



# THE EDINBURGH PARTNERSHIP

## Best Value Assurance Audit Improvement Plan – Progress Update

### 1. Executive Summary

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- 1.1 The Edinburgh Partnership Board agreed a Best Value Improvement Plan at its meeting on 22 June 2021. The plan set out the actions to address the findings from the Best Value Assurance Audit to strengthen community planning in the city.
- 1.2 This paper provides an update on progress in the delivery of the improvement plan and a proposed approach to mainstreaming the actions as part of the Edinburgh Partnership core activity moving forwards.

### 2. Recommendations

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- 2.1 The Board is recommended to:
  - i. note the progress in implementing the improvement plan actions as set out in the appendix; and
  - ii. agree to mainstream the improvement actions with further progress being subject to standalone reporting or as part of the annual LOIP reporting as set out in the appendix;
  - iii. partners to commit to the re-establishment of the community planning support team to continue to progress the Edinburgh Partnership development plan and strategic actions identified within the LOIP delivery plan; and
  - iv. partners to nominate representatives to participate in discussions with EACC on collaborative working with community councils.

### 3. Main Report

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- 3.1 The Best Value Assurance Audit identified areas where further improvement was recommended relating to partnership working and community engagement. In response the Edinburgh Partnership set up a Working Group tasked with developing appropriate responses to the issues raised. The work of this Group culminated in the Edinburgh Partnership approval of an improvement plan in June 2021.
- 3.2 The improvement plan sets out the key deliverables, together with milestones, timescales and measures of success, under three key themes of:
  - Governance to deliver outcomes

- Ways of working and strengthening the role of the community and voluntary sector
  - Community empowerment
- 3.3 Progress has been made against all strategic actions as set out in the appendix. Significant work has been undertaken to incorporate much of the activity within the LOIP delivery plan covered elsewhere on the agenda. Given the progress made the appendix sets out proposals for the mainstreaming of activity moving forwards. This recognises the role of the LOIP and the Partnership's approach to continuous improvement and specifically the existing partnership development and improvement plan originally agreed in 2019. It proposes an approach to reporting of the delivery either by way of incorporation within the LOIP, a refreshed development plan or through standalone reporting to the Board of specific initiatives such as the community empowerment plan.
- 3.4 To progress some areas of work, further commitment is required by partners and specifically:
- **Re-establishment of community planning support team** - The work of this team, originally agreed in 2019, has fallen into abeyance since the onset of the pandemic with only informal networking meetings having taken place this year. The intention in the short-term is to refresh this team and partners are asked to give their continued commitment to this working arrangement which had begun to deliver positive results prior to the lockdown. The existing arrangement was for the Council, Scottish Enterprise, Police Scotland, Fire and Rescue Service, NHS Lothian and EVOC to provide a named officer who would contribute dedicated time of one day per week to the Team. Re-instating this arrangement will allow progress to be made on the delivery of the EP development plan, including empowerment, performance, communication and resourcing, together strategic actions for the LOIP Delivery Group. It will provide a short-term resourcing solution whilst work on a longer term approach to the support and facilitation of community planning is progressed and linked to the development of a new Community Empowerment team in the Council.
  - **Development of a framework for collaboration with the Edinburgh Association of Community Councils** - Currently the activity by the working group established to progress this action has focused on the relationship between the Council, EACC and community councils. While collaboration between these partners is essential, additional partner contribution is required to consider the role and relationships of community councils with the Edinburgh Partnership and partners. Partners are therefore asked to identify representatives to participate in the working group discussions to inform the framework paper to be presented to the Board in December 2021.



#### 4. Contact

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## BEST VALUE IMPROVEMENT PLAN - PROGRESS AND CLOSURE

| Theme                                 | Action  | Progress   | Future reporting   |
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| <b>Governance to deliver outcomes</b> | <b>Reviewing the LOIP priority – A good place to live - by June</b> , to reflect a broader definition of health and wellbeing that supports the development and growth of healthy, sustainable communities across the city. | Vision, priorities and approach agreed by the Board in June 2021. LOIP delivery plan now incorporates wider policy context with new actions under Priority 3. This work was informed by ‘Joining the Dots’ sessions set out below.   | Action complete.   |
|                                       | <b>Develop a partnership plan to deliver the 20-minute neighbourhood model</b> with a focus on shared public, commercial and third sector services models and public service hubs.  | <p>Work to develop a partnership approach to the 20 min neighbourhood and to inform the development of the LOIP Priority 3 has been informed by two ‘Joining the Dots’ sessions. Participants are drawn from across partners including CEC, NHS Lothian, IJB and the third sector.</p> <p>The first session focused on broadening awareness of programmes of work underway currently with the aim of identifying opportunities for collaborate working and to develop a shared understanding of how these might be progressed.</p> <p>The second session built on this earlier work by providing an opportunity for partners to agree a focus for joint working recognising the need for this to be manageable, deliver tangible progress and serve as a collaborative ‘learn by doing’ engine to inform wider work.</p> <p>The tangible outcome achieved was agreement of the actions contained within the LOIP delivery plan and specifically to create sustainable places with well-located and co-located services by:</p> <ul style="list-style-type: none"> <li>• agreeing a collective vision and associated action plan;</li> <li>• implementing test of change initiatives in Liberton and Wester Hailes;</li> <li>• establishing a robust approach to measuring success; and</li> <li>• ensuring ongoing wider system engagement through further ‘Joining the Dots’ sessions.</li> </ul> | Action incorporated within reporting framework for LOIP. |

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| <p><b>Ways of working and strengthening the role of the community and voluntary sector</b></p> | <p><b>Coordinate on the development of, and model for, operationalising community anchors (organisations and/or networks), and strengthening community networks cohesion</b> through the co-production of a shared definition and associated tools and processes.</p> | <p>Work has continued to develop the concept of community anchors with stakeholders across the third and public sectors throughout the May – September period. Two workshops have been hosted and developed in partnership with the EHSCP Community Mobilisation workstream. The first workshop included consideration of the opportunities and deficiencies in the development of community anchor organisations/networks.</p> <p>The second workshop was used to reflect on the direction of travel with an immersive Q&amp;A. Further collaboration with individual forums, networks, etc., has progressed and an understanding of networks as a focus for collaboration in local neighbourhoods is emerging. Therefore, language has moved away from Community Anchor <b>Organisations</b> to Community Anchor <b>Networks</b>.</p> <p>Collaboration is key and momentum will build during the autumn to further develop the concepts so far introduced. Initial work has also begun on outlining options for governance and sustainability of Community Anchor Networks to be further discussed as part of the continued engagement during the autumn with all partners. This work will include how to brand/differentiate from existing ‘networks’.</p> | <p>Work integral to achieving Priority 3 actions and will be subject of reporting both as a standalone initiative and through the LOIP reporting framework.</p> |
|  | <p><b>Continue to implement the improvement activity already agreed</b> by the Partnership including developing a model of facilitation and support for community planning, performance and communications.</p>   | <p>Strengthened partner support is evidenced through the LOIP Delivery Group with the co-chairing shared by NHS Lothian and Edinburgh College. Key leads from partners have been identified for the each of the priorities and a variety of delivery mechanisms identified, using both new and existing partnership working arrangements.</p> <p>The establishment of a community planning support team to facilitate and support the Edinburgh Partnership was agreed in 2019. With COVID-19 the group went into abeyance and recently reconvened as an information sharing rather than delivery group. To ensure strategic actions from the LOIP delivery plan and the Partnership’s development plan are delivered it is</p>   | <p>Revised development plan to be reported to the Board in December 2022.</p>   |

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|                                     |  | <p>proposed to reconvene this group. Partners are therefore asked to recommit staff time for this purpose in the short-term. This will allow work to progress on developing a longer term model of support meantime.</p> <p>Action performance measures for the LOIP are set out within the delivery plan considered elsewhere on the agenda. Further work is required to develop refreshed outcome metrics, and this will be taken forward by the LOIP Delivery Group with a workshop planned for October 2021.</p> <p>Edinburgh Partnership agreed an approach to communications in 2020. The first phase of this activity has been completed. Work will now focus on the further development areas with it proposed that this is taken forward by a re-established community planning support team.</p> |  |
|                                     | <p>Promote and rally the support of Anchor Institutions and more broadly develop plans to <b>collaborate on the delivery of the Community Wealth Building agenda.</b></p>  | <p>A working group has been established to develop a partnership approach to community wealth building. This will be chaired by EVOC and meet regularly in the coming months to develop an action plan. This includes work to identify joint partner activity and the necessary resources. This action has been incorporated in the LOIP delivery plan as it contributes to Priority 3.</p>  | <p>Action incorporated within reporting framework for LOIP and will be subject to a standalone progress report to the Board in March 2022.</p> |
| <p><b>Community Empowerment</b></p> | <p><b>To strengthen and enhance the Community Empowerment plan</b> in development and ensure it clearly outlines how community influence and involvement in community planning can be supported and increased.</p> | <p>Initial work on the community empowerment plan commenced in 2019. The work fell into abeyance due to COVID-19. The working group has now been re-established. The next step in the development process is to review activity to date and to develop a revised project plan. This will take account of the new landscape and learning from the pandemic. The work will be informed by a workshop with partners planned for October 2021. This activity will support the delivery of the Community Learning and Development Plan and specifically the action to develop a capacity building practitioners' network.</p>   | <p>Action subject to standalone progress reporting to the Board by March 2022.</p>   |

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|  | <p><b>Strengthen the resourcing and capacity to support Neighbourhood Networks and the LCPPs</b> through the establishment of new Community Empowerment teams by the City of Edinburgh Council; more council staff deployed at community level</p>  | <p>Neighbourhood network activity largely resumed across the city with the activity being informed by discussions at Locality Community Planning Partnerships. These discussions are helping to shape the future development of each of the networks and next steps in improving ways of working.</p> <p>The Council has committed to developing a new model for community engagement to strengthen the role of communities in service delivery and decision making. This work will be led by a new Community Empowerment team, within the new Culture and Wellbeing service, which will be responsible for supporting Neighbourhood Networks and Local Community Planning Partnerships. Implementation of the new team will depend on an organisational review of existing services. This review is expected to begin in early 2022.</p> | <p>This work is ongoing and will be subject to reporting to the Board as appropriate.</p> <p>This work forms part of a Council organisational review and the outcome will be reported to the Board in 2022.</p> |
|  | <p><b>Develop a framework for collaboration with the Edinburgh Association of Community Councils</b> and the community councils, to ensure they can fulfil their statutory function in representing local communities and build a productive relationship with all community planning partners and the Council in particular.</p> | <p>A steering group of EACC members has met twice and a bilateral meeting held with CEC. A further meeting is planned for late September. The discussion has focused on three key themes of community engagement, community empowerment and advocacy/governance. The intention is to submit a framework paper to the Board in December 2021. Early discussion however has highlighted the need to distinguish between action for CEC and community councils and the wider working of community councils and Edinburgh Partnership members. To progress the latter Board members are asked to nominate officers to take part in further discussions by the group.</p>  | <p>Paper to be submitted to Board in December 2021.</p>   |
|  | <p>Develop future ways of <b>working with the new End Poverty Edinburgh citizens group</b> to ensure that the voices of people with experience of poverty continue to inform the way the Partnership plans and delivers services.</p>   | <p>Meeting with Edinburgh Partnership Board scheduled for December 2021.</p> <p>Action incorporated within the LOIP delivery plan as a strategic area of work.</p>  | <p>Discussion with EPE to take place at the Board in December 2021.</p>   |