

# Public Document Pack



**Meeting** Tuesday, 9 September 2025

**Time** 2.00 pm

**Venue** Royal Edinburgh Hospital, MacKinnon House, 2nd Floor Boardroom -  
Morningside Place, Edinburgh, EH10 5HF

***Meet in the 2<sup>nd</sup> Floor Board Room at 2pm, prior to the business of the meeting there will be a tour of the Green Space Project.***

## Edinburgh Partnership Board

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8.1 None.

## 9. Dates of Future Meetings

### 9.1 Dates of Future Meetings

Date	Time	Meeting/Event	Location
10 Sep-10 Oct 2025		Proposed IS Self- Assessment completion timeframe	Online
22 Oct, 23 Oct or 7 Nov 2025	9am- 12noon or 11.30am- 1.30pm	Proposed IS workshop with EPB members	TBC
17 Sep 2025	9- 11:30am	EPB Induction Workshop	TBC
3 Dec 2025	2-4pm	EP Board Meeting	Spartans Community Foundation
3 Mar 2026	2-4pm	EP Board Meeting	SPACE at Broomhouse Hub
10 Jun 2026	2-4pm	EP Board Meeting	TBC

### Notes:

<b>Workstream 1:</b>	Ensuring that the governance, structure, reporting and administrative systems/tools are in place to support Workstreams 2 and 3.
<b>Workstream 2:</b>	Progressing the current LOIP & Locality planning
<b>Workstream3:</b>	Developing a new LOIP

## THE EDINBURGH PARTNERSHIP BOARD

Thursday 12 June 2025 – 10.00am

North Edinburgh Arts, 12C Macmillan Crescent, Edinburgh EH4 4AB

### MINUTE

#### Board members present

Councillor Jane Meagher (Chair)	City of Edinburgh Council
Councillor Iain Whyte	City of Edinburgh Council
Paul Gillespie	Police Scotland
Ken Robertson	Edinburgh Association of Community Councils
Bruce Crawford	Edinburgh Voluntary Organisation's Council (EVOC)
Emma Matthews	Skills Development Scotland
Gemma Gourlay	University of Edinburgh

#### In attendance

Derek McGowan	City of Edinburgh Council
Gillie Severin	City of Edinburgh Council
Daniel Baigrie	City of Edinburgh Council
Flora Ogilvie	NHS Lothian
Lindsay Robertson	City of Edinburgh Council
April Harrison-Clark	City of Edinburgh Council
Andrew Hall	EHSCP

## **1. Welcome and Meeting Protocols**

Councillor Meagher welcomed members to the meeting.

Councillor Meagher thanked Kate Wimpres, from North Edinburgh Arts for her presentation prior to the start of the meeting.

## **2. Declaration of interests**

None.

## **3. Minute**

The minute of the Edinburgh Partnership Board of 27 March 2025 was presented for approval as a correct record.

### **Decision**

To agree the minute as a correct record

## **4. Outstanding Actions**

The Outstanding Actions were presented to the Edinburgh Partnership Board.

### **Decision**

- 1) To agree to close the following actions
  - Action 3 – Land and Asset Update
  - Action 5, Point 1 only, Edinburgh Partnership Transformation and Improvement Programme.
  - Action 6 - Living well locally – mitigating poverty across Edinburgh through whole system reform
- 2) To clarify the expectations of Community Councillors in relation to community planning, with the Head of Governance and Democracy.
- 3) To follow up with officers in relation to Action 4 - Becoming A Trauma Informed Partnership – to get an update on progress.

## **5. Appointment of Vice Chair**

Nominations has been sought from within the membership of the Edinburgh Partnership to appoint a Vice Chair for the forthcoming period.

### **Decision**

To approve the appointment of Susan Webb, incoming Director of Public Health, as Vice-Chair of the Edinburgh Partnership for the forthcoming period.

## **6. Director of Public Health Annual Report 2024**

The 2024 NHS Lothian Director of Public Health Annual Report provided up-to-date information about the Lothian population and their health, using recently updated census data, alongside routine health data and the results of



our recent public health survey. Demographic changes in recent years – notably an ageing population, declining birth rate and smaller households - are likely to continue. We have also seen an increase in poor mental health, particularly amongst young adults and we continue to see the poorest people in our communities living longer in ill-health.

### **Decision**

- 1) To note the key demographic information
- 2) To note the report's prevention priorities, and consider opportunities for their integration into wider Community Planning work, including the Living Well Locally Neighbourhood Prevention Networks:
  - Healthy Places
  - Climate and Sustainability Action
  - Local Healthcare
- 3) At a future meeting, to present proposed wording for prevention terminology to allow the Edinburgh Partnership to consider endorsement.

## **7. Prevention Update - Living well locally – addressing poverty across Edinburgh through whole system reform**

When the Edinburgh Partnership Board last met in March it was agreed:

- to embed a place-based partnership approach across city, with city partners and the third sector working together better to reshape the way we support citizens
- to facilitate a move from individual exemplars of relational practice to local ecosystems that work and grow together
- to foster system change through continual learning and incremental change, with a dedicated “sense-making” team helping to drive this forward

Since then, lead officers had:

- held a workshop with representatives from the Edinburgh Partnership organisations to clarify what the above means in practice and agree how we can best work together - this pack is based on the outputs from that session
- held several workshops on third sector funding and delivered the first phase of the third sector resilience fund
- visited South Ayrshire Council to understand their model of radical place leadership

- attended a “Relational Policy-Making” Roundtable at Edinburgh Futures Institute to explore what is needed to shift to policy making which supports liberated workers and
- citizens to continuously experiment and learn together
- continued to engage with services and organisations working in a relational way, e.g. Craigmillar Medical Practice
- sought opportunities to grow collaborative, relational practice, e.g. session with Libraries management team

### **Decision**

- 1) To note the following next steps:
  - Establish a Neighbourhood Prevention Partnership working group, starting in Pilton
  - Establish initial team to capture baseline analytics in Pilton, from which to establish sense-making framework
  - Develop community engagement plan aligned to NPP to begin the wider ecosystem work
  - Clarify how this will be driven and governed by community planning framework
  - Submit a proposal to Scottish Government on Fairer Future funding
  - Clarify and agree resource asks from all partners on the above
  - Clarify what is meant by Living Well Locally – what does it encompass?
- 2) To bring a timeline and further details of the plan for the initial Neighbourhood Prevention Partnership in Pilton to the next meeting of the Edinburgh Partnership.

## **8. Community Safety and Justice Partnership Review**

The Community Safety and Justice Partnership met on the 20th May 2025 with the aim of reviewing the current partnership arrangements. This report out the key elements of the discussion and the next steps.

### **Decision**

- 1) To request two self-assessment exercises, focused on Community Justice and Community Safety are completed by CSaJ partners with a report back to the Edinburgh Partnership in September 2025.
- 2) The funding model for the CSaJ Partnership is reviewed with an update to be included in the September 2025 report to the Edinburgh Partnership.
- 3) Following this the city’s Antisocial Behaviour Strategy is refreshed with a report back to the Edinburgh Partnership in December 2025.

- 4) Terms of Reference are developed and submitted for agreement by the Edinburgh Partnership in December 2025.

## **9. Dates of Future Meetings**

To note the forthcoming meeting dates would be circulated.

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## THE EDINBURGH PARTNERSHIP BOARD

Friday 11 July 2025 – 9.00am

Dunedin Room, City Chambers, High Street, Edinburgh

### MINUTE

#### Board members present

Councillor Jane Meagher (Chair)	City of Edinburgh Council
Councillor Joanna Mowat (substituting for Councillor Ian Whyte)	City of Edinburgh Council
Councillor Kayleigh Kinross-O'Neill (substituting for Councillor Claire Miller)	City of Edinburgh Council
Councillor Lewis Younie (substituting for Councillor Kevin Lang)	City of Edinburgh Council
Ken Robertson	Edinburgh Association of Community Councils
Bruce Crawford	Edinburgh Voluntary Organisation's Council (EVOC)
Shelley Hutton (substituting for Jean Gray)	Affordable Housing Partnership
Lynn McMath	University of Edinburgh

#### In attendance

Derek McGowan	City of Edinburgh Council
Daniel Baigrie	City of Edinburgh Council
Flora Ogilvie	NHS Lothian

Neil Stewart	City of Edinburgh Council
Anna Duff	City of Edinburgh Council
April Clark-Harrison	City of Edinburgh Council
Amanda Hatton	City of Edinburgh Council
Christine Laverty	City of Edinburgh Council
Nicola Harvey	City of Edinburgh Council
Fiona Williamson	Simon Community
Kieran Dougal	Police Scotland
Deborah Smart	City of Edinburgh Council
Ashley Goodfellow	NHS Lothian
Claire Borthwick	NHS Lothian
Rose Howley	City of Edinburgh Council

## 1. Welcome and Meeting Protocols

Councillor Meagher welcomed members to the meeting.

## 2. Declaration of interests

None.

## 3. Context for Calling the Meeting

### Decision

To note that, as leader of the Council and as Chair of the Edinburgh Partnership, Councillor Meagher called this meeting to discuss the recent increase in fatal and near fatal drug overdoses being reported in the city.

## 4. Review of Current Work

The Depute Director of Public Health presented Drug Harms data up to the week ending the 6 July 2025. There had been an increasing trend in near fatal overdose in June 2025. There had been increased harm over some period of time and this was consistent with national trends. It was noted that use of Naloxone had contributed to prevention of deaths.

Police Scotland colleagues noted a spike in response to non-fatal overdose related incidents, generally across city centre locations. Previous, similar robust partnership responses were noted. There had been additional patrols in the city centre.

It was noted that police officers carry Naloxone, to administer, however they cannot provide this for others to administer. Pharmacies hold stock of Naloxone.

The Executive Director for Children, Education and Justice Services highlighted the need for supporting front line staff and for a harm reduction approach.

### **Decision**

- 1) To note the recent trend data presented by the Depute Director of Public Health.
- 2) To note the update from Police Scotland.

## **5. Next Steps and Role of Edinburgh Partnership Board**

Members and officers undertook discussion regarding next steps and the undernoted actions were agreed.

### **Decision**

- 1) To quickly review/ map which agencies and facilities, have or could have access to Naloxone and to arrange appropriate training. This could include staff working for a range of third sector agencies, the HSCP, the council and the police, among others.
- 2) To note training can be provided by Third Sector partners and staff in the Recovery Hubs and to determine where increased training for staff would be advisable across the city.
- 3) To note that training can be offered to professionals as well as the public.
- 4) To note discussion may be required with front-line staff across agencies / Trade Unions regarding staff training to respond to rapid collapse or non-fatal overdose; to alleviate concerns about risk of harming a citizen were naloxone administered.
- 5) To explore how Public Health can work with the Corporate Parenting Board, to consider if it is appropriate to have Naloxone in children and young people's care settings.
- 6) To add fatal / near-fatal overdose to the next meeting of the Edinburgh Children's partnership, for further consideration.
- 7) To establish which Registered Social Landlords hold Naloxone and have staff that are trained to administer it and what scope there is to expand this.

- 8) To take advice, regarding the legal position on administering Naloxone.
- 9) To consider improved communications, particularly for the evening economy about the risk of contaminated drug supplies and use of Naloxone.
- 10) To provide an update on instances of near fatal overdose and drug related deaths within the prison population.
- 11) To explore possibilities for resourcing additional outreach and street work to engage with people at risk of harm from drug use.
- 12) To note the ongoing engagement with Scottish Government regarding a potential safe consumption room. A report will be presented to the Edinburgh Integration Joint Board in August 2025 which will seek approval for the necessary engagement and consultation.
- 13) To note that learning from the safe consumption room in Glasgow had started.
- 14) To note the ongoing work to establish a drug testing facility.
- 15) To note this is likely to be operational in the financial year 2026/27
- 16) To work with the University of Edinburgh to understand if further support is needed to engage with the student population regarding drug use.
- 17) To seek clarity on relationship between the Edinburgh Partnership Board and the Edinburgh Drug and Alcohol Partnership.

# Rolling Actions Log

## Edinburgh Partnership Board

9 September 2025

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	12.12.23	<b>Update – LOIP Priority 1 – ‘Enough Money to Live On’</b>	<p>1) The board will take a strategic look at Early Learning and Childcare (ELC) support for parents, to enable them to work and learn.</p> <p>2) A session will be held in February, to look at provision and pressures on ELC in relation to the Council’s Poverty Prevention Board.</p>	<p>Chief Executive Lead Officer: Gillie Severin <a href="mailto:gillie.severin@edinburgh.gov.uk">gillie.severin@edinburgh.gov.uk</a></p>	Ongoing		<p><b>Actions 1 and 2 closed on 12.12.24</b></p> <p><u>Update August 2025</u></p> <p>A meeting is scheduled for Nov 6, 2025 with Partners and community organisations to progress the work outlined above. A further update will be provided in December 2025.</p>



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>3) To consider Energy Poverty at a future meeting of the board and note the work of Home Energy Scotland.</p> <p>4) To note that some of the 'red' marked actions in the report have not started yet. Some of these are owing to resources and some require broader cultural shifts across partners.</p>				<p><u>Actions 3 and 4 Update June 2025:</u></p> <p>This work will be considered as part of the Poverty Commission interim report and will be brought to the EPB board in the autumn for discussion and agreement on collective priorities.</p> <p><u>Update March 2024</u></p> <p>A group of key stakeholders met in February to discuss childcare provision in the city. As a first step it was agreed to carry out a mapping exercise to better understand the landscape of</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							provision. This will inform discussion about gaps and opportunities and how to better achieve a collaborative approach. The group will reconvene in April and a progress report will be submitted to the Board in June.
2	11.06.24	<b>Community Learning and Development Partnership Plan</b>	The Community Learning and Development (CLD) Plan has been agreed upon as presented. A progress report on the CLD Plan will be provided annually to the EPB.	Executive Director of Children, Education and Justice Services  Lead Officer: Linda Lees <a href="mailto:linda.lees@edinburgh.gov.uk">linda.lees@edinburgh.gov.uk</a>	December 2025		Report on December 2025 Agenda  December Update:  To bring the CLD 1 year Implementation plan to EPB in due course.
3	03.09.24	<b>Becoming A Trauma Informed Partnership</b>	1) To agree members would complete initial awareness training by December 2024.	Executive Director of Children, Education and Justice Services Lead Officer: Rose	TBC		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			2) To request links in the report be checked and updated if required to enable members to complete training.	Howley <a href="mailto:rose.howley@edinburgh.gov.uk">rose.howley@edinburgh.gov.uk</a>			
4a	12.12.24	<b>Edinburgh Partnership Transformation and Improvement Programme – Progress Update 12 December 2024</b>	1) To request information on the expectations of Community Councillors were outlined.	Chief Executive Lead Officer: Gillie Severin <a href="mailto:gillie.severin@edinburgh.gov.uk">gillie.severin@edinburgh.gov.uk</a>	December 2025		<u>August 2025 Update:</u> Officers are preparing to attend the Community Council session on 11 <sup>th</sup> October to discuss the role of CC in poverty prevention which is the key focus of the CPP.
4b	12.06.25	<b>Outstanding Actions</b>	To clarify the expectations of Community Councillors in relation to community planning, with the Head of	Chief Executive Lead Officer: April Harrison-Clark <a href="mailto:April.Harrison-">April.Harrison-</a>	December 2025		<u>August 2025 Update:</u> Officers are preparing to attend the Community Council



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>Governance and Democracy.</p> <p>Note: this relates is action 4a.</p>	<a href="mailto:Clark@edinburgh.gov.uk">Clark@edinburgh.gov.uk</a>			<p>session on 11<sup>th</sup> October to discuss the role of CC in poverty prevention which is the key focus of the CPP.</p> <p>An internal meeting is also scheduled for 17<sup>th</sup> September which will include discussions relating to this action.</p>
5	12.06.25	<b>Director of Public Health Annual Report 2024</b>	At a future meeting, to present proposed wording for prevention terminology to allow the Edinburgh Partnership to consider endorsement.	NHS Lothian – Lead Officer – Flora Ogilvie <a href="mailto:flora.ogilvie@nhs.scot">flora.ogilvie@nhs.scot</a>	September 2025		<p><b>Recommended for Closure</b></p> <p>Report on September 2025 agenda.</p>
6	12.06.25	<b>Prevention Update - Living well locally –</b>	To bring a timeline and further details of the plan for the initial Neighbourhood	Chief Executive Directorate - Lead Officer, Lindsay	September 2025		<p><b>Recommended for Closure</b></p> <p>Report on September</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		<b>addressing poverty across Edinburgh through whole system reform</b>	Prevention Partnership in Pilton to the next meeting of the Edinburgh Partnership.	Robertson <a href="mailto:lindsay.robertson5@edinburgh.gov.uk">lindsay.robertson5@edinburgh.gov.uk</a>			2025 agenda.
7	12.06.25	<b>Community Safety and Justice Partnership Review</b>	To request two self-assessment exercises, focused on Community Justice and Community Safety are completed by CSaJ partners with a report back to the Edinburgh Partnership in September 2025.	Interim Executive Director of Place – Lead Officer, Derek McGowan <a href="mailto:derek.mcgowan@edinburgh.gov.uk">derek.mcgowan@edinburgh.gov.uk</a>	December 2025		Report on December 2025 Agenda
8a	11.07.25	<b>Next Steps and Role of Edinburgh Partnership Board</b>	1) To quickly review/ map which agencies and facilities, have or could have access to Naloxone and to arrange appropriate training. This could include staff working for a range of third sector agencies, the	Chief Officer, Edinburgh Health and Social Care Partnership: Lead Officer, Christine Laverty/ Anna Duff <a href="mailto:Christine.Laverty@edinburgh.gov.uk">Christine.Laverty@edinburgh.gov.uk</a>	To be confirmed		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>HSCP, the council and the police, among others.</p> <p>2) To note training can be provided by Third Sector partners and staff in the Recovery Hubs and to determine where increased training for staff would be advisable across the city.</p> <p>3) To note that training can be offered to professionals as well as the public.</p> <p>4) To note discussion may be required with front-line staff across agencies / Trade Unions regarding staff training to</p>	<p><a href="mailto:Anna.Duff@edinburgh.gov.uk">Anna.Duff@edinburgh.gov.uk</a></p> <p>Simon Scotland: Fiona Williamson <a href="mailto:fiona.williamson@simonscotland.org">fiona.williamson@simonscotland.org</a></p>			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			respond to rapid collapse or non-fatal overdose; to alleviate concerns about risk of harming a citizen were naloxone administered.				
8b	11.07.25	<b>Next Steps and Role of Edinburgh Partnership Board</b>	<ol style="list-style-type: none"> <li>1) To explore how Police Scotland and Public Health can work with the Corporate Parenting Board, to consider if it is appropriate to have Naloxone in children and young people's care settings.</li> <li>2) To add fatal / near-fatal overdose to the next meeting of the Edinburgh Children's partnership, for further consideration.</li> </ol>	Executive Director of Education, Children and Justice Services: Lead Officer, Amanda Hatton <a href="mailto:Amanda.Hatton@edinburgh.gov.uk">Amanda.Hatton@edinburgh.gov.uk</a>	December 2025		This is being taken forward by the EADP.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
8c	11.07.25	<b>Next Steps and Role of Edinburgh Partnership Board</b>	To establish which Registered Social Landlords hold Naloxone and have staff that are trained to administer it and what scope there is to expand this.	Places for People: Shelley Hutton <a href="mailto:Shelley.Hutton@placesforpeople.co.uk">Shelley.Hutton@placesforpeople.co.uk</a>	September 2025		<b>Recommended for Closure</b>  Only one RSL has indicated that hadn't delivered training to their staff, and they plan to.
8d	11.07.25	<b>Next Steps and Role of Edinburgh Partnership Board</b>	To take advice, regarding the legal position on administering Naloxone.	Executive Director of Corporate Services – Lead Officer, Deborah Smart. <a href="mailto:Deborah.Smart@edinburgh.gov.uk">Deborah.Smart@edinburgh.gov.uk</a>	July 2025	July 2025	<b>Recommended for Closure</b>  Circulated to members and officers 30.07.25.
8e	11.07.25	<b>Next Steps and Role of Edinburgh Partnership Board</b>	To consider improved communications, particularly for the evening economy about the risk of contaminated drug supplies and use of Naloxone.	Chief Executive – Lead Officer: April Harrison-Clark <a href="mailto:April.Harrison-Clark@edinburgh.gov.uk">April.Harrison-Clark@edinburgh.gov.uk</a>	December 2025		<b>Recommended for Closure</b>  <u>August 2025 update:</u> To consider improved communications, particularly for the

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>evening economy about the risk of contaminated drug supplies and use of Naloxone.</p> <p>Update: A meeting was arranged with key stakeholders (Incl Public Health, ADP leads, Scottish Ambulance Service, Scottish Drug Forum, NHS L Pharmacy) re. communications with night-time economy / use of naloxone. It was agreed that given the specific populations affected by the recent increase in drug harms general communications to the whole of the nighttime economy</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>was not appropriate. SAS / SDF / EADP agreed to work jointly to continue existing offer of training for homeless shelters; to re-offer training to taxi drivers; to ensure Crew (which provides harm reduction info to a wider - often younger – population (not currently seen to be affected by increased harms) has relevant info on current drug harm situation as a precaution and to consider the potential to offer training to Lothian bus staff in future. Naloxone provision to vulnerable</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>populations in the city continues to be managed by the NHS Lothian Harm Reduction Service as well as relevant voluntary sector organisations working with these high risk populations. It is also available from 8 community pharmacies in Edinburgh City, where anyone presenting can be trained and provided with naloxone. NHS L Pharmacy are working to update the promotion of this service in relevant pharmacies. In addition, there is a national service, with</p>



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>all pharmacies signed up to provide naloxone in the case of an emergency, work is also ongoing with the Community Pharmacy Development Team to increase awareness of this offer. Members of the public can also access training and request access to naloxone here: <a href="https://www.sfad.org.uk/support-services/take-home-naloxone-application">https://www.sfad.org.uk/support-services/take-home-naloxone-application</a>. There are also ongoing conversations between police / CEC corporate parenting lead re. potential</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							options to support access to naloxone in other key family hubs eg. neighbourhood offices.
8f	11.07.25	<b>Next Steps and Role of Edinburgh Partnership Board</b>	To provide an update on instances of near fatal overdose and drug related deaths within the prison population.	Executive Director of Education, Children and Justice Services: Lead Officer, Amanda Hatton / Carey Fuller <a href="mailto:Amanda.Hatton@edinburgh.gov.uk">Amanda.Hatton@edinburgh.gov.uk</a> <a href="mailto:Carey.Fuller@edinburgh.gov.uk">Carey.Fuller@edinburgh.gov.uk</a>	December 2025		<u>Update September 2025</u>  NHS Lothian colleagues will provide an update on this and it will be made available at a future meeting.
8g	11.07.25	<b>Next Steps and Role of Edinburgh Partnership Board</b>	To explore possibilities for resourcing additional outreach and street work to engage with people at risk of harm from drug use.	Executive Director of Place – Lead Officer, Derek McGowan. <a href="mailto:Derek.McGowan@edinburgh.gov.uk">Derek.McGowan@edinburgh.gov.uk</a>	December 2025		
8h	11.07.25	<b>Next Steps and Role of</b>	To seek clarity on relationship between the	Chief Executive – Lead Officer: April Harrison-	December 2025		<u>August Update</u> 11 Aug – AHC met

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		<p><b>Edinburgh Partnership Board</b></p>	<p>Edinburgh Partnership Board and the Edinburgh Drug and Alcohol Partnership.</p>	<p>Clark <a href="mailto:April.Harrison-Clark@edinburgh.gov.uk">April.Harrison-Clark@edinburgh.gov.uk</a></p>			<p>with Christine Laverty (ED HSCP &amp; Chief Officer of IJB) &amp; David Williams (EADP Joint Commissioning Officer)</p> <p><b>Proposed Next Steps</b></p> <ol style="list-style-type: none"> <li>1. The EADP Joint Commissioning Officer (David Williams) or alternate will attend the EP Community Safety &amp; Justice Partnership meetings.</li> <li>2. EADP Chair</li> </ol>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>(ED for the HSCP &amp; Chief Officer of IJB – Christine Lavery) will be invited to the Edinburgh Partnership Board meetings in an advisory capacity - <b>Complete</b></p> <p>3. The EADP will host a workshop in <b>October 2025</b> to review the current structure and governance arrangements for the EADP and consider how</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>relationships/connections with other Partners, including the EP, can be enhanced. AHC or other officer to attend for EP</p> <p><b>Overview</b></p> <p>The EADP is funded via a contract with the Scottish Government. These funds are held and distributed by the EIJB.</p> <p>The EADP develops an <a href="#">Edinburgh Alcohol and Drugs Partnership Strategy</a> for the city. There is a perception that this is</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>primarily for the HSCP, but in fact it is a partnership document for the city, to be delivered collaboratively.</p> <p>The <a href="#">Partnership Delivery Framework</a> sets out the expectations for ADPs. It makes clear the expectation that ADPs will be linked with Community in fact it is a partnership document for the city, to be delivered collaboratively.</p> <p>The <a href="#">Partnership Delivery Framework</a> sets out the expectations for ADPs. It makes clear the expectation that</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>ADPs will be linked with Community Planning:</p> <p><i>Through the development and delivery of the local strategy the ADP should identify where there are shared outcomes and priorities with other local strategic partnerships. In these cases they should develop shared arrangements to support delivery. As a result minimum agreement to the strategic plan and arrangements for delivering should come from:</i></p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p><i>-Community Justice Partnership</i></p> <p><i>-Children's Partnership</i></p> <p><i>-Integration Authority;</i></p> <p><i>Community planning requires local public sector bodies to work together with community bodies, to improve outcomes on themes they determine are local priorities for collective action. Where reducing the use of and harms from alcohol and drugs feature in these priorities, local Community Planning partners should</i></p>



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p><i>consider how co-operation with Alcohol and Drug Partnerships can support delivery.</i></p> <p>In practice the connection between the EPB and the ADP has varied over time. At present it is currently limited and can be improved.</p>
8i	11.07.25	<b>Next Steps and Role of Edinburgh Partnership Board</b>	To work with the University of Edinburgh to understand if further support is needed to engage with the student population regarding drug use.	University of Edinburgh: Lynn McMath <a href="mailto:lynn.mcmath@ed.ac.uk">lynn.mcmath@ed.ac.uk</a>	To be confirmed		<p><u>Update September 2025</u></p> <p>Offer of contact with Wellbeing Team and EUSA Students union to be followed up.</p>

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## THE EDINBURGH PARTNERSHIP

### Drug Harms Emergency Meeting (11.08.25) Background & Update

#### 1. Executive Summary

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- 1.1 Drug Harms have been historically high in Scotland and remain so. During June 2025, Lothian's Drug Harm Early Warning System identified an increase in harms in the city centre, affecting known substance users, with a particular impact on the homeless population.
- 1.2 Multi-agency Problem Assessment Group meetings were held, in-line with local processes, and key actions carried out. Due to the high-profile nature of a specific death in the city centre, an Emergency Meeting of the Edinburgh Partnership Board was also held on 11<sup>th</sup> July, with some additional actions proposed.
- 1.3 A verbal update on actions will be provided at the Edinburgh Partnership Board on 9<sup>th</sup> September, with one of the main actions being to ensure improved linkage and communications between the Edinburgh Alcohol and Drug Partnership (EADP) and the Edinburgh Community Planning Partnership (ECP) going forward.

#### 2. Recommendations

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- 2.1 The Board is recommended to:
  - i. Note the background to this situation, including the range of processes in place to identify and reduce harms in the city
  - ii. Note the verbal update on specific actions agreed at the Emergency Meeting of the Edinburgh Partnership Board on 11<sup>th</sup> July.
  - iii. Note that ongoing Community Planning Transformation and Improvement work will include improvement of communication and reporting between the Edinburgh Alcohol and Drug Partnership and the EPB.

#### 3. Main Report

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- 3.1 Drug Harms have been historically high in Scotland and Edinburgh, with [recently published National Records of Scotland data](#) showing that while overall numbers of deaths in Scotland and Lothian have fell slightly in 2024, these remain high, with 92 individuals sadly dying from drug related deaths in Edinburgh in 2024.
- 3.2 Significant work has been undertaken by frontline staff and others in Lothian and Edinburgh to reduce drug harms, with the [National benchmarking report on implementation of the medication assisted treatment \(MAT\) standards for 2023-24](#) showing that almost all of the standards are assessed as 'fully implemented'

in Edinburgh. The recently published [EADP Strategy](#) sets out commitment to a wide range of ongoing work. This is in part informed by analysis on profiles of previous drug related deaths in the city, published each year in the [Lothian Drug Related Deaths Annual Report](#), with the 2024 report currently being developed. There is a range of ongoing surveillance of harms, including links with national agencies and an existing partner-agency Lothian Drug Harm Local Early Warning System (LEWS) Standard Operating Procedure as well as a partner-agency Lothian Non-Fatal Overdose Assertive Outreach Standard Operating Procedure.

- 3.3 In June 2025, surveillance systems identified a localised increase in drug harms in central Edinburgh, on a background of an [ongoing high level of harms both locally and nationally](#), associated with heroin and benzodiazepines potentially contaminated with synthetic opiates (nitazenes). The cluster of harms in Edinburgh was seen in particular city centre locations, including those frequented by homeless population. There were 40 Non-Fatal Overdoses (NFOs) in Edinburgh in one week, followed by 52 the next, with 15 in public places. These fell to more expected levels in later weeks, with the increase in harms seeming to have been linked to a new supply source. There was no evidence of nitazenes in the recreational / general drug supply and no evidence that the harms were affecting populations of university students or children and young people (including those in residential care).
- 3.4 In line with Lothian's LEWS procedure, problem assessment groups with relevant partner agency attendance were held on 27<sup>th</sup> June and 30<sup>th</sup> June 2025. Actions agreed at these meetings and subsequently completed included assurance of naloxone supply and CPR training in affected settings; updating and re-cascading of previously circulated local alert, in line with [national messaging](#); communication with CEC housing and homelessness service; drafting of reactive public communications; coordination of outreach resources; and ongoing harm reduction support to hostels.
- 3.5 At the Edinburgh Partnership Emergency Meeting further actions were proposed, including exploring opportunities for wider access to naloxone in the city, wider communications, further resourcing or outreach work and improved communication and reporting between EADP and EPB. A verbal update on these actions will be provided at the EPB on 9<sup>th</sup> September 2025.

#### 4. [Contact](#)

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Flora Ogilvie, Consultant in Public Health, NHS Lothian  
flora.ogilvie@nhs.scot

## Scottish Fire and Rescue Service

### Update on the Service Delivery Review Programme

This narrative provides information on the Service Delivery Review (SDR) programme currently being progressed by the Scottish Fire and Rescue Service (SFRS).

The SDR is a key component of our wider Strategic Service Review Programme (SSRP), that considers our Corporate Services and our enabling infrastructure arrangements.

Scotland's landscape is changing. The current station footprint and resourcing is largely unchanged from the 1970s. Since those times industry has evolved, we are safer in our homes and workplaces, legislation and regulation have changed to bolster fire safety. The way we live our lives has changed. Injuries and deaths caused by fire have steadily declined despite households in Scotland increasing. However, new risks are emerging. These include new technologies (such as lithium-ion batteries in our homes and vehicles), Battery Energy Storage Sites (BESS) and of course the impact of climate change, with more frequent extreme weather events resulting in an increase in response to flood and wildfire incidents.

The SDR aims to ensure that our resources – staff, stations and appliances – are matched to operational risk and demand across Scotland, to ensure effective, efficient and safe delivery of service within our communities.

To do this we need to review our current operational footprint and consider where our fire stations are located, how they are resourced, and how and when we crew our appliances. The review will also present opportunities to;

- Reduce our significant capital investment backlog;
- Support better utilisation of resources and facilities;
- Enhance firefighter safety;
- Improve staff attraction and retention;
- Increase organisational capacity;
- Enhance community safety (through prevention); and
- Improve partnership working

The SDR is the culmination of several years of work during which time we have gathered our incident response data and analysed changing community risk across Scotland. In all, some 300 plus operational change options were drafted for consideration and detailed on what was referred to as the 'long list'.

As previously stated, the primary aim of this programme is to ensure our operational resources (our people, stations, and appliances), are matched to the operational risk and demand across the country.

We also must address some urgent property issues impacting our stations and facilities. This includes stations that are affected by Reinforced Autoclaved Aerated Concrete (RAAC) construction issues.

Within the SFRS City of Edinburgh Local Senior Officer (LSO) Area we have three RAAC stations. These stations are – Crewe Toll, Marionville and Liberton. Musselburgh is also a RAAC station but is located in the Mid & East Lothian and Scottish Borders LSO Area.

## **SDR Progress**

In January 2025, a selection of SFRS staff from across the organisation, observed by external stakeholders including representative bodies and members of the public, met to reduce the number of potential change options on the 'long list', by subjecting the options to 'hurdle criteria'. This served to reduce the viable options on the long list down to 23 options for further consideration.

Following this exercise, at the end of April this year, the Service convened a wider group of stakeholders that included SFRS staff, trade unions, partner agencies, and members of the public. The purpose of gathering these stakeholders was to evaluate the shortlist of potential change options. This event was referred to as the 'Balanced Room'. The balanced room was a culmination of an options development and appraisal process, and enabled opportunity for each change option to be assessed and scored against the criteria in order to rank the options. Essentially, it was an opportunity for stakeholders to evaluate the final list of 23 change option proposals and in doing so, inform what options would progress to public consultation in June 2025.

All 23 options scored above 50 per cent, once scoring and weighting was completed, and it was determined that all options would therefore progress to full public consultation.

With the Balanced Room process complete, the public consultation process went live on 25<sup>th</sup> June 2025 and will run for a 12-week period closing on 17<sup>th</sup> September 2025. All feedback from the public consultation process will be reviewed and considered between October and November before recommendations are presented to the SFRS Board for final decision mid December 2025.

## **Edinburgh Specific**

The change option configuration concerning the City of Edinburgh (CoE) and surrounding area includes the following change option proposals:

- Closure of Marionville Community Fire Station (CFS) and relocating the fire appliance and staff from that station to Newcraighall CFS.  
*and*
- Closure of Musselburgh CFS and build a new fire station near Tranent that will have two fire appliances, one crewed by wholetime staff (relocated from Musselburgh) and one crewed by on-call staff.

Should Marionville CFS close, the fire appliance and crew will relocate to Newcraighall CFS. This means that the actual number of fire appliances available remains unchanged in the CoE. Newcraighall is a relatively modern build station that has been recently refurbished and can accommodate 10 staff as well as our community engagement and fire safety enforcement staff. It has a sizable training ground with Urban Search and Rescue Facilities and a Rope Rescue Training building.

In terms of response times, those adjacent to Marionville will not have a response akin to living in close proximity to the station, but the response times from McDonald Road and Newcraighall into the Marionville area is comparable to many other areas of the City e.g. Liberton to Morningside, Sighthill to Craiglockhart or Crewe Toll to Barnton.

The closure of Musselburgh CFS and relocating to a position nearer Tranent has little impact other than response times for incidents around the current station footprint. Newcraighall CFS can quickly access

Musselburgh from the West. The relocation option for Musselburgh reflects the significant new build housing and infrastructure southeast of Musselburgh.

It must be stressed that these options, if taken forward for implementation will take a number of years to come to fruition. There are several interdependencies relating to both options.

For example, the closure of Marionville is linked to the rebuilding of Liberton CFS, a RAAC station scheduled for demolish and rebuild during 2026/27. The closure of Musselburgh is linked to purchase of land and design and build of a new station, (exact location to be determined.)

Any options taken forward will form part of a wider implementation plan that will be communicated to partners as we progress.

### **Forward View**

The SDR marks the culmination of several years of work and follows our 'Shaping Our Future Service: Your Say' pre-consultation exercise conducted last year, during which we invited views from all 32 local authorities across Scotland. Input from that process has been vital in shaping the direction of the current proposals.

By making changes to how we operate, the Service can provide more effective and efficient fire cover and bolster capacity in other critical areas such as prevention and training through realignment of staff and resources.

The SDR has involved robust impact assessments undertaken to inform our understanding of a wide variety of outcomes. This includes detailed simulation modelling which has been used to identify changes in incident demand levels of surrounding stations and incident response times within each locality.

Additionally, as part of the process to develop options for change, we have carried out Equality and Human Rights Impact Assessments (EHRIA) on each proposal. These EHRIAs will support the final decision-making process by identifying the potential impact on communities and the workforce based on different characteristics people hold, such as their age grouping or having a disability.

We remain fully committed to engaging openly and transparently with our staff, elected members, local authorities, partners, and communities throughout this process. Our social media channels and our website have further details and the public consultation can be found here –

<https://www.firescotland.gov.uk/service-delivery-review/>

Should you require any further information, context or clarification please do not hesitate to get in touch with me using the details below.



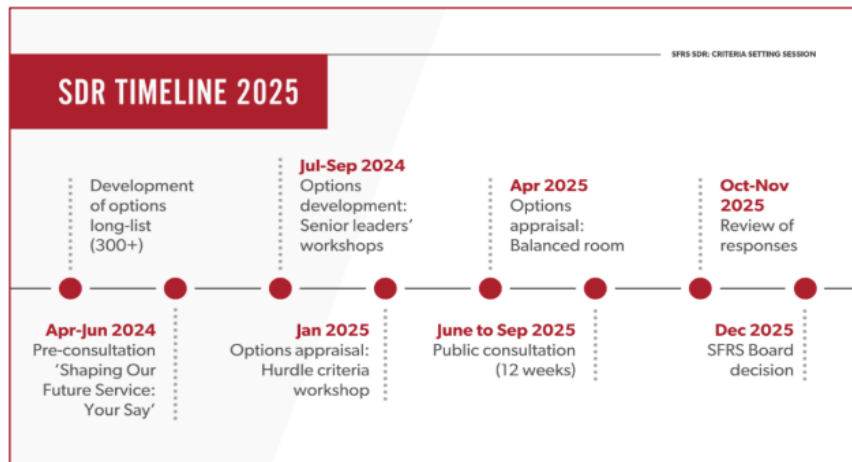
David Dourley

Area Commander

LSO City of Edinburgh

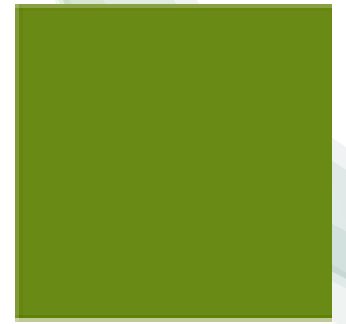
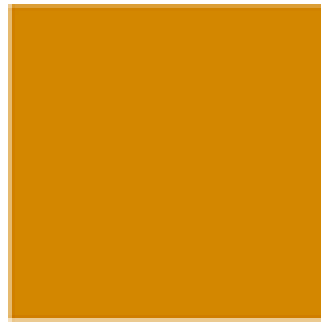
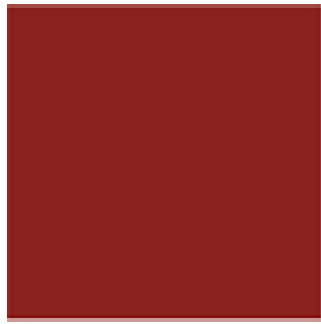
[david.dourley@firescotland.gov.uk](mailto:david.dourley@firescotland.gov.uk)

## Timeline and Options Summary



Option description	LSO area
<ul style="list-style-type: none"> <li>Close the long-term dormant station at <b>Crianlarich</b></li> </ul>	Clackmannanshire, Fife and Stirling
<ul style="list-style-type: none"> <li>Replace the third appliance at <b>Dunfermline</b> which is a combined aerial rescue pump (CARP) with a dedicated high reach appliance (HRA). The third appliance (CARP) was temporarily withdrawn and replaced with a high reach appliance in September 2023; AND</li> <li>Reduce the number of wholetime appliances based at <b>Lochgelly</b> from two to one; AND</li> <li>Reduce the number of wholetime appliances based at <b>Methil</b> from two to one. The second appliance was temporarily withdrawn in September 2023; AND</li> <li>Reinstate the second appliance that was temporarily removed in September 2023 at <b>Glenrothes</b>.</li> </ul>	Clackmannanshire, Fife and Stirling
<ul style="list-style-type: none"> <li>Replace the third appliance at <b>Dunfermline</b> which is a combined aerial rescue pump (CARP) with a dedicated high reach appliance (HRA). The third appliance (CARP) was temporarily withdrawn and replaced with a high reach appliance in September 2023; AND</li> <li>Reduce the number of wholetime appliances based at <b>Lochgelly</b> from two to one; AND</li> <li>Reduce the number of wholetime appliances based at <b>Glenrothes</b> from two to one. The second appliance was temporarily withdrawn in September 2023; AND</li> <li>Reinstate the second appliance that was temporarily removed in September 2023 at <b>Methil</b>.</li> </ul>	Clackmannanshire, Fife and Stirling
<ul style="list-style-type: none"> <li>Close <b>Marionville</b> which has one appliance that is crewed by wholetime firefighters. Move this appliance to <b>Newcraighall</b> and increase this station so that it will have two wholetime appliances; AND</li> <li>Close <b>Musselburgh</b> station which has one appliance that is crewed by wholetime firefighters. Move this appliance to a new-build station at <b>Tranent</b> and increase this station so that it will have two appliances, one crewed by wholetime firefighters and one crewed by on call firefighters.</li> </ul>	City of Edinburgh Midlothian, East Lothian and Scottish Borders
<ul style="list-style-type: none"> <li>Introduce a new system for the first appliance at <b>Hawick</b>, which is currently crewed by wholetime firefighters. This would see that appliance crewed by wholetime firefighters during day shift hours from Monday to Friday between 8am and 6pm. They will be supported by on call firefighters out with those times. The second appliance will continue to be crewed by on call firefighters; AND</li> <li>Introduce a nucleus crew of wholetime firefighters at <b>Galashiels</b>. They can be tactically deployed across the area during day-shift hours when on call availability is most challenging. This would supplement the existing two appliances, one crewed by wholetime firefighters and the other crewed by on call firefighters.</li> </ul>	Midlothian, East Lothian and Scottish Borders





# THE EDINBURGH PARTNERSHIP

Supporting the Third Sector  
Final Findings

# Participation

- Over a fourteen-week engagement period there were around 239 participations in this work by third sector organisations, which includes:
  - 84 completed online surveys;
  - 49 attendees at workshops hosted by third sector organisations in their buildings and facilitated by Council colleagues;
  - Around 100 attendees at in-person and online meetings of existing networks of third sector and community organisations, with discussions facilitated by Council colleagues;
  - 6 participants in individual or small group interviews.



# Advantages of third sector

- **Agility** – as third sector organisations tend to be smaller and embedded in communities they work with, they can organise and act more quickly on issues;
- **Person-centred service** – many third sector organisations adopt a “whole person” or “whole family” approach to providing a service, while public sector funders are organised around narrower functions or “silos”;
- **Trust** – third sector organisations are more trusted as they lack any kind of enforcement or compulsion powers;
- **Information link** – being close to problems makes them able to feed back intelligence that is recent and relevant;
- **Lower cost** – it is generally cheaper for a third sector organisation to provide a service, in part due to lower overheads, in part due to the ability to leverage volunteers or alternative funding sources.



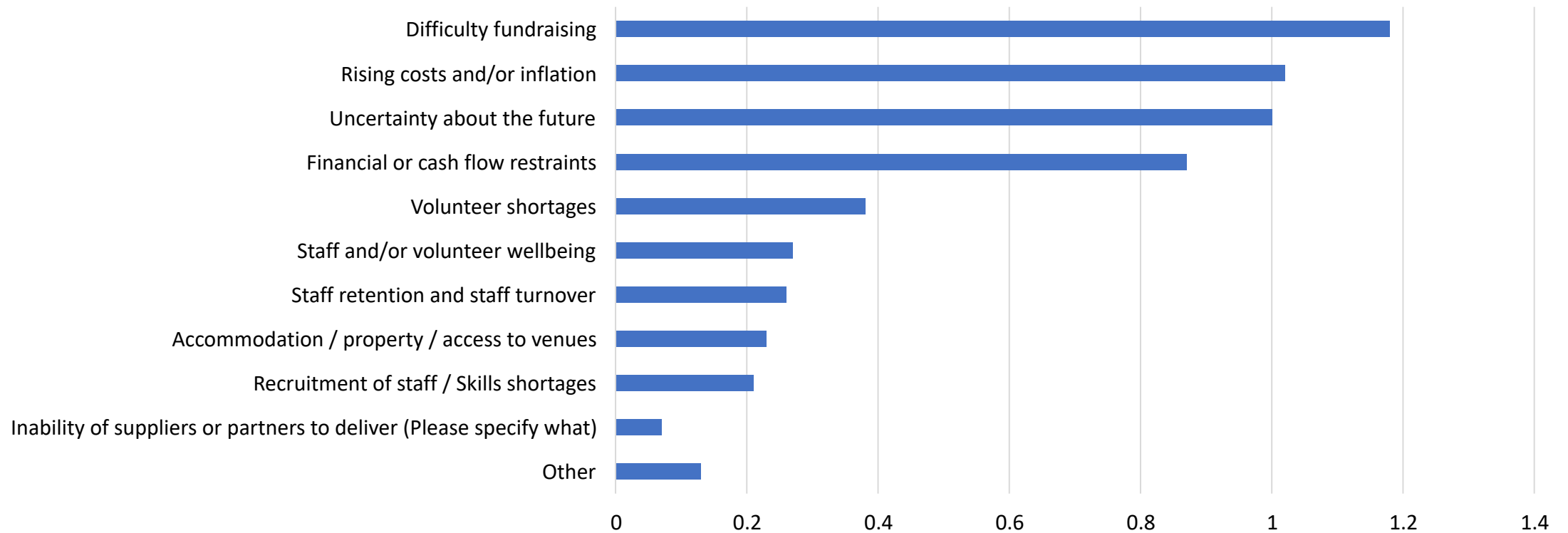
# Third sector pressures

- A general reduction in the availability and reliability of funding from all sources – public and private. Funding is becoming more competitive and successful organisations are being awarded funding for shorter periods. This is driving more third sector executive time towards applications, undermining relationships in the sector, and diverting attention from service delivery;
- A decrease in volunteering in some areas, alongside higher expectations from prospective volunteers;
- A period of high cost increases from general inflation, real living wage costs, and changes to national insurance. This has exacerbated perceived long-term under-funding of the third sector, where organisations will usually receive grants and contracts that are nominally fixed value, and therefore reduce in value in real terms over time.



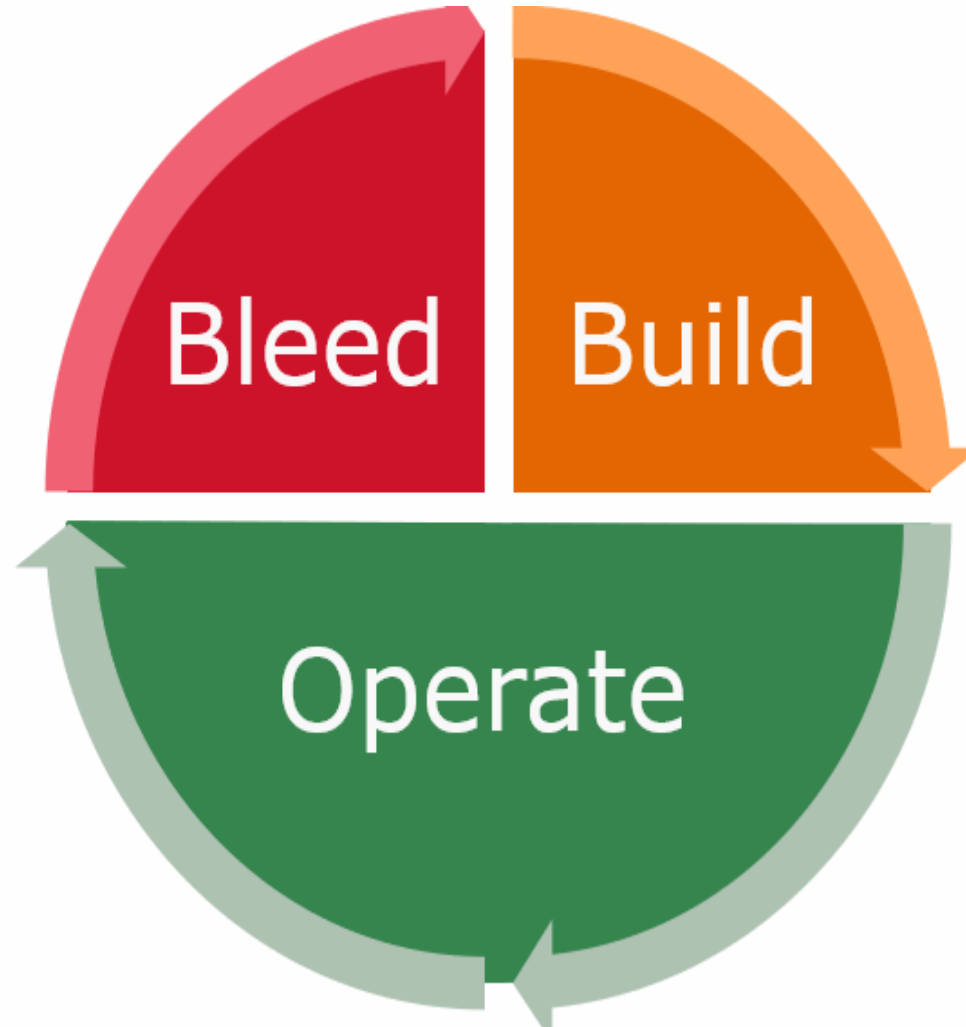
# Specific problems for Edinburgh organisations

*Relative importance of problems to third sector organisations in Edinburgh over previous four months  
(pick top three from list, 84 responses)*



# The one-year funding problem

- Uncertainty for third sector organisations can, in extreme cases, lead to closure. But in most cases it will lead to a loss of trained / qualified staff
- Notice of rolling one-year funding is usually so late that third sector organisations cannot make any other arrangements
- As much as half a year might be spent by an organisation in the build/bleed part of this cycle



- After being awarded funding organisations must recruit staff, train them, in some cases develop systems and approaches, and organise support for clients
- One-year or in-year funding awards typically cause proportionately large disruptions and repeated one-year awards drain resources from delivery as well as wear on third sector morale

# Funding problems for the third sector

- One-year funding arrangements are common and lead to a *build-bleed cycle*;
- Loss of staff through this process creates additional operating pressures and an impact on morale for remaining staff;
- Confirmation of funding (or loss of funding) often comes late in the financial year;
- Clients of third sector organisations have some awareness of funding difficulties, which can undermine their trust in processes;
- Funding is often for innovation rather than for activity which has been proven to work.
- One third sector executive summarised this situation by saying funding is available for **tablecloths but not tables**, and another asserted that **their ability to deliver services depends most on whether their boiler works**, but getting funding for a replacement boiler is extremely difficult.



# SCVO Fair Funding

- The Scottish Council for Voluntary Organisations (SCVO) has engaged with the third sector and since 2023 has advocated for what it calls “Fair Funding” of the sector.

*SCVO says that Fair Funding means:*

- *Funding should be for at least three years*
- *Funding should take account of inflation, allow living wage*
- *Funding should be able to cover core costs*
- *Monitoring / reporting should be proportionate to funding, applications should be easy*

- In this engagement, there was very high support for the principles of Fair Funding (including 95% of survey participants), however discussions also highlighted that:

- Longer-term arrangements block funding to organisations for several years
- Applying for grants / contracts requires skill and experience, but it is not the same as delivering the service
- Everyone wants public money to be accounted for and well-spent





# A new approach to funding the third sector

- We should assume the financial risk for providing guarantees of longer-term funding for smaller third sector organisations;
- Move to three-year awards in most cases;
- We should give consideration to real economic factors when making awards instead of providing default flat funding over the duration of a multi-year award;
- We should avoid any “rolling” funding arrangements and should consciously involve third sector organisations in discussions about future funding as early as possible;
- Where we are making requests of the third sector not covered by an existing grant or contract, we should aim to provide full cost recovery to meet that request;
- Wherever possible use funds currently employed for one-year or in-year grant funding to address core staff and infrastructure costs instead of project costs;



# A new approach to funding the third sector

- Application, monitoring and reporting processes are disproportionate to the level of funding received;
- Applications, monitoring and reporting – which can be burdensome – typically result in no feedback from funding organisations;
- Relationships between funders and funded organisations are typically impersonal, with few on-the-ground interactions between funders and funded organisations or their clients to help understand the nature and value of the work being done; Relationships with the sector
- The nature and value of the work done by funders and funded organisations is often misunderstood. Funders are believed to see the work of the third sector as being of lower value, while the third sector can view funders as inefficient, bureaucratic and remote;
- Partners fund third sector organisations in diverse ways, requiring separate reporting, with little if any information sharing between funding services.
- Edinburgh Partners are contrasted poorly on these issues when compared with national funding bodies such as the National Lottery and the Robertson Trust.



# Improving our administrative processes

- A comprehensive understanding of all funding arrangements for the third sector;
- A deep understanding of third sector organisations' operations, with officers becoming trusted relationship managers and the key point of contact, and driving third-sector organisations' engagement with strategic and local planning;
- Increased coproduction of services;
- Increased communication and feedback to the sector, including increased openness around decision-making, seeking to build capacity in the sector;
- Reduced overall burden of application and reporting on third sector organisations and harmonisation of application and reporting processes between funding organisations;
- Minimisation of duplication across funding streams, rationalising and redirecting funding as needed, in line with the funding principles described previously;
- Strong relationships with other Edinburgh Partners to enable cooperation on all of these aims.



# Recommendations:

It is recommended that the Edinburgh Partnership:

1. Notes the feedback from third sector organisations, in particular the current pressures faced by the third sector in Edinburgh, and thanks third sector organisations for their participation and contribution to this work
2. Agrees to continue partnership working already underway to identify the opportunities and barriers associated with partners adoption of fair funding principles outlined in this research to date
3. Agrees that the findings and recommendations arising from this work will be considered by the Board at a future meeting.





## THE EDINBURGH PARTNERSHIP

### The Edinburgh Partnership Work Plan – 9th September 2025

#### 1. Executive Summary

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As part of the Transformation and Improvement programme (T&I), the Edinburgh Partnership Board (EPB) recently agreed a new governance model, along with a high-level timeline for the future of strategic community planning.

The purpose of this report is to provide the EPB with an update on the further development of the T&I Program, incorporating the findings of the recent Improvement Service (IS) Community Planning Self-Assessment, and its implementation through three (3) proposed core workstreams.

Agreement is sought to adopt a revised high-level implementation timeline alongside three (3) core workstreams for the Partnership, and to provide resources for the co-delivery of this work. This will ensure timely delivery of the approach and achieve collectively the shared ambitions of the Partnership.

#### 2. Recommendations/Decisions/Action?

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##### 2.1 The Board is recommended to:

##### **Improvement Service Community Planning Self-Assessment**

- i. Note the findings of the recent IS National Community Planning Self-Assessment (CPSA) (Appendix 1 and Appendix 2)
- ii. Complete the re-opened IS CPSA survey by October 7, 2025.
- iii. Participate in an Improvement Planning workshop facilitated by the IS during October/November 2025.  
10.22/10/2025 (9am-12noon), 23/10/2025 (9am-12noon) and 7/11/2025 (11.30am-1.30pm) are currently being held as options.

##### **Edinburgh Partnership Workstreams**

- iv. Adopt the three (3) proposed workstreams for the Edinburgh Partnership (EP) outlined in the body of this report and at Appendix 3. This includes refreshing the current LOIP over the next 6 months and developing a new LOIP for launch in 2028.
- v. Adopt the proposed Edinburgh Partnership Board (EPB) Workplan (Appendix 4)

##### **Core Support**

- vi. Agree to reinstate the Community Planning Support Team (CPST) with an initial commitment of one day per week of dedicated support from each of the partners with a statutory duty to support shared leadership and collective governance (City of Edinburgh Council (CEC), Police Scotland, Scottish Fire

and Rescue Service, NHS Lothian, Scottish Enterprise and South East Scotland Transport) and from EVOC, to further the workstreams outlined in this report.

10. Other Partners would also be welcome to participate.

11. This initial commitment would be on an interim basis pending full resource model proposals in March 2026.

vii. All Partners to agree to assess their current resourcing of the EP, both in-kind and in cash, and share with the CPST by October 31, 2025.

viii. Note that this paper may be subject to consideration by individual partners at their governance boards.

### 3. Background

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- 3.1 Community Planning is a way of working that enables public bodies and the community and voluntary sector to collaborate and use their resources jointly to design and deliver services to improve outcomes for individuals and communities, especially those experiencing the greatest need.
- 3.2 When done well, it has the potential to bring budgets together and deliver services more effectively. Given the funding challenges across all areas of the public and voluntary sectors, using community planning to better pool resources at a strategic and local level is urgently required.
- 3.3 The Community Empowerment (Scotland) Act 2015 set out a new legislative framework for community planning in Scotland. In response, the Partnership agreed a new governance framework in April 2019 and a refresh of the city's Local Outcome Improvement Plan (LOIP). This is a statutory plan which was developed to respond to the current challenges faced by the city, including poverty, climate change, economic recovery and citizen wellbeing.
- 3.4 Also in April 2019, the EPB considered a recommendation that partners with a statutory duty to facilitate community planning each provide one full time officer (1FTE), on a seconded basis, for a period of six months to progress the implementation of the new EP governance framework (noted in 3.3) and work programme over the first six months.
- 3.5 An interim Community Planning Support Team had been established in November 2018 led by dedicated officers from the Council's Communities Unit, together with officer support from Police Scotland, Scottish Enterprise, Skills Development Scotland, NHS Lothian, and the Scottish Fire and Rescue Service. Whilst that model was helpful, other than the Council staff, officers were required to fit partnership activity around their existing roles and functional areas of responsibility. This limited their ability to contribute, with service pressures and priorities taking precedence over their contribution to partnership support, hence this recommendation (3.4).



- 3.6 Partners with a statutory duty were also requested to contribute £10,000 annually to provide a development and operational budget for the Partnership. That figure was in line with the historic level of contribution from public sector partners and was used to fund activity across all levels of the governance arrangements, including the initial engagement costs associated with the Neighbourhood Networks.
- 3.7 In June 2019 the EPB noted the progress and confirmed contributions for the resourcing of the Edinburgh Partnership, this included resource for the 'core support' offered by the CPST: City of Edinburgh Council (FT officer support/lead for CPST), Scottish Enterprise (1 day per week), Police Scotland (2 days per week), Scottish Fire and Rescue Service (1 day per week), NHS Lothian (FT officer support) and EVOG (1 day per week) for the initial 6 month period. Support from other partners was still pending at that time. The June 2019 report also outlined the tasks, deliverables and skills required of the support team, with a full implementation plan (delivered largely by the CPST) outlined in September 2019. It's not clear at this stage how long that resource remained in place. It is likely to have been impacted by Covid-19 and doesn't appear to have been reinstated thereafter.
- 3.8 The November 2020 Audit Scotland Best Value report identified areas for improvement, including governance, performance and impact, and the need to embed community participation within the approach.
- 3.9 In September 2023, the EP agreed to a Transformation and Improvement (T&I) Programme to take a fresh look at how community planning is delivering for the city.
- 3.10 In November 2023 a short life working group was established to develop the EP T&I Programme. The working group included representatives from the voluntary and community sector and met three times in the period to May 2024, hearing evidence on the experiences of local partnership working, including the strengths and weaknesses of existing arrangements.
- 3.11 The learning from this was developed into a proposal to the EPB in June 2024 where approval was given for wider engagement on a new framework for community planning across the city.
- 3.12 The new proposals were tested with stakeholders between June and October 2024. Over 200 participants took part including those from strategic partnerships, LCPP's, city wide and local voluntary sector organisations, Edinburgh Association of Community Councils (EACC), community councils, Edinburgh Tenants Federation, and Neighbourhood Networks. Elected members were invited to all the locally based sessions and provided with separate briefings as requested.
- 3.13 In December 2024 the EPB agreed the proposed T&I implementation plan and timeline. This included engagement on and a refresh of, Edinburgh's Local





Outcome Improvement Plan (LOIP, The Edinburgh Plan), and the development of an integrated performance framework. It was also agreed that the EPB would continue to work with the IS on the Community Planning Self-Assessment (CPSA) programme.

- 3.14 It was noted in the approved December 2024 report that *the Transformation and Improvement Program aims to create greater efficiencies through improved collaborative working and better targeting of resources. However, there will be a need to ensure the implementation and delivery of the approach can be resourced with this having to be met by partners from existing budgets*

#### 4. Main Report

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- 4.1 The T&I Implementation plan provides an overview of the core work needed to achieve the EPB's collective ambitions and to fulfil the EP's statutory duties.
- 4.2 While some progress has been made, implementation has been slowed due to staff turnover in the past year, and the absence of core support team through a CPST. Since starting in post in May 2025, the CEC's new Community Planning Manager has undertaken internal engagement activities across the EP and with colleagues across the Scottish Community Planning Network (SCPN), reviewed progress against the T&I plan and the LOIP Workplan and reviewed the findings of the recent IS National CPSA, meeting with the IS to discuss options and next steps.
- 4.3 During this period of engagement and review, colleagues have identified some improvements and there is generally positive aspiration across the piece for the future. That said, there are still significant areas for development. These align with the findings of the T&I Program and the results of the CPSA, and form the basis of the proposed work plan outlined below (from 4.18 and in Appendix 3.

#### **Findings of the Improvement Service Community Planning Self-Assessment About the CPSA**

- 4.4 Community Planning Partnerships (CPPs) play a leading role in delivering improved outcomes for the communities they serve. To support partnerships to critically review their 'fitness for purpose' in achieving shared outcomes, the Improvement Service (IS) proposed a new national self-assessment to be held every two years. An invite was sent to all thirty-two 32 CPPs to participate, with 20 agreeing to participate in the 2024 self-assessment, including the Edinburgh Partnership.
- 4.5 This self-assessment focussed on the strategic Board level of CPPs and is based on the well-established Public Service Improvement Framework (PSIF) Checklist Approach. Since 2016, more than half of CPPs have successfully undertaken a self-assessment using this approach. However, this is the first time that this approach has been applied across Scotland to provide a national overview of





CPP Board activity that is working well and areas where improvements could be made across community planning in Scotland.

- 4.6 The key aim of self-assessment at this level is to support the Board of the CPP to ensure that the following areas of the self-assessment checklist are fit for purpose to achieve the outcomes of the Local Outcomes Improvement Plan.
  - 4.6.1 Shared Leadership
  - 4.6.2 Governance and Accountability
  - 4.6.3 Community – Needs and Empowerment
  - 4.6.4 Effective Use of Joint Resources
  - 4.6.5 Reporting of Performance Management and Outcomes
  - 4.6.6 How the CPP is Making an Impact
- 4.7 The self-assessment checklist that CPP Board members were asked to complete acts as a 'can opener' for identifying areas of strength across the partnership and potential areas for improvement, which can then be developed into an improvement plan for individual CPPs moving forward. The checklist was issued as an electronic survey to all strategic Board members of the 20 participating CPPs across Scotland, with over 200 responses received.
- 4.8 Where 50% of Board members completed the self-assessment, the IS offered to facilitate a workshop to develop an improvement plan.

### **What happened in Edinburgh?**

- 4.9 Eight (8) members of the EPB completed the survey, which was unfortunately not the 50% needed for a facilitated workshop. Today, 50% would equate to 10 voting board members or 14 people if advisory positions were included in the survey, which would be valuable. It is worth noting that there are currently 5 statutory bodies missing from the EPB, (Historic Environment Scotland, the Scottish Environment Protection Agency, Nature Scot, the Scottish Sports Council and Visit Scotland) and officers are working to address this. Once these positions are filled, the total EPB positions would be brought to 25, and 33 with advisory positions.
- 4.10 Overall, the self-assessment results show that there is work to be done in areas that align with the findings of the T&I programme and the recent engagement undertaken by CEC's Community Planning Manager. The EP's results are in the bottom quartile (25%) across the 20 CPPs that participated in all 6 areas assessed. The EP ranks 19<sup>th</sup> out of 20 in the areas of Governance and Accountability, and Reporting of Performance Management and Outcomes.
- 4.11 There was space for comments in each of the 6 areas assessed and these comments identify some successes/improvements, including:
  - 4.11.1 the EPB's commitment to poverty, housing & climate,



- 4.11.2 improvements in joint leadership, consensual decision making, data collection & reporting and,
- 4.11.3 commitment to structural review through the T&I program.
- 4.11.4 It was also noted that a wide range of bodies are represented on the EPB.
- 4.12 The comments also underlined the areas for growth, identifying the need to:
  - 4.12.1 address disparity in power, leadership, participation and who 'does the work'.
  - 4.12.2 provide induction for new EP Board members.
  - 4.12.3 focus efforts on smaller number of objectives.
  - 4.12.4 improve how the EP measures, evidences and communicates who we are, what we do, and the difference we make both internally and in communities.
  - 4.12.5 engage and empower communities in EP work, decision making, and in community planning at the local level, and consider the role of community councils.
  - 4.12.6 consider how we challenge ourselves as partners.
  - 4.12.7 improve how the EP is resourced.

### **Recommended Next Steps**

- 4.13 5 new representatives have joined the EPB in the year to date, with further new members anticipated. This is an opportune time for self-reflection and to develop an improvement plan that paves the way for the EP to become the effective, collaborative and inclusive partnership that members are keen to be part of.
- 4.14 If the recommendations of this report are accepted, the IS has agreed to re-open the CPSA survey to enable EPB members to participate, with a closing date of October 7, 2025. The IS would then analyse these results, develop a revised report for the EPB and use this as the foundation for an Improvement Planning workshop which they have offered to facilitate during October/November 2025.
  - 4.14.1 October 22, 2025 (9am-12noon), October 23, (9am-12noon) and November 7, 2025 (11.30am-1.30pm) are currently being held as options.
- 4.15 The output of this workshop is an improvement plan, which would augment the T&I implementation plan.
- 4.16 The delivery of this Improvement Planning Workshop is contingent on 50% of the EPB completing the survey. It is acknowledged that there will be questions in the survey that new EPB members may be unable to answer, and that will help identify topics that should be included in the induction of new EPB members.

### **Edinburgh Partnership Workstreams**



- 4.17 Following the recent review outlined in 4.2 and 4.3, three (3) core workstreams have been identified to further the overall objectives of the EP. These are outlined below, with further illustration included in Appendix 3. The proposed EPB Workplan is based on these workstreams and can be found at Appendix 4.
- 4.18 **Workstream 1:** Includes the work needed to ensure that the governance, structure, reporting, administrative systems/tools and communication mechanisms are in place to support the EP and delivery of workstreams 2 and 3. Much of the work here is included in the T&I implementation plan and includes:
- 4.18.1 re-establishing the Community Planning Support Team (CPST) to lead on this work. This will also be a significant step toward addressing the issues identified at 4.12.1 and 4.12.7.
  - 4.18.2 centralising documentation and improving consistency.
  - 4.18.3 developing and delivering Induction for new EPB members (4.12.2).
  - 4.18.4 reviewing EP resourcing and budget to develop recommendations (4.12.7).
  - 4.18.5 establishing a mechanism to allow emergent issues to be brought forward for consideration and, where agreed, be added into the LOIP workplan. This will ensure that it remains a targeted, yet responsive, living document, (a Charter);
  - 4.18.6 Improving communications across the EP e.g. introducing a regular EP newsletter (4.12.4).
  - 4.18.7 Improving awareness of the EP in communities, including developing a branding plan to improve clarity around which services/actions/programs are being delivered by the EP, and which are individual Partner programs (4.12.4).
  - 4.18.8 Creating a New LOIP Development Plan, Communications Plan & resourcing proposal.
  - 4.18.9 Developing a LOIP Performance Management tool (4.12.4).
  - 4.18.10 Updating the EP website (4.12.4).
- 4.19 **Workstream 2:** Progressing the objectives of the current LOIP and the development of Neighbourhood Prevention Partnerships (NPPs). This includes utilising the Community Planning Support Team (CPST) to.
- 4.20 Update & implement the T&I program.
- 4.21 Host a workshop for Leads/Chairs of Strategic Partnerships to improve understanding of their work across the EP and to identify 2 or 3 actions they are each working on that further the current LOIP, attaching KPIs to these (4.12.4).



- 4.22 Engage with strategic partnerships and community bodies to update the current LOIP actions and workplan; evidencing progress and impact on outcomes (4.12.5).
- 4.23 Introduce a new quarterly reporting template for strategic partnerships (4.12.4).
- 4.24 Develop a LOIP Implementation Plan (this will identify the lead for each action, the resource need, where on the prevention spectrum it sits and how improvement will be measured) (4.12.1 and 4.12.4).
- 4.25 Develop the LOIP annual report, embedded with the Ending poverty report (4.12.4).
- 4.26 Develop a new approach to locality planning with communities, and in areas experiencing poorest outcome (Living Well Locally), through Neighbourhood Prevention Partnerships (NPPs) (4.12.5). This approach also furthers the following action in the T&I programme: “Replacement of the existing four Locality Community Planning Partnerships (LCPPs) with new place-based arrangements on smaller geographic areas to provide for better targeting of approaches and strengthening the role of and relationship with the community and voluntary sector.” This preventative approach will enable key services to work better together in local communities, to identify and address local needs and prevent escalation, with a view to reducing duplication, improving outcomes for citizen and leading to savings for the organisations involved.
- 4.27 **Workstream 3: Developing a new LOIP**
- 4.28 During the June EPB meeting, the timeline to developing a new LOIP was discussed, with officers directed to develop a proposal to be brought to this meeting. The proposed workplan provides a high-level timeline to the new LOIP, with a launch date in 2028.
- 4.29 The T&I plan speaks both to developing a new LOIP and to developing a refreshed LOIP and implementation plan, which may have led to some confusion. Through the recent engagement process, it became clear that most Partners understood that there would be a refresh of the current LOIP to update the actions, align responsibility for delivery with the new governance structure and improve implementation and reporting (alongside developing the new LOIP to launch in 2028), while some thought a new LOIP would be developed in 2025/6.
- 4.30 There is a significant difference in the volume of work involved in refreshing a LOIP and developing a new one. A refresh is likely to take up to 6 months. Research across the Scottish Community Planning Partnership (SCPP) has identified that developing a new LOIP takes approximately 18-20 months.
- 4.31 This means that for a new LOIP with a January 2028 launch, research and analysis would begin in May 2026 (with early timeline and budget planning beginning in Autumn 2025). If the EPB wanted to launch a new LOIP for January 2027, officers would have just 16 months.



- 4.32 The following questions should inform decision making about whether to undertake a new LOIP to launch ahead of the original timeline (2028), or not:
- 4.32.1 **1) Are there outcomes that Edinburgh is doing less well in than expected today?**
- 4.32.2 **2) Do these outcomes align with the focus of the current LOIP?** If they are broadly aligned this would support refreshing the current LOIP and working toward a new LOIP for 2028. If they are not, then this would support developing a new LOIP more quickly.
- 4.32.3 **3) What capacity, (in terms of staff resource and cash funding), is there within the EP to undertake the work of refreshing the LOIP and developing a new LOIP?**
- 4.32.4 **4) What needs changed with the Current LOIP to ensure outcomes improve between 2018 and Dec 31, 2027?**
- 4.32.5 **Is there potential alignment with other key strategies?**

**1. Are there outcomes that Edinburgh is doing less well in than expected today?**

- 4.33 The Community Empowerment Act and guidance note that CPs must have regard to the National Outcomes, when developing their priorities. There are 11 National Outcomes with 81 indicators in the National Performance Framework, Scotland's wellbeing framework. This model shares a picture of the positive change that we want to see in our communities. We could equally look at the Social Determinants of Health or the UN Sustainability goals, or others, but we are required to have regard to the National Performance framework as a CPP, even while it is being reviewed and the data for the indicators isn't being updated.
- 4.34 The Improvement Service (IS) has identified 18 useful indicators, aligned with the National Outcomes, which are specific to CPPs and these can be viewed through the Community Planning Outcomes Profile (CPOP). As Edinburgh is less deprived, on average, than the whole of Scotland, we could reasonably expect it to do better than average across these indicators. While Edinburgh does better than average on several indicators, it is no better than average on birthweight, positive destinations, earnings, crime, fire, emergency department attendance, wellbeing and fuel poverty.
- 4.35 The Improvement Service (IS) also provides a comparison with demographically similar CPPs, in which Edinburgh appears worse than average for child poverty, out of work benefits, crime rate, dwelling fires and early mortality. Some of the indicators provided by the IS allow assessment of progress on inequalities. In Edinburgh inequalities in attainment, child poverty, crime rate, early mortality, emergency admissions and participation remain persistently higher than the Scottish average. The picture is similar within key neighbourhoods of high deprivation in the city, with rates of child poverty, attainment, out of work benefits,



emergency admissions, and early mortality worsening or remaining substantially worse than the Edinburgh/Scotland averages.

## **2. Do these outcomes align with the focus of the current LOIP?**

- 4.36 The current LOIP has 3 core priorities (LOIP 1, 2 and 3), enough money to live on, access to work, learning and training opportunities, and creating vibrant, healthy and safe places and communities. These priorities align with the following National Performance Framework Outcomes:
- 4.36.1 Poverty – we tackle poverty by sharing opportunities, wealth and power more equally (LOIP 1 and 3),
  - 4.36.2 Environment – We value, enjoy, protect and enhance our environment (LOIP 3)
  - 4.36.3 Education – we are well educated, skilled and able to contribute to society (LOIP 2)
  - 4.36.4 Fair Work and Business – We have thriving and innovative businesses, with quality jobs and fair work for everyone (LOIP 2 and LOIP 3)
  - 4.36.5 Communities – we live in communities that are Inclusive, empowered, resilient & safe (LOIP 3)
- 4.37 The IS CPP indicators which Edinburgh currently performs less well than expected on, and / or where inequalities remain consistent at city level and within key deprived areas of the city, also align with the focus of our current LOIP priorities. The LOIP priorities were chosen to be areas of upstream / preventative work, so while they don't seek to directly tackle health-related indicators such as birthweight, hospital attendance and admission, and early mortality, those outcomes will benefit from LOIP actions on income, education, employment and healthy places.
- 4.38 By continuing to focus on the current LOIP priorities the EP should be able to address the indicators with poorer outcomes both at a city and community level, as outlined at 4.34 and 4.35.

## **3. What capacity, (in terms of staff resource and cash funding), is there within the EP to undertake the work of refreshing the LOIP and developing a new LOIP?**

- 4.39 Without a dedicated Community Planning Support Team (CPST) there is currently very limited capacity to develop a new LOIP, or even to refresh the current LOIP.
- 4.40 If the EPB agrees the recommendation to develop the new LOIP for a 2028 launch, Partners will have time to build asks for resource capacity to support this work into their budget planning for 2026.





- 4.41 There will however still to be a need for resource allocation from Partners to support the LOIP refresh over the next 6 months from within existing budgets and officers are seeking a clear commitment to this from partners, per the recommendation to reestablish Core Support through the CPST outlined at 2.1.vi.
- 4.42 The history of EP working has demonstrated that without this support, progress against the T&I program and the proposed workplan, and which will address the issues identified in the best value audit, will be unacceptably slow. If approved, the CPST would work together, ideally in person, one day per week to further develop the workplan and deliver on it, working with the Strategic Partnerships and community partners, particularly within the Neighbourhood Prevention Partnership.
- 4.43 Of note, the EP does not have current Locality Plans and as such is non-compliant with the Community Planning Act. As NPPs are established, they will be supported to develop locality plans, bringing the partnership into compliance. This work will require ongoing support.

**4. What needs changed with the Current LOIP to ensure outcomes improve between 2018 and Dec 31, 2027?**

- 4.44 The EP’s collective work is about getting to the root causes of the big issues that impact lives and preventing/solving quickly the issues that stop people achieving a positive future. The current LOIP needs to be more clearly aligned with a prevention mandate. The EP must also be able to better demonstrate the impact that the work outlined in the LOIP is having in people’s lives. As a starting point, this will include the reintroducing of quarterly reports, to be completed by each of the Strategic Partnerships (SPs) and brought to the EPB for scrutiny. These reports will specifically demonstrate the impact that actions taken by the SPs have had on LOIP Outcomes. This improvement work to refresh the current LOIP would be undertaken by the CPST.

**5. Is there potential alignment with other key strategies?**

- 4.45 It is important that we reduce duplication in engagement/consultation and avoid engagement fatigue in the community. It is also important, in line with the National Standards for Community Engagement, that we close the loop with communities and engagement participants to ensure that they are aware of how their input was used, the decisions that were made and the ultimate outcomes of the work.
- 4.46 There is engagement across the EP planned in the coming 12-18 months which can help inform the new LOIP. Examples include engagement that will be conducted as part of City Plan 2040, Children’s Services Plan (due 2027), the new EIJB strategy (due 2028) etc.

**5. Next steps**

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- 5.1 If the approach is approved, partners will begin work to implement the workplan, focusing on:
- 5.2 Completing the Improvement Service CSPA survey and undertaking a workshop in October.
- 5.3 Establishing the Community Planning Support Team (CPST) and scheduling co-located working 1 day per week.
- 5.4 Refreshing the current Local Outcome Improvement Plan (LOIP) and the development of an integrated performance framework.
- 5.5 Continuing development of place-based community planning, to ensure it links with existing local work and enables local solutions.
- 5.6 Further developing the timeline, communication and engagement plan and resource ask for a new LOIP launching 2028.
- 5.7 Developing proposals for an Edinburgh Partnership resource model to.

## 6. [Background Reading/external references](#)

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- 6.1 [Edinburgh Partnership Board 2 April 2019](#)
- 6.2 [Edinburgh Partnership Board 11 June 2019](#)
- 6.3 [Edinburgh Partnership Board 24 September 2019](#)
- 6.4 [National Community Planning Self-Assessment Overview Report](#)
- 6.5 [Community Planning Outcomes Profile](#)
- 6.6 [Best Value Audit 2020](#)

## 7. [Appendices](#)

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- 7.1 Appendix 1 - National CPP Self-Assessment - Edinburgh CPP Checklist Report
- 7.2 Appendix 2 - National Community Planning Self-Assessment - Edinburgh CPP Collated Figures
- 7.3 Appendix 3 – PPT: Item 5e - Edinburgh Partnership Workplan Proposal
- 7.4 Appendix 4 – Proposed EPB Workplan

## 8. [Contact](#)

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NATIONAL  
COMMUNITY PLANNING  
SELF-ASSESSMENT

National Community Planning Self-Assessment 2024  
**Edinburgh Community Planning Partnership**

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## Introduction

How long have you been a Board Member on this CPP?				
Answer Choices			Response Percent	Response Total
1	Less than 1 year		25.00%	2
2	1 Year to 3 Years		62.50%	5
3	Over 3 Years		12.50%	1
			answered	8
			skipped	0

Do you represent one of the Statutory partners with additional governance duties under s.13 of the 2015 Community Empowerment Act (The Local Authority, The Health Board, Scottish Enterprise/Highlands and Islands Enterprise/South of Scotland Enterprise, Police Scotland, The Scottish Fire and Rescue Service)?				
Answer Choices			Response Percent	Response Total
1	Yes		25.00%	2
2	No		75.00%	6
			answered	8
			skipped	0

# 1. Shared Leadership

1. The partnership has strong and effective leadership.				
Answer Choices			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		75.00%	6
3	Disagree		12.50%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		12.50%	1
			answered	8
			skipped	0

2. All partners provide leadership and make significant contributions to the partnership's work.				
Answer Choices			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		37.50%	3
3	Disagree		50.00%	4
4	Strongly Disagree		12.50%	1
5	Don't Know		0.00%	0
			answered	8
			skipped	0

3. Partners work effectively together to agree and achieve a shared vision as set out in the Local Outcomes Improvement Plan (LOIP).				
Answer Choices			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		62.50%	5
3	Disagree		25.00%	2
4	Strongly Disagree		12.50%	1
5	Don't Know		0.00%	0
			answered	8
			skipped	0

**4. Partnership meetings, events and activities are arranged to maximise attendance and contributions from all partners.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	62.50%	5
3	Disagree	25.00%	2
4	Strongly Disagree	12.50%	1
5	Don't Know	0.00%	0
		answered	8
		skipped	0

**5. The partnership operates in a spirit of transparency, openness and trust.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	50.00%	4
4	Strongly Disagree	0.00%	0
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**6. The partnership actively encourages innovation and discussion around the best ways to achieve LOIP outcomes.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	12.50%	1
4	Strongly Disagree	12.50%	1
5	Don't Know	37.50%	3
		answered	8
		skipped	0

**7. Non-officer members (Elected Members, community representatives, etc.) of the local authority are engaged in the leadership of the partnership.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	87.50%	7
3	Disagree	12.50%	1
4	Strongly Disagree	0.00%	0
5	Don't Know	0.00%	0
		answered	8
		skipped	0

**8. The partnership is striving to facilitate the shift to early intervention and prevention for the outcomes set out in the LOIP.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	75.00%	6
3	Disagree	25.00%	2
4	Strongly Disagree	0.00%	0
5	Don't Know	0.00%	0
		answered	8
		skipped	0

**Please provide details of where the CPP is performing well in relation to Shared Leadership. Please provide evidence that supports these views.**

- The partnership has set clear priorities to address poverty and climate change and now housing. These are good priorities for us to focus on to address inequalities.
- There is good representation from non-statutory partners, including TSI, Community Councils, Equality and Rights etc.
- This CPP is in transition from a structural 'silo model' of neighbourhood networks which has been only partially successful since inception. Under that framework, the 'momentum' to build direction under demonstrable leadership has been lacking.
- I think there are frank and open conversations around the partnership and decisions are taken in a consensual way.
- Council/NHS approach to leadership is good and improving. Council/NHS chair/vice chair is an example.

**Please provide further details of how the CPP can improve its approach to Shared Leadership.**

- I think the work often feels council officer led and it is difficult for other partners to take the lead on some areas of work. This may be improving but still feels entrenched and is a barrier to achieving shared leadership.
- There is still something of a disparity of power (perceived and real) between statutory and non-statutory partners. Much of this I believe relates to the funder/funded relationship.
- Need to be more open and inclusive.
- Define a narrower set of practical, achievable 'small step' objectives in health and social welfare. Retreat from 'big visions' such as 'eradicate poverty'; retreat from the repeated numbing use of the word 'emergency' (as in climate). Replace with a tight set of 'policy imperatives' and 'expected outcomes'.
- No suggestions
- More partners could step into a leadership role.

## 2. Governance and Accountability

### 9. The partnership has appropriate structures and processes to support shared effective decision making.

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	50.00%	4
3	Disagree	37.50%	3
4	Strongly Disagree	0.00%	0
5	Don't Know	12.50%	1
		answered	8
		skipped	0

### 10. Partners demonstrate a commitment to the vision and strategic direction of the partnership.

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	87.50%	7
3	Disagree	12.50%	1
4	Strongly Disagree	0.00%	0
5	Don't Know	0.00%	0
		answered	8
		skipped	0

### 11. Members of the partnership offer constructive criticism and regularly challenge each other to achieve improved outcomes.

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	12.50%	1
3	Disagree	50.00%	4
4	Strongly Disagree	0.00%	0
5	Don't Know	37.50%	3
		answered	8
		skipped	0



**12. There are clear roles and lines of accountability established in relation to the partnership.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	50.00%	4
3	Disagree	25.00%	2
4	Strongly Disagree	0.00%	0
5	Don't Know	25.00%	2
		answered	8
		skipped	0

**13. There are effective arrangements in place for the partnership's scrutiny and accountability.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	62.50%	5
4	Strongly Disagree	0.00%	0
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**14. The partnership has an effective induction in place for new Board members.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	37.50%	3
4	Strongly Disagree	12.50%	1
5	Don't Know	25.00%	2
		answered	8
		skipped	0

**15. The partnership has an ongoing Development Programme to improve the skills and knowledge of its members.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	0.00%	0
3	Disagree	75.00%	6
4	Strongly Disagree	12.50%	1
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**16. The individuals involved in the partnership have the authority to make strategic decisions on behalf of their organisation or group to advance the key issues.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	75.00%	6
3	Disagree	25.00%	2
4	Strongly Disagree	0.00%	0
5	Don't Know	0.00%	0
		answered	8
		skipped	0

**17. Partners collectively agree, monitor and take action to improve local outcomes.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	62.50%	5
3	Disagree	25.00%	2
4	Strongly Disagree	0.00%	0
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**Please provide details of where the CPP is performing well in relation to Governance and Accountability. Please provide evidence that supports these views.**

- I think the partnership has a strong commitment to addressing poverty and regularly receives reports and discusses how to strengthen this work.
- In general, I think the governance structures are sufficient but feel less confident in making that statement about accountability.
- The current structural review is evidence that the past framework hasn't been delivering.
- I think we have been audited by audit Scotland. full minutes are kept and there is transparency over events and decisions taken.
- The approach to LOIP development is good and we hold ourselves collectively to account.

**Please provide further details of how the CPP can improve its approach to Governance and Accountability.**

- It needs to be shared more across partners. Some partners rarely contribute to discussions, and we are not good at challenging each other.
- I don't have an answer.
- Understanding of what each organisation does and what it can bring to the table.
- That depends on the final shape of the new framework. Can't answer that.
- A clear induction process for new members
- There needs to be stronger challenge in particular on an approach to shared resource allocation.

### 3. Community - Needs and Empowerment

**18. The partnership has effective mechanisms for understanding the needs of individuals and communities.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	12.50%	1
2	Agree	25.00%	2
3	Disagree	62.50%	5
4	Strongly Disagree	0.00%	0
5	Don't Know	0.00%	0
		answered	8
		skipped	0

**19. The partnership has a good understanding of the profile of its area, including information relating to inequalities (eg. education, income, health) and protected characteristics (eg. age, race, sex)**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	37.50%	3
2	Agree	50.00%	4
3	Disagree	0.00%	0
4	Strongly Disagree	12.50%	1
5	Don't Know	0.00%	0
		answered	8
		skipped	0

**20. Regular input from individuals and communities influences the activities undertaken and the way that these are delivered as set out in the LOIP.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	12.50%	1
2	Agree	62.50%	5
3	Disagree	12.50%	1
4	Strongly Disagree	0.00%	0
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**21. The partnership has effective mechanisms for communicating with key stakeholders including communities.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	62.50%	5
4	Strongly Disagree	12.50%	1
5	Don't Know	0.00%	0
		answered	8
		skipped	0

**22. There is evidence of a commitment to community capacity building and empowerment from partners and communities within the partnership.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	62.50%	5
3	Disagree	12.50%	1
4	Strongly Disagree	12.50%	1
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**23. The partnership can evidence a coordinated and shared approach to community engagement across all communities, including those from seldom heard groups and lived experience.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	62.50%	5
3	Disagree	12.50%	1
4	Strongly Disagree	12.50%	1
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**Please provide details of where the CPP is performing well in relation to Community - Needs and Empowerment. Please provide evidence that supports these views.**

- I think the partnership has good engagement on poverty and those affected by poverty.
- I think that the bones of good engagement and understanding of communities it serves is there.
- Other than (forceful) special interest groups, I would say that most communities / localities / neighbourhoods themselves are largely unaware of the CPP endeavour. In other words, the CPP message isn't 'broadcast' in terms of objectives and outcomes. Communities don't feel their needs are being addressed / aren't aware of how their needs are being addressed. Communities (as opposed to civically active individuals) don't feel 'empowered' because they haven't been successfully 'engaged' as a required prior. Community Councils are largely threadbare at this time and don't have the span of interest / expertise to act as CPP front-runners.
- We have representation from different sectors and community organisations and people with lived experience.
- The shared approach to understanding the needs of the community through data gathering and engagement is good.

**Please provide further details of how the CPP can improve its approach to Community - Needs and Empowerment.**

- I don't think we have a common understanding of community engagement and how we plan to strengthen it.
- I think that the challenge is that communities feel too disconnected, distant from the CPP and perhaps don't understand how the work of the CPP impacts lives in communities. We talk our own language and that can be excluding.
- More joined up approach
- Engagement comes before Empowerment. Community Councils should be the medium. They, in turn, need to be structured, equipped and run as proper 'small business enterprises' whose purpose is to act as community / locality / neighbourhood 'polling agencies', identifying the pulse of community 'needs' in real time and conveying the changes to the CPP.
- The depth of empowerment needs to be greater. We need to fully make the move from engagement to empowerment.

## 4. Effective Use of Joint Resources

### 24. Partners contribute funds as the partnership considers appropriate to improve local outcomes in the LOIP.

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	25.00%	2
4	Strongly Disagree	12.50%	1
5	Don't Know	37.50%	3
		answered	8
		skipped	0

### 25. Partners contribute staff and other resources as the partnership considers appropriate to improve local outcomes in the LOIP.

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	50.00%	4
3	Disagree	12.50%	1
4	Strongly Disagree	0.00%	0
5	Don't Know	37.50%	3
		answered	8
		skipped	0

### 26. There is evidence of partners sharing/aligning resources on joint projects.

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	62.50%	5
3	Disagree	0.00%	0
4	Strongly Disagree	0.00%	0
5	Don't Know	37.50%	3
		answered	8
		skipped	0

**27. Partners realign resources in order to better deliver early intervention and preventative approaches.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	12.50%	1
3	Disagree	50.00%	4
4	Strongly Disagree	0.00%	0
5	Don't Know	37.50%	3
		answered	8
		skipped	0

**28. Partners are aware of and can access relevant and useful data held by other partners.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	12.50%	1
4	Strongly Disagree	12.50%	1
5	Don't Know	37.50%	3
		answered	8
		skipped	0

**29. Partners are able to share and merge different datasets between each other to obtain a full picture of the CPP area and gain insight.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	25.00%	2
4	Strongly Disagree	0.00%	0
5	Don't Know	50.00%	4
		answered	8
		skipped	0



**Please provide details of where the CPP is performing well in relation to Effective Use of Joint Resources. Please provide evidence that supports these views.**

- A joint strategic needs assessment is planned, we regularly share data from our respective areas of work.
- I don't feel that I can adequately answer this question.
- Can't answer that from personal experience.
- No comments on joint resources. There have been some discussions about the need for effective pooling of funding streams.
- There are a variety of projects where this approach works well.

**Please provide further details of how the CPP can improve its approach to Effective Use of Joint Resources.**

- We do not have a common vision of what prevention would look like for the city.
- I don't feel I can authoritatively answer this question.
- OPENESS AND TRANSPARENCY
- Perceive that the current structural review will demonstrate that.
- No comment - I don't know the partners' organisations well enough to know how this could be achieved.
- This sharing of resources and data needs to become strategic and cultural, not simply done on a project basis.

## 5. Reporting of Performance Management and Outcomes

**30. Agreed priorities and outcomes in the LOIP reflect the key challenges of the area identified through the partnership's data analysis and community engagement activity.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	50.00%	4
3	Disagree	25.00%	2
4	Strongly Disagree	0.00%	0
5	Don't Know	25.00%	2
		answered	8
		skipped	0

**31. The partnership can clearly articulate its collective performance expectations regarding the necessary steps to reduce inequalities within and across its local communities.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	37.50%	3
4	Strongly Disagree	0.00%	0
5	Don't Know	25.00%	2
		answered	8
		skipped	0

**32. The partnership has identified and agreed which localities/communities it will prioritise in relation to reducing inequalities in outcomes.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	25.00%	2
4	Strongly Disagree	0.00%	0
5	Don't Know	37.50%	3
		answered	8
		skipped	0

### 33. The partnership has identified priority outcomes for these communities.

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	25.00%	2
4	Strongly Disagree	0.00%	0
5	Don't Know	50.00%	4
		answered	8
		skipped	0

### 34. The long-term outcomes that the partnership has agreed are supported by short and medium term performance measures.

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	12.50%	1
4	Strongly Disagree	0.00%	0
5	Don't Know	50.00%	4
		answered	8
		skipped	0

### 35. There is an efficient and robust system in place for recording progress made towards the achievement of outcomes and provides local context.

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	25.00%	2
4	Strongly Disagree	0.00%	0
5	Don't Know	50.00%	4
		answered	8
		skipped	0

**36. The performance data and information considered by the partnership is timely, relevant and provides a good measure of progress towards the desired outcomes and time specific targets.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	37.50%	3
4	Strongly Disagree	12.50%	1
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**37. The partnership actively uses performance data and information to facilitate constructive strategic discussion and, where required, to address gaps and challenges in achieving LOIP outcomes.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	25.00%	2
4	Strongly Disagree	12.50%	1
5	Don't Know	37.50%	3
		answered	8
		skipped	0

**38. The performance information received by the Board is presented in a way that enables the partnership to effectively scrutinise performance.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	25.00%	2
4	Strongly Disagree	12.50%	1
5	Don't Know	37.50%	3
		answered	8
		skipped	0

**Please provide details of where the CPP is performing well in relation to Reporting of Performance Management and Outcomes. Please provide evidence that supports these views.**

- Work is underway to clarify reporting arrangements which is good.
- Unsure
- N/A
- I don't have sufficient experience or insight here. But given that the current structure has proved deficient / unsuccessful across roughly three-quarters of its span, I doubt that the data gathering has been strong enough to provide a basis for judgment of 'success against targeted and achievable outcomes'.
- Apologies, I am fairly new to the CPP and don't know how these aspects work.
- The presentation of data relating to say, combatting poverty is good.

**Please provide further details of how the CPP can improve its approach to Reporting of Performance Management and Outcomes.**

- I don't think we have a clear scrutiny mindset as a partnership, we need to be able to find a way to hold each other to account in order to increase our collective delivery.
- Unsure
- Apologies, I am fairly new to the CPP and don't know how these aspects work.
- We need to better understand and describe community issues and concerns on a neighbourhood basis.

## **6. How the CPP is Making an Impact**

**39. By working together, the partnership has delivered improvements which could not have been delivered by individual organisations.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	62.50%	5
3	Disagree	12.50%	1
4	Strongly Disagree	0.00%	0
5	Don't Know	25.00%	2
		answered	8
		skipped	0

**40. The partnership is making progress in closing the gap around identified inequalities within its area.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	25.00%	2
4	Strongly Disagree	25.00%	2
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**41. The partnership publishes easy to read annual reports which show the progress that it is making to deliver the LOIP and locality plans through partnership working.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	25.00%	2
3	Disagree	37.50%	3
4	Strongly Disagree	12.50%	1
5	Don't Know	25.00%	2
		answered	8
		skipped	0

**42. The partnership can demonstrate evidence that their actions are facilitating the desired shift to early intervention and prevention for the outcomes identified in the LOIP.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	25.00%	2
4	Strongly Disagree	25.00%	2
5	Don't Know	12.50%	1
		answered	8
		skipped	0

**43. The partnership can demonstrate how effective it has been in delivering real outcomes and impact for the people and communities in the area.**

Answer Choices		Response Percent	Response Total
1	Strongly Agree	0.00%	0
2	Agree	37.50%	3
3	Disagree	25.00%	2
4	Strongly Disagree	12.50%	1
5	Don't Know	25.00%	2
		answered	8
		skipped	0

**Please provide positive examples of good practice with regard to how well the CPP is making an impact.**

- I think we are strong on reporting related to poverty (albeit the reports are still too long!).
- Unsure
- The best outcome is probably in the most difficult area - affordable housing - insofar as there are tangible measures of what is needed and how ground can be gained. The collective will of the CPP has hardened around that.
- Unsure about its impact
- See previous answers.

**Please provide further details of how the CPP can improve its impact.**

- help partners to understand the evidence and the impact that we are making from the actions that we are taking.
- I think communication and understanding by communities about the CPP could be better. People need to understand the purpose, remit of CPP and also its outcomes. I think better engagement with communities is needed.
- Simple information shared widely.
- By not getting mired in overbearing prescription on EDI issues. Don't let the perfect be the enemy of the good.
- I don't see evidence that the CPP is having an impact - each organisation delivers against its own priorities and indicators. in this challenging context, inequality is increasing across Scotland.
- See previous answers.

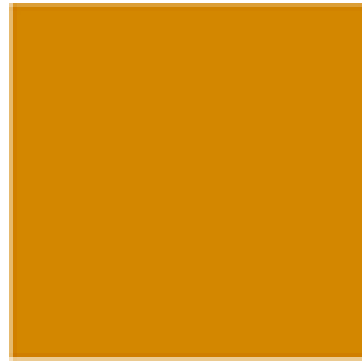
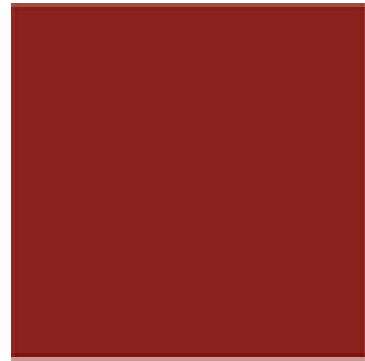


## National Community Planning Self-Assessment

### Edinburgh CPP - Sections Figures

	Edinburgh CPP	National Average (Based on 20 CPPs)	Comparison to the 20 CPPs
<b>Shared Leadership</b>	59%	76%	<b>17<sup>th</sup></b>
<b>Governance and Accountability</b>	43%	64%	<b>19<sup>th</sup></b>
<b>Community Engagement and Capacity Building</b>	58%	72%	<b>15<sup>th</sup></b>
<b>Effective Use of Joint Resources</b>	35%	49%	<b>18<sup>th</sup></b>
<b>Reporting of Performance Management and Outcomes</b>	33%	65%	<b>19<sup>th</sup></b>
<b>How CPP is Making an Impact</b>	40%	59%	<b>18<sup>th</sup></b>

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# THE EDINBURGH PARTNERSHIP

Item 5c: Edinburgh Partnership  
Workplan proposal

April Harrison-Clark & Flora  
Ogilvie

# Recommendations

## Improvement Service Community Planning Self-Assessment

1. Note the findings of the recent IS National Community Planning Self-Assessment (CPSA)
2. Complete the re-opened IS CPSA survey by 7<sup>th</sup> October 2025.
3. Participate in an Improvement Planning workshop during w/c 20<sup>th</sup> October 2025.
  - 22/10/2025 (9am-12noon), 23/10/2025 (9am-12noon) and 7/11/2025 (11.30am-1.30pm) are currently being held as options.

## Edinburgh Partnership Workstreams

1. Adopt the 3 proposed workstreams for the Edinburgh Partnership (EP)
  - This includes refreshing the current LOIP over the next 6 months and developing a new LOIP for launch in 2028.
2. Adopt the proposed Edinburgh Partnership Board (EPB) Workplan

## Core Support

1. Reinstate the CPST - initial commitment of one day per week of dedicated support from each of the partners with a statutory duty to support shared leadership and collective governance
  - City of Edinburgh Council (CEC), Police Scotland, Scottish Fire and Rescue Service, NHS Lothian, Scottish Enterprise and South East Scotland Transport)
  - and from EVOC
  - Other Partners would also be welcome to participate.
  - Interim basis pending full resource model proposals in March 2026.
2. Partners to assess their current resourcing of the EP, in-kind and in cash, and share with the CPST by 31<sup>st</sup> October 2025.
3. Note that this paper may be subject to consideration by individual partners at their governance boards.



# Improvement Service: National Community Planning Self Assessment:

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THE EDINBURGH PARTNERSHIP



## Findings & Proposed Next Steps

# CP National Self-Assessment - Background

- 2024. IS introduced new national self-assessment - every two years.
- Aim: support CPPs to critically review their 'fitness for purpose' in achieving shared outcomes
- Invite sent to all 32 CPPs - 20 participated in 2024.
- Focussed on the strategic Board level of CPPs
  - Over 200 responses received
- Results provide a national overview of what is working well/areas for improvement in CP.
- Used the Public Service Improvement Framework (PSIF) Checklist Approach.
- Reviews fitness for purpose in 6 key areas needed to achieve the outcomes of the LOIP.
  1. Shared Leadership
  2. Governance and Accountability
  3. Community – Needs and Empowerment
  4. Effective Use of Joint Resources
  5. Reporting of Performance Management and Outcomes
  6. How the CPP is Making an Impact
- Where 50%+ completed, IS offered a workshop:
  - to facilitate a review results and
  - develop an improvement plan.



# What happened in Edinburgh?

- **8 people completed the survey**
  - This was not 50%
- Today, 50% = 10 (20)
  - 14 (28) with Advisory positions
- If vacant statutory positions were filled (5 missing) 50% = 13 (25)
  - 17 (33) with Advisory positions
    - Historic Environment Scotland
    - Scottish Environment Protection Agency
    - Nature Scot (Scottish Natural Heritage)
    - Scottish Sports Council
    - Visit Scotland



# National Community Planning Self-Assessment

## Edinburgh CPP - Section Figures



THE EDINBURGH PARTNERSHIP

	Edinburgh CPP	National Average (Based on 20 CPPs)	Comparison to the 20 CPPs
Shared Leadership	59%	76%	17 <sup>th</sup>
Governance and Accountability	43%	64%	19 <sup>th</sup>
Community Engagement and Capacity Building	58%	72%	15 <sup>th</sup>
Effective Use of Joint Resources	35%	49%	18 <sup>th</sup>
Reporting of Performance Management and Outcomes	33%	65%	19 <sup>th</sup>
How CPP is Making an Impact	40%	59%	18 <sup>th</sup>



# Recommended Next Steps

- There are several new Board members inc. Vice Chair

1. Complete the re-opened survey

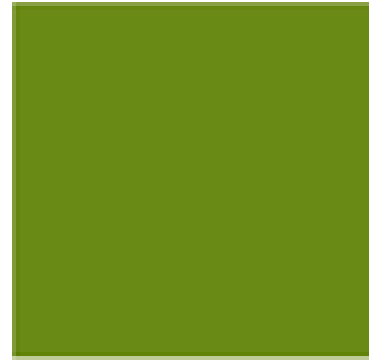
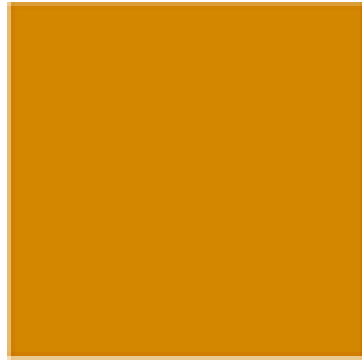
**If 50% complete:**

2. IS will facilitate a workshop to develop an improvement plan

- Currently holding 22<sup>nd</sup> October and 23<sup>rd</sup> October (9am-12noon)

- This will enhance the T&I implementation Plan





# THE EDINBURGH PARTNERSHIP

Proposed Workplan

# Key activities relating to EP Workplan development



THE EDINBURGH PARTNERSHIP

- Met with Leads/Chairs of 6 of 7 Strategic Partnerships
- Attended meetings of 6 of 7 Strategic Partnerships
- Reviewed the National CP Self Assessment results & met with IS to discuss next steps
- Reviewed the Transformation & Improvement plan
- Reviewed & updated the LOIP Workplan with Partners
- Reviewed & updated the EP Board Action Log
- Reviewed & updated the EP Mgt Grp Action Tracker
- Met with CEET team & others re Locality Planning, NPPs (LWL)
- Supported Aug P&S paper
- Prevention Workshop
- Met with Partners to discuss the current LOIP and the road to a new LOIP

# Overall: Positivity & aspiration for the future

Lots of work happening across the EP

It's not joined up

What services/progs/actions are EP?

Communication

Confusion: Role in the current LOIP

Things are on hold: T&I

Reporting...

Budget & resourcing unclear

Decision making processes unclear

Current LOIP needs refreshed & implementation Plan

Locality Planning needs improved  
(NPPs)

# Edinburgh Partnership Workplan: 3 core workstreams

Workstream 1:  
Systems, tools, processes,  
governance, communication

Workstream 2:  
The current  
LOIP

Workstream 3:  
The next LOIP

**Workstream 1:**

**Systems, tools, processes, governance, communication**

Est. CPST to lead on this work  
asap

Centralise docs – intro MS Team  
Summer 2025

EP Resourcing & budget clarification

New LOIP Development Plan, Comms Plan & resourcing  
Sept/Oct 2025

Est. mechanism to allow emergent issues to be brought forwarded/ added into the LOIP workplan, so that it remains targeted, but also is a responsive, living document (Charter).

Improve consistency of docs. e.g. terms of reference, reporting etc

Improve communications across the EP e.g. intro monthly EP newsletter.

Develop Induction for new partners/ members.  
Sept/Oct 2025

EPB to complete IS self-evaluation  
10<sup>th</sup> October

EPB to complete IS workshop & develop an improvement plan (+ to T&I plan)  
Oct 2025

Update & progress actions identified in the T&I plan.

EP Branding Plan – clarity on what is EP work

Develop a Performance Management tool for the new LOIP

Update the EP website

## Workstream 2: The current LOIP

Est. Community Planning Support Team (CPST)

Update & implement T&I program

Update the current LOIP Workplan to evidence progress

ID 2/3 actions from each SP furthering current LOIP – attach KPI  
Workshop Sept 2025

Page 103  
Improve links between SP workplans/strat plans & LOIP  
Sept/Oct 2025

New Quarterly Reporting Template  
Sept 2025

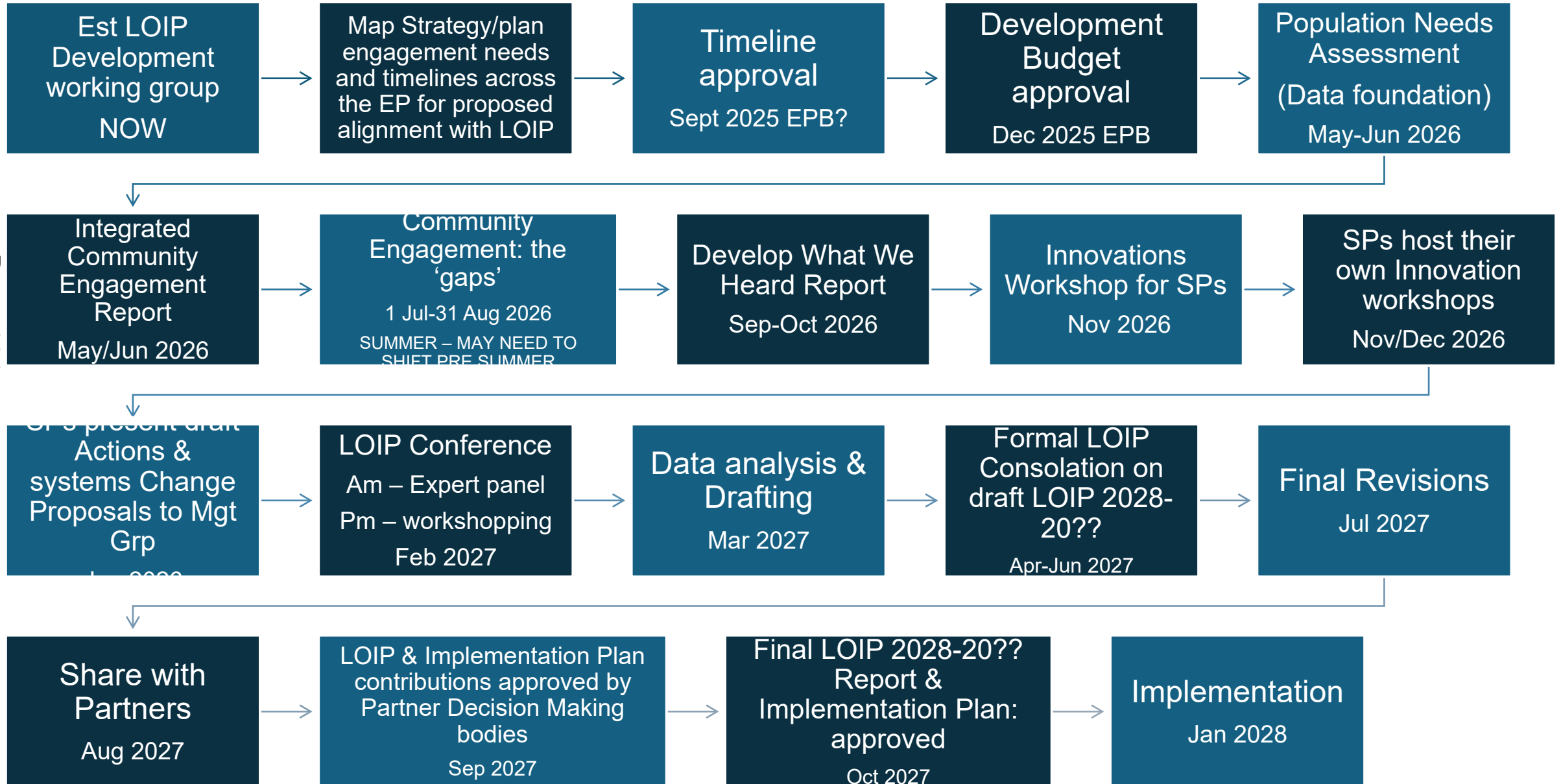
Develop new approach to locality planning – LWL/NPPs (per LOIP action)

LOIP annual report to EPB  
(with Ending Poverty report)  
Dec 2025

Refresh the Current LOIP Actions  
- Engage with SPs, Community bodies etc  
Jan 2026

Develop LOIP Implementation Plan  
(ID Lead, Resource, prevention spectrum, KPI)  
Mar 2026

# Workstream 3: The next LOIP





# New LOIP: Now or as scheduled (Jan 2028 launch)?

- T&I plan: “a new LOIP” or “a refreshed LOIP and implementation plan”?
  - Confusion
- Significant difference in work volume between refreshing and creating new.
  - New LOIP timeline approx. 18-20 months
  - For Jan 2028 launch: work begins May/June 2026 (& now)
  - For Jan 2027 launch: we have 16 months
- Decision should be based on several key questions:



# Key questions:

1. Which indicators does Edinburgh do less well than expected on now?
2. Does this align with the current LOIP priorities?
  - a) Yes, broadly aligned: Support refreshing the current LOIP and starting to plan for LOIP 2028
  - b) Significantly different: supports a new LOIP needed asap
3. What capacity (resource & £) is there within the EP to:
  - a. Refresh current LOIP over next 5 months?
  - b. Develop a new LOIP starting now for next 16 months?
  - c. Develop a new LOIP for 2028 launch (time to include in 2026 & 2027 workplans & budgets)
4. What needs changed with the Current LOIP to ensure outcomes improve between 2018 and Dec 31, 2027?
5. Is there potential alignment with other key strategies?



# Key questions:

1. Which indicators does Edinburgh do less well than expected on now?
  
2. Does this align with the current LOIP priorities?
  - a) Yes, broadly aligned: Support refreshing the current LOIP and starting to plan for LOIP 2028
  - b) Significantly different: supports a new LOIP needed asap





# The Current LOIP (2018-2028)

<b>Priority 1: Enough Money to Live On</b>  ~ Poverty ~ Environment	<b>Priority 2: Access to work, learning and training opportunities</b>  ~ Education ~ Fair Work & Business	<b>Priority 3: A good place to live, - creating vibrant, healthy and safe places and communities</b>  ~ Communities ~ Fair Work & Business ~ Environment ~ Poverty
Income Max	Edinburgh Guarantee	Land for affordable housebuilding
EP Advice Network	Support for targeted groups to access work, learning, training (care experienced young people, BAME citizens, prison leavers)	Create sustainable places with well-located & co-located services
Affordable credit/Problem Debt	Make Edinburgh a Living Wage city	Promote Anchor Institutions & Collab on delivery of CWB agenda
Climate Implementation Plan – fuel poverty	Fair Work First	Single gateway to free & concessionary travel
	Mentoring schemes	Zero interest loans
		Poverty Commission Calls to Action

# National performance framework

- Following the latest statutory review of the National Outcomes, and the subsequent Scottish Parliament inquiry, the Scottish Government has committed to a period of reform of National Performance Framework to support the development and implementation of a more strategic and impactful framework for Scotland.
- The aim is to create a framework that better drives public sector reform, improves collaboration between the national and local governments and empowers communities.
- For now, no immediate changes will be made to the NPF (last updated in August 2024), and the NPF website has been archived. The current 11 National Outcomes are still in operation as is the duty (Community Empowerment Act) on public bodies 'to have regard' to them.
- LOCAL AUTHORITY LEVEL DATA NO LONGER ACCESSIBLE ON ARCHIEVED SITE



# NPF outcomes (11) / indicators (81)

Nationally: 21 Improving; 35 Maintaining; 14 worsening; 11 TBC

- CYP: Child development (developmental concerns at 27-30 month review)
- Communities: Loneliness (adults who feel lonely)
- Communities: Social capital (social capital index score)
- Culture: Attendance at cultural events / places (adult attendance)
- Economy: Greenhouse gas emissions (percentage change from baseline)
- Education: Skill shortage (employers reporting skills shortage vacancy(s))
- Education: Skills underutilisation (employers reporting overqualified staff)
- Work: Contractually secure work (age 16+ with permanent contract)
- Work: Employee voice (employees who agree trade unions affect decisions)
- Work: Innovative businesses (businesses that are 'innovation active')
- Work: Number of businesses (businesses registered per 10,000 adults)
- Health: Mental wellbeing (mean WEMWBS score)
- Human Rights: Quality of public services (respondents who are satisfied)
- Poverty: Wealth inequality (Gini coefficient)



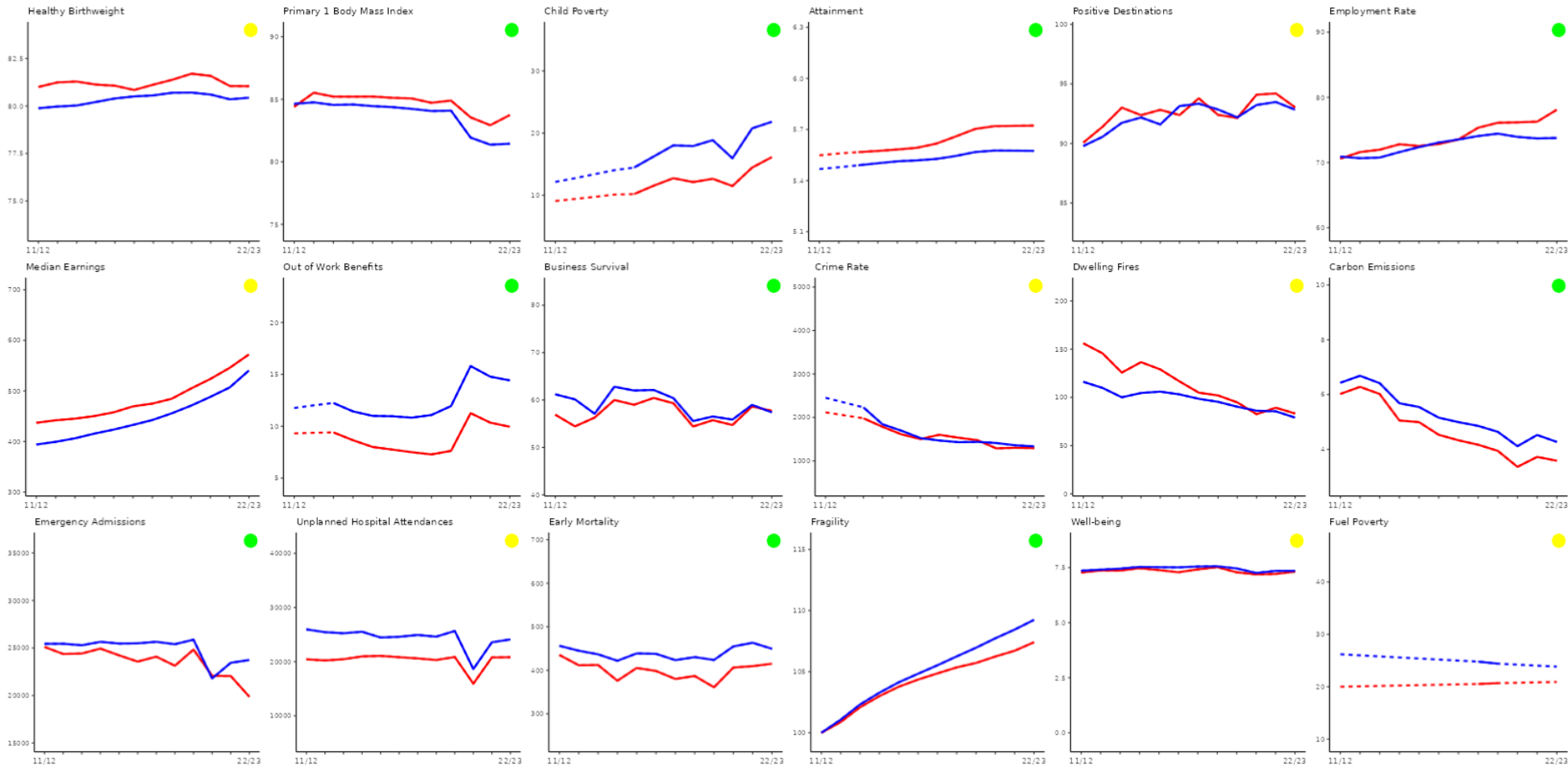
# Improvement Service CPP Indicators: National comparison

No better than average on: birthweight, positive destinations, earnings, crime, fires, ED attendance,

Select Comparator

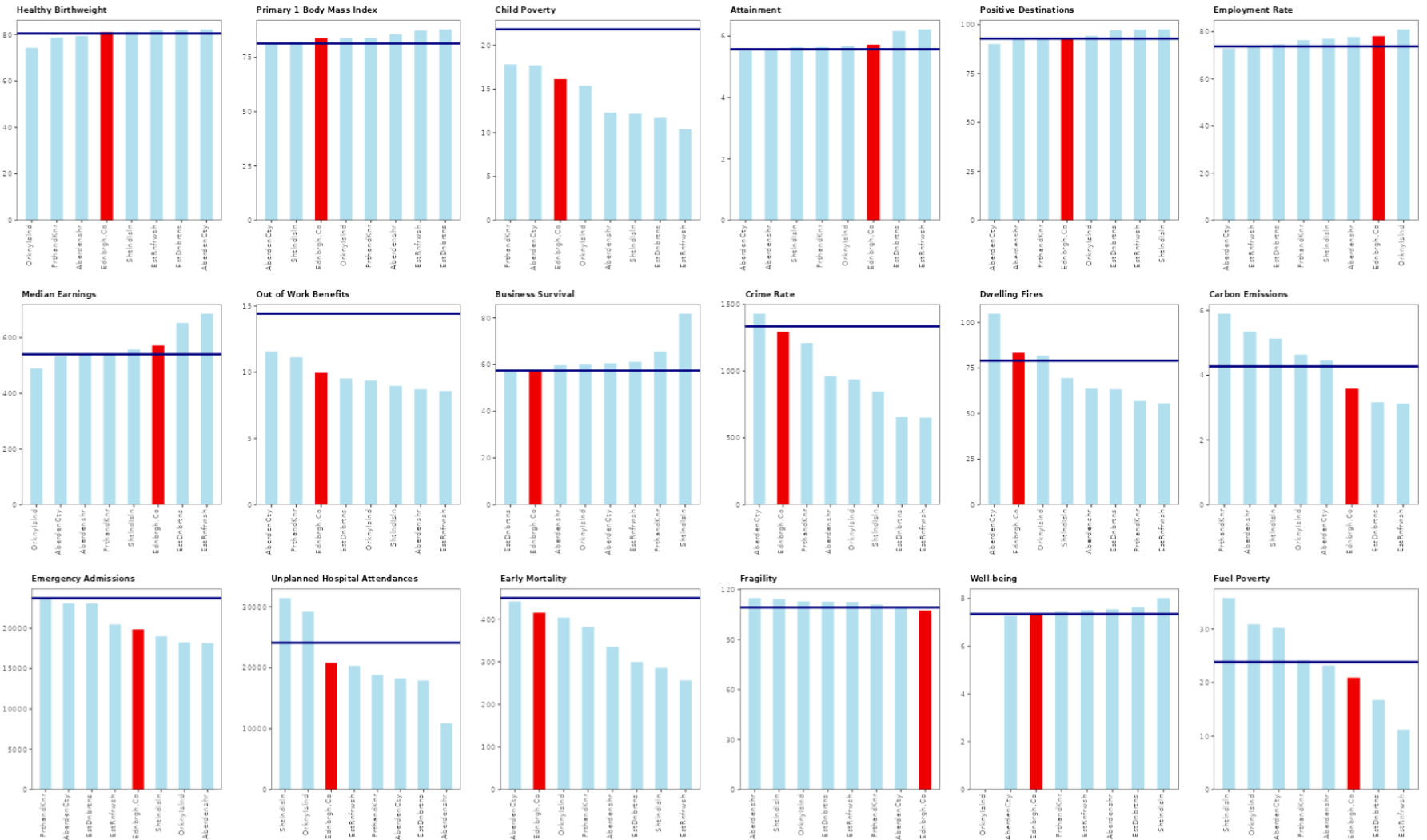
Scotland

Edinburgh, City of  
Scotland



# Improvement Service CPP Indicators: 'Similar CPPs'

Worse than median: on child poverty, out of work benefits crime, fires, early mortality appear worse than similar CPPs



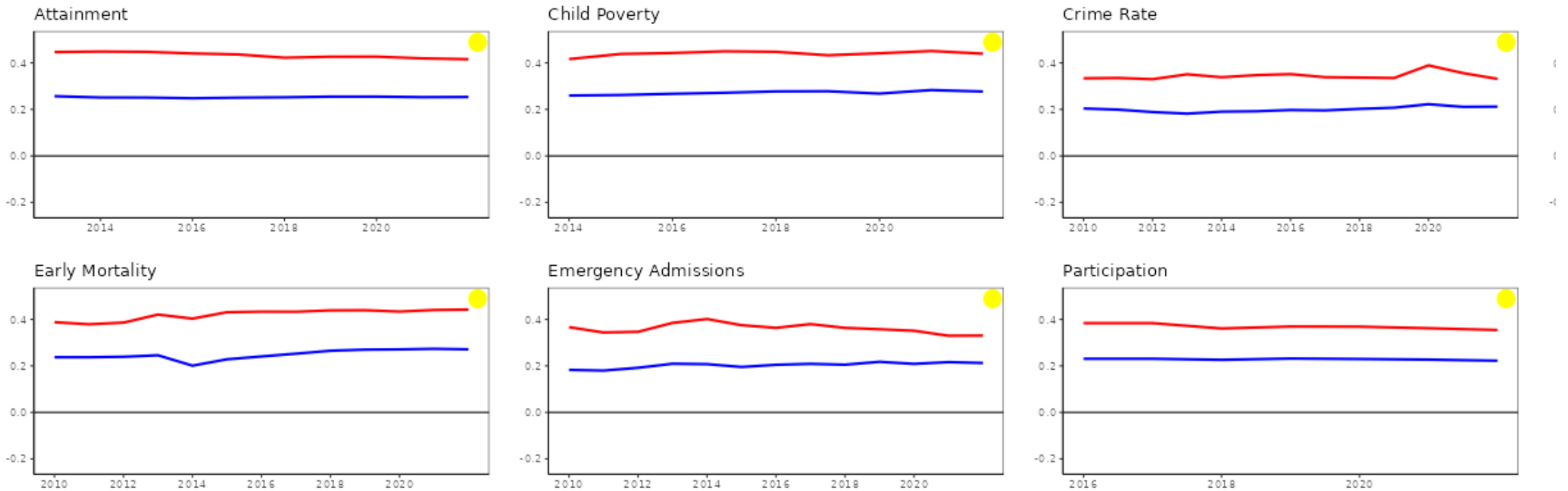


# Improvement Service CPP Indicators: Inequality

## Edinburgh remains less equal than Scotland there has been little change in inequality since 2010

### Inequality Across All Communities

— Edinburgh, City of  
— Scotland

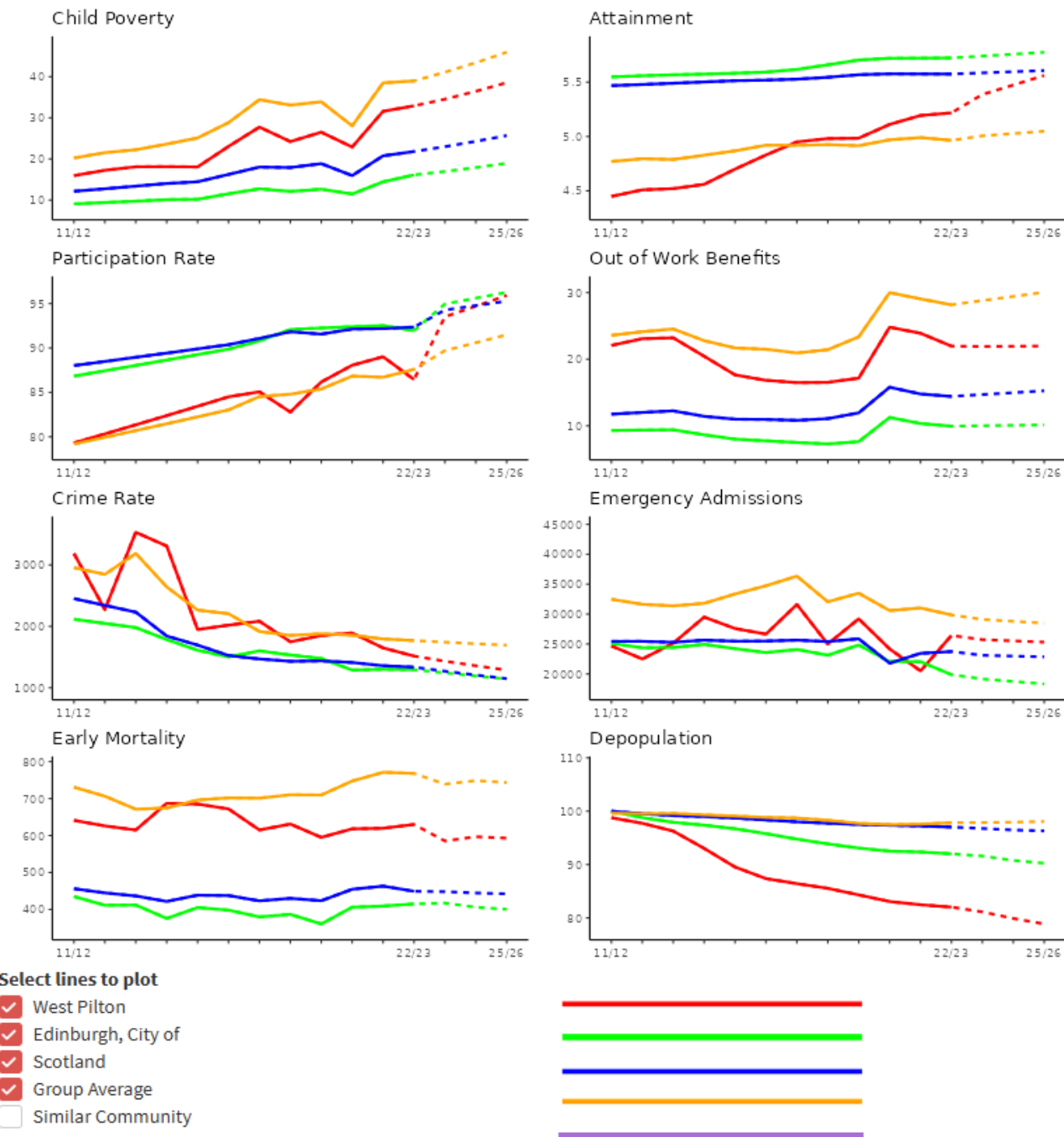


*These graphs will help you understand inequality in outcomes across the whole of the CPP, with 0 indicating perfect equality, values between 0 and 1 indicating that income deprived people experience poorer outcomes. Please note that this is experimental analysis which makes use of modelled data alongside raw data.*

# Improvement Service CPP Local Area Indicators: West Pilton

- Child poverty, emergency admissions and early mortality are all worsening.
- Admissions and early mortality are projected to decline but child poverty is projected to rise further.
- Out of work benefits and early mortality are projected to remain substantially higher than Edinburgh and national averages.
- Indicators in West Pilton are improving more than in similar communities in Scotland (4th most improved out of 14 similar communities).

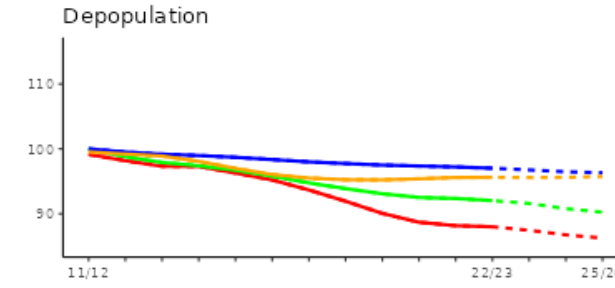
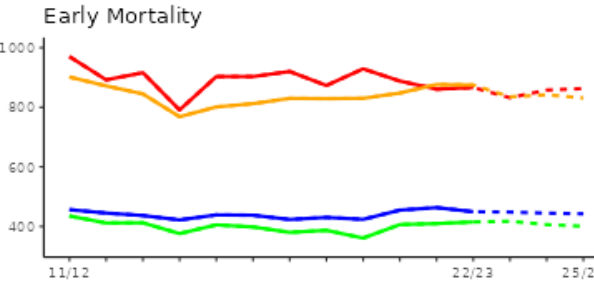
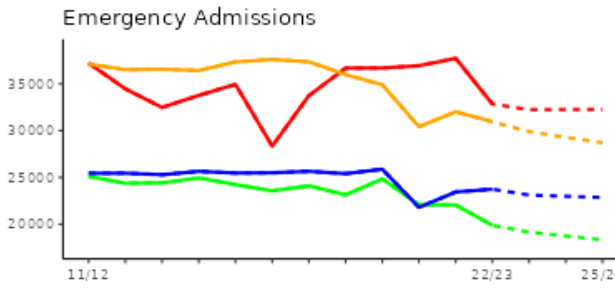
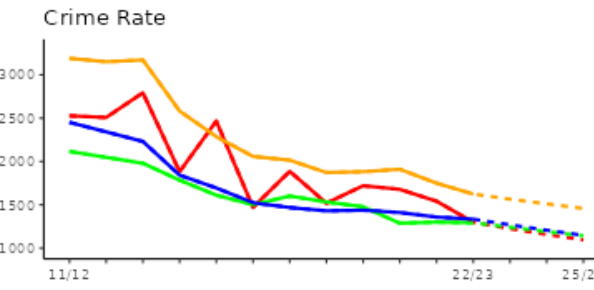
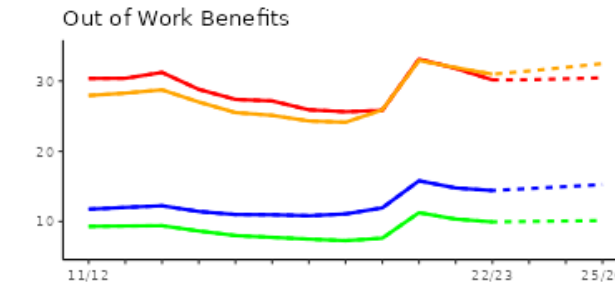
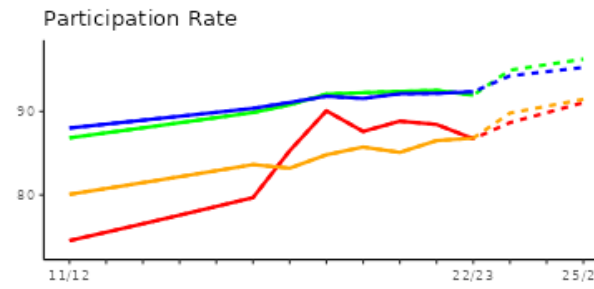
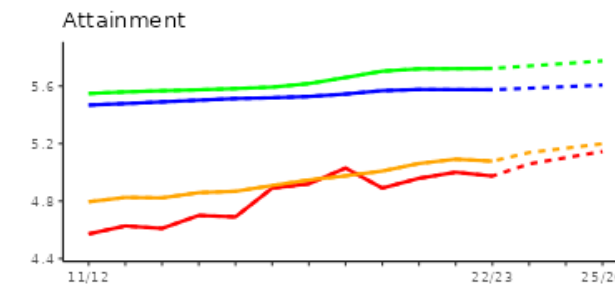
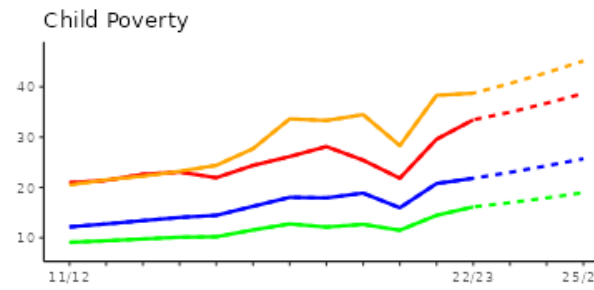
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# Improvement Service CPP Local Area Indicators: Niddrie

- Child poverty and early mortality are worsening.
- Early mortality is projected to remain stable but child poverty is projected to rise further.
- Out of work benefits, emergency admissions and early mortality are projected to remain substantially higher than Edinburgh and national averages. While attainment is projected to increase, it will remain substantially below Edinburgh and national averages.
- Indicators in Niddrie are improving more than in similar communities in Scotland (3rd most improved out of 28 similar communities).

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Select lines to plot

- Niddrie
- Edinburgh, City of
- Scotland
- Group Average
- Similar Community



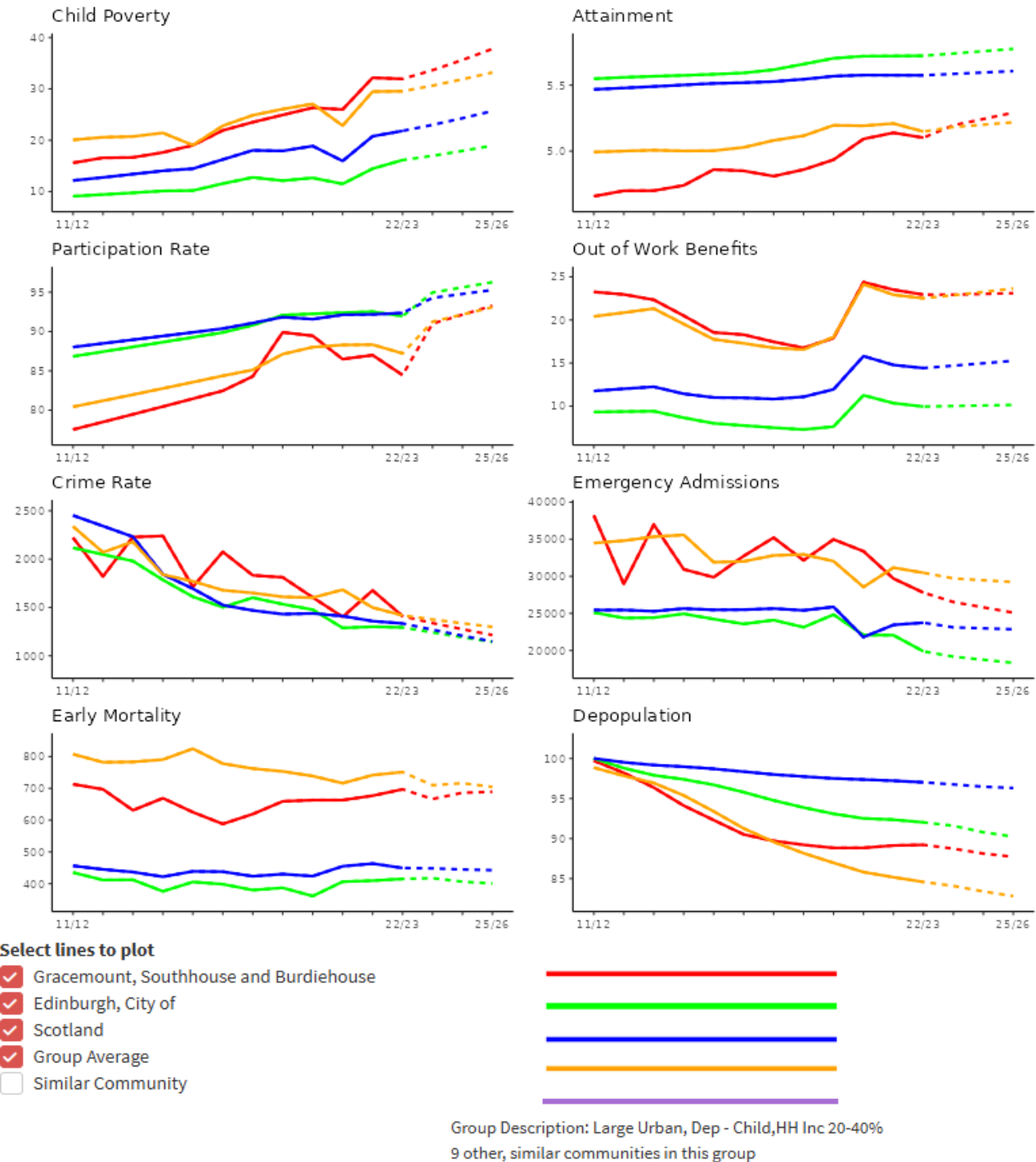
Group Description: Large Urban, Dep - Child,HH Inc 0-10%

27 other, similar communities in this group

# Improvement Service CPP Local Area Indicators: Gracemount

- Child poverty and early mortality are worsening.
- Child poverty is higher than in similar communities and is projected to continue to rise more steeply.
- Out of work benefits and early mortality are projected to remain substantially higher than Edinburgh and national averages, with attainment projected to remain substantially below Edinburgh and national averages.
- Indicators in Gracemount, Southhouse and Burdiehall are improving slightly more than in similar communities in Scotland (4th most improved out of 10 similar communities).

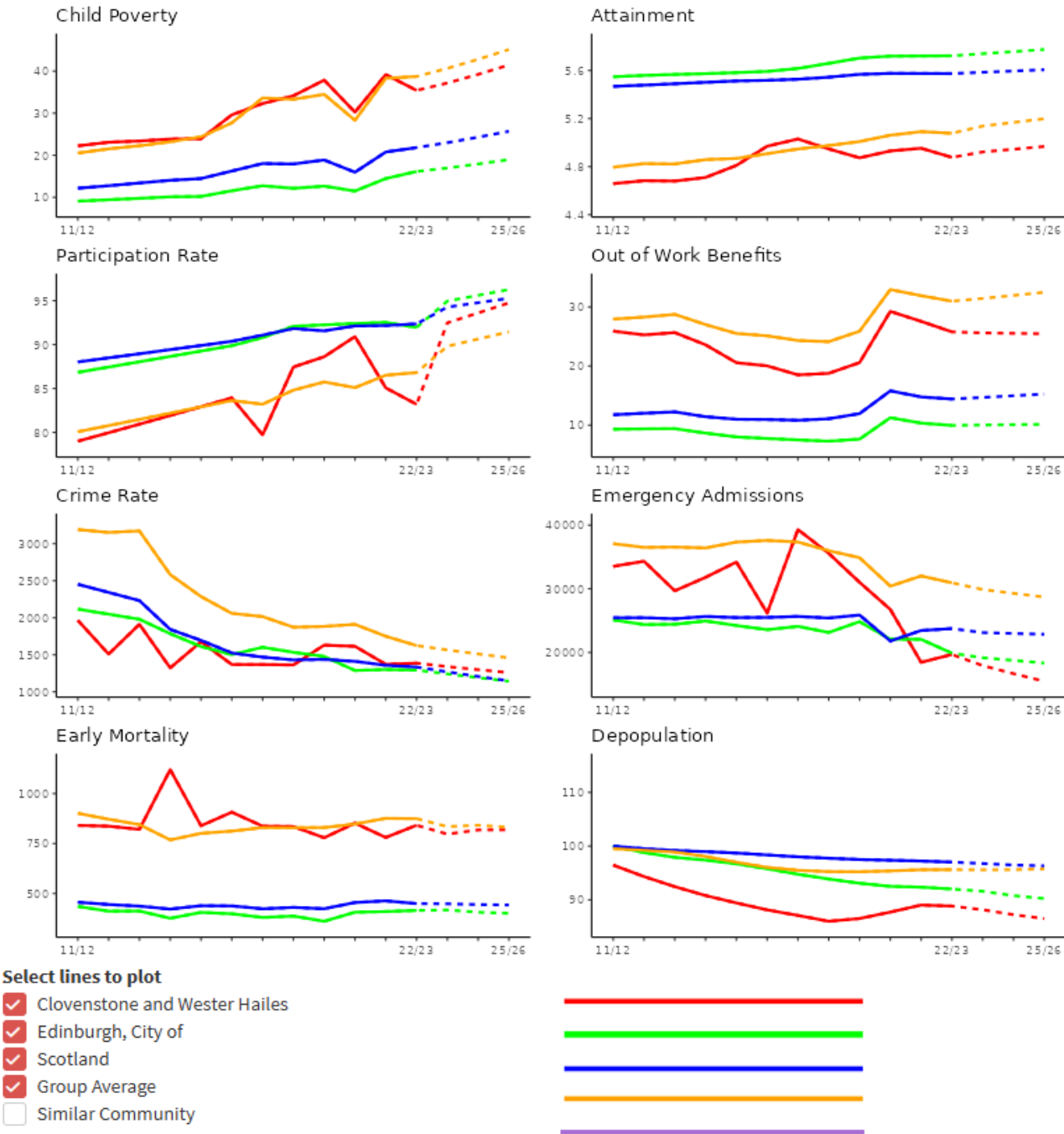
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# Improvement Service CPP Local Area Indicators: Westerhailes

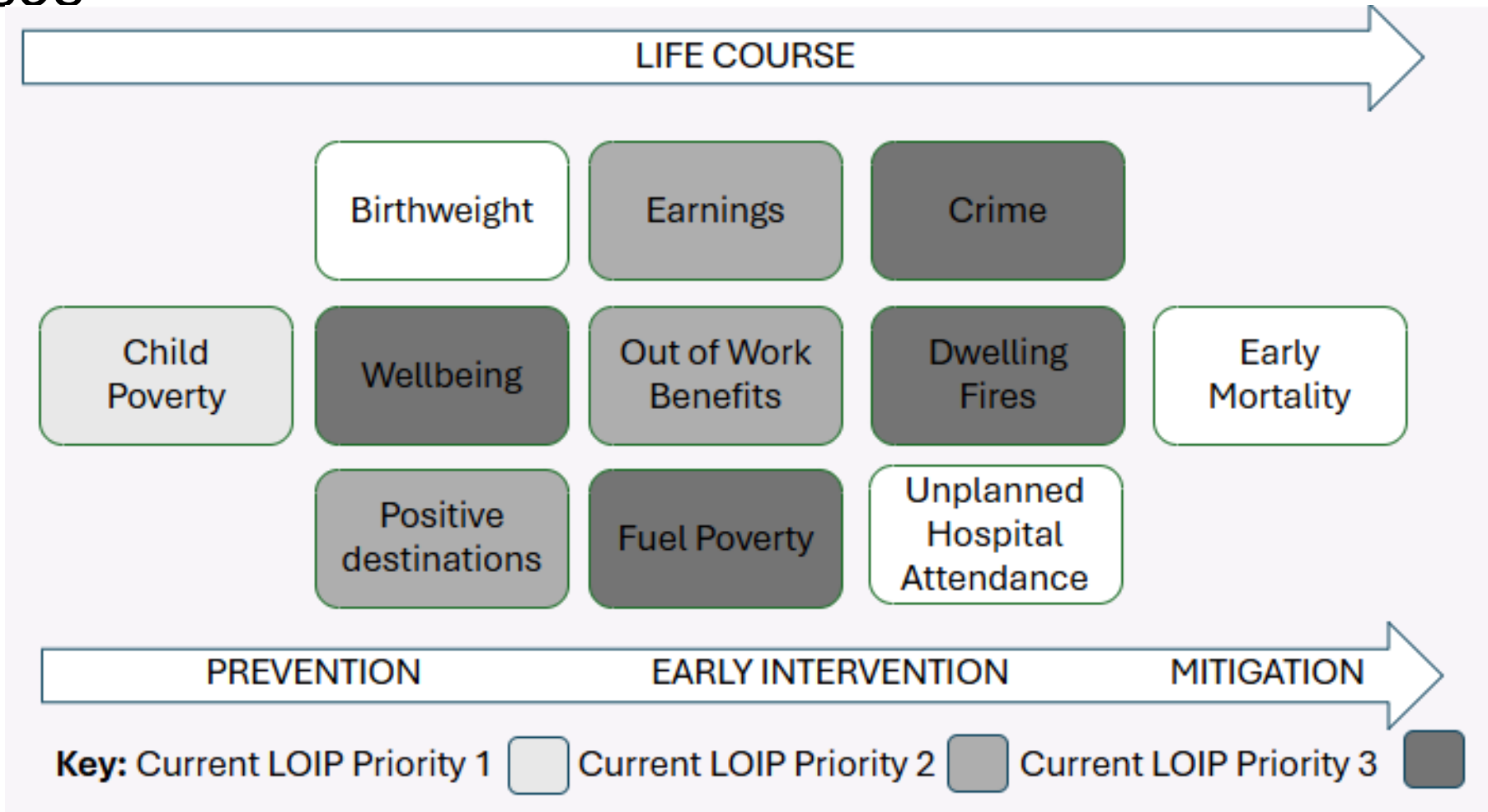
- Child poverty is worsening and is projected to continue to rise.
- Out of work benefits and early mortality are projected to remain substantially higher than Edinburgh and national averages, with attainment projected to remain substantially below Edinburgh and national averages.
- Indicators in Clovestone and Westerhailes are improving slightly more than in similar communities in Scotland (10th most improved out of 28 similar communities).

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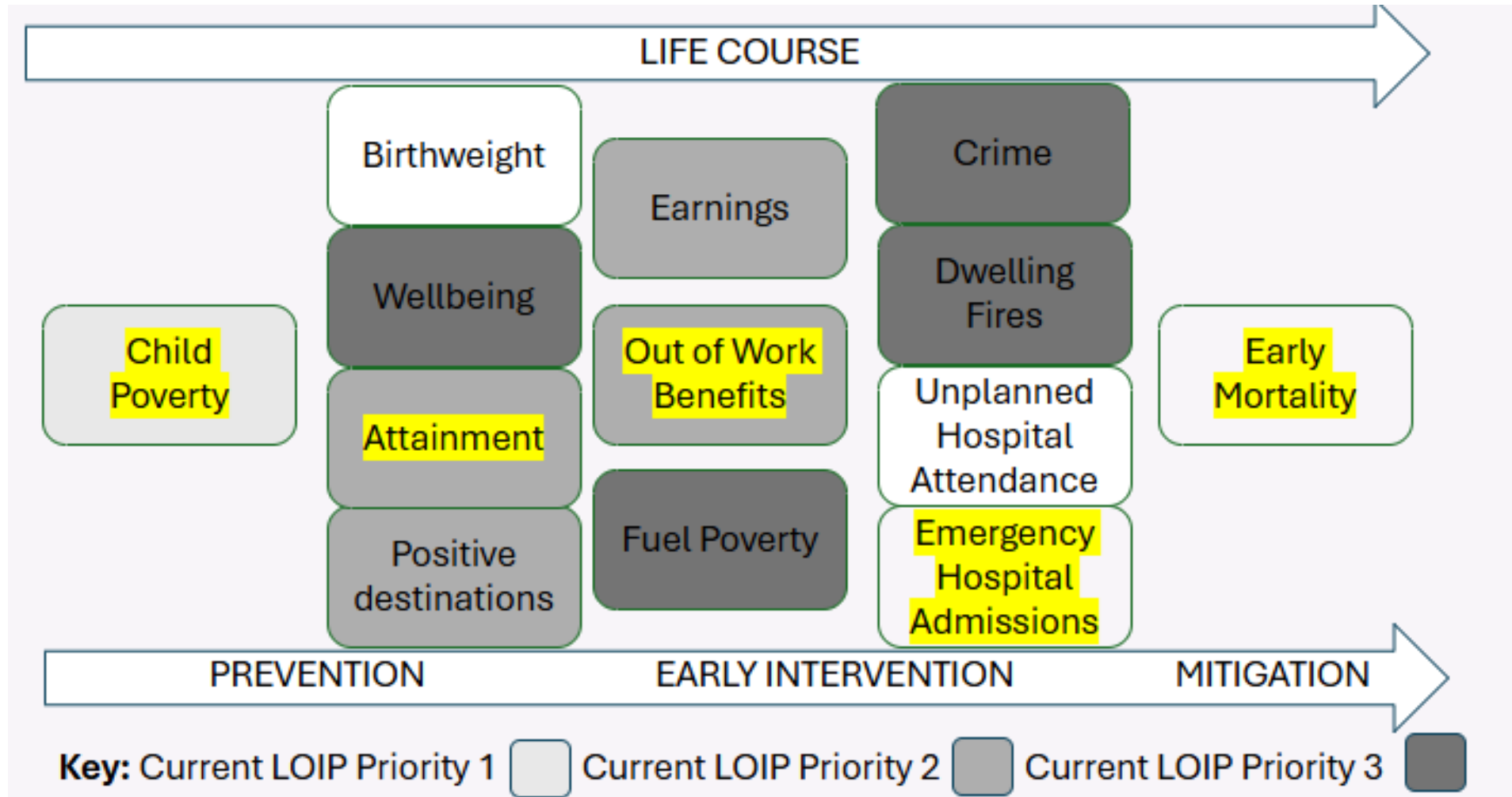
Group Description: Large Urban, Dep - Child,HH Inc 0-10%  
27 other, similar communities in this group

**City level:** Edinburgh does less well than expected on:  
**Birthweight, positive destinations, earnings, crime, fires, ED attendance, fuel poverty, child poverty, out of work benefits, crime, fires, early mortality** - *these often have common route causes*





**Local level:** In areas of high deprivation, the indicators that are worsening and / or remaining substantially poorer than Edinburgh / Scotland averages are: **Child poverty, attainment; out of work benefits, emergency admissions, early mortality**



# CPP indicators with poorer than expected local outcomes align well with the current focus of the LOIP

By continuing our focus on the current LOIP Priorities we should be able to address the indicators with poorer outcomes, both at a city and community level:

- Enough money to live on
- Access to work, learning and training opportunities
- Creating vibrant, healthy and safe places and communities





### 3. Key questions (con't): What capacity (resource & £) is there within the EP to:

- a. Refresh current LOIP over next 6 months?
- b. Develop a new LOIP starting now for next 16 months?
- c. Develop a new LOIP for 2028 launch (time to include in 2026 & 2027 workplans & budgets)

#### The need for the CPST

- 2019 approach



## 4. Key questions (con't): What needs changed with the Current LOIP to ensure outcomes improve between 2018 and Dec 31, 2027?

1. Update actions in each priority area
2. Consider root causes
3. Align with the prevention spectrum
4. Better demonstrate the impact that the work is having in people's lives – case studies, quarterly reports, locality plans.
5. Clear leadership & timelines
6. Resource attached to each action (people & £)
7. Regular reporting - Quarterly reports from each SP & on locality plans (once in place)



# Key questions (con't): Is there potential alignment with other key strategies?

1. City Plan 2040
2. EIJB Strategic Plan ends March 2028
3. Children's Strategy
4. Others?



# Recommendations

## Improvement Service Community Planning Self-Assessment

1. Note the findings of the recent IS National Community Planning Self-Assessment (CPSA)
2. Complete the re-opened IS CPSA survey by 7<sup>th</sup> October 2025.
3. Participate in an Improvement Planning workshop during w/c 20<sup>th</sup> October 2025.
  - 22/10/2025 (9am-12noon) and 23/10/2025 (9am-12noon) are currently being held as options.

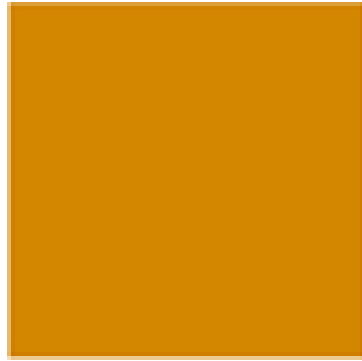
## Edinburgh Partnership Workstreams

1. Adopt the 3 proposed workstreams for the Edinburgh Partnership (EP)
  - This includes refreshing the current LOIP over the next 6 months and developing a new LOIP for launch in 2028.
2. Adopt the proposed Edinburgh Partnership Board (EPB) Workplan

## Core Support

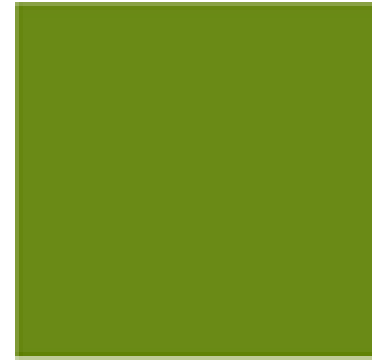
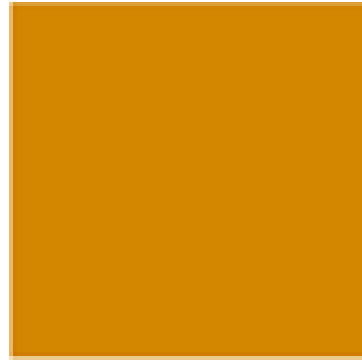
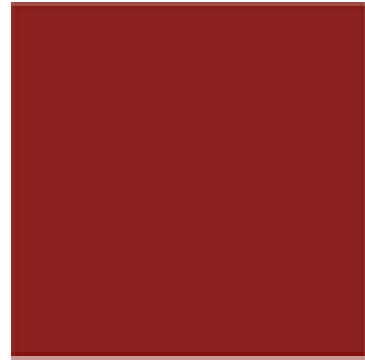
1. Reinstate the CPST - initial commitment of one day per week of dedicated support from each of the partners with a statutory duty to support shared leadership and collective governance
  - City of Edinburgh Council (CEC), Police Scotland, Scottish Fire and Rescue Service, NHS Lothian, Scottish Enterprise and South East Scotland Transport)
  - and from EVOC
  - Other Partners would also be welcome to participate.
  - Interim basis pending full resource model proposals in March 2026.
2. Partners to assess their current resourcing of the EP, in-kind and in cash, and share with the CPST by 31<sup>st</sup> October 2025.
3. Note that this paper may be subject to consideration by individual partners at their governance boards.





# THE EDINBURGH PARTNERSHIP

Thank you - discussion



# THE EDINBURGH PARTNERSHIP

Additional information

# Highlights



THE EDINBURGH PARTNERSHIP

## Wins

- Commitment to poverty, housing & climate
- Improvements in joint leadership
- Consensual decision making
- Data collection & reporting
- Commitment to structural review (T&I)
- Range of represented bodies on the EPB

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## Development Areas

- Disparity in:
  - power
  - leadership, participation
  - & who does the work
- Focus efforts on smaller # of objectives
- Measuring, evidencing & communicating:
  - who we are, what we do, the difference we make
  - internally, across the EP & in communities)
- Engaging AND Empowering communities
- Challenging ourselves
- Resourcing the EP
- CP at the local level
- Induction
- Strategic & cultural resource sharing

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## Edinburgh Partnership Board Work Programme 2025/6

### Key

1. **Workstream 1:** Ensuring that the governance, structure, reporting, communications and administrative systems/tools are in place.
2. **Workstream 2:** Progressing the current LOIP (2022-2028) outcomes & Locality Planning
3. **Workstream 3:** The Road to LOIP 2028

Date	Activity	Workstream	Items	Who	Comments/Updates/Actions
9 Sept 2025	EP Board Meeting	<b>Outstanding Actions</b>	<b>EPB Emergency Meeting – Review Action items</b>	Chair – Jane Meagher	
		<b>New Business</b>	<b>For Information:</b> Scottish Fire & Rescue Service 0 Service Delivery Review	David Dourley: Area Commander (Scottish Fire & Rescue)	
			Third Sector Review: Engagement Feedback and recommendations	David Porteous	
			<b>Decision:</b> Review/Approve draft EPB Workplan (includes IS National Community Planning Self-Assessment Findings & Next steps & proposed Road to a new LOIP)	April Harrison-Clark & Flora Ogilvie	
		<b>Workstream 1</b>	<b>Decision:</b> Prevention Terminology	April Harrison-Clark & Derek McGowan	
			Participation in the EPB: Considering options for members located outwith Edinburgh	April Harrison-Clark	
		<b>Workstream 2</b>	Income Max Update	Greg Stark	
			Living Well Locally/NPP development: Next Steps	Paul Gillespie & Lindsay Robertson	

		<b>Workstream 3</b>	-		
<b>17 Sep 2025 9-11:30am</b>	Induction workshop	<b>Workstream 1</b>	<ol style="list-style-type: none"> <li>1. What is Community Planning? <ul style="list-style-type: none"> <li>• Current policy contexts</li> </ul> </li> <li>2. What are Community Planning Partnerships?</li> <li>3. How does Community Planning work in Edinburgh?</li> <li>4. What does the law &amp; guidance say: <ul style="list-style-type: none"> <li>• Inc. process and mechanisms for partners around agreeing and allocating resource (budget, people, infrastructure) to delivering joint plans.</li> </ul> </li> <li>5. What is a LOIP and what does ours say?</li> <li>6. Edinburgh Partnership Structure <ul style="list-style-type: none"> <li>• Community Planning Family</li> </ul> </li> <li>7. What are Locality Plans and what do ours say? <b>CEET?</b></li> <li>8. Next steps for locality planning – <b>Paul?</b></li> <li>9. How the EP fares when compared to expectations (e.g. do we benchmark well versus other CPPs, do we do well when audited, how are our KPIs looking). <ul style="list-style-type: none"> <li>• IS - Self-assessment</li> <li>• CPOP slides</li> <li>• Best Value</li> </ul> </li> <li>10. How does all this link with my 'day job'? Activity</li> <li>11. Overview: workplan for the EPB</li> </ol>		
15 Sep-10 Oct 2025	IS National CPP Self-Assessment open	<b>Workstream 1</b>	<b>Action:</b> All EP Board members to complete the Self-Assessment	ALL	If approved at EPB on 9 Sept 2025
22 or 23 Oct 2025: 9-12noon being held	IS National CPP Self-Assessment Workshop	<b>Workstream 1</b> Also feeds <b>Workstream 2</b> <b>Workstream 3</b>	<b>Workshop:</b> IS will lead a workshop for EPB members to review the Self-Assessment results and develop a work plan to address issues identified.	ALL	If approved at EPB on 9 Sept 2025

3 Dec 2025	EP Board Meeting	<b>New Business</b>	Edinburgh Fair Work Charter	Chris Adams?	
			Income Max Update	Greg Stark	
		<b>Workstream 1</b>	<b>Decision:</b> Adopt plan developed during IS Workshop into EPB Development/Work Plan	Chair – Jane Meagher	
			Community Safety & Justice Partnership Review – Self Assessment Exercise (x2)	Derek McGowan	
			<b>For information:</b> ECLD Partnership Implementation Plan Annual Update	Laurene Edgar & Linda Lees:	
		<b>Workstream 2</b>	<b>Decision:</b> Approve Annual End Poverty in Edinburgh Progress report - incorporating LOIP 2022-2028 Progress Report.	Chris Adams/April Harrison-Clark	
			<b>Decision:</b> Approve Community Safety & Justice Annual return	Suzan Ross/ Carey Fuller	
		<b>Workstream 3</b>	LOIP 2028 Planning update & Next Steps	April Harrison-Clark	
			<b>Decision:</b> Approve LOIP 2028 development Budget	Chair – Jane Meagher	
	<b>Other items</b>				
3 Mar 2026		<b>New Business</b>	<b>For Information:</b> Edinburgh Children’s Partnership Annual Report	Colin Briggs/Rose Howley	
		<b>Workstream 1</b>	EPB Development Plan – action progress	Chair – Jane Meagher	
<b>Workstream 2</b>	<b>Decision:</b> Approve LOIP 2022-2028 Quarterly Reports	Chair – Jane Meagher			

		<b>Workstream 3</b>	LOIP 2028 Planning update & Next Steps	April Harrison-Clark	
			<b>Decision:</b> Approve LOIP 2028 Engagement Plan	Chair – Jane Meagher	
		<b>Other items</b>			
10 Jun 2026	EP Board Meeting	<b>New Business</b>	<b>For info:</b> Alcohol & Drug Partnership Annual Report	Christine Lavery	
		<b>Workstream 1</b>	EPB Development Plan – action progress	Chair – Jane Meagher	
		<b>Workstream 2</b>	<b>Decision:</b> Approve LOIP 2022-2028 Quarterly Reports	Chair – Jane Meagher	
		<b>Workstream 3</b>	LOIP 2028 Planning update & Next Steps	April Harrison-Clark	
			<b>Info:</b> Population Needs Assessment		
			<b>Info:</b> Integrated Community Engagement Report		
		<b>Other items</b>			



## THE EDINBURGH PARTNERSHIP

### The Edinburgh Partnership – Prevention: A Common Definition – 9th September 2025

#### 1. Executive Summary

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- 1.1 The purpose of this report is to provide the Edinburgh Partnership Board (EPB) with an update on the development of shared definitions of prevention for the partnership.
- 1.2 Given the Edinburgh Partnership's enhanced focus on prevention, the EPB agreed at the Board meeting on June 12, 2025 that it was important to have a single definition of prevention for the city, which all partners could use to guide their work and the collective work of the Partnership.
- 1.3 A common understanding of what is meant by 'prevention', 'early intervention' and 'mitigation' ensures that Partners can communicate with one another about their work and better identify where the Partnership's work sits on the prevention spectrum at present.
- 1.4 Lastly, a common definition will support the refresh of the current LOIP and the development of a new LOIP, including agreeing preventative actions that can be delivered in partnership.
- 1.5 Following a recent workshop with representatives from the partnership, co-developed definitions of prevention, early intervention and mitigation have been drafted for review by the EPB.

#### 2. Recommendations/Decisions/Action

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- 2.1 The Board is recommended to:
  - i. Note the proposed definitions of prevention, early intervention and mitigation included in this report for use across the Edinburgh Partnership.
  - ii. Direct the Chairs/Leads of the Strategic Partnerships to add a review of the proposed definitions to the agendas of their next Strategic Partnership meetings and provide feedback to the Community Planning Support Team (CPST).
  - iii. Direct Partners to share these proposed definitions with their respective leadership/membership and provide feedback to the CPST.
  - iv. Direct officers to bring the proposals back to the EP Board in December 2025 for final agreement.

#### 3. Background

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- 3.1 Community Planning is a Scottish Government approach rooted in the Christie Commissions' 4 pillars, with particular emphasis on partnership and prevention.

- 3.2 The Community Empowerment (Scotland) Act (2015, Part 2) Community Planning Guidance sets clear expectations that Community Planning Partnerships and Community Planning Partners plan prevention and early intervention approaches as core activities which
- 3.2.1 help people and communities to thrive;
  - 3.2.2 contribute to addressing poor outcomes and;
  - 3.2.3 support long term sustainability of public service provision.
- 3.3 Effective preventative and early intervention approaches, which can moderate future demand for crisis intervention services, are therefore essential and integral to community planning.
- 3.4 The EP is also operating within a context of an ongoing public service policy shift toward a greater focus on prevention and early intervention. This is reflected both in a recent speech by the First Minister, which expressed the need to treat *“prevention and early intervention, not as luxuries we cannot afford, but as essentials our services can’t do without”*, in COSLA and the Scottish Government’s Population Health Framework (2025-2035), which calls for *“a renewed and long-term focus on prevention across all the areas that affect health”* and in the Scottish Government’s new Public Service Reform Strategy: Delivering for Scotland (June 2025). It sets out a vision of a Scotland where everyone has access to services built around three pillars of activity: prevention, joined-up services and efficiency.

### Prevention and the Edinburgh Partnership

- 3.5 The Edinburgh Partnership’s Community Plan, also known as a Local Outcome Improvement Plan (LOIP) outlines the Partnership’s shared vision that *“Edinburgh is a thriving, connected, inspired and fair city, where all forms of poverty and inequality are reduced”*. It also states that *“Our vision focuses on **prevention and early intervention** and recognises the role of social disadvantage and poverty in creating inequalities in our communities”* (emphasis added).
- 3.6 However, the plan doesn’t provide definitions of ‘Prevention’ or ‘Early Intervention’ and we know that there are varying definitions used by partners across the Edinburgh Partnership.
- 3.7 The statutory guidance for community planning provides some clarification around prevention, early intervention and the CPPs role in these. The Edinburgh Partnership Board felt it important that the Partnership review this guidance **and** adopt common definitions agreeable to all partners, to better support our collective vision and collaborative working.

## 4. Main Report

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- 4.1 In common with local authorities across the UK, Edinburgh is facing an increasingly challenging environment for the delivery of good public services, with wide and



persistent inequalities in health, education, and economic opportunity, increasing levels of deep poverty and destitution, and falling healthy life expectancy. People are increasingly finding that they need to access support services and Community Planning Partners are challenged to meet this need amidst declining budgets.

- 4.2 There is a common acknowledgment that to address these pressures, a fundamental change is needed in the way that public services are organised and delivered, and in their 2024 national report on transformation in councils, the Accounts Commission noted that: “Councils cannot deliver transformation alone...it is essential that the Scottish Government and Community Planning and third-sector partners support the transformation of local services through more effective collaboration.”
- 4.3 The Edinburgh Poverty commission echoed this need for change calling on the “City of Edinburgh Council to lead, working with other Edinburgh Partnership members, the design and delivery of a new operating model for all public services so that all public workers are focused and empowered to put prevention of poverty at the heart of everything they do”(A Just Capital, 2020)
- 4.4 At the root of this transformation is a need for public services to be more effective in the way they prevent harmful outcomes for people, and/or to be more effective in the way they intervene early to avoid a problem from escalating to a point of crisis. With a shared ambition to embed preventative ways of working into the delivery of the LOIP outcomes, it is important that the Edinburgh Partnership agrees common definitions of prevention, early intervention and mitigation. This will also facilitate improved reporting.
- 4.5 During the Edinburgh Partnership (EP) Board meeting of June 12, 2025, officers were directed to co-develop definitions of prevention and early intervention, agreeable across the partnership.
- 4.6 Officers scheduled a Prevention Definition workshop for July 30, 2025 with an open invitation to partners across the EP sent to the Leads and Chairs of each of the Strategic Partnerships for distribution.
- 4.7 The workshop was hosted by Derek McGowan (Lead Officer for the Strategic Housing and Community Safety & Justice Partnerships) and facilitated by April Harrison-Clark (Community Planning, City of Edinburgh Council), Sabina McDonald (Public Health, NHS Lothian) and Julie Dixon (Community Planning, City of Edinburgh Council). The workshop was attended by 9 other individuals representing the following Partners: Edinburgh Health and Social Care Partnership (EHSCP)/ Edinburgh Integration Joint Board (EIJB), Capital City Partnership, City of Edinburgh Council (CEC), NHS Lothian and Edinburgh Voluntary Organisation Council (EVOC). An attendance list can be found at Appendix A (slide 5).
- 4.8 During the workshop officers shared the background and policy context, the statutory guidance as it relates to prevention and early intervention and a wide range of other definitions currently in use. The workshop was spent considering these, how they



relate to the Edinburgh Partner's work and working together to build common definitions.

4.9 The facilitators of the workshop have drawn together the outputs of these conversations to develop the following proposed definitions for consideration by the EPB.

Adopted Term	Statutory Guidance for CPPs	Proposed Definitions for the EP	Examples
Primary Prevention	<p>Core activities which help people and communities to thrive and contribute to addressing poor outcomes.</p> <p>s88: actions which prevent problems and ease future demand on services by intervening early.</p> <p>s91: At its earliest stage (sometimes called primary or targeted prevention), the purpose of preventative action is to reverse a trend before a potentially negative outcome takes hold.</p>	<p><b>Primary Prevention</b> Stopping problems happening in the first place.</p> <p>Primary Prevention addresses the root cause of poor outcomes and inequalities. Activities may focus on the general population (Universal) or a specific population (e.g. those with a protected characteristic). Activities may include strengthening the capacity of individuals and communities to prevent or reduce risk factors and build resilience.</p>	<p><b>EP examples:</b> Income maximisation  Employability support</p> <p><b>Other examples:</b>  Sexual health education, Employability, Vaccination</p>
Early Intervention	<p>S91. Early Intervention action (sometimes called secondary prevention) involves targeted action towards high risk individuals or households, to deal with emerging concerns before they trigger a crisis response.</p> <p>Both of these types of intervention are designed to reduce the likelihood of high risk individuals and households requiring the intervention of crisis services</p>	<p><b>Early Intervention</b> Reducing the negative impact of an emerging issue and/or stopping problems getting worse when they first occur.</p> <p>Activities seek to address emerging issues at an early stage, before they trigger a crisis response.</p> <p>Activities will likely focus on specific groups or vulnerable populations/individuals.</p>	<p><b>EP examples:</b> Teams around the Community (TAC)</p> <p><b>Other examples:</b> Employment support (e.g., Parental Employability support), Lightening Reach, the Willow Service, Household Support &amp; Advice Service</p>
Mitigation	s.92 Preventative activity can also be directed towards	<p><b>Mitigation</b> Managing issues/problems well, after they have arisen.</p>	<p><b>EP examples:</b> Cash First</p>





	<p>pulling individuals, households and communities out of a crisis setting. So-called recovery-based prevention focuses on building the assets and strengths that already exist in people and communities, in order to help them achieve positive outcomes. Targeted employability support and re-integration of former offenders into the community are examples of recovery-based prevention activity.</p>	<p>Activities include intensive support services and potentially crisis support services as/ when required</p>	<p><b>Other examples:</b> Management of L/T conditions, Household Support &amp; Advice Service</p>
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- 4.10 Attendees felt there was insufficient clarity in the differentiation between primary and secondary prevention and between secondary and tertiary prevention contained within the statutory guidance and sought to address this in the definitions proposed at 4.9.
- 4.11 Attendees felt the term ‘recovery’ used in the statutory guidance was unhelpful and proposed ‘mitigation’ as an alternative.

**Other Findings of the Workshop**

- 4.12 As a Community Planning Partnership (CPP), the attendees felt the EP should focus on primary prevention, and the universal offer, but that within this offer there needs to be clarity defined/ delineated priority populations, e.g. populations who have protected characteristics, or who are more prone to poverty etc and that the EP should use data to help prioritise which population(s) are the focus of actions in the Local Outcome Improvement Plan (LOIP).
- 4.13 Attendees agrees that it is sensible to recommend adopting a three (3) tiered definition of prevention, early intervention and mitigation, and acknowledged that an individual can move between these three (3) tiers.
- 4.14 Attendees agreed that the EP needs a long-term commitment to preventative ways of working, and that the EP must accept complexity and find balance between rigour, perfectionism and coproduction. Attendees felt it is essential that the third sector is an equal partner in decision making. The proposed definitions are an example of this.
- 4.15 Some concerns were raised about the use of prevention language, and implications if there is future disinvestment in areas identified as prevention e.g. infrastructure.



## 5. Next Steps

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- 5.1 A survey was sent to attendees following the workshop. Feedback was generally positive, however there was some concern that the development timeline allows insufficient opportunity to engage with Partners that weren't at the workshop.
- 5.2 The proposed definitions at 4.9 were sent to the attendees on August 11, 2025 for review and further consideration and were reviewed at the EP Management Group meeting on August 25, 2025.
- 5.3 The EP Management Group recommends that the Chairs/Leads of the Strategic Partnerships are provided the opportunity to add a review of the proposed definitions to the agendas of their next Strategic Partnership meetings, and that the feedback from these is considered, prior to approval of the definitions.
- 5.4 This will also afford individual Partners the opportunity to share the proposals internally/with leadership and with their members (where applicable) and gather feedback for consideration.
- 5.5 Once reviewed, the final definitions will be tabled at the December EPB meeting for review and approval. Such an approach aligns with the community planning guidance by ensuring that *“Partners demonstrate collective ownership, leadership and strategic direction of community planning”* and that *“the CPP and its community planning partners should demonstrate a clear commitment to securing effective participation with community bodies throughout community planning, by engaging actively with communities of place and interest”*.
- 5.6 Once approved, the definitions will be included in the refreshed LOIP and in future LOIPs, with planned activities aligned with the prevention spectrum. This will support the EP consider how best to target its resources between the collaborative preventative activities needed to address the root causes of inequality, alongside early intervention and mitigation activities needed to improve the outcomes it prioritises. EP Management Group also recommends that the Strategic Partnerships should promote the adoption of the definitions and that training should be provided to improve understanding of the definitions and how they relate to partnership working.
- 5.7 The workshop attendees also felt the EP should review the work currently being undertaken across all the Strategic Partnerships to ascertain where this work sits on the prevention continuum, prior to developing a new LOIP. This is supported by the statutory guidance.

## 6. LOIP/Locality Plan alignment

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- 6.1 The LOIP speaks to a commitment to prevention and early intervention, without providing definitions of these terms. These proposals will address this omission and provide consistency across the EP.



## 7. Background reading/external references

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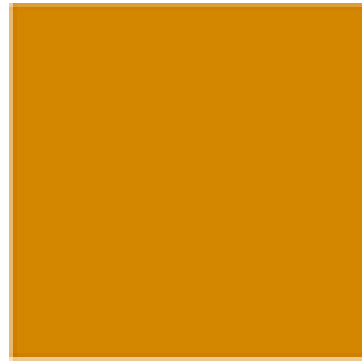
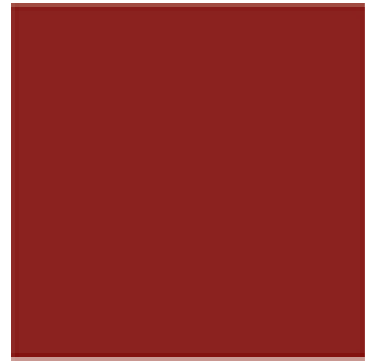
- 7.1 [Community planning guidance](#)
- 7.2 [Population Health Framework](#)
- 7.3 [Scotland's Public Sector Reform Strategy](#)
- 7.4 [Verity House Agreement](#)
- 7.5 [A Just Capital – Edinburgh Poverty Commission](#)

## 8. Contact

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# THE EDINBURGH PARTNERSHIP

Prevention: A common definition

April Harrison-Clark



# Actions to date

- June EPB: Action set to explore common definition of prevention for EP
- Officers sent open invitation to a prevention workshop to Leads/Chairs of all SPs
- Hosted workshop 30 July 2025
- 12 participants representing 5 Community Planning Partners
  - 2 people completed the post-workshop survey
  - 2 follow up emails received.
  - Verbal & written feedback from the session was generally positive
  - **Some concern that the development/approval timeline allows insufficient opportunity to engage/consult with Partners that weren't at the workshop.**
- The draft definitions were compiled and sent to the full workshop invite list for review.
  - The proposed definitions prioritise plain language, simplicity and included some clarification statements around related activities
- All asked to share draft definitions within their organisation and with any community bodies that they represent, to gather additional feedback.
- Feedback was incorporated into proposed definitions.

Adopted Term	Proposed Definitions for the EP	Examples from across the EP
<b>Primary Prevention</b>	<p><b>Stopping problems happening in the first place.</b></p> <p>Primary Prevention addresses the root cause of poor outcomes and inequalities.</p> <p>Activities may focus on the general population (Universal) or a specific population (e.g. those living in a specific area or sharing a protected characteristic).</p> <p>Activities may include improving access to, and engagement with, environments &amp; resources that strengthen the capacity of individuals and communities to prevent or reduce risk factors and build resilience.</p>	<p><b>EP examples:</b></p> <ul style="list-style-type: none"> <li>Income maximisation</li> <li>Employability support</li> </ul> <p><b>Other examples:</b></p> <ul style="list-style-type: none"> <li>Sexual health education, Employability, Vaccination</li> </ul>
<b>Early Intervention</b>	<p><b>Reducing the negative impact of an emerging issue and/or stopping problems getting worse when they first occur.</b></p> <p>Activities seek to address emerging issues at an early stage, before they trigger a crisis response.</p> <p>Activities will likely focus on specific groups or vulnerable populations/individuals, but should still aim to be inclusive and accessible to all those with a specific need.</p> <p>Activates should include assessing &amp; preventing/intervening in problems which might be broader than the specific issues the individual is seeking help (presenting) with.</p>	<p><b>EP examples:</b></p> <ul style="list-style-type: none"> <li>Teams around the Community (TAC)</li> </ul> <p><b>Other examples:</b></p>
<b>Mitigation</b>	<p><b>Managing issues/problems well, after they have arisen.</b></p> <p>Activities include intensive support services and potentially crisis support services as/when required.</p> <p>This includes ensuring that individuals are supported with prevention or Early intervention</p>	<p><b>EP examples:</b></p> <ul style="list-style-type: none"> <li>Cash First</li> </ul> <p><b>Other examples:</b></p> <ul style="list-style-type: none"> <li>Management of L/T</li> </ul>

# Recommended Next Steps

1. Chairs/Leads of Strategic Partnerships (SP) facilitate a review the proposed definitions during their next SP meetings
  - Provide any feedback to the Community Planning Support Team (CPST) by 8<sup>th</sup> November 2025
2. Partners share the proposed definitions with their respective leadership/membership
  - Provide any feedback to the CPST by 8<sup>th</sup> November 2025
3. The CPST will review feedback and make appropriate amendments to the proposed definitions.
4. Final proposals to the EP Board on 3<sup>rd</sup> December 2025.





Name	Role/ Organisation
<b>Andrew Hall</b>	Edinburgh Health & Social Care Partnership (EHSCP)
<b>Miriam Leighton</b>	Community Empowerment and Engagement Service, City of Edinburgh Council (CEC)
<b>Jade Mooney</b>	Community Empowerment and Engagement Service, City of Edinburgh Council (CEC)
<b>Lindsay Robertson</b>	City of Edinburgh Council (CEC)
<b>Rona Hunter</b>	Capital City Partnership
<b>Molly Page</b>	Senior Change and Delivery Officer, Corporate Services, City of Edinburgh Council (CEC)
<b>Flora Ogilvie</b>	Consultant in Public Health: Edinburgh Population Health, Public Health & Health Policy, NHS Lothian
<b>John Beaton-Hawryluk</b>	Service Delivery Lead, Edinburgh Voluntary Organisations' Council (EVOC)
<b>Chris Adams</b>	City of Edinburgh Council (CEC)
<b>Derek McGowan</b>	Host: Service Director, Housing and Homelessness, City of Edinburgh Council (and Lead Officer for the EP's Strategic Housing Group and Community Safety & Justice Partnership)
<b>Sabina McDonald</b>	Facilitator: Population Health Project Manager, NHS Lothian
<b>Julie Dickson</b>	Facilitator: Policy and Insight Officer, City of Edinburgh Council
<b>April Harrison-Clark</b>	Facilitator: Community Planning Manager, City of Edinburgh Council

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## THE EDINBURGH PARTNERSHIP

### Update on the progress of Edinburgh Partnership Poverty Prevention Programme – 9<sup>th</sup> September 2025

#### 1. Executive Summary

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- 1.1 During the last cycle, the focus has been on creating the conditions to move the Living Well Locally work, particularly the establishment of Neighbourhood Prevention Partnerships (NPP) from strategy to delivery.
- 1.2 Key achievements have included securing a small amount of funding from the Scottish Government via the Fairer Futures Partnership fund and from Bloomberg to begin the work.
- 1.3 And securing approval for the approach from the City of Edinburgh Council's Policy and Sustainability Committee.
- 1.4 In tandem, there has been continued engagement with partners, communities and other stakeholders on the approach, funding opportunities, data & insight, evaluation and governance.
- 1.5 Focus now needs to be on securing resource to move into delivery, and on engaging as a partnership with communities and third sector organisations (using some of the allocated funding to enable their involvement), embedding co-creation and collaborative working from the outset.

#### 2. Recommendations/Decisions/Action?

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- 2.1 The Board is recommended to:
  - i. Note the work underway and next steps
  - ii. Support requests for partnership resource to enable delivery
  - iii. Agree to support establishing the initial NPPs in five areas – Pilton, Wester Hailes, Craigmiller, Restalrig/Lochend, Gracemount/Liberton.

#### 3. Background

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- 3.1 In June 2025 the Edinburgh Partnership Board approved the Living Well Locally approach, including the establishment of Neighbourhood Prevention Partnerships (NPPs).
- 3.2 It was agreed that this would provide an opportunity to engage with local communities with a view to building Local Improvement Plans that will feed into a refreshed LOIP.

- 3.3 This builds upon engagement with partners and communities over the past year and on previous work established via the Edinburgh Partnership Transformation and Improvement Programme (T&I).
- 3.4 A key recommendation that the T&I programme explored was: “Replacement of the existing four Locality Community Planning Partnerships (LCPPs) with new place-based arrangements on smaller geographic areas to provide for better targeting of approaches and strengthening the role of and relationship with the community and voluntary sector.”
- 3.5 The new proposals were tested with stakeholders between June and October 2024. Over 200 participants took part including those from strategic partnerships, LCPP’s, city wide and local voluntary sector organisations, Edinburgh Association of Community Councils, community councils, Edinburgh Tenants Federation, and neighbourhood networks. Elected members were invited to all the locally based sessions and provided with separate briefings as requested.
- 3.6 One of the key messages from the feedback in those sessions was that “The Partnership needs to use both data and lived experience to target and improve challenges in the city. A shift towards targeted place-based working could support more community and voluntary sector engagement in service design and delivery. These should build on existing local networks and ensure a wide variety of community voices are heard and involved in codesign”
- 3.7 This encapsulates the ethos of the Neighbourhood Prevention Partnerships and in turn they provide the initial framework to enable place-based working to better support poverty prevention, early intervention and mitigation, which can then also lead into supporting wider community planning in those areas.

## 4. Main Report

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### **Activity that has taken place since the last board**

- 4.1 Approval of the approach at the Council’s Policy & Sustainability Committee (full paper attached in Background Reading)
  - 4.1.1 Agreed to support establishing the initial NPPs in five areas – Pilton, Wester Hailes, Craigmillier, Restalrig/Lochend, Gracemount/Liberton
  - 4.1.2 Keen to ensure wider engagement takes place with communities and local voluntary sector organisations
  - 4.1.3 Ask to make sure that robust evaluation is embedded into approach from the start. Wants clarity around desired outcomes and mechanisms for demonstrating progress and success, with agility to recognise when approaches don’t work, learn from them and adapt accordingly.
  - 4.1.4 As well as geographical communities, there is an ask to consider communities of interest and provision for those who may not wish to engage locally

- 4.2 Secured the Fairer Futures Partnership funding with Scottish Government to seed the establishment of work in Pilton initially
- 4.3 Secured funding from Bloomberg to support sense-making
- 4.4 Initial work on proposal for Scottish Government on funding alignment underway
- 4.5 Requests for further involvement and discussion with NHS Lothian and EIJB following initial presentations
- 4.6 Ongoing engagement with community organisations in some of the initial areas of NPPs and work continues to broker further discussions across all areas
- 4.7 Exploring of evaluation approaches and options with Edinburgh Futures Institute (EFI)
- 4.8 Support of approach from strategic partnership groups (Children's partnership, LEP Operational Group), with plans to meet with remainder groups
- 4.9 In parallel, work has also been progressing on:
  - 4.9.1 Third Sector Resilience fund
    - 4.9.1.1 Phase 1 payments made and feedback received
    - 4.9.1.2 Phase 2 allocations agreed at Council on 28th August - new grant arrangements with 31 third sector organisations are currently being finalised
    - 4.9.1.3 Partnership engagement on third sector funding underway
  - 4.9.2 Poverty Commission mid-point review
    - 4.9.2.1 Housing and Homelessness Roundtable
    - 4.9.2.2 Income Max Roundtable
    - 4.9.2.3 Employability Roundtable
    - 4.9.2.4 Visit to Community Renewal
  - 4.9.3 Place Partnership
    - 4.9.3.1 Defining purpose of strategic partnership group (initial thinking included in appendix to be discussed/agreed at first meeting of group)
    - 4.9.3.2 Defining membership
    - 4.9.3.3 First meeting scheduled
    - 4.9.3.4 Clarity on definitions and data
- 4.10 Partnership working group explored definitions of prevention
- 4.11 Work to refresh local demographic data and insights
- 4.12 Council Prevention Board

4.12.1 Established to drive and govern the operational activity needed in the Council to support the city-wide work

## 5. Next steps

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- 5.1 The primary focus in the short term is on securing the resource to do this work
  - 5.1.1 Five co-ordinating roles are needed to establish the initial NPPs and one learning and evaluation role to focus on building the sensemaking approach – these could be from across the partnership organisations and wider third sector organisations. Therefore an initial ask to partners is if they have resource they can contribute to this.
- 5.2 We are drafting a timeline with more detail to follow – this will be presented to the next Edinburgh Partnership Board. This will include plans for:
  - 5.2.1 Continued engagement, particularly with partnership groups, local neighbourhood forums and networks (particularly in the 5 identified starting areas) & continue staff engagement across all partner organisations.
  - 5.2.2 Evaluation
    - 5.2.2.1 Forward plan to scope and find partners
  - 5.2.3 Data
    - 5.2.3.1 Scoping needs, developing resources, setting a baseline
  - 5.2.4 Objectives & aims
  - 5.2.5 Working with partners to understand what a joint framework of performance will look like, including decision making, governance, accountability
  - 5.2.6 Defining and identifying anchors – gap analysis (starting in initial 5 areas)
  - 5.2.7 Scoping budget proposals
  - 5.2.8 Approaches to whole system working – how to make it work:
    - 5.2.8.1 exploring the role of delivery & learning partners
    - 5.2.8.2 to be discussed at National Directors Group Meeting (Finance)
  - 5.2.9 Change & engagement planning at organisation, local & city-wide levels
  - 5.2.10 Identifying and scoping communities of interest

## 6. LOIP/Locality Plan alignment

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- 6.1 This work will continue to align with the planning and engagement of the journey to new LOIP.

## 7. Background reading/external references

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7.1 [Prevention, Early Intervention and Mitigation in Edinburgh – getting it right through local partnership working – Policy & Sustainability Committee Paper](#)

## 8. Appendices

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8.1 Appendix 1 – Place Partnership

## 9. Contact

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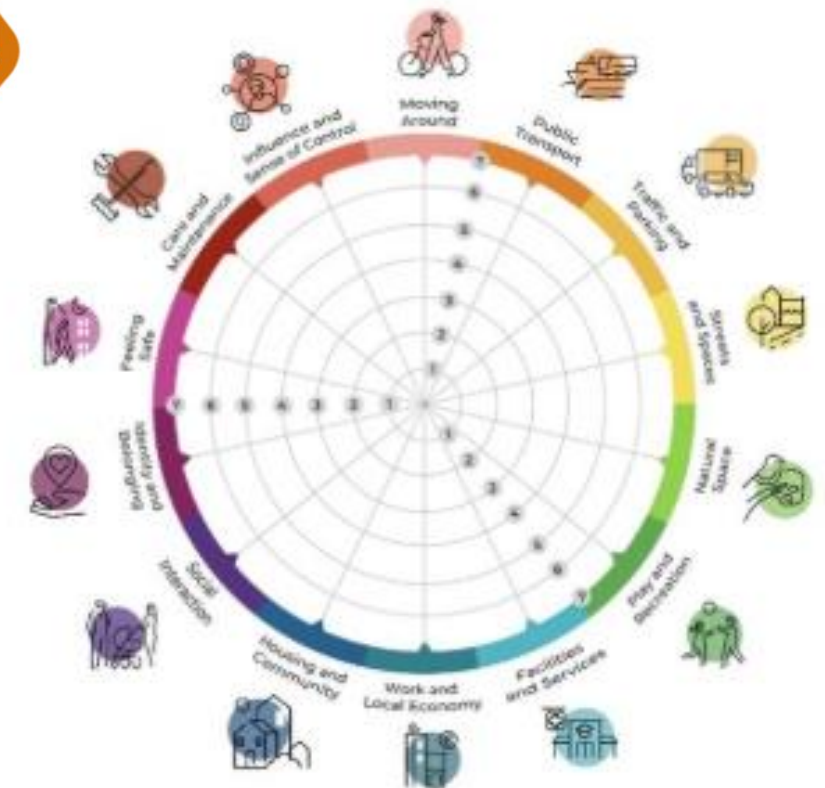
# EPB Place Partnership

# National Performance Framework Outcomes

Liberated Method

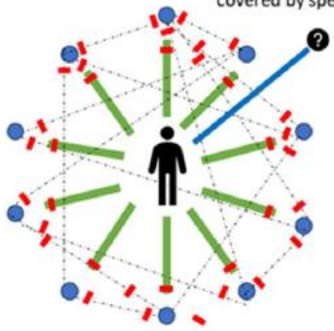


Place Standard



## Supporting moving from this

Specific unmet need not covered by specialism

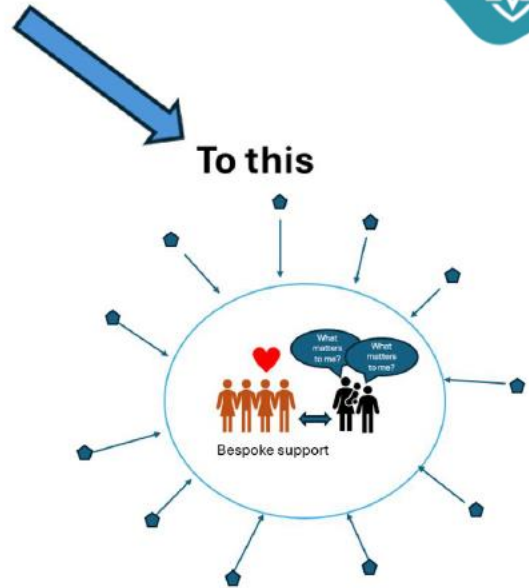


● Specialism

Referral Presentation

Eligibility criteria

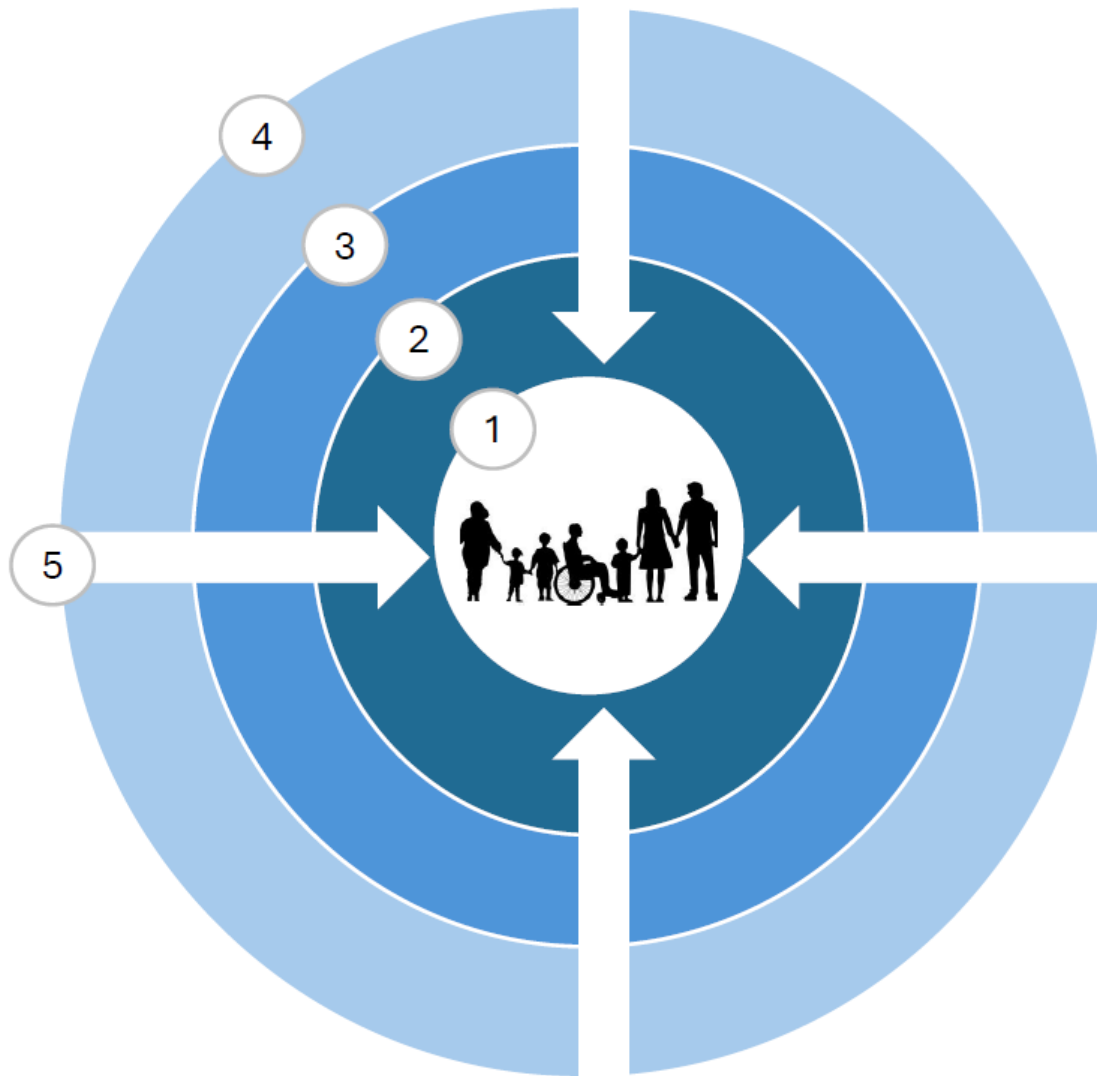
## To this



● Specialist support - pulled in according to family context ('what matters to me') and community resources.  
♥ 'Coordinator' Role - relational

# MYRON'S MAXIMS

- PEOPLE OWN, WHAT THEY HELP CREATE
- REAL CHANGE HAPPENS IN REAL WORK
- THOSE WHO DO THE WORK DO THE CHANGE
- CONNECT THE SYSTEM TO MORE OF ITSELF
- START ANYWHERE, FOLLOW IT EVERYWHERE
- THE PROCESS YOU USE TO GET TO THE FUTURE, IS THE FUTURE YOU GET



## Emerging shared approach

### City Place

1. Strategic agendas
2. City wide
3. Local areas

### A place approach:

1. Local Need, shared outcomes
2. Team[s] around community
3. Shared public estate
4. Outcome focused regeneration
5. Connecting networks

# Remit of Place Partnership

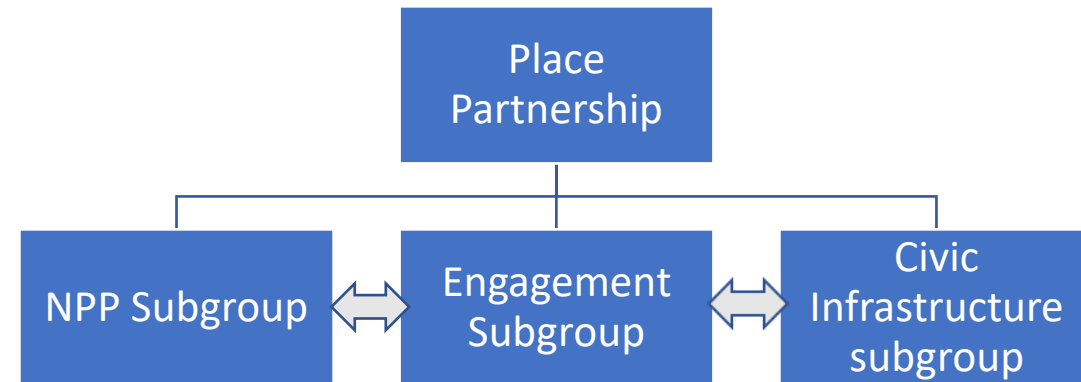
1. Provide support to the developing NPPs focusing on current place issues (e.g. infrastructure and accommodation; consultation and engagement; performance and progress). This would include a focus on co-ordinating current partner activity in the 5 locations (as a way of demonstrating that although the NPPs aren't established yet, work is underway which we can start pulling together to demonstrate progress while the more formal NPP structure takes shape)

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2. Oversight of future long term civic/health infrastructure planning providing a forum for joining up strategies and capital (and other) planning for partner organisations with a view to ensuring:

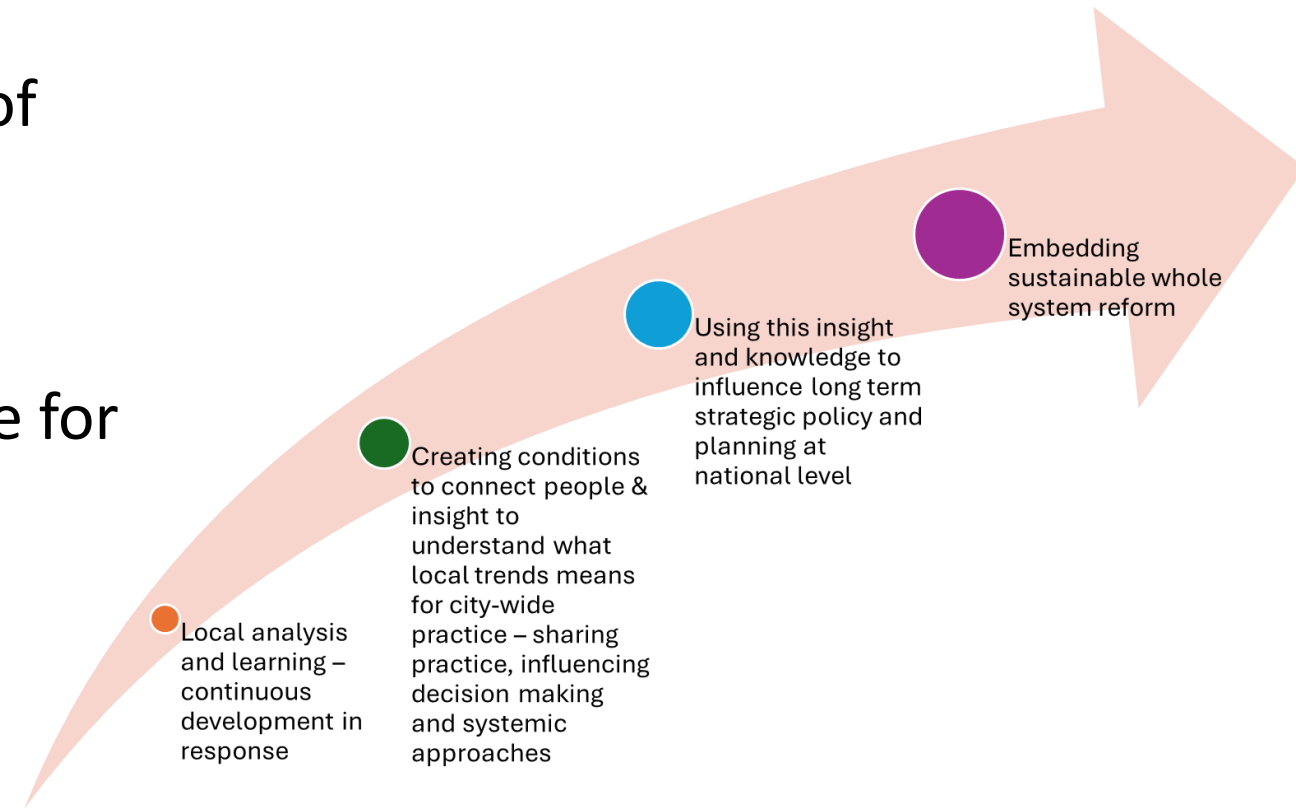
- a. Strong joint planning for physical infrastructure needs
- b. Opportunities for people to engage with and benefit from this infrastructure

3. Aligned to both 1 & 2 – oversight of consultation and engagement on planning (community and spatial) with a particular focus on children and YP – this would also include ensuring we delivered (wherever possible) on what CYP fed back (aware this needs discussion with Edin Children's Partnership, and in particular the 'healthy places' sub group)



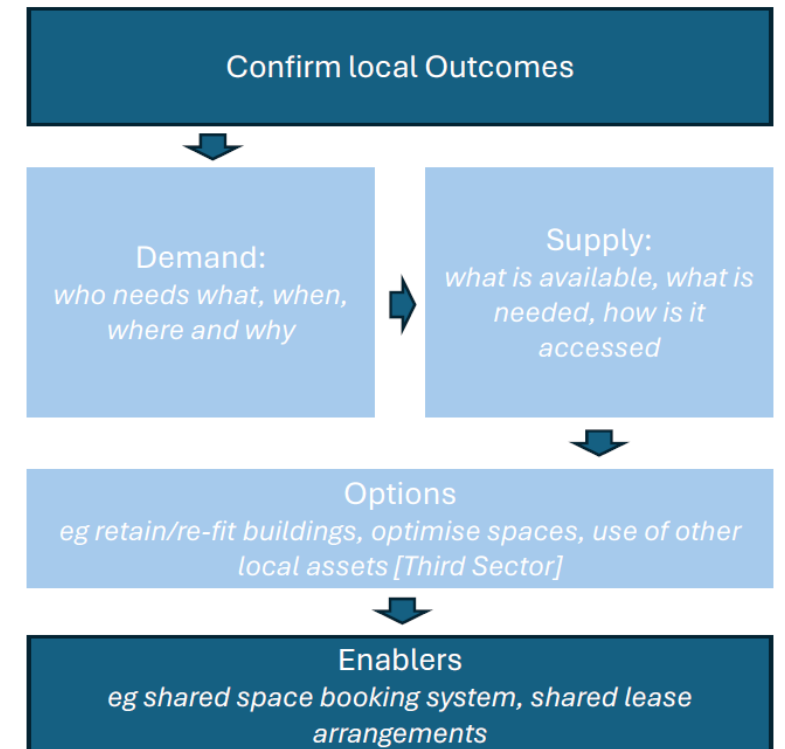
# Potential remit of NPP Subgroup / Sensemaking team

- Governance of NPP process, incl budget allocated to overall NPP work
- Strategic direction for 'core elements' of NPPs
- Provide 'sense making function'
- Develop NPP evaluation framework
- Oversight of individual NPP groups (one for each of the 5 areas), which will have delegated responsibility for *delivery of*:
  - Community engagement
  - Stakeholder engagement
  - Co-location of early intervention services
  - Identification / implementation of wider neighbourhood prevention opportunities
  - Develop Locality Improvement Plans



# Potential remit of Civic Infrastructure Group

- Agreeing a strategic vision for the future shape of the health and wellbeing estate which aligns policies and maximises place benefits for communities
- Confirming shared service needs, gaps and priorities
- Facilitating constructive working relationships between organisations to identify opportunities, address challenges and progress projects collaboratively
- Agreeing a shared pipeline of what's happening, what's needed, what's changing
- Enabling early action projects to meet current pressures and priorities
- Agreeing shared criteria for retaining, re-using and disposing assets at local level
- Develop shared priorities for future investment and shared infrastructure projects to support the future health and wellbeing of communities
- Maximise community wealth building and community benefits



# Potential remit of Engagement Subgroup

- Develop inclusive engagement framework for place-based partnership work (incl NPP and civic infrastructure)
- Interface with relevant existing engagement plans from partner orgs
- Develop mechanism for engagement findings to inform partnership decision making
- Develop mechanism for feeding back partnership decisions to those who have participated in engagement