



THE EDINBURGH PARTNERSHIP

Transformation and Improvement Programme – Progress Update

3 September 2024

1. Executive Summary

This report presents stakeholder feedback to date on the Transformation and Improvement Programme and sets out next steps for consideration.

2. Recommendations

2.1 That the Board:

- 2.1.1 Note the feedback to date on the change proposition; and
- 2.1.2 Agree the proposed next steps in the Transformation and Improvement Programme.

3. Main Report

Context and Background

- 3.1 At the last Board, partners discussed a proposal to redesign community planning governance (see appendix) and approved next steps which included wide engagement with partners to inform the final model. The overall aim of this is to embed and strengthen the city's approach to community planning. The starting point was to access areas of good practice along with areas of improvement. There has been wide recognition among partners at all levels that a different approach is required.

Key Findings from Workshops and Stakeholder Discussions - June to August

- 3.3 Discussions and engagement sessions have occurred with members of strategic partnerships, LOIP groups, Locality Community Planning Partnership Chairs, and Council Services. These conversations, which mirror insights from the from the Board Working Group, highlight several strengths in the current community planning approach, including:
 - 3.3.1 Third sector led initiatives, such as the R2 collaborative in the North community, showcasing the effectiveness of targeted, community-based interventions that are tailored to local needs.
 - 3.3.2 The effectiveness of the Local Outcome Improvement, with strong involvement of key stakeholders in the planning and delivery process such as work undertaken within LOIP 1 to embed income maximisation services within GP practises. This collaborative approach means that initiatives are

well co-ordinated and focused on addressing the specific needs of the community.

- 3.4 Several areas for improvement were identified, including:
- 3.4.1 A lack of co-ordination across the various partnerships which creates gaps between local communities and planning structures, as well as between the strategic and operational levels. This includes a notable disconnect between the strategic partnerships, Locality Community Planning Partnerships (LCPPs), and the Board.
 - 3.4.2 The current approach is considered complex and characterised by multiple layers of bureaucracy and unclear priorities between partnerships. This leads to potential inefficiencies and a lack of clarity in roles and responsibilities, which is viewed as impeding effective decision-making and slowing the implementation of necessary actions. Additionally, LCPPs perceive community planning as overly top-down, which further complicates engagement and communication and is seen to reduce the ability for community participation.
 - 3.4.3 Framework could do more to include the community in decision-making processes.
 - 3.4.4 Resource competition and duplication of effort results in inefficiencies.
- 3.5 Whilst the proposition has been generally welcomed, some stakeholders have expressed concerns of the need to ensure adequate support, resources, and time for full implementation. It is essential that the new approach addresses these concerns by offering robust support structures, clear governance, and sufficient time for embedding within communities.
- 3.6 Additionally, clarification is sought on where other partnerships and groups fit within the proposed approach, for example the Health and Social Care Partnership, Edinburgh Drugs and Alcohol Partnership and the child and adult protection committees. The potential for establishing a dedicated Health and Wellbeing Partnership has also been raised with a remit to include sport and physical activity as an example.
- 3.7 Feedback has reinforced the views of the Working Group, with importance placed on the need for:
- 3.8 Action-Oriented Approach:** A shift towards an action-oriented framework is necessary, prioritising clear objectives and actionable outcomes, minimising bureaucracy. A structured project management framework facilitates this, ensuring monitoring of progress, clear assignment of responsibilities, and strict adherence to timelines. Localised partnerships, led by the voluntary sector and supported by the Council with key public services integrated is essential.
- 3.9 Enhanced Community Engagement:** Deepening community engagement is crucial, ensuring local residents actively participate in the co-design of services.



This aligns with the Scottish Approach to Service Design, which promotes user involvement in design processes. Incorporating insights from anti-poverty networks and initiatives such as TACL is necessary to address issues swiftly in a multidisciplinary manner.

- 3.10 Simplified Governance Structure:** Simplifying the governance structure aims to reduce unnecessary bureaucracy and clarify roles and responsibilities. These revisions will enhance transparency and increase efficiency in decision-making, thus making community planning more responsive to local needs. Additionally, it is essential to establish a mechanism that allows both local and strategic partnerships to raise issues across the partnership effectively
- 3.11 Improved Communication:** Breaking down departmental and organisational silos is crucial to enhance communication across various levels and sectors. Improved communication will foster better collaboration, build trust, and strengthen accountability, crucial for the success of community initiatives.
- 3.12 Sustainable Funding and Resources:** Securing sustainable, long-term funding is essential. This support will ensure the effectiveness of community programmes by providing the necessary resources for new initiatives to thrive and adapt to changing circumstances.
- 3.13 Strengthened Third Sector Relationships:** Involving the third sector in community planning is vital. Strengthening these relationships will enhance our responsiveness and adaptability to community needs, particularly as we face evolving challenges.
- 3.14 Place-Based Approach:** Adopting a flexible, place-based approach to service delivery, supported by data-driven decision-making, ensures services meet the specific needs of different communities. This approach will significantly improve outcomes by addressing unique local issues and leveraging local strengths.
- 3.15 Integrated Performance Framework:** Implementing an integrated performance framework will ensure continuous assessment and improvement of community planning efforts. This framework will provide a structured approach to monitor and evaluate the effectiveness of initiatives, ensuring all objectives are met.
- 3.16 Co-Production in Implementation:** It is critical that we co-produce the "Develop and Deliver" phases with all stakeholders. This collaborative approach must involve communities, third sector organisations, and other key partners in the development and testing of solutions. Co-production is essential for ensuring that the implementation plan is successful and sustainable, accurately reflecting the genuine needs and aspirations of the communities involved.

Next Steps

- 3.17** Further stakeholder engagement is planned for September. This includes sessions with the Locality Community Planning Partnerships, Neighbourhood Networks, community councils, elected members, partner management groups



and voluntary sector organisations and local collaboratives. This provides all relevant stakeholders with an opportunity to inform the final approach which will be presented to the Board for approval in December 2024.

- 3.18 On agreement of the approach, work will begin on the "Develop" phase. Key within this will be the co-production with stakeholders of an implementation plan scheduled for presentation to the Board in March 2025.

4. Contact

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