



# THE EDINBURGH PARTNERSHIP

## Edinburgh Partnership – Resources

### 1. Executive Summary

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- 1.1 The purpose of this report is to provide the Board with an update on the resourcing requirements of the Edinburgh Partnership. This follows on from the budget report in December 2021 where it was agreed to consider resource requirements to meet development and operational costs of the Partnership.
- 1.2 This work is being taken forward on a phased basis to ensure there is a comprehensive assessment of the needs across all aspects of the Edinburgh Partnership arrangements. This is being jointly led by the Community Planning Support Team and the Local Outcome Improvement Plan Delivery Group.
- 1.3 This paper sets out each phase of the work, including proposals for the decision of the Board at this meeting. The final phase will comprise a comprehensive report to the Board in June 2022.

### 2. Recommendations

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- 2.1 The Board is recommended to:
  - i. note the phased approach and progress in identifying resource requirements as set out in this report;
  - ii. agree the outcome of phase one to reprioritise the existing budget to a general pot to meet one off development and operational costs as identified in paragraph 3.9;
  - iii. fund the BAME Citizens Panel activity as identified in paragraph 3.12.1 under phase 1;
  - iv. notes with agreement of items ii and iii above there is a notional budget remaining in the existing budget of £8,556 to meet one off small scale costs over the financial year 22/23;
  - v. that all partners consider and agree to make a financial contribution to the Edinburgh Partnership to meet the requests under phase 2 as identified in paragraphs 3.12.2 and 3.12.11;
  - vi. agree to receive the phase 3 comprehensive resource proposal in June 2022.

### 3. Main Report

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- 3.1 Resourcing of community planning comprises two interdependent areas: the sharing, alignment or redeployment of resources to deliver shared services priorities; and support for the facilitation and development of initiatives and partnership working arrangements. Without such support the Edinburgh Partnership is unlikely to effectively and meaningfully deliver the shared outcomes in line with its ambitions.
- 3.2 The Board at its meeting in April 2019, and on the back of the review of governance and operational arrangements, recognised this by agreeing to replenish the Edinburgh Partnership budget. Financial contributions of £10k were secured from statutory partners comprising Police Scotland, NHS Lothian and Scottish Enterprise. The City of Edinburgh Council was not asked for a contribution at this time recognising its existing support across all levels of the Edinburgh Partnership, in kind, staffing and direct budget. Whilst a request was made of the Scottish Fire and Rescue Service, this was not realised.
- 3.3 The Board considered a budget update report in December 2021 and allocated £15k of funding to the Advice Service Review which was augmented by a further contribution of £10k from NHS Lothian. With this allocation, there remains a balance of £11,931 available in the budget.
- 3.4 In addition to the direct financial support detailed above, the statutory partners committed staff time to support the establishment of a Community Planning Support Team. This operated for a period of six months with the intention of identifying a more sustainable solution to the provision of facilitation and support. This was never completed, and the arrangement fell into abeyance due to the service pressures of the pandemic.
- 3.5 At the end of 2021 following a period where all community planning partners were dealing with and responding to the pandemic, the Board agreed to re-establish this Team which comprises officers from the City of Edinburgh Council, Police Scotland, NHS Lothian, Scottish Fire and Rescue Service and Edinburgh Voluntary Organisations' Council. Rather than partners committing specified amounts of officer time as previously agreed, they are contributing by leading on different aspects of the Partnership's work programme, providing for greater flexibility in meeting ongoing demands.
- 3.6 As part of the budget report in December 2022, members agreed to consider making further contributions to the Partnership and to receive a report setting out the resource requirements.
- 3.7 Given the breadth of the task, in taking forward the resource assessment, a three phased approach is being used. This work is being led jointly by the Community Planning Support Team and LOIP Delivery Group. Each phase, together with corresponding decisions required of the Board, is set out below.

### **Phase 1 – Reconfiguration of the current budget to meet evolving priorities**

- 3.8 In phase one the immediate one off calls on the budget were assessed with a view to supporting this through the balance of £11,931 as of December 2021. This sum has now increased with the commission for the advice service review coming in at £4,125 less than budgeted. This gives a current balance of £16,056 in the Partnerships budget.
- 3.9 The majority of this funding is provisionally prioritised for supporting the development of neighbourhood networks. However, in the absence of a detailed proposal for this currently and recognising that this will require the input from the newly establishing Council Empowerment Team, it is proposed to address this for the June meeting as set out under phase 3 below.
- 3.10 Agreeing this shift allows the balance of the budget to be utilised as a general pot to meet emerging priorities in relation to the Partnership's operation and development. Within this context two areas of work requiring support have been identified by officers, namely: the production of a video as an inclusive means of supporting citizen and community engagement on the community empowerment strategy, likely to be in the region of £1k; and facilitation costs in relation to LOIP Priority 3, likely to be in the region of £1,500.
- 3.11 In addition, there is sufficient budget to allow the Board to fund the BAME Citizens Panel activity of £5k as set out under 3.12.1 below. With agreement of this, and the reprioritisation of the budget above, there would be a notional balance of £8,556 remaining in the existing budget to meet one off small scale costs. The Board is asked to approve the use of the existing budget for these purposes.

### **Phase 2 - Identification of immediate proposals to benefit the delivery of the collective programme of work**

- 3.12 As phase 2 of the assessment, areas requiring immediate support to deliver the collective priorities of the Edinburgh Partnership have been identified. Details of these proposals are provided in the appendix, showing the respective scope, deliverables, partner benefits and resource requirements. A short summary of each is set out below.
- 3.12.1 Support costs for BAME citizens panel – The Whole Family Equality Project has been developed to improve outcomes for BAME citizens under Priority 2 of the LOIP. To support its work, a Citizens' Panel will be established that is representative of the community with a focus on lived experience. The request for £5k is to meet the costs to address the barriers to participation by allowing for citizens to be recompensed for their time and expenses. This will include expenditure relating to childcare and travel, together with attendance consistent with existing research practice.

- 3.12.2 Development and delivery of an Edinburgh Survey – Part Two of the Community Empowerment (Scotland) Act 2015 states that community planning partnerships should monitor performance and progress against its ambitions and use intelligence about views and experiences of local communities to underpin its approach to effective performance management.
- 3.12.3 Between 2007 and 2018 the Council conducted an annual Edinburgh People Survey which provided data that was used by the Edinburgh Partnership. This was Europe’s largest face-to-face citizen survey on local services, interviewing over 5,000 residents, providing data that could be analysed at sub-city geographies and demographic groups. While the primary focus of the survey was Council services, several questions supported community planning reporting. Since this survey work has ceased there has been a gap in local data, with national surveys being used as a temporary and limited solution.
- 3.12.4 During 2020, NHS Lothian and the Council partnered to commission a one-off shared survey to provide detailed resident views about current and future services, and their wellbeing during the pandemic. While partners have recognised the value of a shared information source and expressed interest in contributing to a shared survey, at an operational level partners have not been able to agree coordination and resourcing.
- 3.12.5 The creation of a dedicated partnership survey would provide the Edinburgh Partnership Board with detailed city-level data on outcomes and citizens experiences, attitudes, and perceptions relating to relevant partnership interests, LIPs and LOIP commitments, and associated strategies. This would support organisational decision making, collective planning for the LOIP activities and shared performance and reporting framework – all of which would also respond to challenges made by Audit Scotland around evidencing that community planning is making a difference to Edinburgh residents. However, the data created by a shared survey would likely be of most interest and greatest value to public bodies.
- 3.12.6 In proposing a programme that would deliver a cost-effective, robust and reliable source of data, the main consideration is an approach which would be consistent over several years – enabling tracking over time, and covering a sufficiently long time period that impacts are likely to be realised.
- 3.12.7 A minimum period of five years is proposed for the survey, though it is noted that the partnership’s LOIP and other commitments run for six years. The partnership may wish to extend the survey period to cover the full term of the LOIP, but this decision could be deferred for several years and built into any supply contract as a discretionary option.

- 3.12.8 The scale of the proposed survey is based on the expected needs of the partnership for longitudinal and sub-group data analysis – specifically the need to examine data at below city-level, which is currently impossible through relying on national surveys; and the need to track outcomes for relatively small groups. In order to provide the expected level of useful data, the proposed survey would have an annual sample of 4,000 interviews, taking place continuously, at a rate of around 1,000 per quarter.
- 3.12.9 Further information about the proposed outline design of survey is included in Appendix 1.
- 3.12.10 A survey covering a five year period, delivering 4,000 interviews per year, would have an estimated total cost of £300k. This amount would, based on current understanding of resources, be shared by public bodies, and could be provided either through an annual cost of £60k (beginning 2022/23) or through lump sum contributions which could be set aside for the purpose of funding this survey. Individual public bodies supporting the survey could choose whether to contribute annually or in one lump sum however a commitment to fund the survey is required for the full period.
- 3.12.11 Support for End Poverty Edinburgh – The request is for £25k to provide funding to the Poverty Alliance to continue their role in supporting the End Poverty Edinburgh Citizen Group in the coming financial year. The group, formed in 2020, in response to a call from the Edinburgh Poverty Commission, comprises citizens with experience of living in poverty in Edinburgh. Their role is to ensure that the voices of people experiencing poverty are heard, together with supporting the delivery of the End Poverty in Edinburgh plan. The funding requested represents 50% of the annual project cost and will provide leverage to secure match funding through independent funders.

### **Phase 3 – Comprehensive assessment of requirements to cover a three year period (2022-2025)**

- 3.13 Phase 3 of the approach focuses on identifying longer-term proposals to support the delivery of the LOIP, and other strategic plans which the Partnership has responsibility for, together with support for the neighbourhood networks, and delivery of the development programme, including third sector participation. It is recognised that this may not just involve a direct budgetary contribution but is likely to include proposals for the sharing, alignment or redeployment of resources. An example of this would be the co-ordination of support for prison leavers, which is a key action of the LOIP Priority 2.
- 3.14 To consider this comprehensively, will require the involvement of a wider range of partners through the existing partnerships and their corresponding sub-groups. As part of this process, engagement will also need to be undertaken with

individual partners. It is proposed that the outcome of this phase will be reported to the Board in June 2022. The Board is asked to agree this approach.

- 3.15 The current budget available to the Board is £16,056. If the phase 1 proposals set out above are agreed this would leave a notional balance of £8,556 in the Partnership’s budget. Whilst the BAME Citizens Panel can be accommodated within existing resources, there is not sufficient budget to meet the other proposals set out under phase 2. This amounts to £325k over a five year period, with £85k of this required in 2022/23. This, together with any proposals identified under phase 3, will require new contributions from partners.

Edinburgh Partnership Resource Requirements - Summary						
	2022/23	2023/24	2024/25	2025/26	2026/27	Report Recommendation
Balance to carry forward	£16,056					
<b>Proposed expenditures</b>						
Community Engagement	£2,500					Rec ii
BAME Citizen's Panel	£5,000					Rec iii
General partnership priorities fund	£8,556					Rec iv
Edinburgh Survey	£60,000	£60,000	£60,000	£60,000	£60,000	Rec v
End Poverty Edinburgh Citizen's Group	£25,000					Rec v
<b>Total Expenditure</b>	<b>£101,056</b>	<b>£60,000</b>	<b>£60,000</b>	<b>£60,000</b>	<b>£60,000</b>	
<b>Partnership contribution requirement</b>	<b>£85,000</b>	<b>£60,000</b>	<b>£60,000</b>	<b>£60,000</b>	<b>£60,000</b>	

#### 4. Contact

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## BAME Citizens' Panel – Support Costs for Participation

### Proposal Summary: (Scope)

To support and recompense people from the BAME community with lived experience to participate on a Citizen's Panel to lead on the largest BAME effort in the City to tackle poverty and inequality

### (Impact)

To increase the employment outcomes by 20% of citizens from the BAME community, and have citizens placed more directly in creating and influencing the services they need

### Initiative

The Whole Family Equality (WFE) project has been developed in response to the LOIP Priority 2 Access to Work, Learning and Training opportunities to Improve outcomes for BAME citizens, including better access to employment through leadership, senior visibility, and high-ranking positive role models. It is bringing together key stakeholders and influencers clustered around a central change project funded by The Robertson Trust for three years.

Led on by Capital City Partnership alongside Children 1st and CHAI, the WFE project has a central team to support **120 BAME** families to improve their household income and employability aspirations.

WFE will be supported by a Citizen's Panel representative of the BAME community with a focus on lived experience. The Chair of the Citizen's Panel is Viana Maya CEO of Prespect (IoD Director of the Year).

Our request is for funds to recompense people from the BAME community who give their time and lived experience to be part of the Citizen's panel, building on good practice established as part of the Poverty Commission. We anticipate there will be six meetings per year, with six panel members attending for 2 hours. That is a commitment for 12 hours a year plus support for travel expenses (covid permitted). We will be careful to ensure any recompense does not displace access to benefits.

### Existing Partner Commitment(s)

- The NEST grants programme from The City of Edinburgh Council has funded a mentoring bespoke project from community project Link Net.
- The Scottish Government's Investing in Communities programme has funded delivery of 12 community empowerment projects with devolved budgets in each locality funded under participatory budgeting.
- The National Lottery has been asked to fund a youth service to enable 80 young people achieve a better start in life, including peer to peer support.
- The Young Person Guarantee project has funded a Youth Engagement Officer post for wider network
- The Workplace Equality Fund is being asked to fund an employer engagement project around equality and diversity training to improve recruitment practices and increase job outcomes.

### Financial requirement

£5000

### Other Resource Requirement

Access to City Chambers to hold Citizen's Panel as part of accessing places often seen as off limits

### Non-Financial Benefits

- This enables the engagement of citizens directly from the service to have parity of esteem with those on the citizen's panel
- It allows Edinburgh to once again lead in this area of service design, showing how we value the input of lived experience
- We will show this as an example of good practice to the Scottish Government for their Service Design Model

## Five year survey programme to support monitoring of partnership outcomes

### Proposal Summary: (Scope)

Performance monitoring and coordination of partnership activity

### (Impact)

Creation of a shared research tool to provide detailed city-level data on outcomes and citizens experiences relevant to partnership interests, LIPs and LOIP commitments

#### Initiative

1. **Commissioning an independent market research agency to perform a five year survey of Edinburgh residents to support monitoring of partnership outcomes (£0.060m pa)**
  - 4,000 interviews undertaken each year
  - Sample of Edinburgh residents, representative by age and sex
  - Reporting semi-annually by SIMD quintiles
  - All data owned by partners and available for further analysis
2. **Creation of survey tool (officer support from partners)**
  - Monitoring partnership outcomes and commitments using a shared methodology
  - Providing baseline and tracking information for major programmes
  - Providing a cost-effective way to assess topical issues of interest to partners
3. **Regular performance reporting to the partnership board (officer support from partners)**

#### Existing Partner Commitment(s)

No existing partner commitments cover shared processes for measuring citizen experiences and preferences.

Reporting would be integrated with current partnership performance reporting for LIPs and LOIP.

#### Financial requirement

£0.300m (sum of all years)

#### Other Resource Requirement

Input to officer working group on survey development

Additional analysis and reporting for partner data

#### Non-Financial Benefits

- Development of better links and coordination between analysts in partnership organisations
- Improved scrutiny and monitoring of partnership performance
- Early identification of emerging citizens priorities and areas of concern

## Five year survey programme – outline of proposed methodology

### Survey Method

#### Face to face interviewing, predominantly in street with some doorstep surveying in areas of high non-resident footfall (e.g. the city centre)

- Per completed interview, these survey costs are comparable with postal and telephone surveying
- Overcomes literacy problems associated with postal surveys and reach problems associated with telephone surveys
- Experience suggests this method is unlikely to reach a proportionate sample of high-income individuals

#### Rolling fieldwork period which would complete 4,000 interviews per year at a rate of 1,000 interviews per quarter

- Sample quotas set for age and sex as appropriate to population of each of the four localities, with a proportionate number of interviews taking place in each of the four localities each quarter
- Data would be weighted to account for normal sampling variation
- Each quarter's data would provide **city-level** data to an accuracy of better than +/-3% margin of error, with an annual accuracy of better than +/-2%
- Each year's data would provide **locality-level** data to an accuracy of better than +/-4% margin of error

#### Survey questionnaire developed by partners

- Providing evidence of partnership performance in relation to LOIP, concentrating on those areas where city-level and sub-city-level data are not available from other sources
- Establish an officer group to collaborate on design on the survey and collaboration on analysis
- Develop proposals for topical issues and develop questions in response to suggestions from partnership board

#### Independent market research organisation commissioned to undertake all fieldwork, data cleaning and topline reporting

- Open tender process through a selected partner, with input from any other partners who wanted to participate in this process
- All data would be provided directly to partner organisations each quarter, but topline reporting to the board expected to be no more frequent than semi-annual

#### Expectation of total cost of five year programme is £0.300m

- Based on previous experience of surveying, annual cost of £0.060m is required to deliver 4,000 sample
- Costs shared equally amongst partner organisations

## End Poverty Edinburgh

**Proposal Summary: Support the continued work of the End Poverty Edinburgh Citizen Group**

**Improve design and impact of poverty reduction actions**

### Initiative

This proposal will provide funding to the Poverty Alliance to continue their role in supporting the End Poverty Edinburgh citizen group through 2022/23.

End Poverty Edinburgh is a group of citizens with experience of living in poverty in Edinburgh. The group was formed in 2020 in response to an Edinburgh Poverty Commission call to action and works to raise awareness of poverty in the city, ensure that the voices of people experiencing policy influences decision-making, and support delivery of the city's End Poverty in Edinburgh delivery plan and targets.

Since inception, the group has been supported by the Poverty Alliance through seed funding provided by the Edinburgh Poverty Commission, City of Edinburgh Council and the Joseph Rowntree Foundation. The Edinburgh Partnership funding described here will provide 50% of the resource required to continue the project throughout 2022/23, and provide required leverage needed to secure match funding through independent funders.

This funding will allow the Poverty Alliance to:

- Employ a dedicated community engagement worker and a research officer to support the ongoing development of the group throughout its work
- Support monthly meetings of the group and facilitate engagement activities with decision makers, including sessions with elected members, Edinburgh Partnership, Council policy leads, and third sector stakeholders on areas of priority focus identified in the LOIP and by group members themselves (including money and debt advice, fair work, food poverty and others)
- Support group members and other citizens with experience of poverty to contribute to annual reporting on delivery of poverty actions in the city, and to lead and participate in Challenge Poverty Week events and seminars
- Support End Poverty Edinburgh members to participate in and have their voice heard in nationwide work aligned to the City's End Poverty Delivery Plan – including research on poverty related stigma, contributions to the Cross Party Working Group on Child Poverty and other opportunities (at least 4 such opportunities were fulfilled in 2021/22)
- Cover the costs of participation for End Poverty Edinburgh group members in line with best practice for citizen participation activities, including provision of participation vouchers and support to cover other costs of participation

### Existing Partner Commitment(s)

- City of Edinburgh Council provide in kind support to the group through the Council's Policy and Insight team to support engagement with EPE and Council services
- EVOC provide in kind support to the group through provision of office space and other support.

### Financial requirement

£25,000

### Other Resource Requirement

Ongoing engagement with partnership members and the LOIP Delivery Group

### Non-Financial Benefits

- Improved citizen engagement
- Improved service design and delivery
- Improved impact of poverty reduction actions
- Meet SG expectations to involve people with lived experience of poverty in policy design and delivery