



THE EDINBURGH PARTNERSHIP

Edinburgh Transformation and Improvement Plan Session 1

Present: Michele Mulvaney, Gillie Severin, Flora Ogilvie, Linda Irvine Fitzpatrick, Bridie Ashrowan, Sam Ainslie, Paul Wilson, Paul Lawrence, Deborah Smart, Leah Black, David Happs, Daniel Greig (note).

Apologies: Dona Milne, Mike Massaro-Mallinson, James Wood.

What does good community planning look like to you?

Positive Economic impact: Supporting local economies through community wealth building

Community Engagement and Participation: Actively involving residents and people with lived experience in all areas of community planning

Resilience: There is a need to identify and prepare for potential future challenges, whether they are environmental, economic, or social.

Efficient: whole system of public services – public, third and private sectors – must become more efficient by reducing duplication and sharing services. There is a need to take a long-term view, anticipating and preventing problems wherever possible

Transparency and Accountability: Being transparent about processes and decisions and holding stakeholders accountable helps in building credibility and trust. Governance should be clear and understandable with clean lines of accountability

Community-Led Development: Supporting initiatives that are led by local communities, particularly those in disadvantaged areas, to ensure that development aligns with their specific needs and aspirations

Connectivity: Every part of community planning has to support the other elements, and none can be, or should seek to be, self-contained and self-sufficient. Interconnection and joint planning between of partners is crucial.

Integrated Policy Development: Formulating policies that take into account the interconnectedness of various issues affecting inequality.

What are the barriers/challenges?

Decision making and governance is not always clear. Needs to be better understanding of roles and responsibilities. Important to involve the right people in decision-making and governance. Can be challenging to establish clear lines of accountability and responsibility.

Some partner's approach to risk makes doing some activity challenging. Especially at pace.

Balancing immediate needs with long-term sustainability goals is a common challenge. Short-term political cycles and immediate economic pressures can overshadow long-term planning objectives.

Allocating resources effectively to build resilience can be challenging, especially when resources are limited and there are competing needs

Some see community planning as “something extra” they have to do, not part of their day-to-day work

Organisational processes/policy can be a barrier to partnership working. It is sometimes used as a reason or an excuse not to do something. Politics can also be challenging

Coordination between partners can be complicated due to differing agendas, priorities, and methods of operation.

Building trust and relationships is a long-term process, and it's essential for community planning

Leadership at all levels is needed. Not just about those in formal positions of power; it also involves supporting local leaders and champions within the community who can advocate for and drive change from within.

Evaluating the success and impact of a partnership can be complicated, especially when the goals are complex or long-term

Need to be flexible and adaptable to change, whether due to evolving community needs, policy changes, or external factors like the housing crisis

Need to reduce and breakdown silo mentalities

What are the enablers to creating this?

- Strong leadership, governance and accountability
- Agreed goals/ambition
- Need to create a strong narrative around partnership working
- Create framework/ecosystems at a local level e.g. Wester Hailes
- Need the ability to challenge power and status quo
- Work towards sustainable funding and investment
- Take a trauma-informed approach
- Being Adaptive and Flexible. May need organisational change
- Utilise colleagues who are trusted e.g. health workers, teachers
- Data-driven and performance management
- Challenge partners where appropriate e.g. living wage
- Effective Communication and Transparency
- Focus on Early Intervention and Prevention
- Agency. Give partners the power/permission
- Community Engagement. Services must be designed with and for people and communities. Embed community participation in the design and delivery of service
- Connectivity. Need to improve feedback loops and communication between different elements of the partnership

What are the actions/next steps on the change journey?

- COVID-19 lessons learned.
- Develop case studies or examples
- Communications
- All participants share feedback on the session.
- Session in January to focus on what good looks and feels like thinking about a thematic area e.g. governance and accountability, place, problem solving, early intervention/prevention, performance