

The Edinburgh Health and Social Care Pact Formulation and Enactment

“On Our Way”



**Summer Season
Conversations**

Stakeholder workshop held on 13 May 2021

26 May 2021

2. Support the formulation of the Pact framed on Wellbeing, in line with current policy and anticipating future policy direction
3. Welcome the continuing and planned dialogue sessions with citizens and staff. - Summer Season
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
5. Support the extension of the EIJ Grant Programme 2019-22 programme for a further year to 31.03.23 -a degree of stability and engaging in the community mobilisation programme
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
7. Endorse the establishment of the Edinburgh Wellbeing Research into Action Community of Practice

2.3 Linda went on to provide further detail on some of the recommendations.

2.4 Recommendation 3

Linda detailed that further neighbour conversations, “The Summer Season” - partnering with local community groups and organisations would take place between May and August 2021. These will make use of different spaces and places neighbourhoods adhering to social distancing regulations. The intention is to try and reach people who may not engage in more formal workshop settings. This was one of the topics of the breakout sessions.

2.5 Recommendation 2 -Linda spoke of how the further Formulation of the Edinburgh Pact requires:

- **Investment in holistic and comprehensive care**, including health promotion and prevention strategies
- requires **effective referral systems**, flexible and multidisciplinary provider networks, and
- **Participatory** monitoring and evaluation strategies.
- **Enabling programmes and policies** – refining the reciprocal asks including Three Conversations, Thrive Edinburgh, Home First, self-directed support: developing digital inclusion and workforce strategies
- **Focus on frontline staff** exploring further the themes of relationships and agility, supporting relational based care to be the norm with an empowered workforce who are supported in their decision-making by senior leadership.

2.6 Recommendation 4 - Linda spoke of how the three-Year Community Mobilisation was Informed by radical transformation. That this Community paradigm shift involved - a transfer of power from the public service institution to the community as its key goal. This transfer of power was seen as vital as a way of mobilising communities in the cause of prevention and to ensure future sustainability. There are clear links to the anti-poverty and social justice agendas and Equality and inclusion are vital at the heart

of everything from inclusion of all community groups to engage in new ways of working, recognising that each community has different needs and that some people will need additional support due to lack of confidence, tools and resources or language barriers.

2.7 Recommendation 6 - Linda spoke of how there is a compelling case for person- and community-centred approaches to health and wellbeing. The drive for services to do more to empower individuals and communities is growing. This is coupled with the increasing body of evidence from research and practice that these approaches can improve outcomes. There is significant potential for person- and community-centred approaches to improve outcomes for individuals and communities, as well as to ensure more effective allocation of limited public finances.

2.8 Linda went on to summarise that there is robust evidence from research and practice to demonstrate the benefits of person- and community centred approaches, across three dimensions of value:

- **Mental and physical health and wellbeing:** Person- and community-centred approaches have been shown to increase people's self-efficacy and confidence to manage their health and care, improve health outcomes and experience, to reduce social isolation and loneliness, and build community capacity and resilience, among other outcomes.
- **Health and Social Care Service sustainability:** These approaches can impact how people use health and care services and can lead to reduced demand on services, particularly emergency admissions, and A&E visits.
- **Wider social outcomes:** Person and community-centred approaches can lead to a wide range of social outcomes, from improving employment prospects and school attendance to increasing volunteering. They also can potentially contribute to reducing health inequalities for individuals and communities.

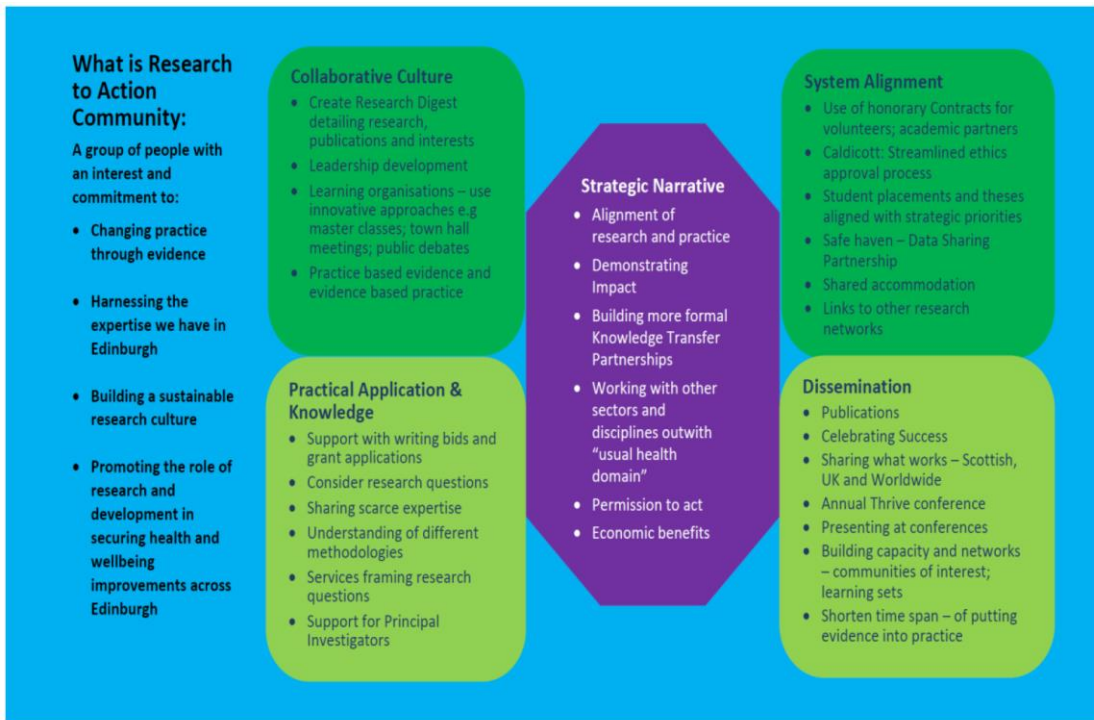
And these person centered and community approaches add value across three domains:

- **Enable people to look after themselves better,** including understanding their condition, managing their symptoms, and improving their diet, and education tailored to conditions.
- **Enable people to have meaningful relationships** that help them improve their health and wellbeing through, for example, peer support networks and community groups.
- **Enable people to work collaboratively with professionals,** such as collaborative consultations and health coaching

2.9 Linda detailed of how across Edinburgh there are numerous examples of are all the above. Some have been directly commissioned by the Partnership, others have grown organically response to communities' needs. Others are funded by other public sector bodies and many have secured funding from a wide range of sources and many of

course draw their funding from a combination of sources. It is a complex and changing landscape.

- 2.10 Work has commenced to map the totality of investment in 3rd sector and community organisations by the Health and Social Care Partnership, detailing funding stream, value, duration, and source. This composite financial overview matched with the key performance and outcome data from funded services will inform the community mobilisation plan and future allocation of resources through community commissioning. It is also important to note the recently announced additional funding for substance use and mental health – any allocations agreed to 3rd sector will be included in this overview.
- 2.11 The Community Mobilisation Plan has several key milestones whilst recognising that as we continue with an active engagement and participation programme more actions may be identified so the plan and milestones are by necessity an active and iterative entity. However, it has been possible to identify a critical path which is set out in the tables below detailing key milestones and timeline.
- 2.12 Recommendation 7 - Linda outlined how there is much to be gained by establishing a formal academic and practice community of partnership with universities and colleges. This new endeavour would seek to build academic partnerships to accelerate the Partnership's strategic priorities. Linda spoke of her experience in the mental health field of pioneering knowledge transfer partnerships in the field of mental health for over a decade resulting in £9m of additional income through grants and awards. The **Edinburgh Wellbeing Research into Action Community of Practice** would 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.



- 2.13 Linda detailed that the Community Mobilisation Plan has several key milestones whilst recognising that as we continue with an active engagement and participation programme more actions may be identified so the plan and milestones are by necessity an active and iterative entity. However, it has been possible to identify a critical path which is set out in the tables below detailing key milestones and timeline.
- 2.14 Linda described the Milestones for 2021-22. (The milestones for 22-23 and 23-23 are set out in the EIJB paper).

Milestones 2021-22	A	M	J	J	A	S	O	N	D	J	F	M
Financial overview completed												
Transition funding process agreed												
Performance summary completed												
Commence transition funding allocations												
Health and Social Care Grant Extensions Confirmed												
Frontline Staff Engagement												
Summer Season Conversation												
IIA and Review												
Data Driven Innovations												
Establishment of Research to Action Community												
Codesign of community anchors												
IIA and Review												
Commissioning process for Community Anchor organisations agreed												
Commissioning process completed												

2.15 Linda invited any questions and encouraged people to add thoughts and questions into the chat box. The comments and questions asked to have been themed and are set out in the table below – responses have been added in blue text and at the next stakeholder session we will build in some time to review these.

Power	
Transfer of power sounds great - how will this be achieved?	I was wondering what else was involved in terms of power. Good that funding has been named though.
and with power come responsibilities so how will those individuals be supported as they take on more responsibilities? Both paid and unpaid people.	Transfer of power is so much more than finance and 'making difficult decisions'.

<p>It is about listening to our people (which includes the expert staff we have in place) and then putting it in to action.</p>	<p>Our responsibility is to change relationships and move away from a transactional culture to a collaborative culture</p>
<p>Power is</p>	
<p>Research into Action Community of Practice</p>	
<p>This will need a strong focus on qualitative evaluation and understand we won't always be able to show direct or causal connections between activity and outcome - we will need to trust what we do works based on people's lived experience</p>	<p>Space for community led action research.</p>
<p>Can't say I agree with the focus on lived experience over quantitative evidence. If we can't show a link between policy and outcome, then "lived experience" isn't a substitute for evidence. It frequently just means "anecdote".</p>	<p>I think we are in danger of violently agreeing! This is not a binary process. Real prevention is about more than crisis triggered interventions and needs lived experience to help under what would have helped someone not getting into a crisis but we still need to be able to show through evaluating the impact</p>
<p>HW and Currie Community Council already heavily involved in this type of research</p>	<p>What are you looking for organisations to contribute if they become part of the Research to Action group?</p>
<p>A future stakeholder event will focus on the Research into Action Community of Practice – this will take place in late August / September. This will provide an opportunity to share aspirations around this development and shape these further in the conversation we will have. In the meantime, please do review the diagram which sets out the different domains we wish to focus on.</p> <p>In terms of demonstrating impact, it's important we use a wide range of quantitative and qualitative approaches. We have some good examples of where we do this currently.</p>	
<p>Working with People</p>	
<p>community engagement is key</p>	<p>Knowledge is Power Some useful resources for community led action research here</p>

<p>We work in a complex system. Linear progress from issue to intervention to outcome is rarely linear. Toby Lowe's work Human Learning Systems outlines a complexity friendly approach to public services. Really worth a read!</p>	<p>Big yes to collaborative tendering - encourage much more collaborative work and therefore support for our communities</p>
<p>Community Commissioning: Shaping Public Services through People Power - New Local This report makes a convincing case for why the process needs to be led by citizens and service users not public sector professionals. Importantly, it also explains in detail how this shift is happening ... www.newlocal.org.uk</p>	<p>That element of coproduction means that we shouldn't be competing against our partners</p>
<p>it never feels right to be competing with our partners who we are already working in partnership in many ways. Communities needs a network of services that suits their myriad of needs</p>	
<p>Many thanks for sharing these documents, would encourage all to have a read through. We have drawn on these to help inform our thinking to date on community commissioning and the different approaches we can take for commissioning. We plan to have a stakeholder session on commissioning, and this will involve our colleagues in Procurement</p>	
<p>Timing and Timeliness</p>	
<p>speed of the commissioning plan for anchor organisations is surprising considering the anxieties raised at the previous meeting I attended.</p>	<p>Congratulations to Linda and the team for getting the report through the IJB. The project is now set up for the next period. Time has been created to do a good job. So, we need to take a breath now, listen to each other, identify key priorities, and move on together with clear goals. Constructed space rules will apply to help with effective communication and common understanding. So, lets' make the most of it.</p>
<p>I appreciate it is always difficult to set a pace that suits all, and even more so now as we slowly come out of lockdown – we may need longer or shorter for some of the activities and in that case, we will be able to detail why milestones have not</p>	

been reached or we have reached them in advance. There will always be things happening or new imperatives we need to take account of. I did think it important map out for three years where we aim to be though.

Financial Overview

For the Finance Overview was this only for CEC/NHS services?

There have been discussions about £700M and transfer of power not just the £4M allocated to grants, significant proportions of this funding is for registered services. Is there an intent to transfer all this to community groups or will there be a need to recognise the role of the independent sector (until the National Care Service direction becomes clear) in high volume, constantly changing support services?

For the financial overview we want to capture the Health and Social Care's Partnership direct spend on 3rd sector services including the funding streams and duration of funding,

In relation to the wider £700m spend I, plan to meet with leads from the HSC Partnership to talk this through – this links to work taking place on One Edinburgh.

Independent Sector

It is not just people who find it challenging the independent sector support thousands of people at home but do not know where, and how to link in and work with community organisations to make a difference to the people they support.

This is a really important point, and I will pick this up when I meet with the One Edinburgh Leads.

3. What's in a Name? – Reflect Back on Community Anchor Organisations - Ian Brooke, EVOG

3.1 Stephanie Anne introduced Ian who was tasked with reflecting what we heard from the “Anchoring Our thinking” event on 24 March. She encouraged all to use the chat bar to comment on what Ian was reflecting.

3.2 Ian began by summarising what people said they didn't want community anchor organisations to be:

What you said you don't want

- not be siloed
- not be formed of a single organisation
- not be bureaucratic

- respect existing partnerships, reinforce existing good practice, be supported by local community engagement, and defined by the community
- be locally appropriate – not a ‘one size fits all’ model across the city
- Must avoid being ‘separatist, exclusionary, rigid, gatekeeping, power hoarding, blocking, ‘could cause community conflict’, ...
- This is tempered by concerns about access – which are seen to be more citywide – particularly for equalities groups, carers and those with specific care needs.
- Funding should not be through traditional procurement mechanisms: needs to be agile, responsive to need, flexible, long term and should be matched by other bodies
- Culture between public and third sector bodies should not stay the same: ranges across deletion of eligibility criteria, inequality of voice in commissioning processes, must not be ‘about statutory sector pushing their agenda...’ don’t want to feel a Community Anchor has to meet EHSCP funding gap
- Currently too vague: need to put some boxes around things, could be an FAQ which we can build collectively to demonstrate that the work is collaborative

3.3 Ian then detailed what people did say they wanted them to be.

What you said you do want:

- Clear statement of principles, values and ambitions which would include - flexibility, parity, equality, accessibility, equal Ts and Cs across employers, sharing, power, collaboration
- Strong trusted relationships at core and offer strong collective governance
- Representative of the community (and/or community of interest) based on evidence and clear local knowledge and research
- Must hear smaller voices and not just the loudest, must consider inverse care law, postcode lotteries and those living in poverty
- Responsive to change and ability to flex around unknown, unpredicted need
- Access should be equal – it likely isn’t possible for geographic organisations to represent equalities groups
- Integrate new HSCP staff into local Community Anchor teams and vice versa to blur boundaries, improve accessibility and cross sector working
- Greenspace and outreach to be thought about more
- Value-led
- Based on good research and evidence
- Co-design - with the public sector, Edinburgh’s voluntary sector and with communities

3.4 Comments from the chat box

<p>I think the term community anchor organisation can distract us in thinking about it as a single entity. I'd prefer it if we thought about them as community anchor networks which collaboratively and imaginatively addressed needs identified within communities.</p>	<p>Where will a community anchor fit in an Edinburgh Pact type governance structures</p>
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I agree about an anchor network rather than an organisation, A different name would be good.	It will be our actions that make this innovative rather than getting the name right ;-)
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3.5 **What's in a Name – Breakout sessions**

Ian then invited people to join their break-out session which would focus on:

Either in **your local community and/or with your community of interest:**

- How do you feel hearing the themes from last time?
- Was there anything missing?

3.6 There was consensus that the themes reflected by Ian were a fair reflection of what had been discussed at the last workshop.

'Fair reflection, Encouraged'	'Collaboration will be a strength if we get the balance of power, accountability, roles and responsibility of the anchors right.'
I'm listening & learning too, as this is my first Pact meeting. "It's absolutely fascinating, and I can definitely see the benefits."	After working for years in Government and Council organisations, "It's a joy to feel like we all have the same passion to share and learn from each other, and I feel like there is genuine traction for this now." I feel it's different this time, different people driving this.
Feel pleased to be involved in the discussion, positive, fully support comments about being here before. Common sense and keeping it simple, guiding principles. If the approach today continues, I am inspired by that and the collaboration.	The presentation was a good reflection of conversations that have taken place.

3.7 People appreciated the opportunity to reflect more and to consider things that have been missed or required more consideration and discussion. The conversations in the breakout sessions been analysed and themed and are set out below.

3.8 Themes from Breakout Sessions

The name does matter

Calling (it /them) anchor organisations becomes a distraction as we have not even established what we want this to do. When going through an incredible period of change let us not try to set in stone CAO's when we are still in the midst of the change?

Think of it as a network, for who and what it represents

it must understand and include the smaller organisations. And "community anchor organisation" is not a good name (takes away from the collaboration and co-production; implies and causes conflict). The name is quite important.

Implies there would be a handful of organisations who get the money, and forget the others. But I also don't want to get too caught up in the name and not the content.

Wary of being wed to a name – "Community Anchor" People don't want big anchor organisations; in Edinburgh we have lots of small helpful organisations. More networking and smaller organisations coming together. I feel it's different this time, different people driving this

It is important to understand the difference between large Anchor Institutions and small Anchor organisations

community anchor organisation" is not a good name (takes away from the collaboration and co-production; implies and causes conflict). The name is quite important.

We're the little people on the ground, the idea of the community anchor, trying to get org to understand the language – network is a better title for it and hopefully the smaller organisations are going to be a part of it. I

Community anchor network is there a better way to make this something citizens understand.

Anchor network is a good name as it's a shared responsibility

Community Hubs was raised as a possible alternative

The term Community Anchor has been used a lot during the COVID-19 pandemic, as organisations linked government funds with community organisations like with the Food Fund.

There will always be a bias towards a particular area of work if a single organisation is a Community Anchor.

I'm still getting my head around what this looks like. Is this bricks and mortar or a network without walls? Anchor makes me think of a big heavy thing that weighs something down.

Community Anchoring seems unhelpful language - Community anchor network is preferred

It is important to understand the difference between large Anchor Institutions and small Anchor Organisations.

The organisations are the catalyst, small and neighbourhood based, they are the planetary objects to which projects gravitate and orbit, fuelled by local knowhow and experience.

Network is a better title for it and hopefully the smaller organisations are going to be a part of it'

Networking is key and everyone understands what it means.

Don't like the term anchor, risk it could come down to one big organisation and not be about money or one organisation. We need to have a rethink about all of this, and it needs to come back to the community.

Not keen on the anchor term as that feels like it's one big organisation and not made up of lots of different, smaller organisations of equal value in terms of the work they are trying to do.

Definitions and Purpose

What's the difference between good partnership working, and anchor organisations? Is it just a conduit for Partnership funding, or is it something more formal than that?

Creates sense of anxiety that it's too vague. How do you make sure people feel comfortable with the chaos and make those changes?

Are these community anchor networks going to be all things to all people, or is it going to be a clearly defined effort for Health & Social Care with a few things round the edges? I don't know the answer to this yet.

Prevention, collaboration, anchor are key words, I think we may be visualising different things... what does collaboration really mean in terms of this? How flexible could this really be?

Uncomfortable with the expression "Transfer of Power". We're grassroots, instead of being driven from the top. And what does it really mean, "transfer of power". And should it be H&SC only, or the wider landscape? And I really think it should be the wider landscape.

I think transfer of power doesn't refer to us, it refers to the certain departments (within the NHS), who don't share their funding if they're over/under, because that's their power.

Greenspace/outreach – what is meant by this, what's included?

Quite a lot of terms and phrases used in presentation that aren't clear yet – we need some definitions and explanation. The language / definitions we use is hugely important. It needs to be something that citizens can understand and relate to.'

Rather than seeking to define the processes and activities of the CAO, of the Animators or Buddy Org. Then a set of shared standards, values, principles might be a better way to own a shared understanding – which allows activities to be flexible and relevant to local needs

The use of language need to also connect/speak to the citizen/people using the service and not to focus on statutory/organisations. Avoid using Jargons/Buzz words.

Labelling/Branding can limit service's flexibilities.

Needs to further explore on what the network look like, roles and responsibilities, aims of community anchor organisations and only then begin to look at what (infra) structures are needed to deliver those roles.

Aligning employment T&Cs would be very tricky – maybe we need to scale it back to more specific/important e.g., to be an anchor organisation you must pay Living Wage.

So many providers – not all are equal. For example, it is worthwhile pursuing equal T&Cs for homecare providers, but it may not be so important for other organisations without large turnover of staff. It may cost some organisations more to be a part of this approach than it would be a benefit. Specify types of service involved in this. Need to be clear about important and achievable T&Cs.

Issues of capacity, there is a strength to CAOs as networks. A lot of services during the pandemic still have not gotten back yet

Concern on service provision focus not enabling peer to peer, network of support for people to come together, other community activities which leads to confusion on the term of 'Community Mobilisation'

Flexibility and Agility

Struggling with tension of putting something in box and then bringing people in to help design it and letting people have control over it.

Look at the expertise around the room – are there gaps from South East perspective – use that to determine what an anchor network in SE might look like, which might be different from the one in NE/SW etc. Need to start that now because it's very important. We need to know who to go to/who is involved/who to contact – leads/champions to make sure that information flows in both directions. Not necessarily managers/senior folk – could be anyone.

Let's stay outside the box as long as we can!

Layers of collaboration, so need to take the time to work through how we create methodologies by which organisations can join networks

We'd need to know more about how integrating staff would work – how would tendering/procurement work? Transfer of power – what does that look like? Need to learn more.

Time to get our feet under the table to understand. Collective leadership needs to contribute resources and nominate people to contribute.

Difficult at the moment to know who is involved and who does what – internal structure of key personnel needs to be sorted out and communicated so that people can start conversations, and any gaps highlighted.

Has this already happened in some area/localities? (SW example GoBeyond) the worst thing I've been involved with is when funding has been bundled in such a way that you're forced to work with organisations that don't work in the same way, or you don't know each other. So, all this networking and collaboration can only improve this in the future

Funding and Wealth Building

Want to understand more about what community anchors are. Nervous that this gives bigger orgs more of a chance to take over from smaller orgs. Survival of the fittest.

Process to date is top down, dressed up to effectively cut community-based services.

Worry about budget cuts

We are in a competitive world, and you don't shift in 6 months from competitive to non-competitive

It implies there would be a handful of organisations who get the money and forget the others.

Too much in-fighting over funding already. I'm reassured by taking part in these sessions that this doesn't seem to be the case, but this isn't apparent from the

What's the purpose of having this network of organisations delivering services that they receive funding for, if they don't receive additional funding for this?

We're just constantly fundraising. But we put a bit of money together, and a little bit of collaboration leads to better things.

Funding is the elephant in the room. Competitive tendering - want to be transparent that this is what we're talking about.

Competitive tendering is not the route we want to go down at all in H&SC services. How we can do this under the remit of grants and not necessarily a three-year programme doesn't fit the bill either

Been here for so long, be cynical as it feels like we've been there before. Funding situation and trying to get funding is difficult and paid less so don't feel as valued as statutory sectors. Partnership working has also been there, and it would be a

good way to provide some of these systems. CV19 has shown what we can all do but funding needs to be taken into consideration.

How will it work from procurement viewpoint/what impact will it have?

Networking within the community benefits – we need to support that networking and engagement, shift in them and us and push the agenda for holistic support networks. Direct re-investment of profit/resource to local community organisations?

We shouldn't try to have all the answers. There are more communities out there than we think, they do not have all the answers but when you co-design activities together it's a "don't tell me, show me". Rather than proving your worth before you are trusted, why not use starter funding? Places community growth in the heart of the work

The real seismic shift has been the Feeley report, which has caused panic when health and large service areas feel the power (and funding) slipping away.

Living with uncertainty

I'm not aware of this kind of approach taking place anywhere else in Scotland. And I think this is the time to build a sturdy structure, and using what's already there, and look to plug the gaps. This is a significant challenge, given the diversity of the services and organisations, which looks to me like it may require substantial resources, and funding. But also, it's about being ok and comfortable that some of this is the unknown. And there is clearly an appetite to get this right, and that's a good start. I'll be keeping a watchful eye on this, to learn from it and take it elsewhere in Scotland. I think it's a very interesting approach, and a good initiative.

Encouraged by the discussion at the beginning, there is a whole power of work you can see going on and this is really reassuring.

Where will Community Anchors fit in the bigger picture, what relationships and processes will be involved, where will the power dynamic sit in terms of governance etc.? I'm unaware of these conversations happening, are they happening somewhere else?

How can we somehow change the 'difficult decision' narrative? It feels to me that it pulls us into existing relationships of purchaser and provider rather than a collaborative space where look at what we can make possible and what resources are required to make it possible.

Diversity

The diversity in communities that exists in the form of smaller organisations. Cross over with language and role definition and partnerships/alignment

Must understand and include the smaller organisations.

You have to make sure small groups don't miss out. Nervous that this gives bigger orgs more of a chance to take over from smaller organisations

People don't understand what our smaller organisations bring. Top heavy, large organisations take up most of the conversation, smaller organisations feel voices could be lost.

Collaboration and networking do need to be about how collectively we use our might to have our voices heard. Really difficult for smaller organisations to be heard.

Feel like a lonely worker in a lonely organisation, working together with other organisations, there have been others who have collaborated with us.

Want to be able to work together with people to help make lives better.

The support I get from the smaller organisations is far greater than I get from the larger ones. Bigger don't seem to want to engage with DWP. Local organisations are much more willing to support

We fall between two stalls big org but work on smaller projects. People tend to think we are a big org and that we have budgets of millions, and we look to try and raise small fund and when we're trying to get involved on a community level people are cynical, whereas the workers are very much working in the community

Demographics are different across all communities.

BME community needs need to be recognised) We have got enough BME communities out there that you can have a strong voice. A few more orgs have sprung up and from talking to them I found this was because they felt their voices weren't heard. Everyone needs to be heard in anchor orgs. We need a voice of other organisations within CAOS, it can't be given to one. It should have a representative of all organisations within it.

We need to add in BME communities, people with disabilities, elderly, and vulnerable groups. We need to find models to do this.

A conversation has to happen about breaking down barriers - would like to make sure that we're reaching out to people with additional communications needs (BSL users) and people with sight loss and those who are hard of hearing, making sure they're fully included throughout this work.

‘Where are the real people in this process? The Edinburgh Pact is between the citizens of Edinburgh and the EHSCP. Is the role of the voluntary sector to gather the views of those citizens - anchoring this work within and making a bridge into those communities?’

People without a voice and vulnerable people - they do not get pick up/support by organisations and do not receiving services which is apparent during the Covid-19 pandemic.

Values

Also requires a high level of trust and communication between organisations, and this needs to be less competitive with regards to funding streams.

Investment in staff in terms of learning and development – all organisations should commit to this as a T&C. Should be included in contracts.

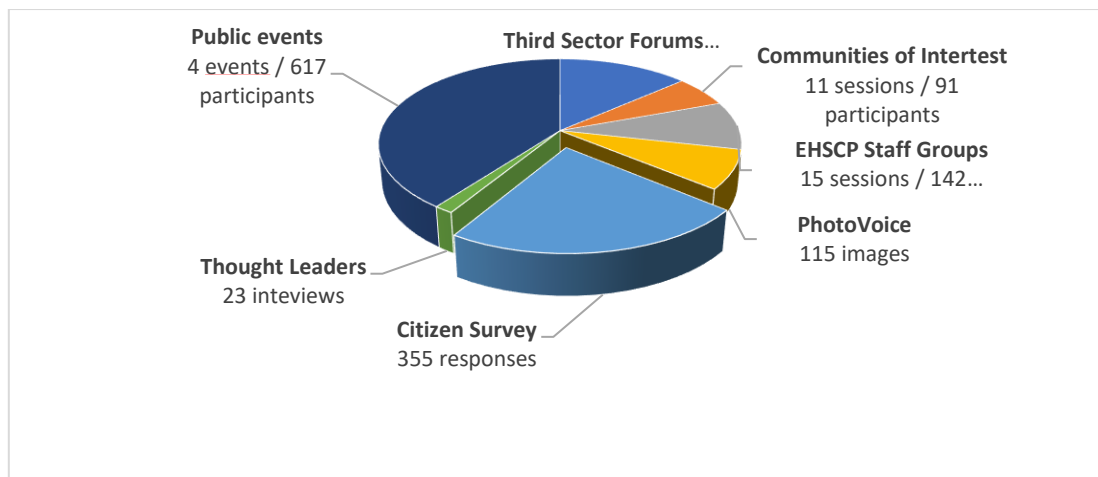
We need to share L&D across sectors and work together.

Connecting people through learning and training – shared learning space citywide – cost effective plus / collaborative

Think it is important that we consider how we can include contribution to Third Sector Partnership

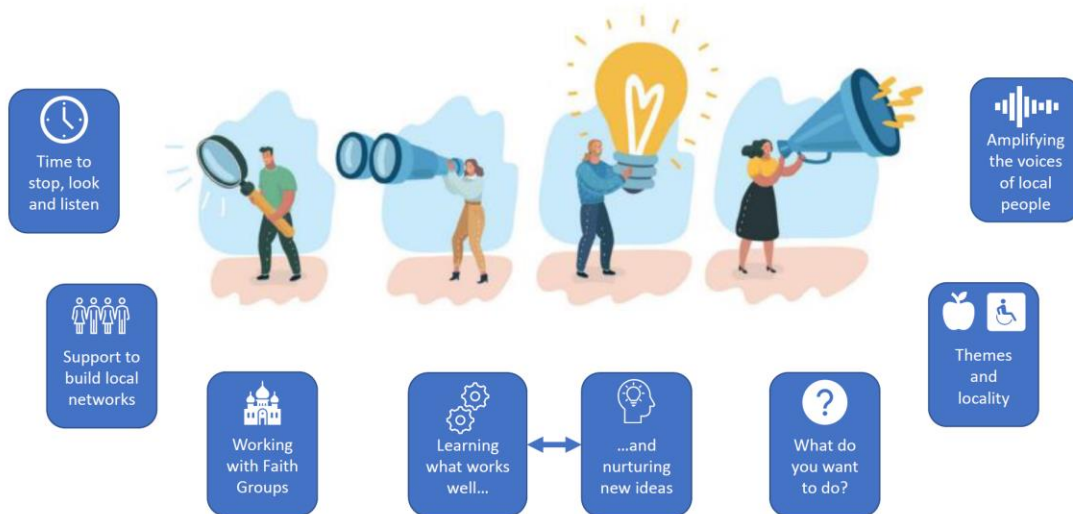
4. Summer Season Conversations - Stef Milenkovic, EVOG and Linda Irvine Fitzpatrick

- 4.1 Stephanie Anne introduced Stef and Linda who gave an overview of the Summer Season Conversations Proposal.
- 4.2 Linda began by describing “what lies beneath” with the key driver of this work being to mobilise communities from (dis)engagement to participation. To do that requires a transformation of that desire for influence in principle into a willingness to participate in practice, recognises that this will only happen if public services are willing to transfer power and funds to the citizens and communities with whom they seek to collaborate. Linda highlighted that when people feel they have the tools and the resources to deliver change they make the effort to do so and if public services want people to share responsibility for their future and their community, then public services will need to genuinely share power.
- 4.3 She spoke of the range of stakeholder activities that have taken place since June 2020 and the more recent wider stakeholder events including The Art of the Possible Workshop 27 January, Anchoring our Thinking - 24 March and “on Our Way” being held today.



- 4.4 The idea for Summer Conversations has come from this active dialogue building including the two conversations which focused on “Living locally in Leith” held on 2 and 4 March. These focused on asking people “what’s is been like over the last year living and working locally”. As social distancing regulations change there is now opportunity to engage in different ways rather than solely online.
- 4.5 Stef then described the proposal which would focus on the creation of a team of local and thematic **Community Animators** drawn from local communities. These Animators would be employed by EVOG for a 12-month period and embedded within Buddy Agencies.
- 4.6 The Animators would be concerned with community development and capacity building, the empowerment of individuals and groups who, when equipped with the skills, knowledge, and confidence they require, can really make things happen. This was built on the strong evidence that sustainable solutions are only ever developed when the support of a local community is strongly evidenced, and it is that which leads to transformational regenerative change.
- 4.7 Stef stressed that this was not about cutting over local relationships and networks but rather working with agencies and organisations and agencies, increasing collective capacity to talk with citizens about what’s important to their well-being. The first ask of this 12-month programme would be to focus on summer conversations using spaces and places where geographical communities and communities of interest may be over the summer months. There would be an opportunity to submit short applications to be a **“buddy organisation”**.

Supporting the development



- 4.7 Stef reflected on EVOC’s recent experience of managing the recent Food Fund programme which people felt was too bureaucratic – and how EVOC wanted to learn the lessons from that to benefit this process.
- 4.8 He outlined the proposed process and how over the next few weeks EVOC would support organisations to note interest in becoming **Buddy Organisations** for the **Community Animators** – this might be thematic or geographic. He detailed how the Edinburgh Pact / Community Mobilisation Steering Group will review notes of interest and that representatives would arrange to meet with each organisation, your local networks, and key local stakeholders to agree how Animators can support conversations locally – and share learning across the city.
- 4.9 Stef explained how EVOC, and buddy organisations would work together to recruit the team as a shared resource which can really get to grips with understanding how to co-design local and thematic responses during the rest of the year. He concluded by saying that folks today may already have someone brilliant in mind and encouraged all to spend the next breakout session working and figuring out together how this could work.
- 4.10 Stef introduced the format for the next breakout session which will focus on *the proposed process for being a buddy organisation – does this sound okay?*
- What’s happening over the summer that would give opportunities for conversation?
 - Being Creative – what different approaches can we use?
 - Any other thoughts/ reflections
- 4.11 **Summer Season Breakout Session** – The discussions have been themed and are detailed overleaf.

Buddy Organisations - what people liked, didn't like, had questions about; ideas for further work and need for clarity

Open to the idea of the buddy system, however, need more information on the role, the objectives and what is expected. 12 months would not be long enough to get the level of understanding of the communities.	Could we learn from previous pieces of work like the Social Capital Toolkit and the Discover! project delivered by City of Edinburgh Council and voluntary organisations.
I think an organisation needs to host to co-ordinator work locally, but also other organisations need to be resourced to take part	Does this not tie into one of the first comments made today about transfer of power? I would like to learn more about this as it will help me grasp a concept of the structure we are trying to establish now.
Some localities have good consortium's that could host in a partnership way	think the structure we are trying to define needs to be inherently fluid which means we need to keep on working at it!
Concerns about workload and if the buddy system would take time away from the day job, where the orgs are feeling stretched already.	The real challenges of these changes will not be felt as much in the network organisations as in the bigger organisations which are less lean and agile, and they need to be receptive to change.
Unsure how many buddy organisations are required	What are the requirements of the buddy organisations?
The buddy role needs more clarity for people and there needs to be more direction on what this role is expected to deliver and how much time they would be asked to invest in this, given they are feeling really stretched already due to working through the pandemic and continuing to support people through lockdown easing.	Very uncomfortable with Buddy organisation, prefer Host. Buddy sounds much more like a befriending project
It feels like a lot of info – need time to digest it. What's the selection process, how will it be set up, how many will there be?	What is the advantage of being employed by EVOC?

<p>It is unusual model, but it has proven to work very well and prevent any one organisation taking too much ownership of the worker and let the worker truly engages with their job. It is also a benefit of resource/information being distributed across all the partners/communities achieving more brilliant works</p>	<p>It will also need to speak directly with staff and volunteers / Similar work is already being done in North locality. And whether we need this as North locality already has this same system up and running?</p>
<p>Suggestion of scoping work to find out what has already taken place in communities.</p>	<p>Need clarity on who provides support and manage them and practicalities i.e., EVOC or communities</p>
<p>Need to be cautious on how this will work as it is still unclear: e.g., logistics, work plan/job descriptions. The workers themselves might be confused not just the communities.</p>	<p>Noted a gap in SE around numbers or levels of third sector activities.</p>
<p>EVOC should approach areas that do not traditionally come forward to participate so they can be involved.</p>	<p>Be good to have feedback about what we should be asking or reporting, simplified and clear. Feedback on what's working, and we need to do more of this.</p>
<p>Agree on the concept, make more sense that the buddy would work with several smaller organisations in a smaller geographical location or community need, we are stretched resource wise, need to be clear on the aims, objectives, impact on staff before we would consider agreeing to this.</p>	<p>Interested and encouraged, lots of details to be ironed out. Looking at key community development collaboration networking groups. Encouraged by it. Recognising that some orgs have become bureaucratic</p>
<p>Do we need an application system, can people not just let EVOC that they're interested but if it means stopping what I'm doing now to complete an application for, I'm not going to be able to do it and still provide a service to people? Keen to see some details</p>	
<p>Community Animators - what people liked, didn't like, had questions about; ideas for further work and need for clarity</p>	
<p>Animators are a really good idea – we have some people who would be fantastic. How do we start that engagement with how people become animators/how do they engage with the community?</p>	<p>Interesting to hear – one question had been how to work on two-way comms with community, so community animators is a step in the right direction.</p>

There was a bit of confusion about the title Animators and a feeling from the group that this feeds back into the need for clarity of languages / definitions	Need to know more about recruitment / process
Can we keep this simple e.g., EVOC organising recruitment but then sharing resource?	Theory is fantastic – definitely a good idea. How we engage with communities is so important
Like the idea of them working across the network rather than being hosted by one organisation.	Feeling quite confused now, what is this person supposed to do networking or community engagement?
Community engagers a more helpful phrase, interested to know where the phrase animator comes from in this context.'	This misunderstanding of what an animator is a key illustration of the importance of getting the language right for this.'
Animators seem to be similar to a Community Askers - people who ask people in communities what they really need	Animators made me think it was linked to artistic work.
Sounds like we're looking for community development skills/experience for the Com Animator role...	Animators caused a bit of confusion. Community Engagers was suggested as an alternative
People might be put off by a formal process involving reading papers, literacy is not great skill for some people the group are working with e.g., within gypsy traveller community. Flexibility and the ability to work together to balance this role is key. To have someone alongside them working together would be a good support. This way lots of skills can be utilised.	In principle people were happy with what was proposed, but everyone needs time to fully understand the intentions, the outcomes we want to achieve, the practicalities of animators and buddy organisations etc
Let's be creative and imaginative with our approach to conversations with people	I think animators is a good description... it's about getting our communities animated.
Engagement is good and a lot of are doing that already	People without a voice, vulnerable people, uncertainty
Give people some time with the summer conversations and at the end of summer can confirm if everyone is happy with the plan proposed	the reason it looks like we are not listening is because we don't have the resources to implement provision designed to respond to community feedback
Is this just the Emperor's new clothes?	Animators fits well with the city of Edinburgh - fast paced, creative, and open to all

<p>It's important to understand the varied and diverse nature of communities and this role must ensure all voices are captured</p>	<p>The words 'animator' and 'engagement' have multiple meanings, so they are not particularly accessible titles. Average reading comprehension in our locality is 8, I think that needs to be considered.</p>
<p>frustrations were expressed about the concept of "Community Animators". There was a thought that it comes back to a consensus on "What problem are you trying to solve?". There's clearly a wealth of knowledge & experience here about how to answer that, and maybe it's not a one size fits all solution. But maybe that's a bit of work that needs to be done now, before taking anything further.</p>	<p>Looking for types of people to take these challenges up, there are people I know in Edinburgh, but I think they would be great to champion this. That does worry me at the same time because it might be hard if they move on, you're left with a void</p>
<p>Initially, my heart sank. We've been asked so many times to ask people to ask about things that they don't feel are priorities for them – and they're not in a place to engage in that way. But we do have pockets that would have a chat. I'm heartened by the fact that EVOG will be employing the role.</p>	<p>I share apprehension. We've been asked by every new project to ask questions many times that people just don't see any results or change from. They're sick of being asked. And I just can't see the benefits</p>
<p>Really keen to work closely with this person in my area, and how we collaborate with other organisations, so it does bring benefit to communities at a local level.</p>	<p>I think "Community Animators" is a terrible name – doesn't give any sense of what the role does. Fed up with activities that just tick boxes and nothing else</p>
<p>To have someone alongside them working together would be a good support. This way lots of skills can be utilised.</p>	<p>I think a dedicated resource within H&SC is absolutely the way to go, but I think resources within CLD would be a very useful addition</p>
<p>Does sound good and that they will be in the community and working in a wider area. New to me but I like the idea.</p>	<p>this could be a good idea, however, need to understand more about it. They also don't feel a 12-month post would be long enough to make any real progress.</p>
<p>What is the vision of Community animators? Is it to run consultation/ listening exercise? Need to ensure true & purposeful engagement with communities.</p>	<p>Could be worth doing some mapping of individuals with locality responsibilities already to get some synergy and avoid duplication. Council is driven by localities so connections can be made here</p>

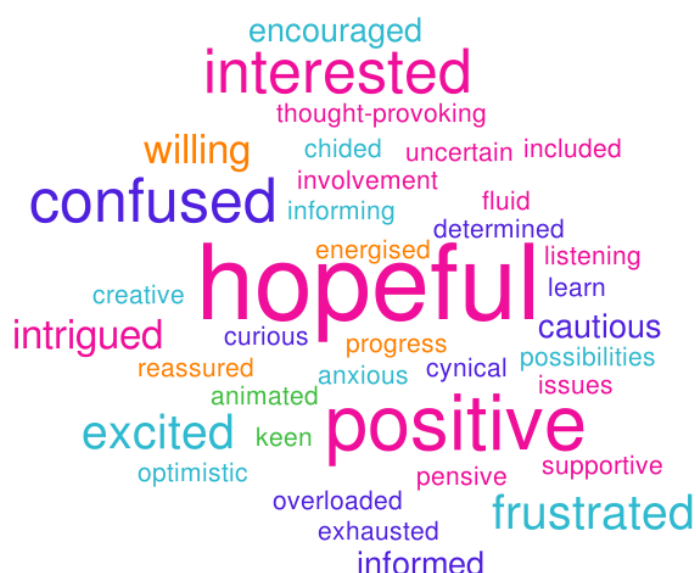
Interested to have chats to see how we develop the thematic side of this, whether this is carers, BME etc I	With mapping done for 'Natural Neighbourhoods' 19 areas were identified. It would be ideal to have 19 roles to reflect this.
It is important to change our practices to make this work, we have already embedded community representatives in the 3 conversations work	It is important to look at what we have in place to prevent duplication or impact elsewhere.
This network must work on all levels Community – Locality- Citywide / Locality based only is not always the right fit for an organisation.	I would really like the buddy position to be involved with the job centre and see what we do within the community, exciting to see what they could do (love to see a job description) Thinking positively about it
Great to see a practical proposal	Sounds interesting, peer support, would want to discuss with people we're already working with and how can we bring that together. Timescales and keen to see how it would work for local people.
To have someone alongside them working together would be a good support. This way lots of skills can be utilised.	£0.25mil could do more in community settings than employing a person to go around and ask questions that we probably know the answers to anyway. I feel like there is a lack of engagement with the communities they're meant to be serving – often asking for approval for decisions already made, rather than asking what they need
the reason it looks like we are not listening is because we don't have the resources to implement provision designed to respond to community feedback.	Do we really need to employ someone else to find out what Health all round find out as part of their work anyway
feels like we're creating something new, instead of building on what we've got	This could create another layer of complexity in what we are doing.
training for the animators will be important and clubbing together that information so we can all benefit from it.	share the concern of being missed as not being part of the gov funding.
The animator can be like a community listening role which is a good idea, putting in a resource that is not distracted by other issues.	12 months seems too short, what is the expectation on what you would achieve – 12 across the city, 12 city and 12 thematic and if they aren't full time, seems like a big remit
But also, what is the role of advocacy as far as the animator / community askers. Should we be connecting this to other areas of works?	We must ensure appropriate levels of pay for animators.

Accessibility and communication, making sure we pay special attention and have some animators who use BSL and other tools / resource	It is key to ensure all perspectives are captured from all areas of the community as by nature all communities are diverse
It is good being bold but is a lot of information to take in	It is a big ask hence need time to reflect and think about this.

5. Next Steps

5.1 Stephanie Anne thanked everyone for the lively and engaged discussion today. She asked people to now type in how they were feeling after along morning with lots to consider and think about. The work cloud below illustrates how people responded

5.2 How we felt at the end of the session



5.3 Stephanie Anne confirmed that a report out from today would be circulated along with the slides. The next stakeholder event dates would be set and “save the dates” sent out for these. Finally, she thanked all the scribes, facilitators and presenters and everyone for giving up their time to be here today.