

# Corporate Policy and Strategy Committee

10.00am, Tuesday 2 October 2018

## Edinburgh Community Plan

<b>Item number</b>	7.5
<b>Report number</b>	
<b>Executive/routine</b>	Executive
<b>Wards</b>	All
<b>Council Commitments</b>	xx

### Executive Summary

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This report provides a first draft of a new Edinburgh Community Plan now called the Local Outcome Improvement Plan (LOIP). The purpose of the plan is to set the strategic direction for community planning in Edinburgh, and set out a limited number of key shared priorities that Edinburgh Partnership Board members will work together to achieve improved outcomes for Edinburgh's citizens.

Within this context, the Plan sets out three priority workstreams as the focus of the Edinburgh Partnership Board. Over the period of this plan, the board will deliver actions to ensure that citizens across all parts of Edinburgh have:

- Enough money to live on,
- Access to work, learning and training opportunities, and
- A good place to live.

Further development of this draft is underway, including review and consultation with community planning partners, elected members, and the Edinburgh Partnership Board. Following this period of review, it is proposed that a final plan is prepared for approval by City of Edinburgh Council and the Edinburgh Partnership Board by end October 2018.

## Edinburgh Community Plan

### 1. Recommendations

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It is recommended that Corporate Policy and Strategy Committee:

- 1.1 Consider and comment on the first draft of the new Edinburgh Community Plan
- 1.2 Agree that, subject to further development and consultation, a final version of the plan should be considered for approval by City of Edinburgh Council on 25 October 2018.

### 2. Background

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- 2.1 The Edinburgh Partnership is the community planning partnership for Edinburgh and brings together public agencies, the third sector and the private sector, to improve the city, its services and the lives of people who live and work here.
- 2.2 The Community Empowerment (Scotland) Act 2015 requires the Partnership to publish a Local Outcomes Improvement Plan (LOIP). This document should set out shared priorities for the city, and describe the areas where the partnership will work together to make improvements and meet these priorities. This plan will build upon actions included in a range of other city-wide strategies, plans and programmes, all of which have a critical impact on the ability of the Edinburgh Partnership Board to deliver its vision for the city. Critically, however, this plan does not seek to duplicate these documents, but instead aims to articulate the additional actions needed, the additional leadership, integration, and collaborations required from the Edinburgh Partnership Board.
- 2.3 At its meeting of 7 December 2017, the Edinburgh Partnership Board considered proposals for the development of a new Edinburgh Community Plan (LOIP) and agreed that the plan should be prepared as a streamlined document, focused on a limited number of shared priorities which only joint working can improve or progress. Further discussions by the Board at its meetings of March and June 2018, agreed that the new plan should focus on priorities and actions which:
  - 2.3.1 Address poverty and inequality
  - 2.3.2 Are 'thorny issues' which require collective action by partners
- 2.4 To take these recommendations forward, a working group of lead officers from community planning partners and third sector groups across the city was established. This group, led by colleagues from NHS Lothian, has undertaken engagement activity to identify priorities and actions, and to lead development of a

new community plan for approval by the relevant statutory partners including the council and collectively by the Edinburgh Partnership Board during October 2018.

### 3. Main report

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- 3.1 This report provides a first draft of a new Edinburgh LOIP. The purpose of this plan is to:
  - 3.1.1 Set the strategic direction for community planning in Edinburgh
  - 3.1.2 Describe the shared priorities of the Edinburgh Partnership Board the actions they will take towards achieving those priorities, and
  - 3.1.3 Describe how the Board will measure progress and success.
- 3.2 In doing so, the plan aims to provide a framework within which every member of the Edinburgh Partnership Board can make an active contribution to meeting shared priorities.
- 3.3 The plan builds on the recognition that while partners work on a number of strategic issues together in many ways, poverty and inequality in Edinburgh is the single most important challenge faced by all members of the Edinburgh Partnership, and the challenge which is most critical to the meeting of priorities set out in strategic partnership and agency plans across the city – whether they relate to outcomes for children and young people, for health and wellbeing, for the economy, or for housing and placemaking. More than that, these are issues which cannot be addressed effectively by any one partner or partnership alone – the drivers of, and solutions to issues of poverty and inequality are entrenched and complex, and require significant partnership effort to resolve. In addition, investing in and protecting prevention measure is something that requires collaboration
- 3.4 Within this context, the partners, through a process of consultation identified three priority workstreams to focus the work of the Edinburgh Partnership Board. Over the period of this plan, the board will deliver actions to ensure that citizens across all parts of Edinburgh have:
  - 3.4.1 **Enough money to live on:** Family income is often used as a key indicator of resources available and, by extension, of the ability of citizens to maintain an acceptable standard of living. Within this context, this workstream includes actions to maximise the income available to poor households, and to ensure that citizens have enough money to live on.
  - 3.4.2 **Access to work, learning and training opportunities:** Worklessness remains the single most important predictor of poverty - 74% of households in which no adult is in work live on incomes below the poverty threshold. This workstream aims to provide new targeted services to help citizens in Edinburgh access the work, learning, and training opportunities they need to maintain a good quality of life.
  - 3.4.3 **A good place to live:** The places people live, work, and play, and the connections with others those places help form, all have a significant impact

on the health and wellbeing of citizens, and the way they experience the effects of poverty. This workstream aims to articulate the additional actions the Edinburgh Partnership Board needs to take to ensure people in the city are able to access a good, affordable, and well designed, place to live.

- 3.5 The plan sets out a programme of work for the board under each of these priorities. This programme will further develop over time in response to the needs of communities, and, in particular, in response to the recommendations and actions proposed by the Edinburgh Poverty Commission during 2019.
- 3.6 To deliver these actions, the board will exercise the significant levers of change and influence only it can provide. The Edinburgh Partnership Board will;
  - 3.6.1 Provide high profile leadership to ensure that these priorities are embedded throughout the work of all partners across the city
  - 3.6.2 Create new opportunities for partner integration and collaboration to tackle these shared challenges
  - 3.6.3 Build on work already in place across the partnership network to identify and create new projects and partnership actions, and
  - 3.6.4 Seek out new ways to combine partnership assets to drive change and deliver improved outcomes.

#### **Next steps**

- 3.7 This report represents a first draft of a new Edinburgh Community Plan with further development planned following review and consultation with community planning partners, elected members, and the Edinburgh Partnership Board during September and October 2018.
- 3.8 Following this period of review it is proposed that a final plan is prepared for approval by City of Edinburgh Council and the Edinburgh Partnership Board by end October 2018. Members views are sought on the direction of travel and the priorities identified.

## **4. Measures of success**

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- 4.1 Measures of success are included for each priority outcome outlined in the plan.

## **5. Financial impact**

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- 5.1 No additional costs to the Council are associated with this report.

## **6. Risk, policy, compliance and governance impact**

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- 6.1 No adverse risks or policy impacts have been identified as associated with this report.

## 7. Equalities impact

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- 7.1 Equalities impacts arising from the commission will be considered as part of an Integrated Impact Assessment.

## 8. Sustainability impact

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- 8.1 Sustainability impacts arising from the commission will be considered as part of an Integrated Impact Assessment.

## 9. Consultation and engagement

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- 9.1 This plan has been developed by a working group of officers from community planning partners across the city and builds on findings of community engagement work carried out during 2017 and 2018. This first draft is presented for consultation and review by all partners and members of the Edinburgh Partnership Board.

## 10. Background reading/external references

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None.

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## 11. Appendices

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Appendix 1: Edinburgh Community Plan (draft)

# **Edinburgh Community Plan 2018 - 2028**

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# 1. Our Vision

## Purpose

The Edinburgh Partnership is the community planning partnership for Edinburgh and brings together public agencies, the third sector and the private sector, to improve the city, its services and the lives of people who live and work here.

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

The purpose of this plan is to:

- set the strategic direction for community planning in Edinburgh over 10 years
- describe the shared priorities the Board are working to achieve
- describe what we are going to do to achieve those priorities
- describe how we are going to measure our progress on these priorities.

In doing so, the plan aims to provide a framework within which every member of the Edinburgh Partnership Board can make an active contribution to meeting our shared priorities.

## Partnership Vision

In developing this plan, the Edinburgh Partnership Board has set out a clear vision to guide its work together:

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

In setting this vision, this plan aims to set the direction needed for community planning partners in Edinburgh to begin to meet the long-term aspirations for the city set out by the Edinburgh 2050 City Vision project, and to support the local priorities and aspirations set out in Locality Improvement Plans across each area of the city.

To help meet this vision, community planning partners across the city already work together across a number of strategies, partnerships and areas of policy, including the joint planning of services for:

- Local communities, through Locality Improvement Plans established for each area of the city,
- Children and young people, through the Edinburgh Children's Services Plan



- Health and Wellbeing, through the Edinburgh Integration Joint Board, and the Edinburgh Health and Social Care Partnership Strategic Plan
- Economic Development through the Edinburgh Economy Strategy and the Edinburgh and South-East Scotland City Region Deal
- A vibrant third sector, through the Edinburgh Compact Partnership Strategic Framework and Action Plan,
- Placemaking and sustainable communities, through the City Housing Strategy, City Mobility Plan, and Local Development Plan
- Safer communities, through the Criminal Justice Outcome Improvement Plan, and
- Environmental sustainability, through the Sustainable Edinburgh 2020 Framework.

Appendix 2 to this document provides an overview of and link to the key partnership plans and strategies in place to guide this work, as well as the corporate plans of key partners such as Scottish Enterprise, Police Scotland, and others.

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

## **A focus on poverty and inequality**

In order to focus the work of the Board, this community plan concentrates on a small number of key priorities in which additional joint action is needed, and which provide the greatest potential to address poverty and inequality in our city.

Edinburgh is well recognised as an affluent and a growing city, but is also a city with wide levels of inequality and home to some of the most deprived communities in Scotland. Average incomes within the city are high, and the city has never had more people in work than it does in 2017/18. Despite this success, more than one in five of all children in Edinburgh grow up in poverty, with this ratio rising to more than one in three in some parts of the city.

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

Placing poverty and inequality as the key focus of this plan is consistent with guidance provided through the Fairer Scotland Duty, and the requirement for public bodies take action to reduce inequalities of outcome caused by socioeconomic disadvantage. The focus is similarly consistent with the direction provided by the new Public Health Priorities for Scotland, which encourage public services, third

sector, community organisations and others, to work better together to address the drivers of inequalities in Scotland's health, and, in doing so, encourage new preventative approaches to improving wellbeing.

## Three priority workstreams

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

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

- **Enough money to live on:** Family income is often used as a key indicator of resources available and, by extension, of the ability of citizens to maintain an acceptable standard of living. Within this context, this workstream includes actions to maximise the income available to poor households, and to ensure that citizens have enough money to live on.
- **Access to work, learning and training opportunities:** Worklessness remains the single most important predictor of poverty - 74% of households in which no adult is in work live on incomes below the poverty threshold. This workstream aims to provide new targeted services to help citizens in Edinburgh access the work, learning, and training opportunities they need to maintain a good quality of life.
- **A good place to live:** The places people live, work, and play, and the connections with others those places help form, all have a significant impact on the health and wellbeing of citizens, and the way they experience the effects of poverty and inequality. This workstream aims to articulate the additional actions the Edinburgh Partnership Board needs to take to ensure people in the city are able to access a good, affordable, and well designed, place to live.

Across all three of these workstreams, the plan sets out a programme of work for the board under each of these priorities. This programme will further develop over time in response to the needs of communities, and in response to the recommendations and actions proposed by the **Edinburgh Poverty Commission** during 2019.

To deliver these actions, the board will exercise the significant levers of change and influence only it can provide. The Edinburgh Partnership Board will;

- Provide high profile leadership to ensure that these priorities are embedded throughout the work of all partners across the city
- Create new opportunities for partner integration and collaboration to tackle these shared challenges
- Build on work already in place across the partnership network to identify and create new projects and partnership actions, and
- Seek out new ways to combine partnership assets to drive change and deliver improved outcomes.

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

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

## 2. Our Priorities

### Priority 1: Enough money to live on

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

#### ***What do we know?***

Evidence shows that poverty rates in Edinburgh are stubbornly high, that rates in some parts of the city are as high as any in Scotland, but that action to improve incomes can have a significant impact on citizen's lives.

- Over 80,000 Edinburgh's citizens live on incomes below the UK poverty threshold. 22% of Edinburgh's children grow up in poverty, with a number of wards showing poverty rates at more than 30%
- Employment remains the best way for families to improve their income, but having a job does not always ensure that people have enough money to live on. 56% of people in poverty in Edinburgh live in a family where at least one adult is in work, and this ratio has risen sharply in recent years
- Additional actions, led by the public and third sector, can be effective in increasing the amount of money that families have to live on. This can include support to maximise incomes, advice on benefits, advice on reducing costs, as well as direct measures to 'poverty proof' public services (such as reducing the cost of the school day).
- These actions can provide a significant impact for citizen's, as well as delivering efficiencies for service providers:
  - A Social Return on Investment analysis on services in Edinburgh and Dundee concluded that every £1 invested generated around £39 of health, social and economic benefits.
  - Analysis has shown that for every £1 invested around £15 of financial gain is generated from a mixture of increased income e.g. welfare benefits, income maximisation, rescheduled debts, one off payments or written off debts.
  - A recent project aimed at increasing uptake of Healthy Start Vouchers in Leith reported 'securing on average £4,500 per client during 2015/16.'<sup>[3]</sup> Families involved in the recent Dalry school cluster project gained on average £4,000 per household.

### ***What are we doing now?***

Community planning partners at present provide a range of services to improve the financial position of low income families. These include services provided by the City of Edinburgh Council, NHS Lothian, community and voluntary sector agencies, housing providers and others. These providers offer services from welfare advice, income maximisation, debt advice, emergency grant and loans, and housing advice and support services.

These services are funded from a range of sources such as grants, tendered contracts or direct from funders. Funding timescales often do not align which can reduce the ability of partners to plan properly and can result in the removal of services in different parts of the city or for different client groups. Service standards can vary so that people accessing services in different parts of the city may not be assured of the same standard of service.

Across the system, there is, at present, no overview which allows for planning and co-ordination of services. As a result, it is difficult for partners to target services to those areas or groups where need is highest, to ensure that maximum impact is being delivered for public investment, and to ensure that citizens have a simple, and easy to access service in all parts of the city.

### ***What difference will we make?***

Through the delivery of this community plan, the Edinburgh Partnership Board will work together to deliver a more co-ordinated approach to planning income maximisation, support, and advice services.

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

- More co-ordinated and avoid duplication
- More easily accessible to citizens in need of support
- Targeted to those in greatest need, including
  - small areas of greatest need, and
  - specific groups (e.g. lone parents, low income families, people with disabilities, people involved with criminal justice system, homeless, older people, carers etc)

In delivering these services, income maximisation is primarily viewed as a means to mitigate and reduce the effects of poverty and low income and to avoid crisis brought on by debt and poor financial management skills. Within this workstream, partners will work to develop a prevention programme built around locality and cluster teams.

### ***How will we know we have made a difference?***

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

- Percentage of children in poverty
- Number of residents with incomes below the poverty threshold
- Levels of fuel poverty
- Use of food banks
- Money achieved for people using services

## **Priority 2: Access to work, learning and training opportunities**

Worklessness remains the single most important predictor of poverty - 74% of households in which no adult is in work live on incomes below the poverty threshold. This workstream aims to provide new targeted services to help citizens in Edinburgh access the work, learning, and training opportunities they need to maintain a good quality of life.

### ***What do we know?***

Unemployment in Edinburgh is lower than any other major city in the UK, and the number of people in employment in the city has never been higher than it is now. Despite this success, worklessness remains a problem. 13% of households in Edinburgh have no adult in employment, and our consultation with partners shows that additional action is needed to support citizens and families with specific needs. In particular, we know that:

- Only 69% of young people with care experience secure a positive destination on leaving school, compared to a city average of 93%
- Increasing educational attainment levels helps improve outcomes in adulthood, but school attainment rates for pupils in deprived areas are less than half those of the city average
- The recently published 15–24 Learner Journey (May 2018) found that some young people felt that the focus on attainment and qualifications within schools was not giving them the skills required to succeed in life, learning and work. As a result, some felt ill-prepared for life after school and this had a negative impact on their learner journeys. This was found to be particularly

true of young people from socially disadvantaged backgrounds, who may have limited support to develop life skills at home.

- Over the last year, work has been undertaken to map service provisions against client data as well the co-production of services with stakeholders, service providers and service users. These have highlighted a gap in provision around two key areas.
  - Multiple agencies are often working with members of the same family but not wholly joined up or connected. Systemic failure occurs where individuals and families in priority localities are consistently losing out or not fully engaged.
  - Those in prison face challenges that require a clearer partnership approach to avoid homelessness, substance abuse and reoffending. Support for people with convictions needs to be coherent and holistic.

### ***What are we doing now?***

Edinburgh's employability offer is structured around an Employability Pipeline, as set out and agreed by the Scottish Government and in line with all other local authorities. The Job Strategy Group ensures this offer is a joined-up partnership approach, avoids duplication and identify gaps and market failure and offer solutions. Whilst this approach works for many, there are still some people within the city who continue to face challenges and disadvantage that can only be tackled through new partnership efforts.

One example of where this approach has worked is an employability service for individuals with complex needs (substance misuse, homelessness and involvement with criminal justice services). This is a community-based approach and the project reports a good level of success with the individuals supported.

At the moment, Capital City Partnership has brought together statutory bodies, employability providers and employers to develop a cohesive strategy to supporting people with convictions in Edinburgh into work and thereby reducing recidivism. This group is currently mapping current provision and developing a strategic response.

Youth work supports young people's achievements leading to increased educational attainment, employability and health and wellbeing. These opportunities are crucial in offering packages of support that provide protective factors while the children and young people grow and develop and learn how to keep themselves safe and take appropriate risks. Importantly they also offer the opportunity to form a relationship with a trusted adult outwith the home which we know is important for many of our children and young people, including those who have experience Adverse Childhood Experiences.

### ***What difference will we make?***

These projects show the potential of targeted partnership working to address gaps in service provision, and support citizens with complex needs. Through the delivery of this community plan, the Edinburgh Partnership Board will work together to provide new targeted support to help people whose needs are not met by other programmes. This will include delivery of additional support for:

- **Excluded Families:** There are approximately 60 families needing partnership support to help them in to work. In the past, efforts to support them have not met their needs due to short term funding. These families are not able to take up the existing employability offer as they have a high level of need compounded with often chaotic experiences. In some instances, there is a wider family network with little experience of regular work. We will provide long-term sustained pre-employability action to address this, ranging from young people in school to adults who have never worked.
- **People on release from prison:** we will develop stronger links between community justice and employability services so we can offer a systematic, holistic, joined up and long-term sustained partnership approach to working with people released from prison.
- **Young people with care experience:** we will recognise, promote and support wider achievement among young people with care experience and those living in poverty. In doing so, we will work to improve engagement and improved school attendance by broadening the range of quality educational experiences offered to children and young people with care experience; ensure that children and young people have access to trusted adults in their local community who can provide additional support when needed; and, ensure effective coordination of children's services in each locality with a focus on prevention and restorative practice

During the life of this plan we expect that through ongoing dialogue with communities experiencing inequality and poverty, additional excluded groups will be identified and partnership actions developed.

### ***How will we know we have made a difference?***

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

- Percentage of households with no adult in employment
- Percentage of young people with care experience who secure a positive destination on leaving school compared to a city average
- School attainment rates for pupils in deprived areas compared to city average
- School attainment rates for care experienced compared to city average



## **Priority 3: A good place to live**

The places people live, work, and play, and the connections with others those places help foster, all have a significant impact on the health and wellbeing of citizens in Edinburgh. Most specifically, the quality of place people in which people live - the environmental surroundings, the design of housing, the accessibility to work and services, the sense of community – can have a profound effect on the way people experience the effects of poverty and low income. This is most evident in the way high housing costs can work to trap people in poverty and reduce the opportunity to progress, but it applies equally to the way place based services across the city. This workstream aims to articulate the additional actions the Edinburgh Partnership Board needs to take to ensure people in the city are able to access a good, affordable, and well designed, place to live.

### ***What do we know?***

Evidence shows us that

- Housing in Edinburgh is expensive and a major contributor to poverty and inequality. The average house price is six times the average gross annual earnings in the city, making Edinburgh the least affordable city in Scotland to buy a home.
- Housing costs in Edinburgh have continued to rise and the number of new homes being built is not meeting housing need and demand, particularly for those on lower incomes. High housing costs pose a risk to the longer term economic growth of the city and widen the inequality gap. Young graduates and workers in key sectors such as construction and health and social care need access to affordable homes.
- Those areas where poverty is highest also show lower than average satisfaction with their neighbourhood as a place to live, and lower than average perceptions of their neighbourhood as a safe place to be after dark.
- Engagement with communities to help define priorities in the Local Improvement Plans clearly identified place making as important to local communities. Communities expressed a shared desire for improving various services within their localities including more integrated transport systems and improved use of civic space.

### ***What are we doing now?***

The Council and its Registered Social Landlord (RSL) partners have made a commitment to deliver 20,000 new affordable and low-cost homes in Edinburgh over 10 years. There is a commitment to support Edinburgh Health and Social Care Partnership's Strategic Plan priorities through investment to build around 4,500

affordable homes, integrated with health and social care services, to meet the needs of older people and people with complex physical and health needs.

These are ambitious goals, and show a commitment by the partnership to encourage investment in new and existing housing to drive place-led development and bring about wider economic and social benefits. However, additional support from partners is essential in helping to deliver these commitments. In particular, additional work is needed to ensure the provision of land for housebuilding, and to deliver a new approach to placemaking, working with communities to create sustainable places with well-located and co-located services.

### ***What difference will we make?***

Through the delivery of this community plan, the Edinburgh Partnership Board will work together to:

- Maximise land available to deliver 20,000 affordable homes commitment over 10 years (including provision of 4,500 homes to meet health and social care priorities), and maximise the value and outcomes from Edinburgh's public-sector estate and deliver opportunities for accelerated investment through strategic partnership and review of public sector assets. Towards this, drawing on the approach undertaken at city region level the Edinburgh Partnership has established a land and property group. Membership is drawn from the Edinburgh Partnership partners that hold strategic land and property assets including the Council, NHS Lothian, Police Scotland, Scottish Enterprise, Scottish Fire and Rescue Service, Edinburgh College and Universities. This group will seek to deliver opportunities for accelerated investment through strategic partnership and review of public sector assets
- Identify more, and strengthen opportunities to work in partnership, as public sector bodies and with communities and the private sector, to create good places to live. This will include seeking new placemaking approaches to support the delivery of accessible and open places, with good links to health, childcare, and other services.

### ***How will we know we have made a difference?***

We will monitor the following to see how we are doing:

- Delivery of affordable homes target
- Satisfaction with neighbourhood as good place to live
- Proportion of residents who feel safe in their neighbourhood after dark
- Proportion of residents who use active travel

### 3. Our Approach

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

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

We are committed to strengthening community influence and participation, and creating opportunities for participation in different ways and at all levels, identifying and addressing the barriers to involvement. We will continue to use the National Standards for Community Engagement to inform our practice and improve the impact of this work evidencing in all our papers the participation and views of our communities and how they have been taken into account

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

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

- Improve how we share information about people, performance, and services.
- Use data and insight more effectively to drive change in the way we design and deliver services.
- Work collaboratively to develop and support staff from all our organisations to work together, ensuring they have the appropriate skills and knowledge to deliver our ambitions and work effectively with communities.
- Take a practical approach to change, identifying, and maximising opportunities for rationalisation, collaborative working, and integrated service delivery.
- Develop a clear understanding of levels of expenditure on each priority, using this information to combine budgets to reshape services.
- Commit resources to support the administration and facilitation of community planning in the city.
- Support our accountability through a consistent approach to performance management and progress monitoring and reporting.

In delivering the plan we will collaborate with others to build and develop our understanding of the evidence, using this to influence investment decisions and to make the case for change of policy and strategy at a national level.

## **Appendices (to follow)**

Appendix 1: Edinburgh Partnership Board

Appendix 2: Community planning in Edinburgh

Appendix 3: Key partnership strategies and plans