

## REPORT

### The Edinburgh Wellbeing Pact: Formulation to Enactment Progress Report

Edinburgh Integration Joint Board

19 April 2022

#### Executive Summary

1. The purpose of this report is to:
  - a. Provide an update on the 7 recommendations of the Edinburgh Pact Formulation to Enactment report which were approved by the Edinburgh Integration Joint Board (EIJB) in April 2021.
  - b. To inform the EIJB of the More Good Days Public Social Partnership (PSP).

#### Recommendations

It is recommended that the Edinburgh Integration Joint Board:

1. Acknowledge the progress made on the 7 recommendations of the Edinburgh Pact Formulation to Enactment report agreed by the EIJB in April 2021.
2. Approve a two-year extension of the EIJB Grants Programme from 31 March 2023 to 31 March 2025 whose beneficiaries will continue to be active contributors to the More Good Days PSP.

#### Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	
	Issue a direction to City of Edinburgh Council	To follow
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

## Report Circulation

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1. The progress and recommendations of this report were discussed at the EIJB Strategic Planning Group (SPG) on 23 March 2022.

## Main Report

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2. The Edinburgh Wellbeing Pact is one of the key elements of the EIJB strategic plan. Using an intersectoral framework – Incite<sup>1</sup> – in June 2020 we began a dialogue with citizens, staff from the Edinburgh health and Social Care Partnership (EHSCP), staff from partner agencies, communities of interest, community planning partners other and interested stakeholders, to redefine our relationship with Edinburgh Citizens.
3. In April 2021, the EIJB supported 7 recommendations. An update on progress is contained at Appendix One. This includes details on programmes which will further accelerate whole system change to create more resilient communities and a sustainable health and social care system, focusing on improving population health and tackling inequalities with a particular emphasis on preventative and proactive care and place and wellbeing in line with the Scottish Government’s Covid 19, Scotland’s Strategic Framework Update (February 2022).
4. Internationally a debate has started on whether the adverse health effects of a recession may be greater than the increased morbidity and mortality within the pandemic<sup>2</sup> and that the health impacts brought about by inequalities may themselves be more significant in the future. In Edinburgh, citizens, the voluntary sector, public services, academic institutions, and the private sector are collaborating and mobilising to support those most in need.
5. During periods of such upheaval, a clear narrative, or vision, is one that people can move and respond to which has cultural resonance’— if it ‘rings bells’ with people’s beliefs, values, ethics, and commitments - can accelerate the mobilisation for change process.<sup>3</sup> The Edinburgh Wellbeing Pact’s “More Good Days” is creating momentum for change in the city.
6. The Community Mobilisation Plan continues to be an iterative and dynamic process, reflecting the current and future context and policy direction. For example, through our dialogue process we moved away from talking about community anchor organisations to reframing this as community networks and community networked organisations. Networks often cross formal

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<sup>1</sup> 1 Irvine Fitzpatrick L, Maciver D, Forsyth K. Incite to Practice: Development of a Realist-Informed Program Theory to Support Implementation of Intersectoral Partnerships. SAGE Open. 2021;11(3).

<sup>2</sup> Banks et al 2020

<sup>3</sup> Greenhaigh et al 2009.

organisational, professional, and social boundaries and provide the bonds of solidarity and the foundation for organisational innovation and activity.<sup>4</sup>

7. Alliances and networks lie at the heart of mobilisation concerning social change, and these networks of everyday life harbour a multitude of resources which can be tapped. This ongoing awareness to the importance of being agile in responding to an ever-changing context has resulted in a more dynamic and fluid plan and building an increasing social movement across the city with a shared narrative of achieving more good days for everyone.
8. The Community Mobilisation Plan also needs to reflect the emerging aspirations of the National Care Service which is highlighting need to develop ethical and community commissioning approaches whilst ensuring sustainability to current providers.
9. The Edinburgh Pact and community mobilisation work undertaken in the last year has highlighted the complex structures and processes we have in our commissioning space; four key factors have led to the creation of a “More Good Days” Strategic Public Social Partnership (PSP).
  - a. The mapping work undertaken to identify all commissioned services demonstrated that we have commissioning streams structured around care groups reflecting how we define and allocate funding streams. The opportunity exists within the PSP to look at commissioning in a different way and to incorporate the national guidance on ethical commissioning as we approach the next stage of a National Care Service.
  - b. The increase of integrated service delivery models between 3<sup>rd</sup> sector and statutory including the Recovery Hubs and Thrive Welcome Teams have emphasised that partnership working is not limited to partnerships between 3<sup>rd</sup> sector partners but across statutory and 3<sup>rd</sup> sector.
  - c. Recent commissioning programmes such as the Thrive Collective and the Learning by Doing Community Commissioning approach have garnered valuable learning for the future, and by establishing this learning by doing culture we will be better placed to deal with policy changes, direction and pressures.
  - d. All of this is happening with and for communities, but we often ask communities the same questions, ask them to define their priorities through the lens we have set defined by care group or funding stream rather than through the lens of what health and care means to them. The two questions we asked at the beginning of the Edinburgh Pact dialogue.
10. The Strategic PSP model can be considered as an example of co-production rooted in the idea of citizen participation in the design and delivery of goods or services. It is a strategic partnering arrangement which involves the Third

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<sup>4</sup> New Economics Foundation 2012).



Sector earlier and more deeply in the design and commissioning of public services<sup>5</sup>. Edinburgh was one of six places across Scotland to establish strategic PSP. The Edinburgh Wellbeing PSP led to a formal competitive tendering for the Thrive Welcome Team and Thrive Collective. However, 7 of 9 lots were awarded to collaborative partnership bids demonstrating that the PSP had led to greater collaboration between agencies.

11. Creating a structure which encompasses evaluation monitoring and commissioning work across the city allowing us to consider community mobilisation, community commissioning, community networked organisations under the umbrella of a PSP will allow us to move forwards with a shared narrative and allow us to develop incrementally and react quicker to new funding streams.
12. The More Good Days PSP will be:
  - a. Community led, collaborative and ethical.
  - b. Clear and transparent – how we are using funding currently, what impact are we having and how do we need to use our funding in the future
  - c. Focused on improving health, social, environmental, and economic outcomes for the wider community
  - d. Promote innovation and move away from over-specified services and asking all partners/providers and people to come up with ideas to benefit their community and service provision
  - e. Be iterative and adaptive using learning from ‘doing’ and from measuring
13. In September 2021, EIJB grant recipients were informed that their grants would be extended to 31 March 2023 with formal notification letters confirming their 2022-23 allocation were issued in February 2022.
14. The organisations funded by the EIJB Grant programme have all actively participated in the process that was established from the onset of the grants and have demonstrated that key performance indicators are being met. The organisations have responded with agility and imagination to the challenges that the pandemic presents whilst simultaneously engaging with the Edinburgh Pact formulation and enactment work. The organisations have been supported in this by the Community Health forum.
15. The status of the More Good Days PSP was briefed to the SPG on 23 March 2022, at which time the case for an extension to existing grants was made. The SPG discussion centred on the importance of developing this new approach at the right pace; ensuring there was adequate time and focused

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<sup>5</sup> Scottish Government, 2011

resource to fully develop and co-produce the PSP. The extension of the EIJB grants programme will enable sustainability for the organisations and their delivery whilst signalling that the expectation of continued involvement in the community mobilisation efforts through the More Good Days PSP will be met. This extension will also enable greater alignment with other funding streams which in turn will provide greater opportunities for increased collaboration and consolidation. A two-year extension for existing grants from 31 March 2023 to 31 March 2025 was generally supported by the SPG.

## Implications for EIJB

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### Finance

16. There are 3 elements to the finances associated with this work, summarised as follows:
  - a. Proposed extension of the grants programme - £4.7m.
  - b. Accelerate and prevention programme - £0.9m.
  - c. Capacity to Collaborate - £0.35m.

The proposed extension to the grants will be met within the current allocated resource envelope of £4.7m. This would provide sufficient budget to continue to fund organisations at the 2022/23 level for 2023/24 and 2024/25. Extensions will be offered for both the main programme and, where appropriate, for the innovation programme.

17. In December 2021, the EIJB supported as part of system pressures headline investment of up to £1m for the Prevention Programme (community navigators, community helpline, 'community taskforce', developing capacity). Over the following months the supporting detail was worked up with 3<sup>rd</sup> sector partners. The resultant investments (totalling £0.9m) are now being implemented and are detailed in Appendix One.
18. An initial allocation of up to £0.35m was agreed to support the capacity to collaborate programme. This will be funded from the overall £1m investment in community capacity previously agreed by the EIJB.

### Legal / risk implications

19. A risk register and with mitigation strategies continues to be updated and forms part of ongoing governance for the programme.

### Equality and integrated impact assessment



20. An Integrated Impact Assessment (IIA) was conducted following Phase 1 of Edinburgh Pact engagement activities in October 2020. This assessment enabled an objective review of the engagement approach adopted and to identify any gaps to be rectified in future engagement cycles. The outcome of the IIA indicated there were several groups with specific protected characteristics who were either under-represented in participation levels or there was insufficient engagement in advance to promote equal opportunities.
21. Throughout the community mobilisation work IIA and Reviews have been factored in as key milestones. This will ensure that we are paying continual attention to ensuring that our formulation and enactment activities and service delivery are inclusive and, when appropriate, targeted at specific communities of interest or identity.
22. Learning by Doing Community Commissioning worked with collective advocacy to ensure that the voices of lived / living experiences were informing the development of proposals. The Thrive collective service user led, and service user led support groups along with well-established fora facilitated by EVOC will be key partners to ensure that seldom heard voices are amplified as part of More Good Days PSP.

### **Environment and sustainability impacts**

23. The More Good Days PSP will also be an opportunity to consider in a more collective and cohesive way environmental and sustainability impacts including an increased focus on community wealth building.

### **Quality of care**

24. The national health and wellbeing outcomes provide a strategic framework for the planning and delivery of health and social care services. This suite of outcomes, together, focus on improving the experiences and quality of services for people using those services, carers, and their families. These outcomes focus on improving how services are provided, as well as the difference that integrated health and social care services should make, for individuals.
25. In line with the Measuring and Evidencing Change theme, which emerged from the formulation of the Pact, we will be using different methodologies and approaches demonstrating “distance travelled “to achieving outcomes. This will be fully detailed in the evaluation framework to support the PSP.

### **Consultation**

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26. The success of creating, formulating, and enacting the Pact is predicated on robust and meaningful engagement, participation and consultation with Edinburgh citizens, and the workforce in the Health and Social Care

Partnership, commissioned 3rd sector services and independent sector and our wider planning partners and key agencies across the city.

27. We have continued to build on our initial engagement and participation activities which detailed in April 2021. A summary of this activity is detailed below:

Engagement activity	Description	Participants	Sessions held
Third Sector Forums	Voluntary sector forum meetings (From August 2020 onwards)	210	9
Community Interest Groups	Specific community of interest groups including participants from BAME communities, faith groups, and people with specific health conditions (From August 2020 onwards)	238	20
EHSCP Staff Groups	Focus groups with frontline staff and practitioners (From August 2020 onwards)	197	24
PhotoVoice	"Picturing Health" photography (June – July 2020)	115	1
Citizen Survey	Public survey through our HSC Website (June 2020)	355	1
Thought Leaders	23 in-depth interviews with city leaders from the 3 <sup>rd</sup> sector, public sector, elected members, Board members, academia, and private sector (March - April 2020)	23	23
Public events	November 2020 - March 2022 <ul style="list-style-type: none"> <li>• "The Art of the Possible"</li> <li>• "Anchoring our Thoughts"</li> <li>• "Wellbeing: The Power of our Communities"</li> <li>• "On our Way: Formulation to Enactment"</li> <li>• "Checking In: Formulation to Enactment"</li> <li>• "Talking about Transition"</li> <li>• "Accelerate"</li> <li>• "Seasons Change"</li> <li>• Edinburgh Wellbeing Pact: "Check In"</li> </ul>	1,329	11
Summer Season	Events across communities of place, interest, and identity	3,200	38

28. The work we have been doing has generated interest from Health Improvement Scotland who have invited us to be lead their inaugural Good Practice Sessions which are supporting their work on developing new commissioning models.
29. New Local – this organisation's primary focus is community power, and their network includes 60 of the UK's most innovative councils (Ayrshire and Arrans are the only Scottish member). Their chair is Professor Donna Hall, former CE of Wigan, and originator of Wigan Deal and now Bolton NHS Foundation Trust. They are now planning to focus more on health in the next year and they are very interested and impressed by the work we are doing in Edinburgh. We will be the first ESCP to join the network.

30. The iCircle Cities Urban Mental Health Network following a presentation on Thrive Edinburgh have invited Edinburgh to join their leadership group which is member group of the International Mental Health Leadership programme,
31. The above three examples illustrate our continuing commitment to learn and share our developing practice nationally and internationally.

## Report Author

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## Background Reports

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“The Art of the Possible” (21<sup>st</sup> January 2021). Stakeholder report: [Art-of-the-Possible-Report](#)

“Anchoring our Thoughts” (24<sup>th</sup> March 2021). Stakeholder report: [Anchoring-our-Thinking-Report](#)

Persevere Mobilising Communities in Edinburgh to live well locally” (March 2021)

“The Power in our Communities” National event (March 2021)

<https://www.edinburghhsc.scot/the-partnership/the-edinburgh-pact/>

<https://ihub.scot/media/8108/20210316-wellbeing-the-power-in-our-communities-presentation-v30.pdf>

[PowerPoint Presentation \(ihub.scot\)](#)

“Wellbeing: The Power of our Communities” [Healthcare Improvement Scotland event] (21<sup>st</sup> March 2021). <https://www.edinburghhsc.scot/the-partnership/the-edinburgh-pact/>

“On our Way: Formulation to Enactment” (13<sup>th</sup> May 2021). Stakeholder report: [On-Our-Way Report](#)

Summer Conversations, (July 2021). Summary report: [Summer Conversations Summary Report](#)

“Checking In: Formulation to Enactment” (22<sup>nd</sup> July 2021). Stakeholder report: [Formulation-to-Enactment Report](#)

*Talking about Transition* (28<sup>th</sup> October 2021). Stakeholder report: [Talking-About-Transition Report](#)

“Accelerate” (18<sup>th</sup> November 2021). Stakeholder report: [Accelerate-Report](#)

Community Mental Health Fund: <https://www.evoc.org.uk/funding/edinburgh-community-mental-health-and-wellbeing-fund-is-now-open/>

Putting People First: How health and social care in Scotland can be different -

[https://www.healthcareimprovementscotland.org/news\\_and\\_events/events/putting\\_people\\_first.aspx](https://www.healthcareimprovementscotland.org/news_and_events/events/putting_people_first.aspx)

“Seasons Change”, (14<sup>th</sup> December 2021). Stakeholder report: [Season Change Report](#)

“Edinburgh Wellbeing Pact: Check In” [https://www.evoc.org.uk/wordpress/wp-](https://www.evoc.org.uk/wordpress/wp-content/media/2022/04/Edinburgh-Wellbeing-Pact-Check-In-Event_sent-1-April.pdf)

[content/media/2022/04/Edinburgh-Wellbeing-Pact-Check-In-Event\\_sent-1-April.pdf](https://www.evoc.org.uk/wordpress/wp-content/media/2022/04/Edinburgh-Wellbeing-Pact-Check-In-Event_sent-1-April.pdf)

## Appendices

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Appendix One: Progress Update on Edinburgh Wellbeing Pact – Formulation and Enactment Recommendations from April 2021

## Appendix One

### Progress Update on Edinburgh Wellbeing Pact – Formulation and Enactment Recommendations from April 2021

1. *Recommendation 1 - Recognise the extensive dialogue that took place from June 2020 to March 2021 with citizens, communities of interest, public, third and private sector staff and city leaders to co-create the Edinburgh Health and Social Care Pact*
2. *Recommendation 3 - Welcome the continuing and planned dialogue sessions with citizens and staff.*
3. The success of creating, formulating, and enacting the Pact is predicated on robust and meaningful engagement, participation and consultation with Edinburgh citizens, and the workforce in the Health and Social Care Partnership, commissioned 3rd sector services and independent sector and our wider planning partners and key agencies across the city.
4. We have contained to build on our initial engagement and participation activities which detailed in April 2021. A summary of this activity is detailed below:

Engagement activity	Description	Participants	Sessions held
Third Sector Forums	Voluntary sector forum meetings (From August 2020 onwards)	210	9
Community Interest Groups	Specific community of interest groups including participants from BAME communities, faith groups, and people with specific health conditions (From August 2020 onwards)	238	20
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Citizen Survey	Public survey through our HSC Website (June 2020)	355	1
Thought Leaders	23 in-depth interviews with city leaders from the 3 <sup>rd</sup> sector, public sector, elected members, Board members, academia, and private sector	23	23

	(March - April 2020)		
Public events	<ul style="list-style-type: none"> <li>• IJB public event, November 2020</li> <li>• “The Art of the Possible” 21 January 2021</li> <li>• “Anchoring our Thoughts” 24 March 2021</li> <li>• “Wellbeing: The Power of our Communities” [Healthcare Improvement Scotland event] 21 March 2021</li> <li>• “On our Way: Formulation to Enactment” 13<sup>th</sup> May 2021</li> <li>• Healthcare Improvement Scotland, 15 June 202</li> <li>• “Checking In: Formulation to Enactment” 22 July 2021</li> <li>• “Talking about Transition” 28 October 2021</li> <li>• “Accelerate” 18 November 2021)</li> <li>• “Seasons Change” 14 December 2021)</li> <li>• “Edinburgh Wellbeing Pact: Check In” 22 March 2022</li> </ul>	1,329	11
Summer Season	Events across communities of place, interest, and identity	3,200	38

5. Each of the large stakeholder events have had a specific focus with tie at the beginning to recap and reflect on the last event. Full reports are written up after each event and those are sent to all on the Edinburgh Wellbeing distribution list and posted on the EHSCP and EVOC websites. A short summary of each event is detailed below:
6. **On our Way Formulation to Enactment, 13 May 2021** - 139 people joined the event from community organisations, third, public and private sector which saw the ‘enactment’ phase commence, following on the IJB’s endorsement in April 2021
7. **Checking In, Formulation to Enactment, 22 July 2021** - people joined the and focused on a number of areas including vision and purpose; flexibility and agility; funding and community wealth building; living with uncertainty; diversity and values



**8. Summer Season Conversations, May to October 2021**

The Summer Season initiative invited organisations to create spaces and events during the long summer to talk to people in their communities. 38 organisations received funding to support community events inviting people to talk about: What does wellbeing mean to you? How connected or disconnected do you feel from your community? And What kind of things are important in communities?

***What kind of things are important to communities? - Word Cloud Sample from Community Event***



- 9. Talking about Transition, 28 October 2021** – this focused on several different themes including supporting people to stay at home, supporting those who are subject to legislation, the power of networked organisations, different models/workforce/recruitment, unpaid carers and cared for and neighbourhood model or care and support and how we could create solutions to address community and system pressures.
- 10. Accelerate, 18 November 2021** – in the context of “*The best way to explain it, is to do it*” this session focused on how we could accelerate the initiatives in line with our longer-term strategic narrative, a number will build momentum for change, and some will feed into our cocreation and coproduction of community commissioning.<sup>11</sup>
- 11. Season’s Change, 14<sup>th</sup> December 2021** – this focused primarily on the “Learning by Doing” Community Commissioning approach for the Governments’ new community mental health and wellbeing, fund. The Capacity to Collaborate programme was also launched.
- 12. Edinburgh Wellbeing Pact: Check In, 22 March 2022** - this session provided an opportunity for stakeholders to receive updates on several enactment activities, leaning by doing commissioning wider work that the 3<sup>rd</sup> sector playing a key role across the city.



13. There will be further work now undertaken to ensure that we have effective and multiple channels for communicating on the wide range of work and conversations that are happening.
14. We have also produced a glossary of terms used so that we can ensure we are using consistent language and shared definitions of concepts.
15. The work we have been doing has generated interest from Health Improvement Scotland who have invited us to be lead their inaugural Good Practice Sessions which are supporting their work on developing new commissioning models.
16. New Local – this organisation’s primary focus is community power, and their network includes 60 of the UK’s most innovative councils (Ayrshire and Arrans are the only Scottish member). Their chair is Professor Donna Hall, former CE of Wigan, and originator of Wigan Deal and now Bolton NHS Foundation Trust. They are now planning to focus more on health in the next year and they are very interested and impressed by the work we are doing in Edinburgh. We will be the first ESCP to join the network.
17. The iCircle Cities Urban Mental Health Network following a presentation on Thrive Edinburgh have invited Edinburgh to join their leadership group which is member group of the International Mental Health Leadership programme,
18. The above three examples illustrate our continuing commitment to learn and share our developing practice nationally and internationally.
19. *Recommendation 2 - Support the formulation of the Pact framed on Wellbeing, in line with current policy and anticipating future policy direction*
20. It was widely recognized that the pandemic was a unique opportunity to harness the kindness and compassion that citizens have shown. In Edinburgh, with a vibrant 3rd sector, we experienced a flourishing of relational and radical kindness which indicated connections and a recognition that some people’s needs were greater because of structural disadvantage.
21. Radical kindness acknowledges the vulnerabilities and complexities of relationships, and facilitates deep, meaningful connection between individuals - it can be found in communities, in place where people take more risks to connect than might be considered normal, and where kindness and relationships create a sense of belonging. It can also be found in organisations with people performing at the limits of their autonomy, in many case ignoring guidelines or breaking rules to do the right thing, or the kind thing. This was reflected in the themes of relationship, agility and radical transformation which were identified through the initial formulation of the Pact.
22. Internationally a debate has started on whether the adverse health effects of a recession may be greater than the increased morbidity and mortality within

the pandemic<sup>6</sup> and that the health impacts brought about by inequalities may themselves be more significant in the future. In Edinburgh, citizens, the voluntary sector, public services, academic institutions, and the private sector were collaborating and mobilising to support one another and ensure that those already pushed to the brink, and who would be most affected, received the help they needed.

23. It was these experiences and collective efforts that highlighted the importance of creating a simple and straightforward narrative that all could support. During periods of such upheaval, a clear narrative, or vision, is one that people can move and respond to which has cultural resonance’— if it ‘rings bells’ with people’s beliefs, values, ethics, and commitments - can accelerate the mobilisation for change process.<sup>7</sup> The Edinburgh Wellbeing Pact’s “More Good Days” is resonating across the city creating an impetus and momentum for accelerant change.
24. *Recommendation 4 - Agree to the enactment of a three-year community mobilisation plan which sets out clear milestones which reflect the themes and policy drivers identified through the dialogical process.*
25. The Community Mobilisation Plan continues to be an iterative and dynamic process as it needs to reflect the current and future context and policy direction. For example, through our dialogue process we moved way from talking about community anchor organisations to reframing this as community networks and community networked organisations. Networks often cross formal organisational, professional, and social boundaries and provide the bonds of solidarity and the foundation for all sorts of organisational innovation and activity.<sup>8</sup> Social networks and relationships play a key role in recruiting, mobilising, and retaining participants and partnership who will make enact the Pact.
26. Alliances and networks lie at the heart of mobilisation concerning social change, and these networks of everyday life harbour a multitude of resources which can be tapped.
27. As part of the ongoing Edinburgh Wellbeing dialogue, stakeholder sessions in October and November beginning with the belief that communities have hidden assets; understand their situation better than anyone outside of their communities; can mobilise changes, are more likely to achieve solutions better tailored to the local people than any state-led service, if authentically empowered to do so and already have many excellent examples of community empowerment we invited stakeholders to consider solutions for how we could collectively response to the increasing pressures being felt across communities and services as a result of the pandemic with solutions,

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<sup>6</sup> Banks et al 2020

<sup>7</sup> Greenhaigh et al 2009.

<sup>8</sup> New Economics Foundation 2012).



28. These pressures were defined as: Increasing number of people requiring assessment, help and support due to conditions being exacerbated by the long periods of lockdown: Increasing complexity of need being seen due to people due to restrictions of lockdown: increase in Adult Support and Protection referrals due to the absence of support and the additional stressors of the situation: Increasing requests for services for people needing support to be discharged home from acute hospital care: Unprecedented levels of presentations in the acute hospital sites placing demands on the point discharge back into the community: Continuing pressure on staffing due to a rise in covid cases.
29. A briefing paper was sent to all on our Edinburgh Pact distribution list and posted on the EVOG website) setting out a range of potential solutions which had been co-created with the senior operational and strategic managers and the senior team at EVOG and the ongoing dialogue with Edinburgh Pact stakeholders has led to the proposed solutions which may address some of the systemic pressures.
30. The Community Mobilisation Plan also needs to reflect the emerging aspirations of the National Care Service which is highlighting need to develop different ethical and community commissioning approaches whilst ensuring sustainability to current providers.
31. This ongoing awareness to the importance of being agile in responding to an ever-changing context has resulted in a more dynamic and fluid plan and building an increasing social movement across the city with a shared narrative of achieving more good days for everyone.
32. Following these workshops and subsequent agreement and approval from The Executive Management Team several new developments are now underway.
33. Set out below is a short summary of community mobilisation activities.
34. The **Edinburgh Community Resilience Programme** with Cyrenians and Queen Margaret University is an intersectoral partnership designed to increase community resilience to support health and wellbeing of older people in the city of Edinburgh. It has been developed based on existing expertise and research evidence, inclusive of the resilience framework and community navigation / social prescribing approach will develop and optimise an evidence based, resilience focussed model of community support through Participatory Action Research (PAR). The ambition is to gain a better understanding of how to construct a more efficient, effective, and sustainable community support of this type. This will be achieved by exploring experiences of and perspectives on the proposed model of both, older people who receive community support and staff and project partners who deliver it.
35. **Op Ready:** People whose current health status is impacting on addressing identified surgical procedures. The last two years have severely impacted people who are awaiting surgery. Many individuals have become physically



decommissioned which is now affecting their mental health and emotional wellbeing, worsened by isolation and loneliness, and preventing them from accessing much needed surgery. The Op Ready programme with Edinburgh Leisure, was devised from the evidence that increasing physical activity levels prior to surgery improves a patient's strength, cardiovascular fitness, and emotional wellbeing making it more likely that surgery can progress and that having improved health can also help the individual to cope with the physical and emotional stress of surgery, reduce the risk of complications and help them recover faster. The project will deliver individually tailored programmes for people who require knee or hip surgery referred by Acute Physicians.

36. Invites for organisations to build **Capacity to Collaborate** were issued on 26 January with a submission date of 28 February. 52 applications received. A decision-making panel comprising of 6 staff members from EVOC, EHSCP Public Health, EHSCP Thrive Edinburgh and Health Improvement Scotland reviewed and scored all applications using the 6 elements which were set out in the expression in interest invite.
37. Following the initial scoring a panel discussion took place to focus on the notes and scores that people had made This consensus building was a key step in which people could bring their specialist knowledge into the discussion reflecting the nature of the process whereby organisations were being encouraged to increase capacity to collaborate rather than the more traditional and transactional relationship of being a service provider. The funding earmarked for this development was up to £350,000 p.a
38. Twenty-two proposals, ranging from £2,075 to £24,075, were recommended by the panel to receive funding with a total value of £482,994 over a three-year period. These awards will be made through NHS Lothian Service Level Agreements which is consistent with the mechanism used for the Accelerate Programme allocations and will be part of the "More Good Days" Public Social Partnership.
39. The remaining expressions of interest have been grouped into themes: Income Maximisation; Older People's Support; Advocacy; Dementia Friendly City; Community Transport, and City (E) Scaping, Thrive Edinburgh. People and organisations will be invited to attend *Capacity to Collaborate* formulation sessions where the ideas will be discussed and developed further. This will include staff from other 3<sup>rd</sup> sector organisations, EHSCP and CEC who are currently working within these areas. These conversations will increase connectivity and collaboration, minimising duplication, and parallel work. There may be funding requirements identified from these sessions, if so, these will be met from within the Capacity to Collaborate resource envelope
40. One proposal relating to research and carers will be discussed as part of the Edinburgh Wellbeing Pact Research into Action Programme.
41. The **Community Taskforce Volunteer Programme** led by Volunteer Edinburgh has received a three-year allocation and a nonrecurring allocation for digital developments. The programme builds on the initiative began during



Covid 19 and will provide short term, simple, practical support to individuals in the community who are in need and who do not have existing familial, statutory or third sector support; support statutory partners, where appropriate, with volunteer support where existing provision is not available and provide a meaningful volunteering opportunity to individuals who wish to contribute with flexibility that enables their participation.

42. The **Fit and Active programme for People with Learning Disabilities** with Edinburgh Leisure will create opportunities for people with learning disabilities to be physically active and socially connected, providing e support, motivation, and access to 100 individuals to improve their health, wellbeing, and quality of life. The next step is to establish the delivery group and agree the framework evaluation.
43. The **Enliven Edinburgh - addressing loneliness and isolation campaign** will build on the knowledge gleaned from the 39 Summer Season Conversations which highlighted that loneliness and Isolation were key concerns across communities of place, interest, and identity. This correlates with the findings of the Mental Health Foundation's [Mental Health in the Pandemic](#) research which found that loneliness has been exacerbated by the Covid pandemic and that it had been an important factor contributing to higher levels of distress, resulting from people's sense of isolation and reduced ability to connect with others.
44. During Mental Health Awareness Week from 9 – 15 May Enliven Edinburgh will be the city's call out to address the increasing levels of loneliness and isolation. Organisations will be able to apply for funding to either continue or commence activities to promote social connection and relationships across the city. Information was disseminated on 1 April to the stakeholder email list (c730 stakeholders).
45. **The Neighbourhood Recruitment Programme** has been created to encourage people to apply and achieve employment with Edinburgh Health and Social Care Partnership and will initially comprise of 6 recruitment drives across the city. The recruitment drives will be held in local trusted places with food and creche facilities. There will be a wide range of input from EHSCP staff side and HR colleagues, occupational therapists, and frontline managers to talk with people about the job opportunities available and hear from people about what would make some of the jobs more attractive to people. This might be different shift patterns being able to work to work in a place closer to home rather than having expense of travel.
46. The 1<sup>st</sup> event led by Whale Arts at Broomhouse Space will take place on 6 May 2022.
47. A key component of community mobilisation has been **the Learning by Doing Community Commissioning** process for the allocation of the Scottish Government's Community Mental Health and Wellbeing Fund.



48. On 15 October 2021, Scottish Government announced a £15m Communities Mental Health and Wellbeing Fund to support local mental health and wellbeing activities to be delivered in local communities by small, grassroots organisations by 31 March 2022. The distribution to Edinburgh was £1.255m. This investment was increased in March 2022 by £6m nationally, with an additional £72,992.70 invested in Edinburgh, for a total of £1.328m to be distributed by the Edinburgh Third Sector Interface (TSI).
49. Reflecting the ambitions of the enactment of the Edinburgh Wellbeing Pact and the theme of community mobilisation, it was agreed to test a Community Commissioning approach which would prioritise community voices and offer a deliberative process.
50. This has allowed participants to engage throughout the decision-making process, respond to other participants' proposals, and engage in a creative, collaborative process to build local solutions.
51. This was led by Edinburgh Voluntary Organisations' Council (EVOC) and supported by Volunteer Edinburgh (VE) and Edinburgh Social Enterprise (ESE) within the TSI and the Thrive Edinburgh Strategic Planning Team within Edinburgh Health and Social Care Partnership (EHSCP).
52. The fund was targeted toward support for several multiply marginalised priority groups and equalities groups particularly those with lived experience, those who are experiencing health inequalities and minority ethnic communities. During the establishment of the fund EVOC consulted extensively with organisations and other local stakeholders to localise the guidance from Scottish Government which informed the production of a local Partnership Plan.
53. On 23 March the Thrive Edinburgh Adult Health and Social Care Programme Board agreed the recommendations for the funding allocations which resulted in 121 projects receiving an investment between £612.00 and £29,756.00. All allocations were made by EVOC in accordance with the deadline of 31 March 2022 as required by the Government's guidance.
54. The overwhelming response to the process has been positive but it's fully acknowledged that the process, expectations, and timelines were far from perfect. The Community Commissioning approach was employed was heavily informed by the work of New Local – a research network which seeks to influence the delivery of public services.
55. One of the key aims for the programme was to test the Community Commissioning approach: to understand what worked well and what would require to be modified to ensure robust decision-making while strengthening the voices of the key priority groups and stakeholders. Over the next weeks and months, EVOC will be carrying out a formal lessons-learned programme, led by an independent researcher. A survey to inform this work is currently underway.



56. There are several new developments across the city which the 3<sup>rd</sup> sector is leading on either well established programmes or new developments in response to new funding allocation. As we consider the community mobilisation plan, it is important to ensure we are maximising impact and promoting and seeking collaborative working. Examples of recent developments include:
57. **Thrive Edinburgh – Building Resilient Communities** initiatives underway. These include building a legacy from the Scottish Government funded Get into Summer Programme which focused on young people to the age of 25. With three new developments.
- **Something to eat, someone to eat with** programme led by the Cyrenians.
  - **Strange Town Touring Company** delivering drama on mental health and social issues to High Schools across Edinburgh as part of a three-year programme
  - Partnership with **the Scran Academy** to focus on transitions for young people, creating more employment opportunities.
58. Thrive Edinburgh **City (E) Scaping** programme will see two new developments transforming brown places into a flourishing green and art places. The new sites are at the Access Place and Linburn Walled Garden. These two developments will be led by the Cyrenians, and we hope to develop further places and spaces with different partners as the year progresses.
59. **The Thrive Arts programme** will be a major contributor once again to the Scottish National Arts Programme which begins on 4 May for three weeks with 40+ events across the city. This will include a Gathering at Saughton Park on 14 May, the **3<sup>rd</sup> Thrive Fest** on World Mental Health Day on 10 October and the 10<sup>th</sup> celebratory year of the **Out of Sight Out of Mind Exhibition** led by CAPS at Summerhall.
60. The 3<sup>rd</sup> sector is also making a key contribution to several activities and opportunities to support the **health and wellbeing of EHSCP staff**. The Edinburgh Health and Social Partnership's Executive Management Team chose to use part of the Scottish Government funding allocation to partner with The Scran Academy to deliver treats and coffee to staff working in health and social care sites across the city in the Scran Van: to invite staff to identify brown spaces that could be made green reflecting the restorative impact of green spaces on people's health and wellbeing; encouraging staff to have a good day out with free membership and taster sessions at Edinburgh Leisure facilities.
61. Several new developments for different care groups have also recently been put into place, reflecting the holistic bio-psycho-social model of care for people with mental health problems. These include:



**Children and young people with eating disorders** the provision of independent individual and collective advocacy for (CAPS); support for carers (Carers Council); arts activity-based programme (Cyrenians) and peer workers (Penumbra). These programmes are for three years commencing 1 April 2023 and in direct response to the 100 per cent increase in referrals to CAMHS for children and young people with eating disorders.

**Adults with eating disorders** - The provision of Independent individual advocacy for adults with eating disorders (CAPS); additional support for carers (Carers Council); and peer workers (Penumbra). These two-year programmes are in response to the national recommendations set out by the Scottish Government to support the care and treatment of adults with eating disorders.

62. The **Thrive Edinburgh Redesign of Unscheduled Care** programme was awarded additional funding by the Scottish Government to employ Navigators to work with Mental Health Service Assessment Service (Penumbra) and additional funding was secured for Street Assist. The Edinburgh Crisis Centre contract has been extended to 31.03.25.
63. The Edinburgh Pact and community mobilisation work undertaken in the last year has shown a light on the complicated and complex structures and processes we have in our commissioning space; four key factors have led to this new recommendation to create a “More Good Days” Strategic Public Social Partnership.
- (i) The mapping work undertaken to identify all commissioned services demonstrated that we have commissioning streams structured around care groups reflecting how we define and allocate funding streams. The opportunity exists within the PSP to look at commissioning in a different way and to incorporate the national guidance on ethical commissioning as we approach the next stage of a National Care Service. e
  - (ii) The increase of integrated service delivery models between 3<sup>rd</sup> sector and statutory including the Recovery Hubs and Thrive Welcome Teams have emphasised that partnership working is not limited to partnerships between 3<sup>rd</sup> sector partners but across statutory and 3<sup>rd</sup> sector.
  - (iii) Recent commissioning programmes such as Thrive Collective and the Learning by Doing Community Commissioning approach have garnered valuable learning for the future, and by establishing this learning by doing culture we will be better placed to deal with policy changes and directives and pressures
  - (iv) All of this is happening with and for communities, but we often ask communities the same questions, ask them to define their priorities through the lens we have set defined by care group or funding stream rather than through their lenses of what health means; what care means. The two questions we asked at the beginning of the Edinburgh Pact dialogue.

64. The Strategic PSP model can be considered as an example of co-production rooted in the idea of citizen participation in the design and delivery of goods or services. It is a strategic partnering arrangement which involves the Third Sector earlier and more deeply in the design and commissioning of public services<sup>9</sup>. Edinburgh was one of six places across Scotland to establish strategic public social partnerships. The Edinburgh Wellbeing PSP led to a formal competitive tendering for the Thrive Welcome Team and Thrive Collective however, 7 of 9 lots were awarded to collaborative partnership bids demonstrating that the PSP had led to greater collaboration between agencies.
65. Creating a structure which encompasses evaluation monitoring and commissioning work across the city allowing us to consider community mobilisation, community commissioning, community networked organisations under the umbrella of a “More Good Days” Public Social Partnership will be a better way of moving forwards with our shared narrative and allow us to make incremental changes and developments. It would also allow us to be more dynamic and agile when new funding opportunities arrive.
66. The More Good Days PSP would be:
- community led, collaborative and ethical
  - clear and transparent – how we are using funding currently, what impact are we having and how do we need to use our funding in the future
  - focus on improving health, social, environmental, and economic outcomes for the wider community
  - promote innovation and move away from over-specified services and asking all partners/providers and people to come up with ideas to benefit their community and service provision
  - be iterative and adaptive using learning from ‘doing’ and from measuring
67. *Recommendation 5 - Support the extension of the EIJB Grant Programme 2019-22 programme for a further year to 31<sup>st</sup> March 2023 to provide a degree of stability and engaging in the community mobilisation programme.*
68. In September 2021 Health Inequalities grant recipients were informed that their grants would be extended to 31 March 2023 with formal notification letters confirming their 2022-23 allocation issued in February 2022,
69. The organisations funded by the Integration Joint Board grant programme have all actively participated in the robust monitoring process that was established from the onset of the grants and have demonstrated that key performance indicators are being met. The organisations have responded with agility and imagination to the challenges that the pandemic presents whilst simultaneously engaging with the Edinburgh Pact formulation and

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<sup>9</sup> Scottish Government, 2011



enactment work. The organisations have been supported in this by the Community Health Forum.

70. Further collaborations have and are developing notably with the community mobilisation programme, and it is recommended that to maintain and, indeed increase, momentum that we confirm that the current grants will continue until 31 March 2025. This will enable sustainability for the organisation and their delivery whilst signally that the expectation of continued involvement in the community mobilisation efforts through the More Good Days PSP will be met. This extension will also enable greater alignment with other funding streams which in tun will provide greater opportunities for increased collaboration and consolidation.
71. The extension to the grants will be met within the current allocated resource envelope.
72. *Recommendation 6 - Agree that the initial tranche of £1m new investment will be focused on creating a strong infrastructure to support community mobilisation and delivery in line with the evidence base*
73. In the April 2020 report it was recognised that a number of services and initiatives who are whose funding is precarious, Communities of interest where the impact of Covid has been particularly damaging; Smaller organisations often working with said communities of interest have limited capacity to engage in Edinburgh Pact formulation activities and that there were citizens that we haven't managed to reach and we needed to use different and creative approaches to ensure more voices are heard . It was proposed that that the £1m transition funding was used to meet the gaps identified above.
74. This recommendation was subject to the IJB Financial Plan being in balance. It was confirmed in February 2022 that recurring funding of £1m would be available from 1 April 2022.
75. In December 2021 the IJB also supported that up to £1m non-recurring funding would be allocated to support community solutions from systems pressures funding. In March 2022 it was agreed that £895,500 non-recurring allocation would contribute to taking forward a number of developments.
76. Working with procurement and commissioning colleagues including colleagues from Health Improvement Scotland has helped to shape the proposal to establish the More Good Days PSP Wellbeing PSP which will be the mechanism for unallocated funding from these allocations identified using community commissioning. The PSP will also enable us to be as agile as possible with any additional and / or new allocations of funding received.
77. It is also important to note that our focus on capacity to collaborate has enabled further funding for different sources to be unlocked. For example, the capacity to collaborate allocations for the NESSIE collaboration in the

Northwest of the city will generate additional income from the Robertson Trust of £226,500 over a three-year period to support the collaborative intent



78. *Recommendation 7 - Endorse the establishment of the Edinburgh Wellbeing Research into Action Community of Practice*

Dr Irvine Fitzpatrick has pioneered knowledge transfer partnerships in the field of mental health for over a decade resulting in £9.8m of additional income through grants and awards. The **Edinburgh Wellbeing Research into Action Community of Practice** has now been established and will seek to generate income through grant awards, collaborating with citizens, practitioners and academics using a wide range of methodological approaches reflecting the ambitions which the Pact seeks to achieve.

79. Since its inception in June 2021 two new developments were funded through grants in partnership with the University of Edinburgh. The two projects have now been completed and seminars to disseminate the learning and consider next steps will be taking place in May and June this year.

80. **Communities in Motion** -, agreed minimum data set with 8 3<sup>rd</sup> sector providers enabling consistent reporting and data to be extracted for linkage with wider data within DataLoch to inform service specifications for future commissioning.

81. **Active Citizenship** - developed a system to capture individual's data from a range of sources focused on a concept of wellness. The short-term output was the creation of a prototype interactive dashboard for certain neurological conditions supported by data capture interfaces from digital devices (e.g.,

wearables), validated diagnostic measurement devices and self-reported protocols.

82. The Data Driven Innovation Steering Group set up to oversee the above two programmes are now focusing on the **Knowledge Management Systems** required to support access to up-to-date resources including self-management and self-help.
  
83. Work is underway to create the **Narrative Change Programme** which will use a number of qualitative approaches and methodologies to produce the compelling narrative of individuals and communities which in turn generate further potential to transform and transverse historical and hierarchical relationships and systems.