

REPORT TO: East Lothian Council

MEETING DATE: 23 April 2013

BY: Chief Executive

SUBJECT: East Lothian Community Planning Partnership Governance Review

1 PURPOSE

- 1.1 To inform Council of the outcome of the review of the East Lothian Community Planning Partnership governance arrangements and to seek nominations for Elected Members to represent the Council on the new community planning partnerships arrangements.

2 RECOMMENDATIONS

- 2.1 That Council endorses the Community Planning Partnership Board's decision to establish new governance arrangements and structure as detailed in paragraphs 3.4 and 3.5.
- 2.2 That the Administration and Opposition Group nominate representatives to the following Partnerships:
- East Lothian Partnership: two Administration and one Opposition
- Sustainable Economy Partnership: two Administration and one Opposition
- Resilient People: two Administration and one Opposition
- Safe and Vibrant Communities: two Administration and one Opposition.

3 BACKGROUND

- 3.1 The East Lothian Community Planning Partnership (ELCPP) agreed to carry out a review of its governance arrangements and structure in 2012. The review was necessary in order to allow the Community Planning Partnership to:

- reflect on how the partnership, governance arrangements and structure have been working
- take on board the implications of the adoption of the Economic Development Strategy (e.g. the recommendation that a new strategic economic development board be established)
- prepare for the establishment of the integrated Health and Social Care Partnership
- consider the implications of the establishment of the Scottish Police Authority and the Scottish Fire and Rescue Service
- consider the impact of the review of Community Planning being undertaken at a national level and the guidance on the development of a new Single Outcome Agreement, which Community Planning Partnerships are expected to produce by June 2013.

3.2 A key recommendation made by Audit Scotland in its recent report, *Improving Community Planning in Scotland* is that Community Planning Partnerships need to significantly improve their governance and accountability, and planning and performance arrangements. The review of East Lothian Community Planning Partnership's structure and governance arrangements described below aimed to ensure the partnership would be well prepared for the challenges ahead,

3.3 As reported to the Council on 26 February 2013 the East Lothian Community Planning Partnership Board on 10 December 2012 considered a report recommending new governance arrangements and structure based on the outcome of review including consultations and workshops involving stakeholders. The Board agreed in principle to a new structure based on:

- A strong governance role for a slightly expanded East Lothian Partnership including elected member and community representation
- The replacement of the existing seven Theme Groups by three new Strategic Partnerships with responsibility for the Economy and the Environment, People (including health and social care, education and children) and Communities (including community safety) and the relevant Single Outcome Agreement Outcomes that relate to these areas
- Clear direct reporting relationship between the Strategic Partnerships and the East Lothian Partnership
- Local area coordination and integrated service delivery and planning in all 6 ward areas (Musselburgh combines two wards)
- Recognition of the role for the private sector in relevant areas of work

- 3.4 The Board established three short-life working groups to report back by the end of February on the detail of the new structure, including the remit and membership of the new East Lothian Partnership and Strategic Partnerships. The report back from these working groups was considered at the Board meeting held on 11 March 2013. The Board agreed the role, remit and membership of the new East Lothian Partnership (See Appendix 1) and the role, remit and membership of the three new Strategic Partnerships – Sustainable Economy Partnership; Resilient People Partnership; and Safe and Vibrant Communities Partnership.(See Appendix 2)
- 3.5 The role of the new East Lothian Partnership will be to act as the governing body for community planning, showing strategic and collaborative leadership, driving performance and good governance to achieve the partnership's aim and shared vision for East Lothian. Its remit and powers include (see Appendix 1):
- Lead a culture of collaboration and co-production across sectors, maximising the creativity, knowledge, skills and resources of all partner organisations and communities – i.e. actively encouraging formal and informal joint working, joint use of resources and joint funding options where this may lead to service improvement
 - Ensure effective community involvement in partnership structures and processes
 - Monitor progress on the SOA by receiving reports 'by exception' on performance and significant issues from relevant partnership bodies and scrutinising performance at the highest level
 - Ensure transparency and accountability through public reporting and information sharing across partners.
- 3.6 Each of the Strategic Partnerships will have a common role (see Appendix 2):
- to lead a culture of collaboration and co-production across sectors, maximising the creativity, knowledge, skills and resources of all partner organisations and communities
 - to develop and deliver the Priorities and Outcomes within their remit and also to collaborate with each other and with the groups responsible for local level coordination
 - to scrutinise performance to ensure delivery of Priorities and Outcomes.
- 3.7 It should be noted that the remits of the new strategic partnerships are in line with the strategic objectives detailed in the Council Plan – Growing our Economy, Growing our People, and Growing our Communities. These themes will also form the basis of the new Single Outcome Agreement that

the Community Planning Partnership is developing for final approval in June 2013.

3.8 The Board agreed criteria for membership of the East Lothian Partnership and the Strategic Partnerships with the emphasis on ensuring that all the key partners are represented at the appropriate level on the relevant Partnerships. It is proposed that the Council representation is as follows:

- East Lothian Partnership: two Administration members, one Opposition member and the Chief Executive
- Sustainable Economy Partnership: two Administration members, one Opposition member and Executive Director
- Resilient People Partnership: two Administration members, one Opposition member and Executive Director
- Safe and Vibrant Communities: two Administration members, one Opposition member and Executive Director.

3.9 The ELCPP Board, as it is currently known, is seeking endorsement from its members of the new structure and governance arrangements summarised above and detailed in Appendices 1, 2 and 3. If the Council endorses the new arrangements it is asked to the elected members to represent the Council on the East Lothian Partnership and the three Strategic Partnerships.

4 POLICY IMPLICATIONS

4.1 The review of community planning governance arrangements and structure will provide a more strategically focussed Partnership which reflects the impact of public sector reform, the national review of Community Planning and the guidance on the new Single Outcome Agreement.

5 EQUALITIES IMPACT ASSESSMENT

5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

6.1 Financial – none.

6.2 Personnel – none.

6.3 Other – none.

7 BACKGROUND PAPERS

- 7.1 Appendix 1: East Lothian Partnership Role, Remit and Membership, April 2013
- 7.2 Appendix 2: Strategic Partnerships Role, Remit and Membership. April 2013
- 7.3 Appendix 3: The East Lothian Partnership structure diagram, April 2013
- 7.4 Quarterly Monitoring Report on Effective and Efficient Services; Community Planning Partnership Board, 11 June 2012
- 7.5 Quarterly Monitoring Report on Effective and Efficient Services; Community Planning Partnership Board, 10 September 2012
- 7.6 Quarterly Monitoring Report on Effective and Efficient Services; Community Planning Partnership Board, 10 December 2012
- 7.7 ELCPP Structure 2013 Revised Partnership Board Role and Remit, Community Planning Partnership Board, 11 March 2013
- 7.8 ELCPP Structure 2013 Revised Strategic Board Role and Remit, Community Planning Partnership Board, 11 March 2013
- 7.9 Improving Community Planning in Scotland, Audit Scotland, March 2013

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DATE	11 th April 2013

THE EAST LoTHIAN PARTNERSHIP ROLE & REMIT

THE EAST LoTHIAN PARTNERSHIP (formerly known as the East Lothian Community planning Partnership)

The East Lothian Partnership (ELP) brings together organisations from the public, community, enterprising third and private sectors. It is an unincorporated body. The aim of the Partnership is to collaboratively deliver the best possible services which make a real difference in people's lives and opportunities.

The East Lothian Partnership's long term goal, known as the Statement of Intent, is:

“We will work in partnership to build an East Lothian where everyone has the opportunity to lead a fulfilling life and which contributes to a fair and sustainable future”.

THE EAST LoTHIAN PARTNERSHIP

ROLE

The East Lothian Partnership is the governing body of The East Lothian Partnership. The Partnership's role is to be the creative powerhouse and show strategic and collaborative leadership, driving performance and good governance so as to achieve the East Lothian Partnership's aim and shared vision for East Lothian.

REMIT / POWERS

1. Show creative and active leadership and take action on both the opportunities which arise and the challenges which people and communities face, with a focus on prevention, equality and sustainability
2. Lead a culture of collaboration and co-production across sectors, maximising the creativity, knowledge, skills and resources of all partner organisations and communities – i.e. actively encouraging formal and informal joint working, joint use of resources and joint funding options where this may lead to service improvement.
3. Ensure effective community involvement in partnership structures and processes
4. Set out the shared vision and strategy for East Lothian through the strategic plan, currently the Single Outcome Agreement (SOA), and approve the delivery mechanisms proposed by the Strategic Partnerships
5. Set out the contribution expected of partners towards delivering the strategic plan. This includes aligning partners' business planning to priorities and outcomes, and aligning partner and external resources - financial, people and physical – to services best placed to deliver these.
6. Monitor progress on the SOA by receiving reports 'by exception' on performance and significant issues from relevant partnership bodies and scrutinising performance at the highest level. The focus will be on resolving problems relating to the interface/joint working between partners.

7. Ensure a performance management and improvement framework is in place to scrutinise the performance of the Strategic Partnerships on their delivery - priorities and outcomes, key policies and programmes, and structures and membership
8. Ensure transparency and accountability through public reporting and information sharing across partners
9. Develop partnership relationships and networking within East Lothian, with other local authority areas, with the Scottish Government and with national bodies
10. Ensure the East Lothian Partnership responds to issues which shape the national agenda, seeking to secure the best outcomes for East Lothian

CRITERIA FOR MEMBERSHIP

Board level representatives of organisations with an East Lothian remit, either for delivering services or for communities. These are:

- Elected members and senior officials of organisations with a statutory duty for Community Planning
- Representatives of the enterprising third sector, the private sector and the community sector
- Organisations represented must have a strategic role in setting the agenda for East Lothian
- Chairs of each of the Strategic Boards
- Members should name a substitute who is designated to make decisions in their place

Membership

East Lothian Council (4)	Chief Executive 3 elected members (2 Administration and 1 Opposition)
Police Service of Scotland (1)	East Lothian lead
Fire and Rescue Service for Scotland (1)	East Lothian lead
Health (2)	Non-Executive Director of NHS Lothian Chair or Vice-chair of the future Health & Social Care Partnership
Enterprising Third Sector (1)	Voluntary Action East Lothian (VAEL)
Communities (2)	Chair of the Association of East Lothian Community Councils Chair of East Lothian Tenants and Residents Panel
Business (3)	Chamber of Commerce Federation of Small Businesses Scottish Enterprise Edinburgh & Lothians
Knowledge and skills (1)	Queen Margaret University

- If not already a member of the above, the Chairs of each of the Strategic Partnerships

CHAIR AND VICE CHAIR

- The Chair of the East Lothian Partnership is the Leader of East Lothian Council
- The Vice Chair is a non-Council rep to be appointed by the Board
- If both the Chair and the Vice Chair are not at the meeting a Chair will be chosen by those present.

OPERATIONAL GUIDANCE

Quorum

- The quorum for meetings is 50% +1 of members and representing at least 4 different member organisations/ sectors

Meetings

- The Partnership meets two or three times per year
- Agendas are based on the strategic plan and only include items of a strategic nature
- All members can request items for future reports
- The Council Corporate Policy & Improvement Manager ensures executive and administrative support
- Meetings are open to any community planning partner as Observers. Requests should be channelled through the Corporate Policy & Improvement Manager
- Decisions taken by the Partnership must be followed through by reports being submitted to the relevant partner organisation's decision making system e.g. for the Council, minutes are reported to Council.
- Policy decisions on specific areas of work must also be sequenced through the relevant partner organisation's decision making system and then to the Partnership

Decision Making

- Decisions should be taken in meetings wherever possible
- Consensus should be reached wherever possible. In the event that the Partnership is unable to reach consensus in any matter a vote may be required
- Decisions may be taken outwith meetings on occasion e.g. emergencies or short deadlines. In these cases, decision making is either a) delegated to the East Lothian Council Chief Executive in consultation with the Chair and Vice Chair or b) taken through email to members. Decisions are actioned by the Corporate Policy and Improvement Manager

Communications

- Agendas and reports will be publicly available on the Council's E-gov system and can be accessed through the ELCPP website or the Council website
- Notice of agendas and reports will be emailed to the Partnership one week prior to the meeting as far as possible
- Agendas and reports will be reported to the appropriate decision making body of partner organisations e.g. for the Council, this will be to Council

STRATEGIC PARTNERSHIPS ROLE & REMIT

STRATEGIC PARTNERSHIPS (x 3)

ROLE

The East Lothian Partnership entrusts the delivery of the Strategic Plan, currently the Single Outcome Agreement, to three Strategic Partnerships (SP). The role of each Strategic Partnership is:

- to lead a culture of collaboration and co-production across sectors, maximising the creativity, knowledge, skills and resources of all partner organisations and communities.
- to develop and deliver the Priorities and Outcomes within their remit and also to collaborate with each other and with the groups responsible for local level coordination.
- to scrutinise performance to ensure delivery of the Priorities and Outcomes

REMIT / POWERS

1. Show creative and active leadership and take action on both the opportunities which arise and the challenges which people and communities face, with a focus on prevention, equalities and sustainability. The Strategic Partnership may co-opt in additional expertise and knowledge from time to time.
2. Guarantee that the priorities and outcomes from the strategic plan within the remit are fully developed and delivered
3. Make sure that a direct line of site, exists from the strategic outcomes through to the intermediate and short term outcomes, that the appropriate strategies and delivery plans are in place and project managed with named delivery leads – a person and partnership group or service
4. Support and provide leadership in formal and informal joint working, joint use of resources, multi-agency commissioning and joint funding options where this may lead to service improvement and creative re-design of services, where appropriate.
5. Scrutinise performance by the appointed delivery leads (priorities and outcomes, key policies and programmes, operational structures and membership), making use of evidence and emerging local priorities, reviewing progress and taking action as necessary
6. Ensure the mechanisms adopted by the partnership to progress outcomes are streamlined to avoid overlap and add value and are linked across outcomes where appropriate. The partnership may establish Task and Finish groups to deliver areas of work
7. Secure effective community involvement in partnership structures and processes
8. Make sure that effective stakeholder and public engagement activities and events take place to develop, deliver and review relevant themes and policies

9. Guarantee that relevant strategic policies and programmes are in place and up-to-date with appropriate indicators and public reporting
10. Report progress at least once per year to the East Lothian Partnership, presenting key issues for decision as necessary
11. Make any necessary links with other Strategic Partnerships, the groups responsible for local level coordination and the Senior Management Teams of partner organisations
12. Ensure public reporting and information sharing across partners

CRITERIA FOR MEMBERSHIP

Elected members and senior managers or representatives of organisations with an East Lothian remit, either for delivering services or for communities. These are:

- 3 elected members (2 members of the Administration, 1 member of the Opposition)
- Senior managers of organisations which have a statutory duty for the topics within the remit
- Representatives of the enterprising third sector and the community sector, and may also include the private sector, from organisations which have an interest in the topics within the remit
- National agencies which have a strategic development role for the topics within the remit
- Other representatives deemed appropriate
- Organisations represented must have a strategic role in setting the agenda for East Lothian
- Members should name a substitute who is designated to make decisions in their place

Appendix 1 lists the membership for each of the three Strategic Partnerships.

CHAIR AND VICE CHAIR

- The Chair of the Strategic Partnership is to be appointed by The East Lothian Partnership
- The Vice Chair is to be appointed by the Strategic Partnership
- If both the Chair and the Vice Chair are not at the meeting a Chair will be chosen by those present.

OPERATIONAL GUIDANCE

Quorum

- The quorum for meetings is 50% of members +1 (and representing at least 50% +1 of different member organisations?)

Meetings

- The Strategic Partnership should meet at least 4 times per year based on need (frequency and venue to be confirmed by each Partnership)

- Agendas follow the priorities and outcomes within the remit and related strategic topics.
- All members can request items for future reports
- The lead organisation ensures executive and administrative support
- Meetings are open to any community planning partner as observers. Requests should be channelled through the Chair or supporting officer.
- Decisions taken by the Partnership must be followed through by reports being submitted to the relevant partner organisation's decision making system e.g. for the Council minutes are reported to Cabinet.

Decision Making

- Decisions should be taken in meetings wherever possible
- Consensus should be reached wherever possible. In the event that the Partnership is unable to reach consensus in any matter a vote may be required
- Decisions may be taken outwith meetings on occasion e.g. emergencies or short deadlines. In these cases, decision making is either a) taken through email to members or b) delegated to the relevant senior officer(s) from partner organisations in consultation with the Chair and Vice Chair. In both cases decisions are actioned by the named lead officer for the Partnership.

Communications

- Agendas and reports are publicly available on the Council's E-gov system and can be accessed through The East Lothian Partnership's website or the Council's website
- Notice of agendas and reports are emailed to the Strategic Partnership one week prior to the meeting as far as possible
- Agendas and reports are reported to the appropriate decision making body of partner organisations e.g. for the Council this will be Cabinet

APPENDIX 1: Proposed Membership of the three Strategic Partnerships

Sustainable Economy Partnership

East Lothian Council:	3 Elected Members (2 Administration and 1 Opposition) Executive Director
Business and Third Sectors:	Chamber of Commerce, Federation of Small Businesses Third sector rep (to be proposed by VAEL) Edinburgh College
National/ statutory partners:	Skills Development Scotland Visit Scotland Scottish Enterprise Scottish Natural Heritage Jobcentre Plus

Resilient People Partnership

East Lothian Council:	3 Elected Members (2 Administration and 1 Opposition) Executive Director
NHS:	Lothian NHS Board Non-Executive member NHS Lead for Children's Health
Health & Social Care Partnership:	Chair or Vice-Chair of the Health and Social Care Partnership Jointly Accountable Officer for the Health and Social Care Partnership
Third Sector:	2 representatives appointed by VAEL
Independent sector:	2 representatives

Safe and Vibrant Communities Partnership

East Lothian Council:	3 Elected Members (2 Administration and 1 Opposition) Executive Director
Statutory partners:	Police Service Chief Superintendent Fire & Rescue Services Community Justice Authority
Third and community sectors:	Representative appointed by VAEL Representative appointed by Association of East Lothian Community Councils Representative appointed by the East Lothian Tenants and Residents Panel

The East Lothian Partnership Structure 2013

