

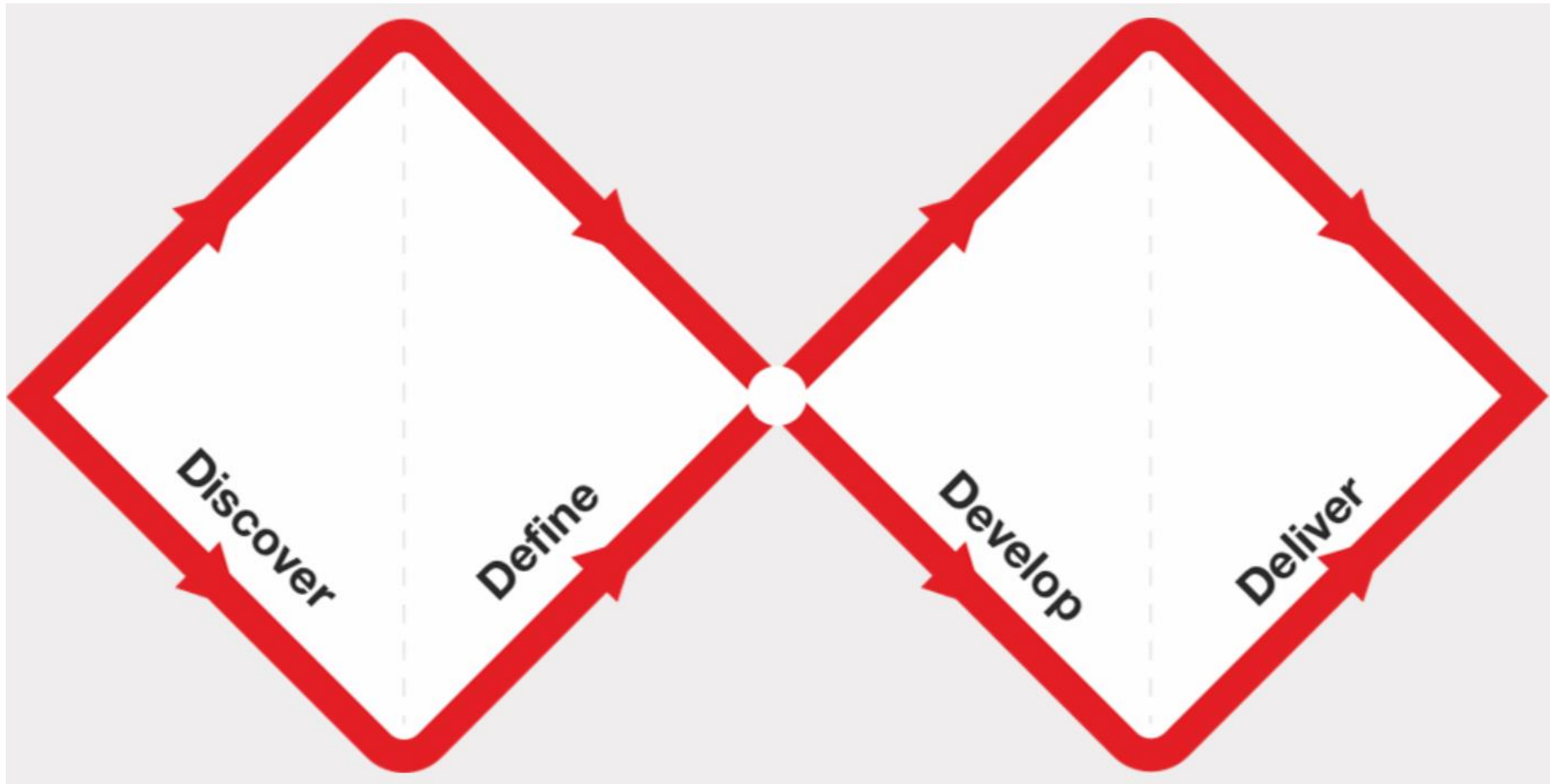
Community Planning: the next stage of partnership working

Transformation and Improvement

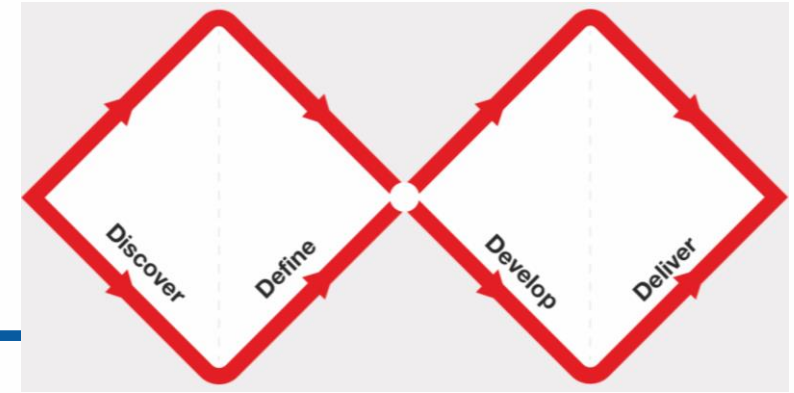
- Agreed to an improvement programme at September 2023 Board
- Needed to stop and think – community planning is vast therefore what's in scope
- Goal is to strengthen community planning, based on a shared understanding of all our statutory duties and what it means in practice – it means different things to different people

1. The Approach

Service Design: Double Diamond



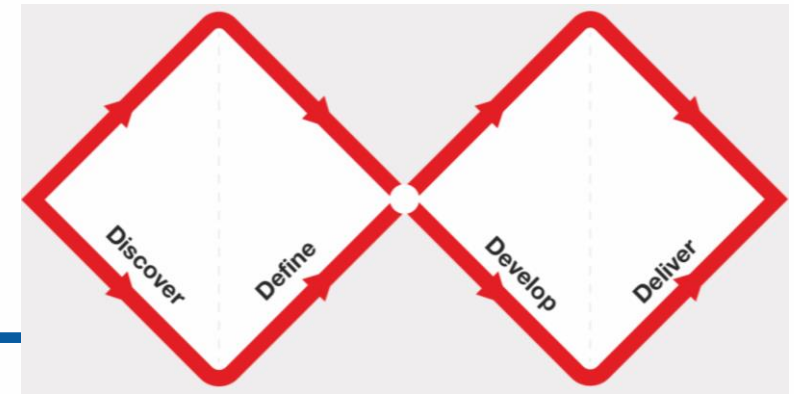
Discovery



The first diamond helps people understand, rather than simply assume, what the problem is. It involves speaking to and spending time with people who are affected by the issues.

- Engagement- three workshops focusing on what's working, what could be better, and what needs to change
- Feedback collated and presented to the March Board
- But this work doesn't stop. We need to continue to keep going and testing our assumptions

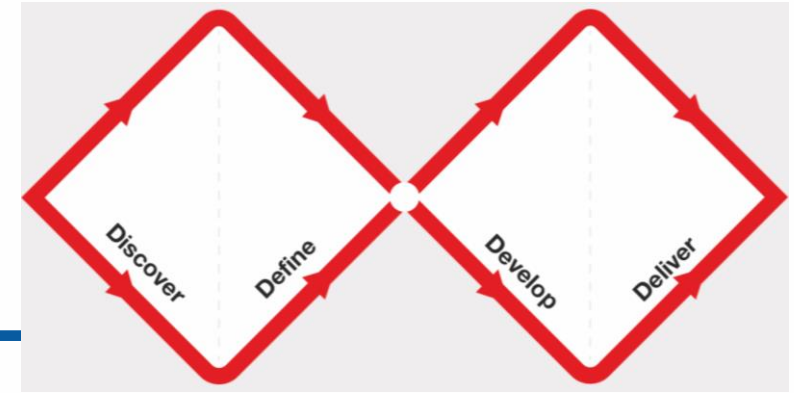
Define



The insight gathered from the discovery phase helps define the challenge in a different way.

- Issues resurfaced and others came to light, in particular the trust voluntary communities felt during covid and how they feel this has since gone backwards
- Realised this is about much more than the board meetings, it needs to include the whole of community planning and the scope was broadened
- We're not yet ready to move into the 'develop' and 'deliver' stage which are described in the next two slides
- Need to test what we've learned with a wider audience

Develop and Deliver



Develop

The second diamond encourages people to give different answers to the clearly defined problem, seeking inspiration from elsewhere and co-designing with a range of different people.

This means we:

- Go back to everyone involved with findings and test what they mean
- Take recommendations to collaborators
- Develop, test and refine various potential solutions

Deliver

Delivery involves testing different solutions at small-scale, rejecting those that will not work and improving the ones that will.

This means we:

- start by focusing on the actions that will make the biggest difference
- Relationships and communication
- Maintain trust and use the relationships to keep information flowing and stay informed of potential issues ahead of time

Design Principles

- Put people first. Start with the people who are involved in the delivery of community planning
- In-depth discussion to help people gain a shared understanding of issues and ideas for improvement
- Collaborate and co-create. Work together and get inspired by what others are doing

2. What we've learned so far

Learning (i)

- Keeping it **simple** – the current landscape can be hard to navigate
- The problems we face today require more than one solution, they will require continued **collaborative working** with other organisations and supporting people to be part of the solution
- Working across organisations is incredibly hard and depends on the ability to **think beyond** ourselves, our organisation and our sector of work
- Community planning works best where **trust and relationships** are strong and there are lots of examples of this across the city
- Everyone wants to do **prevention**, but this is hard
- Prioritising community planning as a **way of working** – the whole should be greater than the sum of all parts

Learning (ii)

- The best partnerships are clear on their **purpose** and focus on the needs of the city.
- In all our work, we need to use **data and lived experience** to inform our approach
- We need to be **transparent** and **accountable** in all we do
- Some issues will need **place-based** working, but others will require a **thematic approach**.
- Many of the **structures** we have work, but others needs **reformed or updated** with new groups brought together to tackle specific issues, such as the housing emergency
- **Collective leadership** is needed to maximise efforts

3. Scale of the challenge

A growing and affluent city

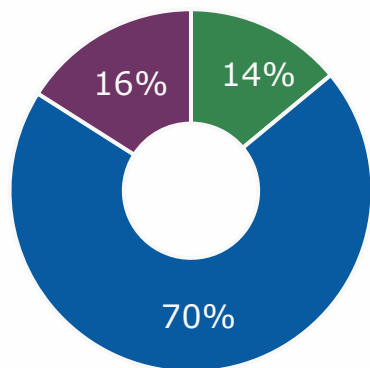
512,700 – 2022 Edinburgh population

↑ 7.6% (36,100) since 2011

5,436,600 – 2022 Scottish population

↑ 2.7% since 2011

Age structure of Edinburgh 2022



■ Under 15 ■ 15-64 ■ 65 and over

Anticipated
13%
population
rise over the
next 25
years.

- Unemployment rates are lower than UK and Scottish averages.
- Jobs growth over the past five years (including 2021) has been faster than all but one UK city.
- Skills - 62.7% of the city workforce is degree qualified. More than any other UK city.
- Edinburgh is host to 13 internationally recognised innovation centres of excellence - covering sectors including data science, life sciences, food innovation, fintech, and astronomy.
- Only London plays host to more FTSE100 businesses in the UK than Edinburgh.



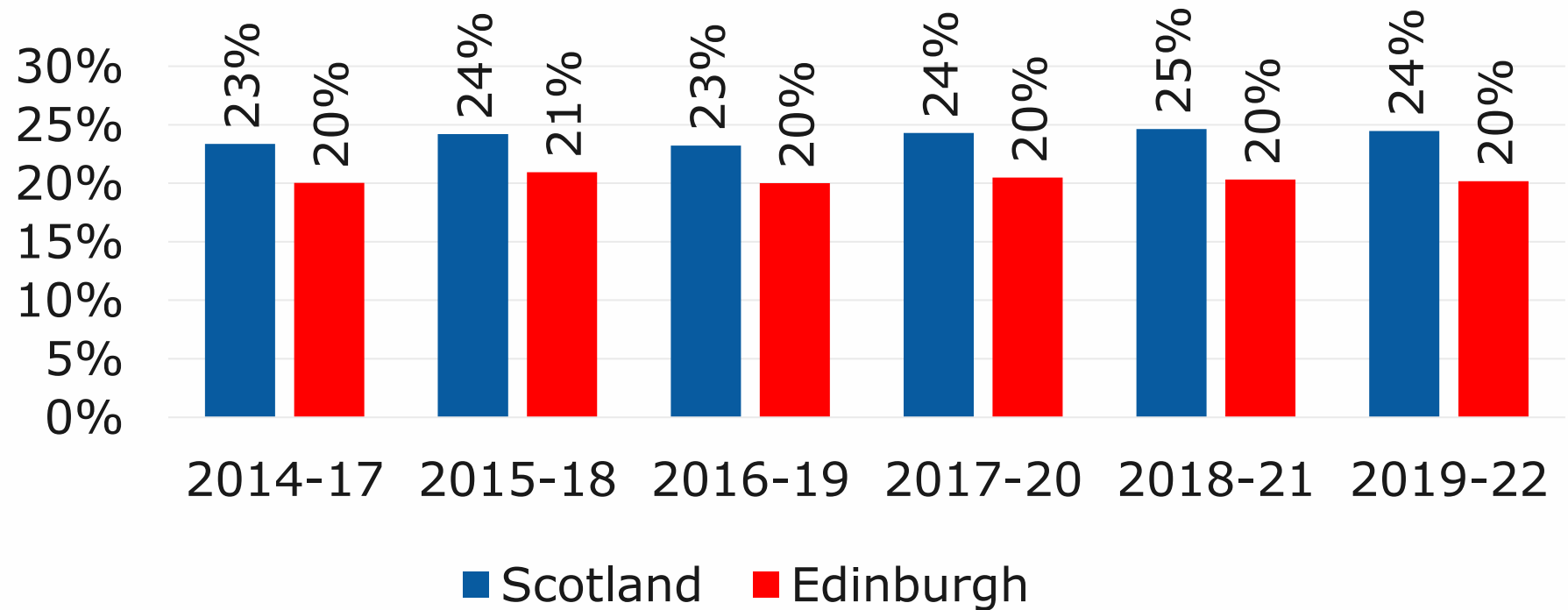
Life expectancy, inequalities and relative poverty

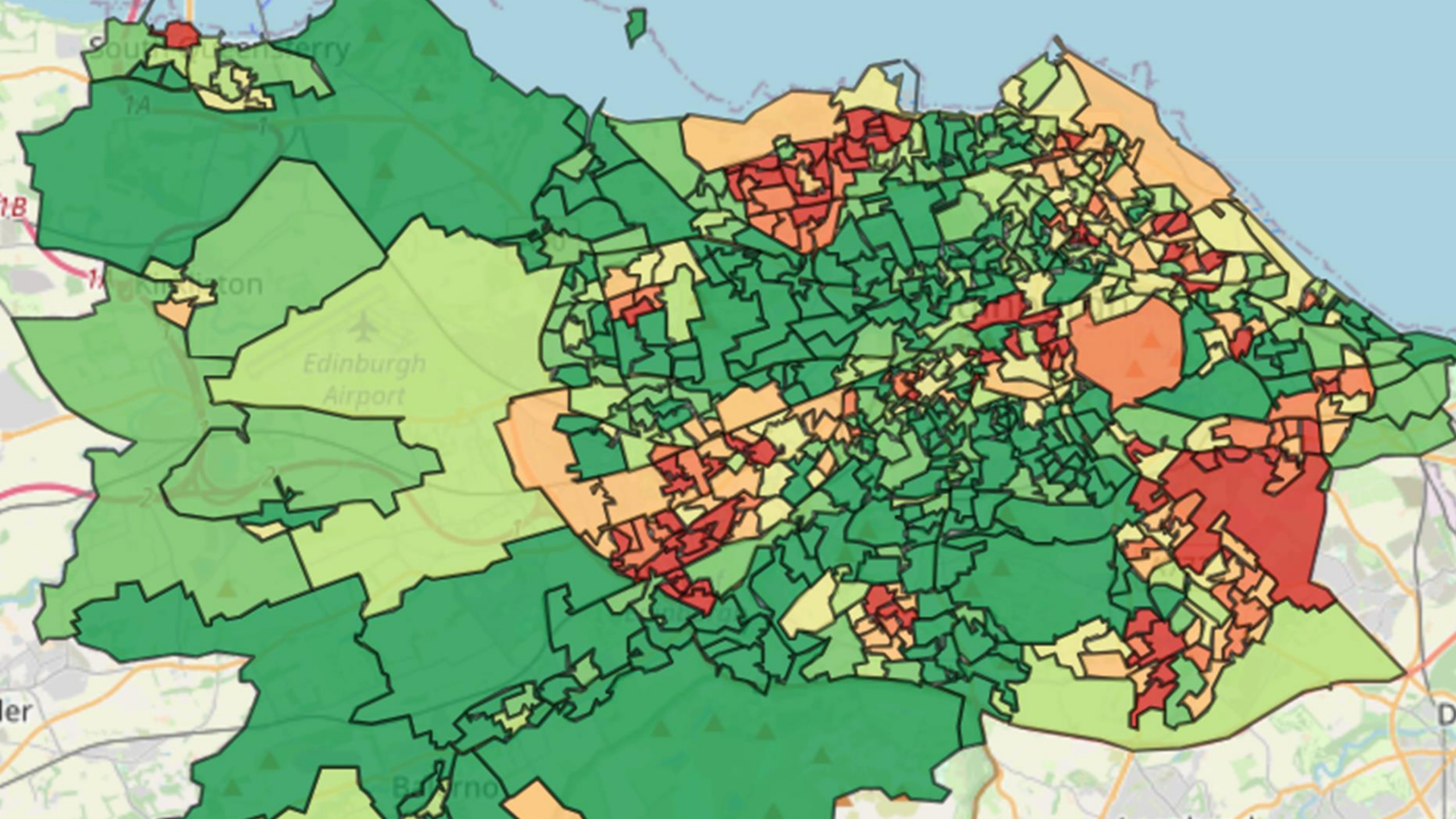
- Edinburgh has the highest life expectancy and healthy life expectancy compared with the rest of Scottish cities, with female population expected to live to an average of just over 82 years old and male population to 78 years old.
- Both male and female population spend an average of around 80% of their lives in good health.
- Inequalities in health are vivid – boys born in the poorest parts of the city can



- expect to live a life around 20 years shorter than those in the most affluent.
- In the period to spring 2022, the percentage of people in relative poverty in Edinburgh sits at 17% which is below the Scottish average of 21%.

Child Poverty in Edinburgh, After Housing Costs





Property and housing



- The average property price in Edinburgh in Oct 22 was £335,199 - higher than most other major UK cities outside London.
- Edinburgh has one of the lowest proportions of social housing in Scotland with 16% of homes being social rent (compared to the national average of 24%).
- Demand for social rented homes in the city is high, with an average of 197 bids received for every home that becomes available for let via EdIndex.
- Edinburgh has the highest cost private rents in Scotland at an average advertised monthly rent of £1,477.
- Edinburgh has the highest number of homeless households in Scotland, with 4,920 households in temporary accommodation in Nov 23.

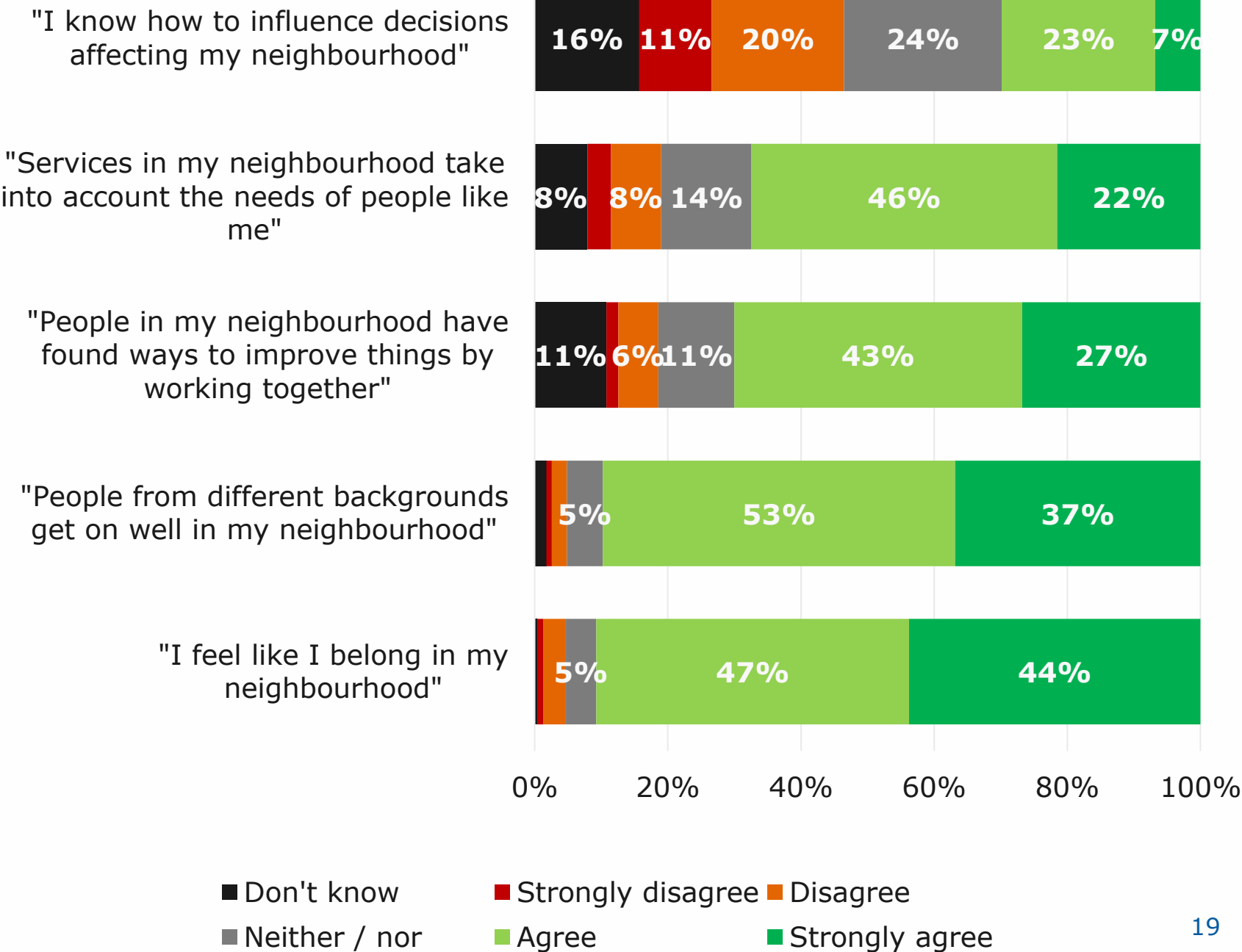
Climate



- In Oct 23, we were rated 4th in the UK by Climate Emergency UK for action on addressing the climate crisis. We received an overall performance score of 58%, indicating that while we're sector leading, there is still much work to be done.
- In Nov 23, Edinburgh received its third consecutive Carbon Disclosure Project (CDP) 'A' List rating for its climate ambition and transparency.
- Between 2005 and 2021, city emissions fell by 44%. However, in 2021 they increased by 12% compared to 2020 due to post-pandemic recovery. Significant acceleration in action is required to achieve net zero emissions.
- The changes in climate we are already experiencing are projected to continue and intensify. Our latest Climate Change Risk Assessment has identified a number of risks for the city, with key ones being flooding and overheating. Vulnerable groups are disproportionately affected by climate change impacts. Our Draft Climate Ready Plan sets out actions to adapt to this new normal.

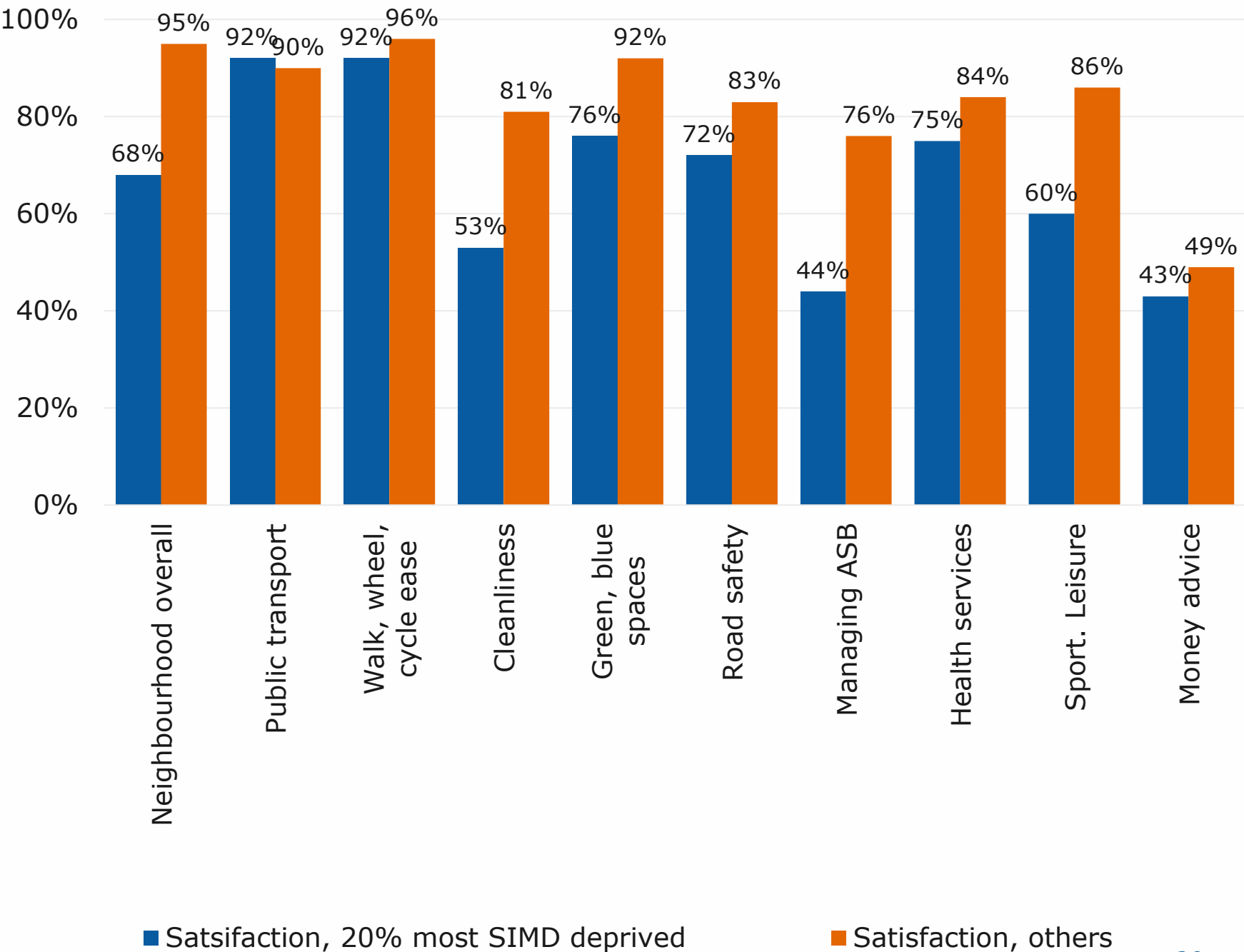
Neighbourhood cohesion

Residents feel a sense of belonging in their neighbourhoods and feel these areas are welcoming to a diverse community. However, residents are less likely to feel they have control over their neighbourhood, understand how to exercise control, or be willing to participate in local decision-making.



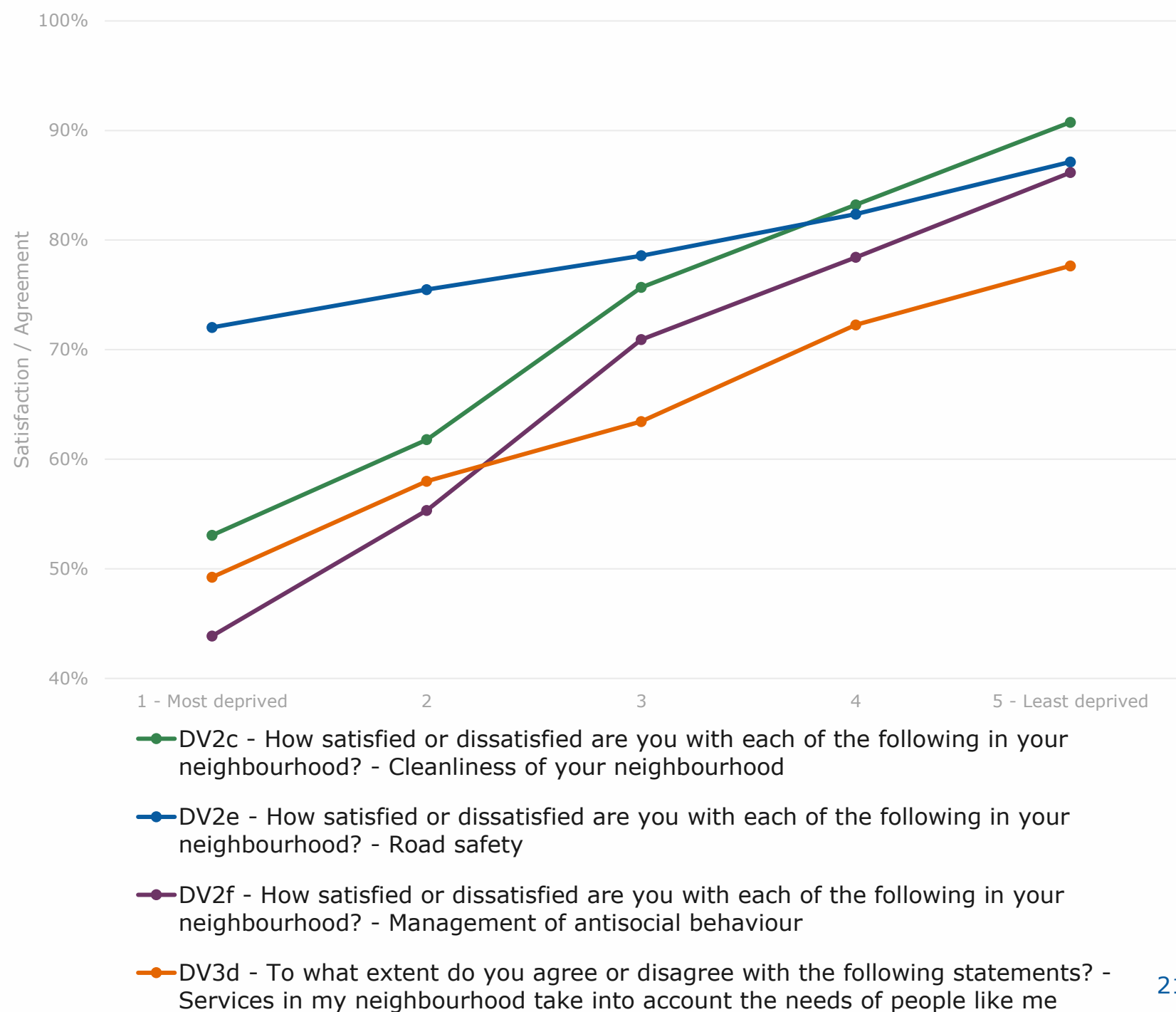
Neighbourhood satisfaction

Results shows that deprivation is the most significant factor affecting the lives of those living in Edinburgh, and receiving services. Those in the 20% most deprived areas have an experience that is significantly and substantially worse than people who live in other areas of Edinburgh.



Straight line satisfaction

Straight line indicators have a generally consistent rate of improvement between quintiles. These indicators are cleanliness, road safety, management of ASB, and belief that “services take into account the needs of people like me”. This suggests that outcomes both vary significantly depending on the deprivation level of communities, and could potentially be improved in at least the majority of the city (subject to resources, etc.).



What does this mean for community planning

- More than ever, we need to work together as public services, the community and the voluntary sector, to achieve better outcomes
- We have to work with the people in communities who need support and build integrated person-centred solutions, prioritising prevention to reduce inequalities
- Need to co-design opportunities to allow communities to shape and drive community planning
- Make incremental change based on learning

4. Framework for the next phase of community planning

What do we know so far?

Strengths

- Vibrant community and voluntary sector in some areas of the City
- Lots of best practise happening at a community level
- Good relationships and collaborative working to solve problems

Opportunities

- Chance to build on the positive work that is happening
- Could do the basics better
- Place based approach and 20-minute neighbourhoods
- Community wealth building

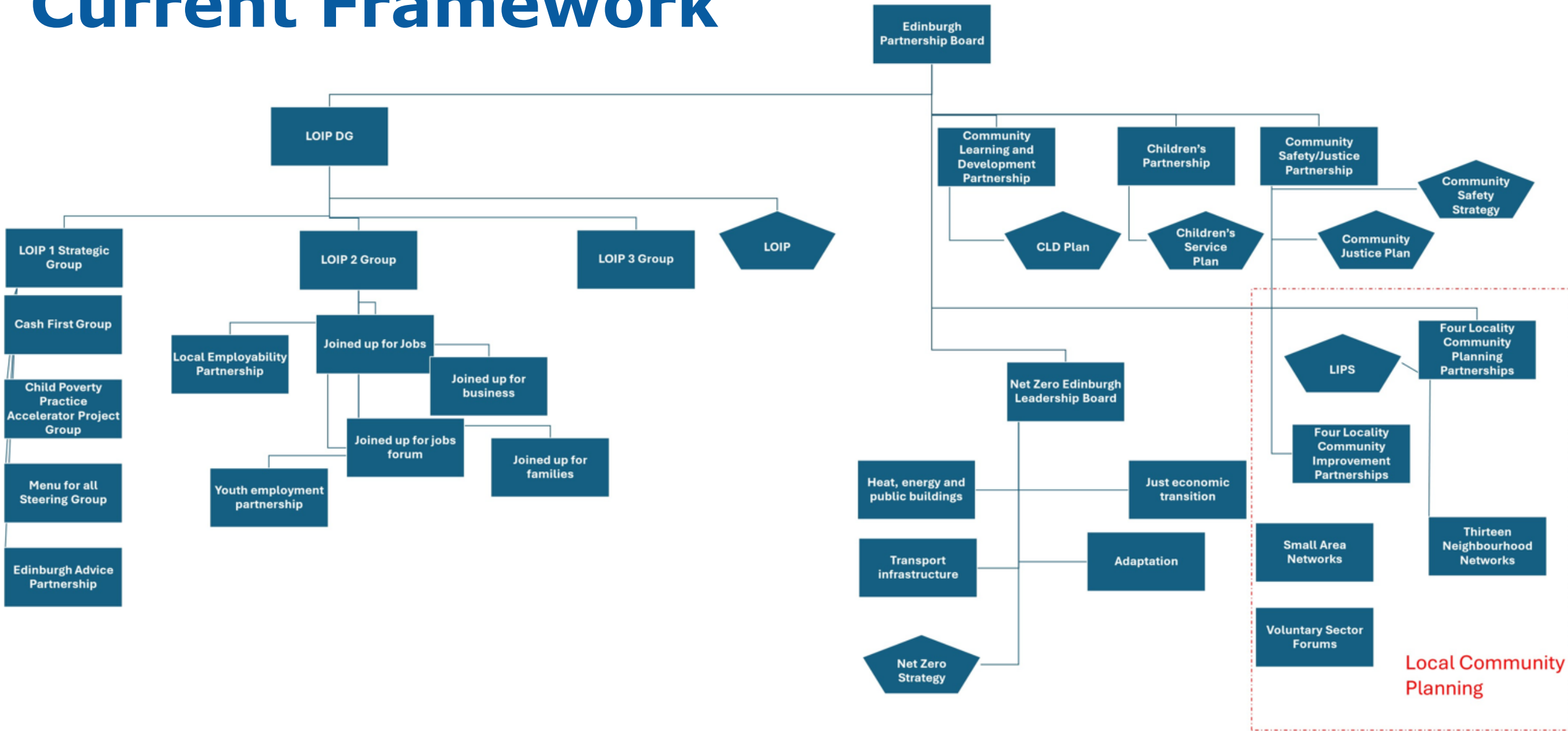
Weaknesses

- Work can happen in silos
- Lack of trust in public services
- Limited resources to support communities to do more
- Relationships between some groups/communities/agencies can be weak

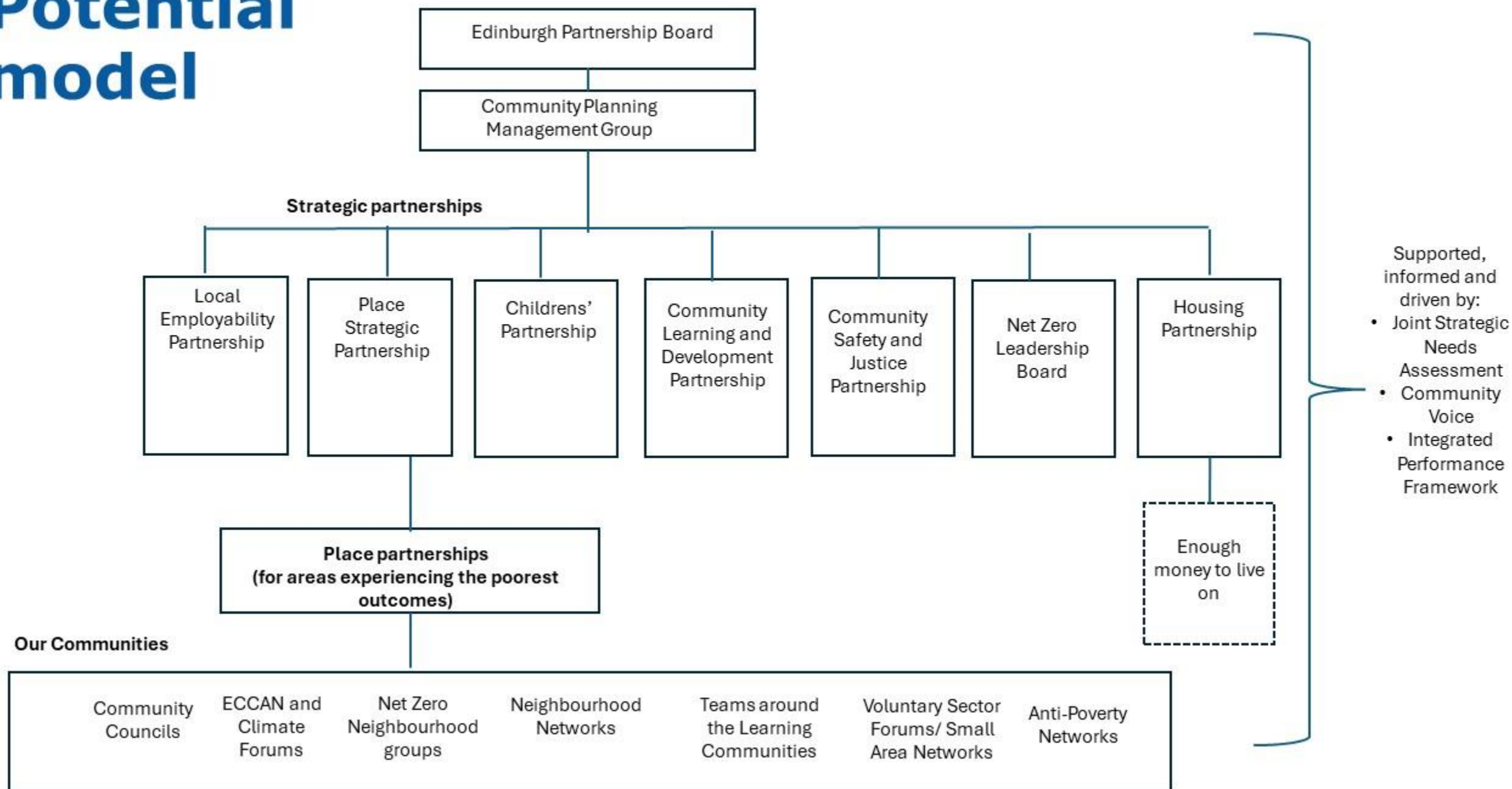
Threats

- Financial challenges
- Restrictive/changing legislative frameworks (s) and landscape
- Lack of trust and willingness to engage positively
- Capacity of colleagues and members of the community

Current Framework



Potential model



Summary of proposed changes:

- Expand the role and scope of the LOIP DG to incorporate representatives from all strategic partnerships, forming a Community Planning Management Group. This group aims to enhance connectivity among strategic partnerships and offer a comprehensive perspective on partnership activities aimed at alleviating poverty and inequality through the LOIP.
- Create a strategic partnership to oversee partnership work around housing and income maximisation recognising the current challenges and opportunities;
- Strengthen links between strategic and local community planning by linking placed based work with LOIP Priority 3 “A good place to live” through a Place Strategic Partnership;
- Improve how the Edinburgh Partnership uses and shares data to design interventions and focus on early intervention by developing a JSNA and integrated performance framework

Summary of proposed changes continued ...

- Replace LCPPs with a more targeted approach through the creation of Place Partnerships for areas with the poorest outcomes
- Avoid duplication by working with existing groups and networks. Supporting them to actively participate in the design and delivery of partnership solutions
- Improve links, communication and feedback loops between spheres of community planning to build trust, strengthen accountability and transparency and work towards more empowered communities

Why this proposition?

- Includes all of the issues essential to community planning
- Provides an opportunity to strengthen all of the partnerships recognising some are not operating at full potential
- Focuses on a data-driven approach
- Enhances accountability and transparency through improved reporting and monitoring to the EP Board

Why this proposition?

- Enables us to deliver local improvement plans in a different way
- Strengthens support for initiatives led by local communities, particularly those in disadvantaged areas
- Seeks to increase community involvement on issues that matter most to them
- Supports the building of resilience and relationships to enable improved partnership working

5. Next steps

Next steps

Discover and Define

Engage, engage, engage

- Share our findings
- Test what we have learned
- Agree on our approach

Develop and Deliver

- Prioritise and start on the actions that will make the biggest difference

Timeline

