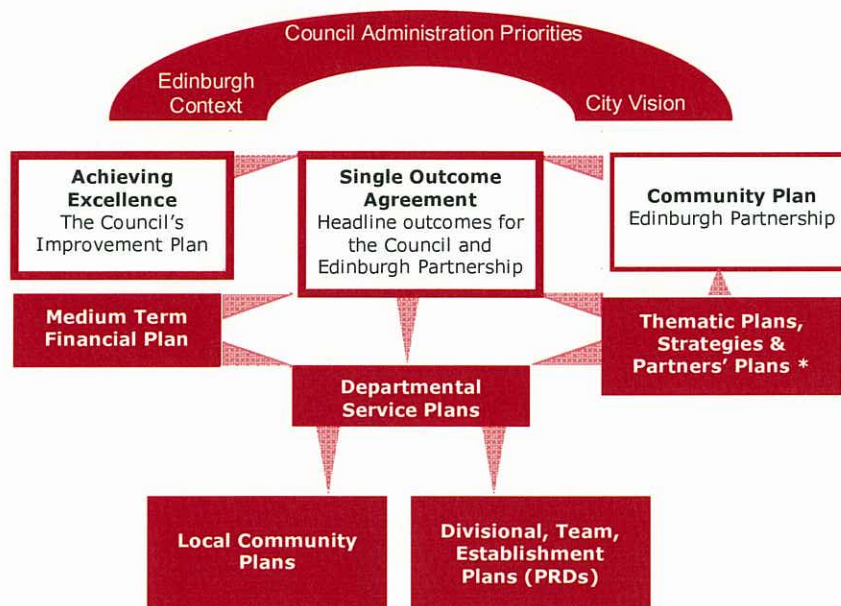
- (i) recognises the success to date in establishing effective community planning structures in Edinburgh, at both city and local neighbourhood level, as set out in paragraphs 2.1 to 2.15;

- (ii) notes the drivers for further change, as set out in paragraphs 2.16 to 2.30, and agrees the need to reform the existing arrangements;
- (iii) agrees the underpinning principles of revised structures detailed in paragraph 3.2;
- (iv) agrees the new framework proposals as detailed in section 3 and presented in annex one;
- (v) agrees the proposed review of the strategic groupings in the city as described in paragraphs 3.20 to 3.23;
- (vi) agrees that community engagement is at the heart of community planning and needs to be firmly embedded in the process, as set out in paragraphs 3.24 to 3.27;
- (vii) agrees the specified linkages and relationship between city and Neighbourhood Partnership levels as summarised in annex three; and
- (viii) approves this report as the basis for further discussion and negotiation with the community planning partners, and specifically with the members of the Edinburgh Partnership Board as proposed in paragraph 4.2.



\* The numbers in the boxes refer to the National Outcomes

**'GOLDEN THREAD' RELATIONSHIP DIAGRAM**



\* This includes Edinburgh CHP, Joint Health Improvement Plan, Partner Corporate Plans, integrated Children's Services Plan, etc.

CITY AND NEIGHBOURHOOD PARTNERSHIP RELATIONSHIPS

LEVEL	PLANNING AND MONITORING	SERVICE IMPROVEMENT	COMMUNITY ENGAGEMENT	MANAGING RESOURCE PROGRAMMES	NEW INITIATIVES
City	<p>Preparing new Community Plan SOA Other Programmes (FSF/EU)</p> <p>Monitoring city level progress on plans and agreements and making changes</p>	<p>Agreed EPG Service Improvement and joint service initiatives</p> <p>Implementing city wide service adjustments</p>	<p>City wide Communities of Place and Interest Representation</p> <p>Developing and community engagement at strategic level</p>	<p>Accountable body for FSF/ERDF/ESF Other programmes</p> <p>Management expenditure decisions on programme implementation</p>	<p>Designing new CP projects</p> <p>Setting up and implementing new ambitious projects</p>
Neighbourhood	<p>Local Community Plans and Monitoring Service Standards/Impact</p> <p>Local interpretation of City Strategic objectives in neighbourhood plans, monitoring resource/service adjustments for effectiveness</p>	<p>Defining Local Service Improvements which complement strategic service priorities</p> <p>Contributing to city wide service changes at local level; designing these to suit local conditions, and implementing service change</p>	<p>Local community engagement in NPs</p> <p>Community inputs to local projects and service planning</p> <p>Community research and local engagement and participation</p>	<p>Local implementation of agreed projects within resource programmes</p> <p>Project support/advice at local level, and input to individual project monitoring</p>	<p>Local Partnership contributions to new projects</p> <p>Providing advice and resource support where possible for local implementation</p>