

Public Document Pack



Meeting Tuesday, 15 March 2022
Time 2.00 pm
Venue Virtual Meeting - via Microsoft Teams

Edinburgh Partnership Board

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1.1 Welcome and Meeting Protocols

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6.1	Date of Next Meeting : Tuesday 28 June 2022 at 2pm
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THE EDINBURGH PARTNERSHIP BOARD

Wednesday 15 December 2021 – 1:00pm - Meeting held via Microsoft Teams

MINUTE

Board members present

Cllr Adam McVey	The City of Edinburgh Council
Audrey Cumberland	Edinburgh College
Gavin Donoghue	The University of Edinburgh
Cllr Robert Aldridge	The City of Edinburgh Council
Cllr Susan Rae	The City of Edinburgh Council
Steve Kerr	Edinburgh Association of Community Councils
Angus McCann	Chair of the Edinburgh Integration Joint Board
Bridie Ashrowan	EVOC
Dona Milne	NHS Lothian
Hugo Clark	Ministry of Defence
Sean Scott	Police Scotland

In attendance

Beth Hall	The City of Edinburgh Council
Paula McLeay	The City of Edinburgh Council
Michele Mulvaney	The City of Edinburgh Council
Eleanor Cunningham	The City of Edinburgh Council
Keith Langley	Scottish Fire and Rescue
Caroline C	Poverty Commissioner
Sarah Hay	Poverty Commissioner
Chris Adams	The City of Edinburgh Council
Gavin King	The City of Edinburgh Council
Jane Cullingworth	The University of Glasgow
Steven Drew	

Apologies

Mark McMullen	Scottish Enterprise
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1 Minutes

Decision

To agree the minutes of 21 September 2021 as a correct record.

2 End Poverty Edinburgh

End Poverty Edinburgh was an independent group of citizens formed in 2020 to raise awareness of poverty in Edinburgh, influence decision-making and hold the city to account. It was formed during the latter stages of the Edinburgh Poverty Commission, the largest single inquiry on the experiences, causes, and solutions to poverty conducted in any local authority area in Scotland. End Poverty Edinburgh presented to the Edinburgh Partnership Board with a focus on:

- Food Start Grants and appealing to the Partnership Board to lobby the Scottish Government to continue this support beyond a child turning three.
- Urgent support being made available to families struggling to heat homes, and the upgrades to the housing stock which were required to better insulate homes which were inefficient for families to heat.
- Lack of provision for working families living with fuel poverty.
- Challenges to accessing personal care and the impact on unpaid carers particularly in view of their physical and mental health.
- Food insecurity for working families struggling to access a food bank referral without a social work referral.

The Edinburgh Partnership Board reflected on the presentation and reflected on how they could consider their role in the removal of inappropriate barriers to accessing food banks and to expedite the programme which was underway to insulate homes, for which capacity issues was compromising delivery. The NHS were keen to work with End Poverty Edinburgh and the Local Outcome Improvement Plan (LOIP) group would continue to engage to address the issues highlighted in the presentation.

Decision

- 1) To agree that the NHS and End Poverty Edinburgh would meet to discuss issues raised during presentation.
- 2) To note that discussions with End Poverty Edinburgh would continue via the LOIP, NHS, University of Edinburgh and the Edinburgh Association of Community Councils

3 Climate Strategy

In May 2019, the City of Edinburgh Council declared a climate emergency and set out a vision for the city to be net zero by 2030. This would be key to achieving the fairer, cleaner and greener city that citizens and partners said they wanted through previous engagement on the City Vision. Simultaneously, The Scottish Government passed legislation placing a legal duty on public bodies to be net zero by 2045.

The Council had led a comprehensive programme of engagement with citizens and city partners which identified strong support for a net zero Edinburgh by 2030. The Council then worked with city partners to develop a 2030 Climate Strategy and implementation plan for the city.

Achieving net zero would require city-wide collaboration at a level, depth and pace that exceeded the city response to COVID. The 2030 Climate Strategy set out priority areas of action; identifying key strategic actions with the implementation plan detailing deliverables and key milestones agreed by key partners.

The Strategy also set out a proposed governance framework which would bring city partners together across key workstreams, overseen by a Climate Strategy Programme Infrastructure Investment Board. Collective oversight and scrutiny of progress would be key to achieving the strategy's aims. The strategy therefore proposed that the Board reports to the Edinburgh Partnership Board in keeping with the agreed development of theme three of the LOIP's development to include a focus on sustainability.

Decision

- 1) To Endorse the 2030 Climate Strategy, noting that it laid out a journey towards a net zero city which would continue to develop and evolve through changes to innovation, knowledge and resourcing.
- 2) To agree that in keeping with the development of theme 3 of the LOIP 'A Good Place to Live', the EPB provided an oversight function on behalf of the city, receiving annual reporting on progress from the Climate Strategy Investment Programme Board, and key governance groups.

- 3) To note that the wider outcomes the strategy aims to achieve the Climate Strategy were also closely aligned with all three LOIP priorities, and it was envisioned the work of the LOIP Delivery Group would make an important contribution to wider strategic climate action through its delivery of all the LOIP priorities.
- 4) To note that the EACC would support Community Councils' declaration of climate emergencies and were committed to promotion of the Climate Strategy.
- 5) To note the Council planned to continue engagement with the EACC to inform a grass roots approach to delivering net zero and associated pilot projects.

4 Collaborative Working with Edinburgh Association of Community Councils

A progress update on the Best Value improvement action of developing a collaborative framework with the Edinburgh Association of Community Councils (EACC) was provided and outlined the progress to date in developing a bilateral improvement plan with the City of Edinburgh Council, together with proposals to take forward this work with the participation of the Edinburgh Partnership Board.

Decision

- 1) To note the improvement actions between City of Edinburgh Council and community councils as outlined in this report;
- 2) To agree to contribute to ongoing discussions with the EACC on developing a collaborative framework with the Edinburgh Partnership.
- 3) To agree to receive a further report on this in March 2022.

5 Armed Forces Covenant

An update was provided to the Edinburgh Partnership Board on the delivery of the Armed Forces Community Covenant (AFCC) in Edinburgh since the last Report dated June 2018 and to seek the Board's approval for the planned activities for the year ahead.

Decision

To endorse the future planned activities to support the continued delivery of the AFCC in Edinburgh.

6 Edinburgh Partnership Budget

An update on the budget collectively provided to meet the development and operational costs of the Edinburgh Partnership was presented. An agreement was sought on the reprofiling of the spend, together with seeking future financial contributions from partners.

Decision

- 1) To note the budget position as detailed in this report and set out in the appendix;
- 2) To agree that partners would consider further financial contributions, in advance of the Board meeting in March 2022;
- 3) To agree to receive a report setting out budget requirements at the March 2022 meeting.
- 4) To agree that the NHS would provide the £10,000 budget deficit to enable the advice service review to continue and negate the need for the Edinburgh Partnership Board to reprioritise the budget or contribute additional funding to deliver this key piece of work.

7 National Care Service

A short summary of the community planning partner responses to the Scottish Government consultation on the National Care Service (NCS) was presented. The NCS proposals were potentially the most significant change to care and support in Scotland since the establishment of the NHS. The proposals were significant and complex in their own right but would also have substantial and reformative impact on the NHS and local government in particular. It was suggested that following the Scottish Government response to the consultation, the Edinburgh Partnership should discuss the implications of any future proposals on citizens in need of care and support; key community planning partners and; partnership working in the city.

Decision

- 1) To note the summary of responses made by community planning partners to the Scottish Government consultation on the National Care Service.

- 2) To agree to hold a dedicated community planning partnership discussion on the National Care Service once the Scottish Government published its response.
- 3) To agree that a collective discussion would take place between partners at the meeting of the Edinburgh Partnership on 15 March 2021 on the National Care Service.

8 Date of Next Meeting

- Tuesday 15 March 2021 at 2pm
- Tuesday 28 June 2022 at 2pm



THE EDINBURGH PARTNERSHIP

Place Based Opportunities Board

1. Executive Summary

- 1.1 The Place Based Opportunities Board was set up between public sector partners to promote cross partner working and investigate opportunities across the city to develop a coordinated asset-based approach to the delivery of public services and place making.
- 1.2 As new governance structures involving partners, such as the Climate Strategy Infrastructure Investment Programme Board and 20 Minute Neighbourhood Programme Board, begin to emerge to tackle recovery priorities across the city, a review of how the activity of the Place Based Opportunities Board aligns to the new structures is proposed.
- 1.3 The views of the Edinburgh Partnership are a vital part of the review and will help shape the final proposals.

2. Recommendations

- 2.1 The Board is recommended to:
 - i. Consider ways to appropriately merge the work of the Place Based Opportunities Board with the new emerging governance structures.
 - ii. Request a further report to a future meeting which reflects on the considerations of the Edinburgh Partnership and other stakeholders and presents recommendations for future governance of strategic partnership place making activity.

3. Main Report

- 3.1 The Place Based Opportunities Board was established in 2019 between partner agencies to work together to deliver outcome driven, place making opportunities that join up service delivery between strategic partners. The Board is chaired by the Council's Chief Executive and brings together senior representatives from partner organisations to consider public sector co-ordination of land, property and wider place-based investment opportunities.
- 3.2 The Scottish Futures Trust, Police Scotland, NHS Lothian, the Scottish Government, Scottish Enterprise, Fire Scotland, the Ministry of Defence and further and higher education providers are all involved in the partnership along with the Council and the Edinburgh Health and Social Care Partnership. The work of the group has helped to shape policy, guide the planning and development of key sites across the city and begin to see community facilities

emerge from which service integration across public sector organisations is delivering on the ambition for 20 minute neighbourhoods.

3.3 At the outset, the following themes for action were agreed:

- ☐ Our challenge - We need to work together more efficiently;
- ☐ Our Ambitions - A City working smarter and planning for success;
- ☐ Our City - A successful place with an affordable ease of living;
- ☐ Our success - A highly effective mechanism for up front conversations;
- ☐ Our approach - Unlock the issues which drive behaviours;
- ☐ The Way Forward - We will bring together partners and move at pace

3.4 The board identified initial projects or areas where they could have an influence and agreed there were many other opportunities afforded by the building of new learning hubs and strategic land releases, such as former hospital sites. As a result, there are a significant number of investment projects across the city where these organisations are working in partnership to improve service integration or bring forward whole place investment strategies.

3.5 The activities of the board have been affected by the COVID pandemic although progress in the initial areas identified has been achieved. Examples of the partners working together to improve service delivery are the plans for a new Maybury Primary School and GP surgery, the creation of opportunities for integration of services in the Castlebrae, Currie, Liberton, Trinity and Wester Hailes secondary school replacement projects and progress with multi service infrastructure projects in other areas of the city.

3.6 Recently the partners involved in the Place Based Opportunities Board have become involved in the wider governance structures established for the Climate Strategy Infrastructure Investment Programme Board and the 20 Minute Neighbourhood Programme Board. Due to this there is currently an opportunity to consider how the strategic partner governance arrangements can be merged and improved in the future. It is recommended that the Edinburgh Partnership consider and discuss these opportunities and that a paper with final proposals is returned to a future meeting for consideration.

4. Contact

Crawford McGhie – Head of Strategic Asset Planning, City of Edinburgh Council
crawford.mcghie@edinburgh.gov.uk



THE EDINBURGH PARTNERSHIP

Local Outcome Improvement Plan

1. Executive Summary

- 1.1 The Edinburgh Partnership is required to produce a Local Outcome Improvement Plan (LOIP) under the Community Empowerment (Scotland) Act 2015.
- 1.2 The current plan, approved in 2018, has now been revised to reflect policy shifts in the city, the effects of Covid-19, the climate emergency and findings of the Best Value Assurance Audit in 2020. The primary focus remains to tackle poverty and inequality which is the single most critical challenge faced by community planning partners in the city.
- 1.3 This report presents a draft version of the plan for approval and subsequent formal agreement of individual partners through their governance arrangements.

2. Recommendations

- 2.1 The Board is recommended to:
 - i. approve the Edinburgh Partnership Local Outcome Improvement Plan 2022-28;
 - ii. note that this requires the formal agreement of individual partners through their governance arrangements.

3. Main Report

- 3.1 The existing Local Outcome Improvement Plan was approved in 2018. It set out how the Edinburgh Partnership through collaborative action would tackle poverty and inequality based on delivering against three priority workstreams to ensure all citizens in the city have:
 - Enough money to live on
 - Access to work, learning, and training
 - A good place to live
- 3.2 These priorities remain the basis of the new plan but have been revised to address the shift in the strategic context for the city in respect of the Climate Emergency and most notably the effects of the pandemic and the consequent

increased risk of poverty and inequality, together with the findings from the Poverty Commission. This has provided a new landscape for the Edinburgh Partnership where the need for a fair, sustainable, and more resilient place to live is greater than ever before.

- 3.3 The plan has been updated to reflect this change with greater emphasis now afforded to actions to tackle the need for a fair economic recovery and improved wellbeing across the city through systemic change and increased empowerment. The initial programme of work set out in the plan will further develop over time in response to needs and circumstances in the city.
- 3.4 This shift in focus is reflected across the revised actions under all three priorities. For example, Priority 1 activity is directed at support for income maximisation, poverty-proofing public services, and expanding the availability of affordable credit to improve the financial resilience, health, and wellbeing of people who are already in or are at risk of being in poverty.
- 3.5 Similarly for Priority 2, the emphasis is on addressing the new economic reality experienced by citizens as a result of the pandemic, with activity now focused beyond existing key groups such as care experienced young people and prison leavers, to addressing the needs of all people living on low incomes, including young people and equalities groups, to ensure they have access to the learning and employment opportunities in the city.
- 3.6 For priority 3, a new vision has been developed and approved by the Edinburgh Partnership in June 2021. This moves from infrastructure improvement to one where the determinants of inequality are addressed, and a just transition is achieved. Taking this more holistic approach to creating vibrant, healthy, and safe places and communities put wellbeing at the core of what the Partnership will do and creates positive links to the public health and sustainability agendas in the city.
- 3.7 Within this context, a key feature is working collaboratively to create new service delivery models which address the needs of communities and build on the learning from the pandemic of how the public, third and community sectors can work differently to deliver positive outcomes. Significant within this is the 20-minute neighbourhood model which aims, through cross-sectoral working, to improve the lives of communities within their immediate local area.
- 3.8 To support the revisions to the plan, the performance indicators have also been updated to reflect this wider context and to include the Poverty Plan targets for the city. With data no longer being available from the Edinburgh People's survey, national data is used. This however presents limitations and most importantly in understanding the city at a local level as it is not possible to disaggregate this data below the parliamentary constituency level. With this in mind, and as presented elsewhere on the agenda, there is a proposal to resource a new Edinburgh survey which would provide the Edinburgh Partnership, and individual

partners, with access to data sets tailored to their respective needs at an appropriate spatial level, and provide the basis for designing services and measuring success in delivering outcomes for citizens.

3.9 The plan is presented to the Edinburgh Partnership Board for approval.

4. Contact

Nick Croft – Chair, Local Outcome Improvement Plan Delivery Group

Nick.Croft@edinburghcollege.ac.uk

Michele Mulvaney – Strategy Manager (Communities)

Michele.mulvaney@edinburgh.gov.uk

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Edinburgh Partnership Community Plan 2022 - 2028

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Foreword

Edinburgh is a successful and prosperous city for many, but many residents are still unable to access the opportunities that exist in our fantastic capital.

This Community Plan shows the commitment of the Edinburgh Partnership to work together to focus on reducing poverty and inequality within the city and improve the quality of life for all. The plan identifies those issues that require sustained joint working to make a difference.

Our plan for up to 2028 has been jointly developed by community planning partners. It is based on what our communities have said are the issues for them and their areas. It responds to the current challenges faced by the city, where the need for action to tackle poverty, climate change, economic recovery and citizen wellbeing is greater than ever before.

Our plan is focused on tackling poverty and covers three central themes: enough money to live on, access to work, learning or training opportunities and making sure people have a good place to live.

Community participation is at the heart of community planning. Edinburgh is made up of many communities and it is important to listen to what communities have articulated their needs and aspirations to be.

We will continue to measure, monitor and develop the plan to reflect the changing needs of the communities as well as ensuring that progress is being made towards the outcomes we have agreed.

It is up to all of us now to take on board these views and work together to deliver for our communities. This is the only way we will make a difference and ensure that Edinburgh has a positive, equitable and inclusive future.



Cllr Adam McVey,

**Chair, Edinburgh Partnership and
Leader of The City of Edinburgh
Council**

Our vision and priorities

Purpose

The Edinburgh Partnership is the community planning partnership for Edinburgh. It is unique in the city for bringing together public agencies, the third sector, and the private sector with communities, for the single purpose of tackling poverty and inequality. Our vision focuses on improving the city, its services and the lives of people who live and work here. Our vision focuses on prevention and early intervention, and through genuine partnership working, addressing the inequalities in our communities.

The Community Empowerment (Scotland) Act 2015 requires the Partnership to publish a Local Outcomes Improvement Plan (LOIP), or Community Plan. This document sets out our shared priorities for the city, and describes the areas where we, the Edinburgh Partnership, will work together to make improvements and meet these priorities.

This plan:

- sets the strategic direction for community planning in Edinburgh over ten years

- describes the shared priorities we are working to achieve
- describes what we are going to do to achieve those priorities
- describes how we are going to measure our progress on these priorities.

It aims to provide a framework within which every member of the Edinburgh Partnership (see [Appendix 1](#)) can make an active contribution to meeting our shared priorities to tackle poverty and inequality.

Partnership Vision

We have a clear vision to guide our work together:

Our vision is that Edinburgh is a thriving, connected, inspired and fair city, where all forms of poverty and inequality are reduced.

This vision is more relevant today than ever before with the pandemic significantly impacting on the city and the economic, physical and social wellbeing of its citizens.

With this vision, we aim to set the direction needed for community planning partners in Edinburgh to begin to meet the long-term aspirations for the city set out by the Edinburgh 2050 City Vision, and to support

the local priorities set out in Locality Improvement Plans.

Community planning partners in the city already work together across many strategies, partnerships and areas of policy, including the joint planning of services for:

- local communities, through Locality Improvement Plans established for each area of the city
- children and young people, through the Edinburgh Children's Services Plan
- health and wellbeing, through the Edinburgh Integration Joint Board, and the Edinburgh Health and Social Care Partnership Strategic Plan
- economic development through the Edinburgh Economy Strategy and the Edinburgh and South-East Scotland City Region Deal
- placemaking and sustainable communities, through the City Housing Strategy, City Mobility Plan, and City Plan 2030
- safer communities, through the Criminal Justice Outcome Improvement Plan, and

- environmental sustainability and climate change resilience, through the 2030 Climate Strategy.

[Appendix 2](#) of this plan provides an overview of and links to the key partnership plans and strategies in place to guide this work, as well as the corporate plans of key partners such as Police Scotland.

This plan does not seek to replicate or capture the actions or outcomes included in each of these plans, but instead seeks to articulate the additional actions needed, the additional leadership, integration, and collaborations required by the Edinburgh Partnership.

A focus on poverty and inequality

To focus our work, this community plan concentrates on a few key priorities where additional joint action is needed and has the greatest potential to address poverty and inequality in our city, recognising the adverse impacts of the pandemic and rise in the cost of living.

Edinburgh is recognised as an affluent and growing city but is also a city with wide levels of inequality and home to some of the most excluded communities in

Scotland. Average incomes within the city are high, and employment rates have rarely been higher ¹. However, this masks that one in five of all children in Edinburgh grow up in poverty, that this ratio rises to one in four in some parts of the city² and that work alone is not necessarily enough to keep families out of poverty.

The evidence base is well established, and tackling poverty and inequality is the most important challenge jointly faced by all members of the Edinburgh Partnership. This challenge is critical to meeting priorities set out in strategic partnership and agency plans across the city. More than that, these are issues which cannot be addressed effectively by any one partner or partnership alone.

This focus on poverty and inequality is consistent with guidance provided through the Fairer Scotland Duty, and the requirement for public bodies to act to reduce inequalities of outcome caused by socio-economic disadvantage. It aligns with the direction provided by the new Public Health Priorities for Scotland, which encourage public services, third sector, community organisations and others to work better together to address the drivers

of inequalities in Scotland's health. In doing so, it encourages new preventative approaches to improving health and wellbeing.

This plan sets out how we are fulfilling the duties of the Community Empowerment (Scotland) Act 2015 which provides a framework for community planning partners that focuses on working together with communities to improve outcomes and reduce inequalities.

Three priority workstreams

The drivers of, and solutions to, issues of poverty and inequality are entrenched and complex and require significant partnership effort and investment to resolve. Through consultation with partners and building on advice gathered from communities across the city, we have identified a series of areas where additional action and leadership (above and beyond the individual strategic plans and priorities of each Edinburgh Partnership member) is needed to mitigate, prevent, and undo the effects and causes of poverty and inequality. These actions build on guidance and advice published by agencies such as Health Scotland, the

¹ NOMIS Annual Population survey Sept 2021

² End Child Poverty (ECP) coalition data 2020

Joseph Rowntree Foundation, and the Christie Commission.

Over the period of this plan, we will deliver actions to ensure that residents across all parts of Edinburgh have:

- **Enough money to live on:** Family income is often used as a key indicator of resources available and, by extension, of the ability to maintain an acceptable standard of living. Within this context, this workstream includes actions to maximise the income available to lower income households, and to ensure that residents have enough money to live on.
- **Access to work, learning and training opportunities:** Worklessness remains the single most important predictor of poverty - 71% of households in which no adult is in work live on incomes below the poverty threshold. However, work alone is not necessarily enough to prevent poverty. This workstream aims to provide additional targeted services to help residents access the work, learning, and training opportunities they need to maintain a good quality of life.
- **A good place to live:** The places people live and work, the connections with others and the extent to which they can influence the decisions that affect

them, all have a significant impact on their quality of life and wellbeing. This workstream aims to articulate the additional actions we need to take to ensure residents can access an affordable, well designed, safe and inclusive place to live.

Across all three workstreams, the plan sets out our programme of work under each of these priorities. This programme is inclusive, and the actions will address the needs of all individuals experiencing poverty and exclusion, including those in areas generally considered to be more affluent.

This programme responds to the recommendations and actions proposed by the **Edinburgh Poverty Commission** during 2020 and will further develop over time, through ongoing dialogue with communities experiencing poverty and inequality.

To deliver these actions, we will:

- provide high profile leadership that ensures these priorities are embedded throughout the work of partners across the city
- create new opportunities for partner integration and collaboration to tackle these shared challenges

- build on work already in place across the partnership network to create new projects and partnership actions, and
- seek new ways to combine partnership assets to drive change and deliver improved outcomes.

The remainder of this document sets out the actions and activities we will lead on under each of these three workstreams. Each workstream sets out:

- **What we know** – evidence on the scale of the challenge and the opportunity to make improvements through partnership action.
- **What we do now** – current partnership activity already in place, and the additional activity needed to meet our vision.
- **The difference we will make** – the changes and actions that will be led by us through the implementation of this plan, and the outcomes those actions will deliver.
- **How we will know we have made a difference** – the performance indicators we will track throughout the life of this plan to provide insight into progress.

These indicators will form part of our performance framework which includes:

- Life experience stories: key to ensuring we are listening to individuals directly affected to inform future actions.
- Long term outcome indicators: key to monitoring the overarching challenges we aim to impact over the longer term.
- Medium term indicators: key to monitoring the impact of our joint actions taken forward under the priorities in this plan. These indicators may change as new areas for action are identified and implemented during the life of the plan.
- Progress on actions through output measures.

being undertaken by the Partnership so will change during the life of the plan.

We have identified a suite of high level outcome indicators which are shown under the three priorities and will be monitored throughout the life of the plan. These outcomes indicators are also summarised in [Appendix 3](#).

The development of medium term indicators and output measures focusing on the impact of the actions under the three priorities is underway. SMART target setting for the output measures will be part of the development and implementation of actions. Initial indicators, where agreed, are shown within the plan. However, these indicators need to reflect current actions

Priority 1: Enough money to live on

According to most standard definitions, a person is said to be in poverty when their resources fall below the level needed to meet their minimum needs. Family income is often used as a key indicator of resources available and, by extension, of the ability to maintain an acceptable standard of living, and to take part in society. Within this context, a core element of most strategies to prevent, reduce, and mitigate poverty are actions to maximise the income available to lower income households, and to ensure that people, of all ages, have enough money to live on.

What do we know?

Evidence shows that poverty rates in Edinburgh are high. Action to improve incomes can have a significant impact on resident's lives.

- Latest data on poverty rates in Edinburgh shows no annual change. An estimated 78,900 people in Edinburgh were living in relative poverty after housing costs in the period to 2020, including 16,100 children.
- This data does not yet incorporate the full impacts of the COVID pandemic on poverty rates and levels. There is a view that poverty rates across the UK will rise driven in part by rising living costs including the cost of energy, planned benefits cuts, and slow earnings growth. The first official data covering the period affected by pandemic will be available in 2022.³
- Employment remains the best way to improve income but having a job does not always ensure that people have enough money to live on. 61% of people

in poverty live in a household⁴ where at least one adult is in work, with a trend of this increasing in recent years⁵. Low pay and insufficient working hours are significant drivers of in-work poverty. Some 37,000 workers in Edinburgh earn less than the Real Living Wage of £9.50 per hour and 27% of Edinburgh workers are in jobs that do not provide 'satisfactory' pay, contracts, or hours⁶. Research highlights that harsh debt recovery practices, benefits delays, gaps or sanctions, health and disability related financial problems, and food, fuel and housing costs are key drivers for financial insecurity⁷.

- The 2019/20 Living Costs and Food Survey reported that lower income households spend a higher percentage of their budget on food, housing and energy.⁸

³ End Poverty in Edinburgh – Annual Progress Report October 2020

⁴ NOMIS definition: A household is a single person, or a group of people living at the same address who have the address as their only or main residence and either share one main meal a day or share living accommodation (or both). Households include at least one person aged 16-64.

⁵ UK Poverty data, JRF (2019-20)

⁶ Edinburgh Living Wage City – Action Plan (Oct 2021)

⁷ Fitzpatrick S, Bramley G, Sosenko F, Blenkinsopp J, Wood J, Johnsen S, et al. Destitution in the UK 2018. York: Joseph Rowntree Foundation; 2018

⁸ [UK Poverty Statistics - JRF](#)

- Additional actions, led by the public and third sector, can be effective in increasing the amount of money that residents have to live on. This can include support to maximise incomes, advice on benefits, advice on reducing costs particularly energy costs, as well as direct measures to 'poverty proof' public services (such as reducing the cost of the school day).
- These actions can provide a significant impact for people, as well as delivering efficiencies for service providers:
 - a Social Return on Investment analysis⁹ on services in Edinburgh and Dundee concluded that every £1 invested generated around £39 of health, social and economic benefits.
 - analysis has shown that for every £1 invested, around £15 of financial gain is generated from a mixture of increased income e.g. welfare benefits, income maximisation, rescheduled debts, one off payments or written off debts.

What are we doing now?

Community planning partners provide a range of services to improve the financial position of low income families. These include services provided by the City of Edinburgh Council, NHS Lothian, Edinburgh Health & Social Care Partnership, voluntary sector organisations, housing providers and others. These services include welfare rights advice, income maximisation, debt advice emergency grant and loans, and housing advice and support services. Welfare rights and debt advice services are resourced in a variety of ways such as grants, tendered contracts or direct from funders. Funding timescales often do not align which can reduce the ability of partners to plan properly and can result in the removal of services in different parts of the city or for different client groups. Accessibility and quality of services can vary so that people accessing services in different parts of the city may not be assured of the same level of service.

Across the system, there is, at present, no overview which allows for planning and co-

ordination of services. As a result, it is difficult for partners to target services to those areas or groups where need is highest, to ensure that maximum impact is being delivered for public investment, and to ensure that residents have a simple and accessible service in all parts of the city.

What difference will we make?

We will work together to deliver a more co-ordinated approach to planning income maximisation, support, and advice services. As a result, residents should have access to income maximisation support where and when they need it and receive the same high quality support wherever they are in the city.

We will agree and implement a common Edinburgh approach to income maximisation to ensure that services are:

- more accessible to residents in need of support: services will be in communities with highest need in a range of locations such as community projects, health centres and council locality offices

⁹ Improvement Service: [Analysis of Social Return on Investment of Co-locating Advice Workers](#)

- targeted to those in greatest need, including specific groups (e.g. lone parents, low income families, people with disabilities, people involved with criminal justice system, people who are homeless, veterans, older people, and unpaid carers)
- more co-ordinated and avoid duplication: shared service standards will be established to ensure residents get the highest quality service wherever they access services and services will be available across the city. This will include improving links to other related services already targeting these groups.

In delivering these services and more active promotion of them, income maximisation is primarily viewed as a means to mitigate and reduce the effects of poverty and low income and to prevent crises brought on by debt and lack of affordable credit and financial management skills. We will also work to develop a prevention programme focusing on:

- Expanding on successful initiatives e.g. '1in5' programme in schools and support the requirement to 'poverty proof' all public services.
- Affordable credit.

To ensure that all stakeholders (i.e. wider than community planning partners e.g. Social Security Scotland, Department of Work & Pension, Home Energy Scotland) are involved and engaged, the governance for this work was reviewed and a sub-group of the LOIP Delivery Group formalised: the Income Maximisation & Poverty Group.

How will we know we have made a difference?

The following key measures will be used to track progress in the delivery of this workstream:

Outcome measures:

- Percentage of people living on incomes below the poverty threshold

- Percentage of children living in families on incomes below the poverty threshold
- Percentage of people living in destitution

Action specific measures:

Indicators focused on the actions are still to be defined as part of the service standards setting work to be undertaken. These indicators will cover the following areas:

- Uptake of services
 - Number of people supported with welfare rights queries by the Advice Shop and other main providers in Edinburgh e.g. The Edinburgh Consortium funded by the EHSCP
 - Scottish Welfare Fund payments
 - Discretionary Housing payments

Outcomes for people supported

Priority 2: Access to work, learning and training opportunities

Worklessness remains the single most important predictor of poverty. 74% of households in which no adult is in work live on incomes below the poverty threshold¹⁰. However, work alone is not necessarily enough to prevent poverty. We will provide additional targeted services to help residents access the work, learning, and training opportunities they need to maintain a good quality of life.

What do we know?

Unemployment in Edinburgh has increased since the pandemic and remains 54% higher than pre-pandemic levels. The pandemic has impacted some groups more, notably women, older and younger workers, and those from the BAME community. Our engagement with partners shows that additional action is needed to support residents with specific needs. We know that:

- 69% of young people with care experience secure a positive destination on leaving school, compared to a city average of 93%.
- Increasing educational attainment levels helps improve outcomes in adulthood. In the 2016-17, 86% of all school leavers left with at least one pass at National 5 or equivalent. By contrast, only 75% of leavers from the most deprived areas of Edinburgh (SIMD quintile 1) achieved this level of attainment. The figure for leavers with care experience was yet lower, at 46%.
- The 15–24 Learner Journey (published in May 2018)¹¹ found that some young people felt that the focus on attainment and qualifications within schools was not giving them the skills required to succeed in life, learning and work. As a result, some felt ill-prepared for life after school and this had a negative impact on their learner journeys. This was found to be particularly true of young people from socially disadvantaged backgrounds, who may have limited support to develop life skills at home.
- Work alone is not necessarily enough to prevent poverty, 61% of people in poverty in Edinburgh live in a family

where at least one adult is in work. Work undertaken to map service provision against client data¹², as well as discussions during the co-production of services with stakeholders, service providers and service users has highlighted gaps in provision around three key areas.

- People can find it difficult to get to the help they need quickly, with multiple agencies often working with members of the same family but not wholly joined up or connected. Systemic failure occurs where individuals and families are consistently losing out or not fully engaging.
- Those in prison face challenges that require a clearer partnership approach to avoid homelessness, substance misuse and reoffending. Support for people with convictions needs to be coherent and holistic.
- Care experienced young people are less likely to engage fully and benefit from the current Edinburgh

¹⁰ NOMIS Annual Population survey March 2018

¹¹ Scottish Government publication May 18

¹² Data analysis covering client data for 2017/18

employability offer focused on young people.

- People from the BAME community are less likely to secure employment and even less likely to progress into higher paid positions.

What are we doing now?

Edinburgh's employability offer is structured around an Employability Pipeline.

Edinburgh's Job Strategy Group ensures this offer is a joined-up partnership approach, avoids duplication and identifies gaps and market failure and offers solutions. Whilst this approach works for many, there are still some residents who face challenges and disadvantage that can only be tackled through partnership efforts.

We have good practice and learning already established. These include:

- a complex needs employability service with a focus on substance misuse, homelessness and involvement with criminal justice services
- a learning evaluation from a four year intensive family project with recommendations to tackle child poverty
- Statutory bodies, employability providers and employers developing a cohesive strategy in supporting people

with convictions in Edinburgh into work to reduce reoffending

- Extensive employability services for young people, including Developing Young Workforce and Edinburgh Guarantee, to create opportunities between schools, colleges and employers and increase school engagement through to positive destinations
- Youth work supporting young people's achievements leading to increased educational attainment, employability and health and wellbeing
- New change project led on and informed by those from the BAME community through a Citizen's Panel to tackle poverty and provide pathways to success being launched April 2022
- There is recognition that a supportive pathway, including volunteering, is critical for change and long term success.

What difference will we make?

The practice identified above shows the potential of targeted partnership working to address gaps in service provision, and support residents with complex needs. Through the delivery of this plan, we will work together to provide new targeted

support to help residents whose needs are not met by other programmes into and through the Employability Pipeline. This will include delivery of additional support for:

- **Jobseekers and Job Changers:** we will extend the Edinburgh Guarantee offer to people of all ages to ensure everyone who needs a service gets access to one quickly, including job offers, training, and barrier removal support.
- **Excluded Families:** long term integrated support for 60 identified families to help them into work. These families are not able to take up the existing employability offer as they have a high level of need compounded with often chaotic experiences. In some instances, there is a wider family network with little experience of regular work. We will provide long-term sustained pre-employability action to address this, ranging from young people in school to adults who have never worked.
- **People on release from prison:** we will develop stronger links between community justice and employability services so we can offer a systematic, holistic, joined up and long-term sustained partnership approach to

working with people released from prison.

- **Young people with care experience:** we will recognise, promote and support wider achievement among young people with care experience by working together to:
 - improve engagement by broadening the range of quality educational experiences offered
 - ensure there is integrated and appropriate support services to enable them to achieve a sustainable positive destination.
- **BAME Citizens:** we will develop joined up pathways for people from the BAME community to better access services, achieve improved outcomes, reduce household poverty and have more input and agency over the services they need. We will also work with employers to improve recruitment from the BAME community.

How will we know we have made a difference?

The following key measures will be used to track progress in the delivery of this workstream:

Outcome measures:

- Number of households with no adult in employment
- Employment rates
- Number of young adults (16-19 year olds) participating in education, training or employment

Action specific measures:

- Status tracking of 60 families over time
- Percentage of Edinburgh resident prison leavers with a positive destination within six months of release
- Percentage of looked after young people who secure a positive destination on leaving school compared to a city average
- Percentage of school leavers living in most deprived areas gaining 1+ awards @ SCQF level 5

- Percentage of BAME community moving into employment and progressing into higher wage earnings

Priority 3: A good place to live

The places people live and work, the connections with others and the extent to which they can influence the decisions that affect them, all have a significant impact on their quality of life and wellbeing. The physical environment, the social networks people belong to, the design of housing, and accessibility to work and the range of public services are the key determinants of health and also have a profound effect on the way people experience poverty and low income¹³. In particular, there is compelling evidence in Edinburgh that high housing costs trap people in poverty and reduce the opportunity to progress. Improving these determinants of health and wellbeing is fundamental to reducing inequality and poverty in the city.

The design of the environment in which people live provides opportunities to develop approaches to improving people's health and wellbeing that draw on all the assets and resources of a community, including how public services integrate and how communities build resilience. Our communities also need to prepare for and

adapt to the challenges of climate change. The city's climate change strategy reiterates plans for Council-led housing developments within the 10-year sustainable housing investment plan to be net zero. But all new housebuilding must be part of a co-ordinated approach to developing sustainable neighbourhoods across the city.

We aim to ensure residents can access an affordable, well designed, safe and inclusive place to live.

What do we know?

Evidence shows us that:

- The average house price is six times the average gross annual earnings in the city, making Edinburgh the least affordable city in Scotland to buy a home¹⁴.
- The Edinburgh Poverty Commission stated that 'There is no pathway to ending poverty in Edinburgh without resolving the city's housing and

homelessness crisis.' One in three Edinburgh households living in poverty are in this situation because of excessive housing costs.

- The average house price is six times the average gross annual earnings in the city, making Edinburgh the least affordable city in Scotland to buy a home¹⁵.
- The Edinburgh Poverty Commission stated that 'There is no pathway to ending poverty in Edinburgh without resolving the city's housing and homelessness crisis.' One in three Edinburgh households living in poverty are in this situation because of excessive housing costs.
- Housing costs in Edinburgh have continued to rise and the number of new homes being built is not meeting housing need and demand, particularly for those on lower incomes. High housing costs pose a risk to the longer term economic growth of the city and widen the inequality gap, particularly in

¹³ Public Health Priorities for Scotland

¹⁴ Affordable Cities review annual report

¹⁵ Affordable Cities review annual report

key sectors such as health and social care.

- Those areas where poverty is highest also show lower than average satisfaction with their neighbourhood as a place to live, and lower than average perceptions of their neighbourhood as a safe place to be after dark¹⁶.
- Engagement with communities clearly identified place making as important. Communities expressed a shared desire for improving various services within their localities including more integrated transport systems and improved use of civic space. This helps to create a nurturing environment to facilitate the development of community projects and greater social value.
- The Poverty Commission report calls for more funding for affordable housing in the city and a focus on preventing homelessness. It also stresses the importance of the design principles behind 20 minute neighbourhoods to increase inclusion and connectedness¹⁷.
- 20 minute neighbourhoods need to incorporate community wealth building

capacity. Local economic opportunities are essential for vibrant neighbourhoods and are a cornerstone for anti-poverty work. Community wealth building is a way in which the city's Anchor Institutions can align with community organisations to increase the value of public sector investment locally.

What are we doing now?

The Council and its registered social landlord (RSL) partners made a commitment to deliver 20,000 new affordable and low-cost homes in Edinburgh by 2027. This included a commitment to support Edinburgh Health and Social Care Partnership's Strategic Plan priorities through investment to build around 4,500 affordable homes, integrated with health and social care services, to meet the needs of older people and people with complex physical and health needs.

The Place Based Opportunities Board provides a forum for discussions about Edinburgh's public-sector estate and co-ordinates opportunities for accelerated investment through strategic partnership and review of public sector assets.

The City Plan 2030 updates housing targets to 36,911 new homes by 2032. It also proposes a 35% affordable housing target¹⁸.

The Council has also created a team to co-ordinate activity across services to embed 20 minute neighbourhood approaches across all development activity.

The city climate change strategy also stresses 20 minute neighbourhoods as a key principle for the delivery of a just transition. The climate change priorities are all place-based approaches to delivering this change.

These are ambitious goals and show a commitment to encourage investment in new and existing housing, to drive place-led development and bring about wider environmental, economic and social benefits.

However, additional support is required from the community planning partnership to deliver these commitments. In particular, work is needed to:

- deliver an approach to place making, which creates sustainable places based on 20 minute neighbourhood principles

¹⁶ The City of Edinburgh Council publication, Edinburgh People's Survey

¹⁷ A Just Capital: Actions to End Poverty in Edinburgh

¹⁸ City Plan 2030: Proposed Plan

with well-located and co-located services shaped by the needs of local communities.

What difference will we make?

We will work together to:

- focus community planning partnership efforts in Wester Hailes and Liberton to deliver new development in accordance with the principles of 20 minute neighbourhoods.
- embed CPP community wealth building work being led by EVOC across 20 minute neighbourhood work.

How will we know we have made a difference?

For this priority, a series of key aspirations have been identified:

A sense of belonging

- People's sense of wellbeing and belonging is increased

A sense of connection

- Social networks in local communities are strong

- Social connections and positive relationships are strengthened for groups in need

A sense of power and control

- Everyone feels they are an active part of their community
- People have opportunities to, learn, work and volunteer

A sense of wellbeing

- Communities have access to quality natural environments
- Equitable access to local shops and services

A sense of security

- Everyone has access to safe and affordable places to live
- Levels of crime and anti-social behaviour are reduced

The following key measures will be used to track progress in the delivery of this workstream:

Outcome measures:

- Satisfaction with neighbourhood as place to live

- Neighbourhood is a place where people of different backgrounds get along

- Neighbourhood is a place where local people take action to help improve the neighbourhood

- Feeling of belonging in immediate neighbourhood

- Walking distance to green space

- How safe people feel walking alone in their neighbourhood after dark

- Number of new affordable home approvals

- Number of new affordable home completions.

- Life expectancy (at birth)

Action focused measures:

- place-making - outcomes for communities.

- community wealth building e.g. uptake of community benefit portals such as www.ESESCommunities.org and https://nhsnss.service-now.com/community_benefit/.

Our approach

As a partnership we are committed to transforming the way we work. We recognise the need to combine our resources, thinking beyond our organisational boundaries, to work more meaningfully with communities to deliver our shared ambitions for change.

Core to this success is the genuine engagement with residents and communities, recognising their knowledge and expertise and using this to influence, prioritise and shape all our activity.

We are committed to strengthening community influence and participation and creating opportunities for participation in different ways and at all levels, identifying and addressing the barriers to involvement. We will continue to use the National Standards for Community Engagement to inform our practice and improve the impact of this work evidencing the participation and views of our communities and how they have been considered. Additionally, our empowerment plan will augment and enhance work already done across the community and voluntary sector in the city.

Our focus on 20 minute neighbourhoods and, in particular, community wealth building, means that community needs and benefits are directly incorporated into this work. But community empowerment is central to each LOIP priority: a co-ordinated income maximisation service can deliver better outcomes for Edinburgh citizens; the blend of universal and targeted employability services outlined in this LOIP is designed to meet the needs of as many of our citizens as possible; and healthy, affordable, sustainable places where people are safe and secure in their homes is a basic right.

We recognise for us to deliver we will need to strengthen and improve all aspects of the way we work, building and capitalising on our existing practice. Our new governance arrangements are designed to improve our decision making and increase transparency and accountability.

Critical to achieving our priorities, is identifying, and committing the necessary joint resources. To do this we will:

- improve how we share information about residents, performance, and services
- use data and insight more effectively to drive change in the way we design, plan and deliver services
- work collaboratively to develop and support staff from all our organisations to work together, ensuring they have the appropriate skills and knowledge to deliver our ambitions and work effectively with communities
- take a practical approach to change, identifying, and maximising opportunities for rationalisation, collaborative working, and integrated service delivery
- develop a clear understanding of levels of expenditure on each priority, using this information to combine budgets to reshape services
- commit resources to support the administration and facilitation of community planning in the city

- support our accountability through a consistent approach to performance management and progress monitoring and reporting

- recognising that at times, legislative imperatives change priorities and impact on outcome development.

In delivering the plan we will collaborate with others to build and develop our

understanding of the evidence, using this to influence investment decisions and to make the case for change of policy and strategy at a national level.

Appendices

Appendix 1: Edinburgh Partnership Board

Armed forces

The City of Edinburgh Council

Edinburgh Affordable Housing Partnership

Edinburgh Association of Community Councils (EACC)

Edinburgh Chamber of Commerce

Edinburgh College

Edinburgh Garrison – Armed Forces

Edinburgh University

Edinburgh Voluntary Organisations' Council (EVOC)

Equality and Rights Network (EaRN)

Integrated Joint Board

NHS Lothian

Police Scotland

Scottish Enterprise

Scottish Fire and Rescue Service

Skills Development Scotland

Appendix 2: Key partnership strategies and plans (current at February 2022)

Only strategies and plans that have been finalised, as at February 2022, are shown in the list below.

Links to other key strategies currently in development will be added when finalised.

National	
Strategy/Plan	Link
Community Empowerment (Scotland) Act 2015	www.legislation.gov.uk/asp/2015/6 https://www.gov.scot/publications/community-empowerment-scotland-act-summary/
Fairer Scotland Duty –	www.gov.scot/FairerScotland https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/
National Performance Framework	https://nationalperformance.gov.scot

National	
Strategy/Plan	Link
Public Health Priorities for Scotland	http://www.healthscotland.scot/our-organisation/our-context-public-health-in-scotland/public-health-reform
Social Enterprise strategy	https://www.gov.scot/publications/scotlands-social-enterprise-strategy-2016-2026/

Partnership	
Strategy/Plan	Link
Edinburgh 2050 City Vision	www.edinburgh2050.com/
Locality Improvement Plans	https://www.edinburghpartnership.scot/plans/locality-improvement-plans/1
Community Justice Outcome Improvement Plan	https://www.edinburghpartnership.scot/downloads/file/26/community-justice-outcomes-improvement-plan-2019-22

Partnership	
Strategy/Plan	Link
Edinburgh Children's Services Plan	https://www.edinburgh.gov.uk/edinburghchildrenpartnership
Edinburgh Compact Partnership Strategic Framework and Action Plan	https://www.edinburghcompact.org.uk/our-purposes/compact-strategy/
Edinburgh Economy Strategy	https://www.edinburgh.gov.uk/economicstrategy
Edinburgh Health and Social Care Partnership Strategic Plan	https://www.edinburghhsc.scot/whoweare/strategicvision/
Edinburgh and South-East Scotland City Region Deal	www.acceleratinggrowth.org.uk/
Edinburgh's Joint Community Safety Strategy 2020- 2023	https://www.edinburgh.gov.uk/downloads/file/28334/edinburgh-s-joint-community-safety-strategy-2020-to-2023
Climate 2030	https://www.edinburgh.gov.uk/2030-Climate-Strategy#:~:text=The%202030%20Climate%20Strategy%20sets,to%20live%20and%20work%20in.
Edinburgh Community Learning and Development Plan 2021-24	https://www.edinburghpartnership.scot/downloads/file/30/edinburgh-community-learning-and-development-plan

Partner (single agency)	
Strategy/Plan	Link
The City of Edinburgh Council - City Housing Strategy	https://www.edinburgh.gov.uk/council-planning-framework/housing-strategy/1
The City of Edinburgh Council - Local Development Plan - City Plan 203	https://www.edinburgh.gov.uk/cityplan2030
The City of Edinburgh Council - Strategic Housing Investment Plan	https://democracy.edinburgh.gov.uk/documents/s39972/7.5%20-%20Strategic%20Housing%20Investment%20Plan%20SHIP%202022-27.pdf
Edinburgh College – Strategic Plan	https://www.edinburghcollege.ac.uk/about-us/corporate-and-governance/strategy-and-policy
NHS – Out Health Our Care Our Future: NHS Lothian Strategic Plan 2014-2024	https://org.nhslothian.scot/OurHealthOurCareOurFuture/Pages/default.aspx
Police Scotland – Annual Police Plan	https://www.scotland.police.uk/spa-media/njykirkg/annual-police-plan-21-22.pdf
Police Scotland – Strategic plan	https://www.scotland.police.uk/about-us/how-we-do-it/strategic-planning/
Scottish Fire and Rescue Service – Strategic Plan 2019-22	https://www.firescotland.gov.uk/media/1143834/sfrs_strategic_plan_2019_22_v10.pdf

Partner (single agency)	
Strategy/Plan	Link
Scottish Fire and Rescue Service – Local plan	https://www.firescotland.gov.uk/media/1144207/localfrplanedinburgh2020.pdf
Strategy for our Veterans	https://www.gov.uk/government/publications/strategy-for-our-veterans
Inspiring Edinburgh's Volunteers Strategy	https://www.edinburghcompact.org.uk/what-we-do/volunteering-strategy/

Appendix 3: Table of outcome indicators

Enough money to live on							
Priority 1	KPI		Earlier		Latest	Source	Comments
	Percentage of people living on incomes below the poverty threshold	2019/202	15%	2019/2020	15%		Latest Poverty figures are for 2019/20 and remain static at 15% and do not show the full impact of Covid-19. Next data available Spring 2022
	Percentage of children living in families on incomes below the poverty threshold	2019/202	19%	2019/2020	19%		Latest Poverty figures are for 2019/20 and remain static at 19% and do not show the full impact of Covid-19. Next data available Spring 2022.
	Percentage of people living in destitution*		-		4%		Refreshed Poverty figures give a new baseline for people in destitution of 4.0. Next data available Spring 2022.
	Number of people supported with welfare rights queries by the Advice Shop*	2020/2021	3,800	Apr - Nov 21	4,540		Annual figure (available at end of financial year - April 22). After a decrease in the number of people provided with advice in 2020/21 due to Covid-19 restrictions, interim figures (Apr - Nov 21) show 4,540 people have been provided with advice this year which is ahead of the target for 2021/22.

Enough money to live on							
Priority 1	KPI		Earlier		Latest	Source	Comments
	Scottish Welfare Fund payments*	2020/2021	44,226	Apr - Nov 21	30,588		Annual figure (available at end of financial year - April 22). Interim figures (Apr - Nov 21) of 30,588 applications show that the increase in citizens requiring crisis and community care grants in 2021/22 continues. There had previously been a doubling of applications in 2020/21, as a result of the impact Covid-19. * Data only for monitoring purposes - it provides context on demand for financial support.
	Discretionary Housing payments*	2020/2021	8,205	Apr - Nov 21	6,933		Annual figure (available at end of financial year - April 22). Interim figures (Apr - Nov 21) of 6,933 show that the increase in the number of discretionary housing payments, seen in 2020/21, continues. * Data only for monitoring purposes - it provides context on demand for financial support.

Access to work, learning and training opportunities							
Priority 2	KPI		Earlier		Latest	Source	Comments
	Number of households with no adult in employment*		12.4%	Jan-Dec 2020	16%	NOMIS	Latest figures from Jan-Dec 2020. Below Scottish average of 18.1%
	Employment rate*	Oct 19-Sep 20	76.7%	Oct 20-Sep 21	78.1%	NOMIS	Latest figures from Oct 2020-Sep 2021. Unemployment 3.9%
	Percentage of young adults (16-19-year olds) participating in education, training or employment*	August 2020	92.4%	August 2021	92.5%	SDS	Latest figures from August 2022. Consistent with previous year and in line with Scottish average.

A good place to live							
Priority 3	KPI		Earlier		Latest	Source	Comments
	Satisfaction of neighbourhood as a place to live by year*	2018	96%	2019	95%	SHS	Latest figures from the Scottish Household Survey. Consistent with Scottish average/trend.
	Percent who feel strongly that they belong in immediate neighbourhood	2018	73%	2019	75%	SHS	
	Walking distance to green space *		Under 5 min 72%, 6-10 min 21%, 11 minute and more 7%	2019	Under 5 min 69%, 6-10 min 21%, 11 minute and more 9%	SHS	
	Percent who feel safe when walking alone in local neighbourhood after dark*	2016-2018	82.1%	2018-2020	81.1%	SCJS	

A good place to live							
Priority 3	KPI		Earlier		Latest	Source	Comments
	Percent who agree that in their local neighbourhood people from different backgrounds get on well together*		71%	2019	69%	SHS	
	Percent who agree that their local neighbourhood is somewhere local people take action to help improve the area*		61%	2019	61%	SHS	
	Number of new affordable home completions	2018	966	2021	5790	ECC	Target to build 20,000 by 2027.
	Number of new affordable home approvals	2018	1475	2021	7500	ECC	

A good place to live							
Priority 3	KPI		Earlier		Latest	Source	Comments
	Life expectancy (at birth)*	2017-2019	Male - 78.38 Female – 82.5	2018-2020	Male - 78.4 Female – 82.5	ONS	The figures pre-date COVID19. Edinburgh remains above the Scottish average (76.9 Males, 81.06 Females). The Scottish average. In Edinburgh life expectancy has increased since the 1980s but has stayed largely the same at around since 2010. In Edinburgh a significant gap continues for those living in the most deprived areas compared to the least deprived areas. With those born in the least deprived areas expected to live as much as 12 years longer than those in deprived areas.

*New Outcome indicator



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THE EDINBURGH PARTNERSHIP

Edinburgh Partnership – Resources

1. Executive Summary

- 1.1 The purpose of this report is to provide the Board with an update on the resourcing requirements of the Edinburgh Partnership. This follows on from the budget report in December 2021 where it was agreed to consider resource requirements to meet development and operational costs of the Partnership.
- 1.2 This work is being taken forward on a phased basis to ensure there is a comprehensive assessment of the needs across all aspects of the Edinburgh Partnership arrangements. This is being jointly led by the Community Planning Support Team and the Local Outcome Improvement Plan Delivery Group.
- 1.3 This paper sets out each phase of the work, including proposals for the decision of the Board at this meeting. The final phase will comprise a comprehensive report to the Board in June 2022.

2. Recommendations

- 2.1 The Board is recommended to:
 - i. note the phased approach and progress in identifying resource requirements as set out in this report;
 - ii. agree the outcome of phase one to reprioritise the existing budget to a general pot to meet one off development and operational costs as identified in paragraph 3.9;
 - iii. fund the BAME Citizens Panel activity as identified in paragraph 3.12.1 under phase 1;
 - iv. notes with agreement of items ii and iii above there is a notional budget remaining in the existing budget of £8,556 to meet one off small scale costs over the financial year 22/23;
 - v. that all partners consider and agree to make a financial contribution to the Edinburgh Partnership to meet the requests under phase 2 as identified in paragraphs 3.12.2 and 3.12.11;
 - vi. agree to receive the phase 3 comprehensive resource proposal in June 2022.

3. Main Report

- 3.1 Resourcing of community planning comprises two interdependent areas: the sharing, alignment or redeployment of resources to deliver shared services priorities; and support for the facilitation and development of initiatives and partnership working arrangements. Without such support the Edinburgh Partnership is unlikely to effectively and meaningfully deliver the shared outcomes in line with its ambitions.
- 3.2 The Board at its meeting in April 2019, and on the back of the review of governance and operational arrangements, recognised this by agreeing to replenish the Edinburgh Partnership budget. Financial contributions of £10k were secured from statutory partners comprising Police Scotland, NHS Lothian and Scottish Enterprise. The City of Edinburgh Council was not asked for a contribution at this time recognising its existing support across all levels of the Edinburgh Partnership, in kind, staffing and direct budget. Whilst a request was made of the Scottish Fire and Rescue Service, this was not realised.
- 3.3 The Board considered a budget update report in December 2021 and allocated £15k of funding to the Advice Service Review which was augmented by a further contribution of £10k from NHS Lothian. With this allocation, there remains a balance of £11,931 available in the budget.
- 3.4 In addition to the direct financial support detailed above, the statutory partners committed staff time to support the establishment of a Community Planning Support Team. This operated for a period of six months with the intention of identifying a more sustainable solution to the provision of facilitation and support. This was never completed, and the arrangement fell into abeyance due to the service pressures of the pandemic.
- 3.5 At the end of 2021 following a period where all community planning partners were dealing with and responding to the pandemic, the Board agreed to re-establish this Team which comprises officers from the City of Edinburgh Council, Police Scotland, NHS Lothian, Scottish Fire and Rescue Service and Edinburgh Voluntary Organisations' Council. Rather than partners committing specified amounts of officer time as previously agreed, they are contributing by leading on different aspects of the Partnership's work programme, providing for greater flexibility in meeting ongoing demands.
- 3.6 As part of the budget report in December 2022, members agreed to consider making further contributions to the Partnership and to receive a report setting out the resource requirements.
- 3.7 Given the breadth of the task, in taking forward the resource assessment, a three phased approach is being used. This work is being led jointly by the Community Planning Support Team and LOIP Delivery Group. Each phase, together with corresponding decisions required of the Board, is set out below.

Phase 1 – Reconfiguration of the current budget to meet evolving priorities

- 3.8 In phase one the immediate one off calls on the budget were assessed with a view to supporting this through the balance of £11,931 as of December 2021. This sum has now increased with the commission for the advice service review coming in at £4,125 less than budgeted. This gives a current balance of £16,056 in the Partnerships budget.
- 3.9 The majority of this funding is provisionally prioritised for supporting the development of neighbourhood networks. However, in the absence of a detailed proposal for this currently and recognising that this will require the input from the newly establishing Council Empowerment Team, it is proposed to address this for the June meeting as set out under phase 3 below.
- 3.10 Agreeing this shift allows the balance of the budget to be utilised as a general pot to meet emerging priorities in relation to the Partnership's operation and development. Within this context two areas of work requiring support have been identified by officers, namely: the production of a video as an inclusive means of supporting citizen and community engagement on the community empowerment strategy, likely to be in the region of £1k; and facilitation costs in relation to LOIP Priority 3, likely to be in the region of £1,500.
- 3.11 In addition, there is sufficient budget to allow the Board to fund the BAME Citizens Panel activity of £5k as set out under 3.12.1 below. With agreement of this, and the reprioritisation of the budget above, there would be a notional balance of £8,556 remaining in the existing budget to meet one off small scale costs. The Board is asked to approve the use of the existing budget for these purposes.

Phase 2 - Identification of immediate proposals to benefit the delivery of the collective programme of work

- 3.12 As phase 2 of the assessment, areas requiring immediate support to deliver the collective priorities of the Edinburgh Partnership have been identified. Details of these proposals are provided in the appendix, showing the respective scope, deliverables, partner benefits and resource requirements. A short summary of each is set out below.
- 3.12.1 Support costs for BAME citizens panel – The Whole Family Equality Project has been developed to improve outcomes for BAME citizens under Priority 2 of the LOIP. To support its work, a Citizens' Panel will be established that is representative of the community with a focus on lived experience. The request for £5k is to meet the costs to address the barriers to participation by allowing for citizens to be recompensed for their time and expenses. This will include expenditure relating to childcare and travel, together with attendance consistent with existing research practice.

- 3.12.2 Development and delivery of an Edinburgh Survey – Part Two of the Community Empowerment (Scotland) Act 2015 states that community planning partnerships should monitor performance and progress against its ambitions and use intelligence about views and experiences of local communities to underpin its approach to effective performance management.
- 3.12.3 Between 2007 and 2018 the Council conducted an annual Edinburgh People Survey which provided data that was used by the Edinburgh Partnership. This was Europe's largest face-to-face citizen survey on local services, interviewing over 5,000 residents, providing data that could be analysed at sub-city geographies and demographic groups. While the primary focus of the survey was Council services, several questions supported community planning reporting. Since this survey work has ceased there has been a gap in local data, with national surveys being used as a temporary and limited solution.
- 3.12.4 During 2020, NHS Lothian and the Council partnered to commission a one-off shared survey to provide detailed resident views about current and future services, and their wellbeing during the pandemic. While partners have recognised the value of a shared information source and expressed interest in contributing to a shared survey, at an operational level partners have not been able to agree coordination and resourcing.
- 3.12.5 The creation of a dedicated partnership survey would provide the Edinburgh Partnership Board with detailed city-level data on outcomes and citizens experiences, attitudes, and perceptions relating to relevant partnership interests, LIPs and LOIP commitments, and associated strategies. This would support organisational decision making, collective planning for the LOIP activities and shared performance and reporting framework – all of which would also respond to challenges made by Audit Scotland around evidencing that community planning is making a difference to Edinburgh residents. However, the data created by a shared survey would likely be of most interest and greatest value to public bodies.
- 3.12.6 In proposing a programme that would deliver a cost-effective, robust and reliable source of data, the main consideration is an approach which would be consistent over several years – enabling tracking over time, and covering a sufficiently long time period that impacts are likely to be realised.
- 3.12.7 A minimum period of five years is proposed for the survey, though it is noted that the partnership's LOIP and other commitments run for six years. The partnership may wish to extend the survey period to cover the full term of the LOIP, but this decision could be deferred for several years and built into any supply contract as a discretionary option.

- 3.12.8 The scale of the proposed survey is based on the expected needs of the partnership for longitudinal and sub-group data analysis – specifically the need to examine data at below city-level, which is currently impossible through relying on national surveys; and the need to track outcomes for relatively small groups. In order to provide the expected level of useful data, the proposed survey would have an annual sample of 4,000 interviews, taking place continuously, at a rate of around 1,000 per quarter.
- 3.12.9 Further information about the proposed outline design of survey is included in Appendix 1.
- 3.12.10 A survey covering a five year period, delivering 4,000 interviews per year, would have an estimated total cost of £300k. This amount would, based on current understanding of resources, be shared by public bodies, and could be provided either through an annual cost of £60k (beginning 2022/23) or through lump sum contributions which could be set aside for the purpose of funding this survey. Individual public bodies supporting the survey could choose whether to contribute annually or in one lump sum however a commitment to fund the survey is required for the full period.
- 3.12.11 Support for End Poverty Edinburgh – The request is for £25k to provide funding to the Poverty Alliance to continue their role in supporting the End Poverty Edinburgh Citizen Group in the coming financial year. The group, formed in 2020, in response to a call from the Edinburgh Poverty Commission, comprises citizens with experience of living in poverty in Edinburgh. Their role is to ensure that the voices of people experiencing poverty are heard, together with supporting the delivery of the End Poverty in Edinburgh plan. The funding requested represents 50% of the annual project cost and will provide leverage to secure match funding through independent funders.

Phase 3 – Comprehensive assessment of requirements to cover a three year period (2022-2025)

- 3.13 Phase 3 of the approach focuses on identifying longer-term proposals to support the delivery of the LOIP, and other strategic plans which the Partnership has responsibility for, together with support for the neighbourhood networks, and delivery of the development programme, including third sector participation. It is recognised that this may not just involve a direct budgetary contribution but is likely to include proposals for the sharing, alignment or redeployment of resources. An example of this would be the co-ordination of support for prison leavers, which is a key action of the LOIP Priority 2.
- 3.14 To consider this comprehensively, will require the involvement of a wider range of partners through the existing partnerships and their corresponding sub-groups. As part of this process, engagement will also need to be undertaken with

individual partners. It is proposed that the outcome of this phase will be reported to the Board in June 2022. The Board is asked to agree this approach.

- 3.15 The current budget available to the Board is £16,056. If the phase 1 proposals set out above are agreed this would leave a notional balance of £8,556 in the Partnership's budget. Whilst the BAME Citizens Panel can be accommodated within existing resources, there is not sufficient budget to meet the other proposals set out under phase 2. This amounts to £325k over a five year period, with £85k of this required in 2022/23. This, together with any proposals identified under phase 3, will require new contributions from partners.

Edinburgh Partnership Resource Requirements - Summary						
	2022/23	2023/24	2024/25	2025/26	2026/27	Report Recommendation
Balance to carry forward	£16,056					
Proposed expenditures						
Community Engagement	£2,500					Rec ii
BAME Citizen's Panel	£5,000					Rec iii
General partnership priorities fund	£8,556					Rec iv
Edinburgh Survey	£60,000	£60,000	£60,000	£60,000	£60,000	Rec v
End Poverty Edinburgh Citizen's Group	£25,000					Rec v
Total Expenditure	£101,056	£60,000	£60,000	£60,000	£60,000	
Partnership contribution requirement	£85,000	£60,000	£60,000	£60,000	£60,000	

4. Contact

Michele Mulvaney – Strategy Manager (Communities)
michele.mulvaney@edinburgh.gov.uk

APPENDIX 1 – RESOURCE BUSINESS CASES

BAME Citizens' Panel – Support Costs for Participation

Proposal Summary: (Scope)

To support and recompense people from the BAME community with lived experience to participate on a Citizen's Panel to lead on the largest BAME effort in the City to tackle poverty and inequality

(Impact)

To increase the employment outcomes by 20% of citizens from the BAME community, and have citizens placed more directly in creating and influencing the services they need

Initiative

The Whole Family Equality (WFE) project has been developed in response to the LOIP Priority 2 Access to Work, Learning and Training opportunities to Improve outcomes for BAME citizens, including better access to employment through leadership, senior visibility, and high-ranking positive role models. It is bringing together key stakeholders and influencers clustered around a central change project funded by The Robertson Trust for three years.

Led on by Capital City Partnership alongside Children 1st and CHAI, the WFE project has a central team to support **120 BAME** families to improve their household income and employability aspirations.

WFE will be supported by a Citizen's Panel representative of the BAME community with a focus on lived experience. The Chair of the Citizen's Panel is Viana Maya CEO of Prespect (IoD Director of the Year).

Our request is for funds to recompense people from the BAME community who give their time and lived experience to be part of the Citizen's panel, building on good practice established as part of the Poverty Commission. We anticipate there will be six meetings per year, with six panel members attending for 2 hours. That is a commitment for 12 hours a year plus support for travel expenses (covid permitted). We will be careful to ensure any recompense does not displace access to benefits.

Existing Partner Commitment(s)

- The NEST grants programme from The City of Edinburgh Council has funded a mentoring bespoke project from community project Link Net.
- The Scottish Government's Investing in Communities programme has funded delivery of 12 community empowerment projects with devolved budgets in each locality funded under participatory budgeting.
- The National Lottery has been asked to fund a youth service to enable 80 young people achieve a better start in life, including peer to peer support.
- The Young Person Guarantee project has funded a Youth Engagement Officer post for wider network
- The Workplace Equality Fund is being asked to fund an employer engagement project around equality and diversity training to improve recruitment practices and increase job outcomes.

Financial requirement

£5000

Other Resource Requirement

Access to City Chambers to hold Citizen's Panel as part of accessing places often seen as off limits

Non-Financial Benefits

- This enables the engagement of citizens directly from the service to have parity of esteem with those on the citizen's panel
- It allows Edinburgh to once again lead in this area of service design, showing how we value the input of lived experience
- We will show this as an example of good practice to the Scottish Government for their Service Design Model

Five year survey programme to support monitoring of partnership outcomes

Proposal Summary: (Scope)

Performance monitoring and coordination of partnership activity

(Impact)

Creation of a shared research tool to provide detailed city-level data on outcomes and citizens experiences relevant to partnership interests, LIPs and LOIP commitments

Initiative

1. Commissioning an independent market research agency to perform a five year survey of Edinburgh residents to support monitoring of partnership outcomes (£0.060m pa)
 - 4,000 interviews undertaken each year
 - Sample of Edinburgh residents, representative by age and sex
 - Reporting semi-annually by SIMD quintiles
 - All data owned by partners and available for further analysis
2. Creation of survey tool (officer support from partners)
 - Monitoring partnership outcomes and commitments using a shared methodology
 - Providing baseline and tracking information for major programmes
 - Providing a cost-effective way to assess topical issues of interest to partners
3. Regular performance reporting to the partnership board (officer support from partners)

Existing Partner Commitment(s)

No existing partner commitments cover shared processes for measuring citizen experiences and preferences.

Reporting would be integrated with current partnership performance reporting for LIPs and LOIP.

Financial requirement

£0.300m (sum of all years)

Other Resource Requirement

Input to officer working group on survey development

Additional analysis and reporting for partner data

Non-Financial Benefits

- Development of better links and coordination between analysts in partnership organisations
- Improved scrutiny and monitoring of partnership performance
- Early identification of emerging citizens priorities and areas of concern

Five year survey programme – outline of proposed methodology

Survey Method

Face to face interviewing, predominantly in street with some doorstep surveying in areas of high non-resident footfall (e.g. the city centre)

- Per completed interview, these survey costs are comparable with postal and telephone surveying
- Overcomes literacy problems associated with postal surveys and reach problems associated with telephone surveys
- Experience suggests this method is unlikely to reach a proportionate sample of high-income individuals

Rolling fieldwork period which would complete 4,000 interviews per year at a rate of 1,000 interviews per quarter

- Sample quotas set for age and sex as appropriate to population of each of the four localities, with a proportionate number of interviews taking place in each of the four localities each quarter
- Data would be weighted to account for normal sampling variation
- Each quarter's data would provide **city-level** data to an accuracy of better than +/-3% margin of error, with an annual accuracy of better than +/-2%
- Each year's data would provide **locality-level** data to an accuracy of better than +/-4% margin of error

Survey questionnaire developed by partners

- Providing evidence of partnership performance in relation to LOIP, concentrating on those areas where city-level and sub-city-level data are not available from other sources
- Establish an officer group to collaborate on design on the survey and collaboration on analysis
- Develop proposals for topical issues and develop questions in response to suggestions from partnership board

Independent market research organisation commissioned to undertake all fieldwork, data cleaning and topline reporting

- Open tender process through a selected partner, with input from any other partners who wanted to participate in this process
- All data would be provided directly to partner organisations each quarter, but topline reporting to the board expected to be no more frequent than semi-annual

Expectation of total cost of five year programme is £0.300m

- Based on previous experience of surveying, annual cost of £0.060m is required to deliver 4,000 sample
- Costs shared equally amongst partner organisations

End Poverty Edinburgh

Proposal Summary: Support the continued work of the End Poverty Edinburgh Citizen Group

Improve design and impact of poverty reduction actions

Initiative

This proposal will provide funding to the Poverty Alliance to continue their role in supporting the End Poverty Edinburgh citizen group through 2022/23.

End Poverty Edinburgh is a group of citizens with experience of living in poverty in Edinburgh. The group was formed in 2020 in response to an Edinburgh Poverty Commission call to action and works to raise awareness of poverty in the city, ensure that the voices of people experiencing policy influences decision-making, and support delivery of the city's End Poverty in Edinburgh delivery plan and targets.

Since inception, the group has been supported by the Poverty Alliance through seed funding provided by the Edinburgh Poverty Commission, City of Edinburgh Council and the Joseph Rowntree Foundation. The Edinburgh Partnership funding described here will provide 50% of the resource required to continue the project throughout 2022/23, and provide required leverage needed to secure match funding through independent funders.

This funding will allow the Poverty Alliance to:

- Employ a dedicated community engagement worker and a research officer to support the ongoing development of the group throughout its work
- Support monthly meetings of the group and facilitate engagement activities with decision makers, including sessions with elected members, Edinburgh Partnership, Council policy leads, and third sector stakeholders on areas of priority focus identified in the LOIP and by group members themselves (including money and debt advice, fair work, food poverty and others)
- Support group members and other citizens with experience of poverty to contribute to annual reporting on delivery of poverty actions in the city, and to lead and participate in Challenge Poverty Week events and seminars
- Support End Poverty Edinburgh members to participate in and have their voice heard in nationwide work aligned to the City's End Poverty Delivery Plan – including research on poverty related stigma, contributions to the Cross Party Working Group on Child Poverty and other opportunities (at least 4 such opportunities were fulfilled in 2021/22)
- Cover the costs of participation for End Poverty Edinburgh group members in line with best practice for citizen participation activities, including provision of participation vouchers and support to cover other costs of participation

Existing Partner Commitment(s)

- City of Edinburgh Council provide in kind support to the group through the Council's Policy and Insight team to support engagement with EPE and Council services
- EVOC provide in kind support to the group through provision of office space and other support.

Financial requirement

£25,000

Other Resource Requirement

Ongoing engagement with partnership members and the LOIP Delivery Group

Non-Financial Benefits

- Improved citizen engagement
- Improved service design and delivery
- Improved impact of poverty reduction actions
- Meet SG expectations to involve people with lived experience of poverty in policy design and delivery



THE EDINBURGH PARTNERSHIP

Community Wealth Building – Learning & Action Group

1. Executive Summary

To interrogate the role of community wealth building, with the purpose of driving a new systems change level of collaboration between Edinburgh anchor institutions.

The principles of community wealth building (CWB) are:

- Plural ownership of the economy
- Making financial power work for local places
- Fair employment and just labour markets
- Progressive procurement of goods and services
- Socially productive use of land and property

2. Recommendations

The Board is recommended to:

2.1 Recognise the role of members of the Edinburgh Partnership as Anchor Institutions:

City of Edinburgh Council, Police, NHS Lothian, Edinburgh College, Edinburgh Integrated Joint Board, Scottish Enterprise, Edinburgh Universities, Social Housing Providers and all partners

2.2 To declare members of ECPP as Anchor Institutions:

An anchor institution is a statutory body which can influence ‘economic engines’: they are employers, purchasers, own land and property and investors.

2.3 To support mapping of how anchor strategies in Edinburgh Partnership

To note progress in Edinburgh and to support further mapping of how anchor institution strategies, among all members of the Edinburgh Partnership, to enable a Community Wealth Building approach to emerge.

2.4 To progress towards an Edinburgh Partnership Commitment

To progress towards a commitment in June 2022: to long term collaboration between Edinburgh anchor institutions, supporting shared Community Wealth Building goals. This includes a commitment to the embedding of Community Wealth Building Principles, preparing for the forthcoming CWB act. As with NHS Lothian, best practice across the UK suggests that anchors work needs to be ambitious and set aspirational targets.

3.1 What is community wealth building:

- A model and approach that offers a maturing of economic development practice
- Community wealth building is a means to practically deliver on Scotland's wellbeing/inclusive growth aspirations.
- It requires a system ethos, working with what is already being done
- Not a new projects/programmes, but bending existing spending to catalyse change
- Traditionally, we have focussed on **redistribution** of wealth after it is created
- CWB is also about **pre-distribution** during and before wealth is created

3.2 Four areas of work - Democracy Collaborative & Scottish Government:

- **Policy:** across range of Scottish Government policy areas.
- **Practice:** there has been important and significant progress made in several pilot localities and regions over the past year.
 - Ayrshire region, alongside 5 other areas - Clackmannanshire, South of Scotland, Western Isles, Tay Cities/Fife and Glasgow City Region.
 - other areas, including South Lanarkshire, Moray, East Renfrewshire, Highland, West Lothian and Dundee City
- **Movement building.**
 - Industry and economic sectors are integrating CWB principles into their development and delivery approaches.
- **Legislation.** 'Community Wealth Building act'

3.3 What does it look like in Cleveland, USA: place, ownership, and institutions

The Greater University Circle Initiative has brought together 6 anchor institutions:

- Case Western University and the Cleveland Clinic with the support of the Cleveland Foundation and city government to better connect their economic output to the struggling communities directly adjacent to their campuses
- They helped incubate a network of **three employee-owned cooperatives** that are located in and employ residents from these low-income communities.

3.4 Progress on CWB in Scotland: Workforce

- Deepen practical application of Fair Work locally (e.g. Fife)
- Focus on gender pay gap (e.g. Clacks)
- Stimulate local employment through spending
- Advance employee ownership conversion

3.5 Progress on CWB in Scotland: Land & Property

- Application of land rights and responsibilities for greener, more local productive use
- Developing high streets, through greater consideration of ownership (e.g. Clacks)
- Advance VDL sites to more productive use (e.g GCR - Glasgow City Region).

3.6 Progress on CWB in Scotland: Finance

- Deepen recognition and visibility of community finance (e.g. Fife Credit union)
- Promote divestment of fossil fuels from LG pension
- Place CWB 'lens' to mainstream resource Growth Deals (e.g Clyde mission)

3.7 Progress on CWB in Scotland: Spending



- Deeper awareness and application of Community Benefits via CB (e.g. Clacks)
- Growing sectors and creating innovation within supply chains providers (housing)
- Deeper planning for and securing pipeline of contracts (apprenticeships within construction sector in GCR)
- Deepen recognition of alternate ownership as part of business support (e.g. Clacks)
- Increase role of employee ownership/cooperative development (e.g. Fife)
- Increase recognition of inclusive ownership as part of public sector supply chain—procurement and commissioning (e.g South of Scotland)

3.8 Progress on CWB in Preston: over 5 years

Progress on CWB in Preston was measured and the changes over 5 years were:

- £70m more for city economy
- £200m more for regional economy
- Created 1600 more jobs
- 4000 more people - paid real living wage
- Cooperative development network
- Using local pension funds – local investment
- North West Community bank

3.9 Progress on CWB in Edinburgh: Edinburgh Social Enterprise (ESE)

- Working with CEC and other stakeholders/partners to explore how supply chains can be extended to small, community based social enterprises/third sector orgs.
- Via small value spends to start, on items such as venue hire/catering/corporate gifts
- Can CEC and all anchors incentivise larger contractors to use SEs in supply chains?
- Developing ESE as a single point of entry for anchor institutions looking to purchase from Social Enterprises and socially aware businesses
- Promoting the net zero benefits of local supply chains and shopping locally

3.10 Progress in Edinburgh: Edinburgh BioQuarter - Community Impact Strategy

- Enterprise – one of five key themes
 - Increased spend and flow of wealth to local communities
 - Increased entrepreneurship within communities
 - **Employment with suppliers and self-employment for local people**

3.11 Progress on CWB in Edinburgh: Capital City Partnership & City Region Deal

The project is made up of partners, Capital City Partnership, West Lothian Council & Go Beyond (with funding through the Regional Recovery & Renewal fund).

- Aim: to accelerate existing CWB agendas to a regional level and to help amplify activities across the 6 local authorities, embedding the ethos within all levels
- Engagement at a local level, with anchor networks and key stakeholders
- **Promotion of a new portal for Community benefits**
- Identifying and sharing good examples of CWB to help inspire change
- Collaborative Working & a Community of Practice
- Creating A CWB Toolkit: identifying examples of CWB across the pillars
- Create A Video: showcasing examples to inspire & bring CWB to life

3.12 Progress on CWB in Edinburgh: GoBeyond, a CWB Partnership in SW

GoBeyond is a CWB Partnership in SW Edinburgh, Big Hearts, Space & Whale Arts

- Social Investment Scotland and Community Shares Scotland advice
 - Enabling small business owners/workers to get advice
 - Advice on business ideas, loans and ideas related to local land/property
- **Dumbeg Park Kickabout - Wester Hailes**
 - Working collaboratively with local residents to re-design and upgrade the local kickabout park in the area. An exciting gathering is planned on next steps.
 - Wealth of feedback from the local residents survey in the area, City of Edinburgh Council have completed some tidy up work of the area

3.13 Progress on CWB Lothian wide: NHS Lothian

NHS Lothian Board has agreed to developing its role as an Anchor Institution as part of its work on pandemic remobilisation and tackling inequalities.

Key issues that have been raised so far include

- Living Wage Accreditation for NHS Lothian
- Housing supply and its impact on NHS Lothian staff recruitment and retention
- Extending the scope of community benefit clauses beyond construction programmes (note that local authority procurement appears to offer more flexibility than NHS Scotland procurement). e.g. public health partnership teams can facilitate local intelligence to inform NHS Lothian procurement wish-lists.
- NHS capital planning assumptions: opportunities to work with local authority spatial planning and housing teams to establish shared population projections to inform demand e.g. draft West Lothian Planned Housing Report
- Core funding for welfare rights and income maximisation service provision at NHS Lothian hospitals
- Ensure NHS Lothian's pioneering employability programmes provide entry level opportunities and development prospects across the whole organisation

The Programme Board will develop an agreed workplan which will prioritise action for the remainder of 2021-22:

- Developing as an Anchor Institution will provide a strong basis for preventative work and work tackling inequalities across NHS Lothian. The Programme Board is focused initially on ensuring the NHS Board is delivering best practice across the five anchor work areas. Best practice across the UK suggests that anchors work needs to be ambitious and set aspirational targets.

3.14 Next steps on CWB in Edinburgh

EVOC is one partner in the TSI, Third Sector interface, with Volunteer Edinburgh and Edinburgh Social Enterprise. EVOC and the TSI are *not* anchor institutions.

The TSI works with the communities and organisations that could thrive with a focus on CWB, as a component of the Edinburgh Partnership focus on a 'Good Place to Live'.

EVOC will work with the Edinburgh Partnership to support further mapping of anchor institution strategies, among all members of the Edinburgh Partnership, to enable a Community Wealth Building approach to emerge.

Our joint aspiration at the Edinburgh Partnership would be to put in place a series of recommendations to take forward areas such as inclusive growth, with a first major step being **local, progressive procurement** and for the future, that anchor institutions work on CWB needs to be ambitious and set aspirational targets.

4. Contact

Bridie Ashrowan
Chief Executive
bridie.ashrowan@evoc.org.uk

Links

NHS Lothian as an anchor institution, EVOC AGM Presentation 2021
<https://www.evoc.org.uk/wordpress/wp-content/media/2021/11/Dona-Milne-Presentation-EVOC-Conference-2021.pdf>

North Ayrshire Community Planning partnership, CWB Plan
<http://northayrshire.community/wp-content/uploads/2020/09/CWB-Powerpoint-Template-NAC-strategy-update-for-CPP-Board-Sept-2020.pdf>

Health Institutions as Anchors – CLES
<https://cles.org.uk/publications/health-institutions-as-anchors-establishing-proof-of-concept-in-the-nhs/>

The role of the NHS as an anchor institution – The Health Foundation
<https://www.health.org.uk/publications/reports/building-healthier-communities-role-of-nhs-as-anchor-institution>

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THE EDINBURGH PARTNERSHIP

Edinburgh Partnership Development Programme

1. Executive Summary

- 1.1 This report provides an update to the Board on work to deliver the previously agreed development programme which was as a result of the review of the Partnership's operational and governance arrangements in 2019. Summary details of the various activities are provided which have been updated to reflect current circumstances and impact of the pandemic.

2. Recommendations

- 2.1 The Board is recommended to:
- i. agree the areas of development activity and progress as set out in this report;
 - ii. note that further work is needed on potential resource requirements to deliver the workstreams, with this forming part of the report proposed to be considered by the Board in June 2022 as presented elsewhere on the agenda.

3. Main Report

- 3.1 The work programme for the Edinburgh Partnership was agreed in March 2019 to address the outcomes from the review of the operational and governance arrangements. Whilst work began pre pandemic it was largely put on hold due to partner capacity and service pressures.
- 3.2 The purpose of the programme is to provide, through multi-agency working, facilitation and support for the Partnership to ensure its effective operation and continued development, including helping to shape this in response to changes in local or national circumstances.
- 3.3 Alongside the LOIP Delivery Group, which is responsible for co-ordinated partner activity to deliver the LOIP workstreams, the Community Planning Support Team has been re-established. This follows a decision by the Board in December 2021 and provides additional partner resource to ensure the effective operation and development of community planning in the city. The Team comprises officers from the City of Edinburgh Council, Police Scotland, Scottish Fire and Rescue Service, NHS Lothian and Edinburgh Voluntary Organisations' Council.
- 3.4 As a first step, the Team has carried out a review of the existing work programme. In doing this they considered the opportunities and challenges

presented by the pandemic, partners recovery planning, Poverty Commission findings and resource capacity. Specific consideration was given to whether an activity included in the existing programme was still relevant or needed to be reshaped, what activity was no longer needed and the rationale for this, and what new activity was required with particular reference to the strategic actions identified in the Poverty Plan remitted to the Edinburgh Partnership. The resultant work programme is summarised below.

- 3.4.1 Board Operating Model – reintroduction of elements of the agreed model such as use of an action tracking log and improved involvement of Board members in agenda setting.
- 3.4.2 Induction for EP Board Members – production of an induction pack which will be issued to partners for agreement.
- 3.4.3 Governance Framework – to be updated to reflect the recent inclusion of the City Infrastructure Improvement Board and sub-group delivery arrangements for the Local Outcome Improvement Plan (LOIP). Refresh of members post-election across the structures including community, voluntary sector and partner representation. Activity to strengthen the linkages and Board oversight of activity with the strategic partnerships. Development of the neighbourhood networks which will be supported by the Council's new Empowerment Team.
- 3.4.4 Third Sector Interface – to review current arrangements for collaboration and resourcing with a view to developing a new model of support and involvement that recognises the role the voluntary sector has in achieving the aspirations of the Edinburgh Partnership and in increasing community empowerment.
- 3.4.5 Community Empowerment Strategy – to develop a strategy and action plan. Whilst some initial work was progressed pre-pandemic, a full programme of engagement has now been developed by a multi-agency team established for that purpose. The team will take forward a phased programme of engagement to inform the development recognising the required input of a wide range of stakeholders at operational, strategic and political levels. In this context, account is taken of the local government election, to maximise the participation of elected members given their significant role in supporting community empowerment in the city. Several change themes will be explored including culture and practice, leadership, infrastructure support and empowered decision making.
- 3.4.6 The work will be carried out in two phases over the period March to October 2022, with any proposals being subject to consideration by individual partners in addition to the Edinburgh Partnership Board at its meetings in June and December 2022. The extended development period

recognises the significance of the work stream and the need to ensure it provides a collaborative and sustainable plan of action for the Partnership.

3.4.7 Communications Strategy – the Board agreed the communications approach in September 2020 recognising at that time that further work was required beyond immediate improvements, such as the creation of the website, to develop a broader approach that recognised the need to:

- Encourage/inform community/citizens of the Partnership and ways it can support them
- Support the delivery of the Partnership's plans
- Broaden the reach
- Increase visibility
- Demonstrate and promote the Partnership's achievements and impact
- Support cultural change

The next steps for the strategy development are to review the progress and identify any changes that may need to be made in response to the pandemic.

3.4.8 Performance – a review is in progress to ensure activity in the agreed framework is fully established including finalisation of the business case model and implementation of the exception reporting process. Work on developing refreshed KPIs for the LOIP has been completed and is reported elsewhere on the agenda.

3.4.9 Edinburgh Partnership Resources – activity to develop a resource plan for the Partnership is covered elsewhere on the agenda.

3.4.10 Local Outcome Improvement Plan – revised plan produced and presented elsewhere on the agenda for agreement. Delivery plan requires to be revised based on feedback from the Board with this work being reported at future meetings.

3.4.11 Locality Improvement Plans – the current plans run to 2022 and as such work is required to design the engagement programme to inform the development of new plans. Given the plans have recently been subject to a refresh it is proposed to initiate this work in 2022 for completion in the following financial year.

3.4.12 Risk Register – delivery of a risk workshop to inform the development of a risk register for the Partnership.

3.5 With the publication of the Poverty Commission findings several requests were made of the Edinburgh Partnership. Whilst the majority have been incorporated in the LOIP under one of the three priorities (enough money to live on; access to work, learning and training; a good place to live), there are a few strategic

actions. These cover the development of an approach to considering the impact of budget decisions by individual organisations to people in poverty: development of a new End Poverty Edinburgh Innovation Fund; and provision of support for community-based businesses. Whilst progress on these will be reported through the LOIP, the delivery will be led by members of the CPST.

- 3.6 Progress on the development and delivery of the various work streams will be reported to the Board at future meetings.

4. Contact

Michele Mulvaney – Strategy Manager (Communities)
michele.mulvaney@edinburgh.gov.uk