

# EdinburghCompact

## 2015 - 2020

### Edinburgh Compact Partnership Strategic Framework and Action Plan

A City of active resilient communities where a vibrant Third Sector works in partnership with others to build social value and reduce inequalities





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## Compact Foreword

Edinburgh's Compact Partnership brings together Edinburgh's diverse Third Sector – charities, social enterprises, local community groups and volunteers – with Public Sector partners so that collectively we can work together to tackle inequalities and build resilient communities in this magnificent but still too divided city.

As both Third and Public Sector partners we are challenged by austerity – where social need is great – and partnership delivery difficult.

This Strategic Framework and Action Plan is ambitious, optimistic and forward thinking. We want a Third Sector that can flourish and thrive to create the greatest social impact. We want to make sure the voice and needs of people and communities drive the design and delivery of services. We want to make sure the public social partnership leads and embraces change and new ways of working.

Together we will build on the strong Compact foundations of communication, co-operation and equal respect to deliver this plan.

Harriet Eadie  
Compact Chair  
2015

As Chair of the Edinburgh Partnership it has been hugely valuable to have Third Sector representatives providing input into the new Community Plan 2015-18. Positive, productive and purposeful relations with Third Sector partners are vital in the Edinburgh Partnership's efforts to deliver our strategic outcomes and priorities.

The Edinburgh Compact, Scotland's leading Compact and beacon of good practice, is celebrating both a ten-year anniversary and launching this ambitious new five-year Strategic Framework. The work of the City's Third Sector will, as laid out in the plan, significantly help the Edinburgh Partnership to advocate preventative approaches while working to address engrained poverty and inequality in the City.

With great pleasure and sincerest gratitude, on behalf of the Edinburgh Partnership and on a personal basis, I would like to congratulate the many people involved in reaching this significant milestone while putting on record support for the new plan. I look forward to seeing the results of our joint efforts in years to come."

Cllr Andrew Burns  
Chair - Edinburgh Partnership Board



## Introduction

The Edinburgh Compact Partnership Strategic Framework and Action Plan has been developed as part of the Compact 10 Project. This project celebrated and reviewed the last ten years since the launch of the first Edinburgh Compact Partnership Strategy and consulted with partners to develop the Compact Partnership Strategic Framework and Action Plan 2015-2020.

As part of the project, consultation with over 100 voluntary organisations and social enterprises was undertaken exploring issues and opportunities that the Third Sector faces in working with the Public Sector.

The Compact Board members co-produced this Strategic Framework and Action Plan.

The current Compact Partnership Board consists of:

- City of Edinburgh Council (CEC)
- Scottish Fire and Rescue Service (SFRS)
- Police Scotland
- Edinburgh Voluntary Organisation Council (EVOC)
- Volunteer Centre Edinburgh (VCE)
- Edinburgh Social Enterprise Network (ESEN)
- ArtLink Edinburgh and Lothians
- National Health Service Lothian (NHS Lothian)

Additional input was sought from:

- Economic Development Strategic Partnership
- Edinburgh Alcohol and Drugs Partnership Edinburgh
- Edinburgh Community Safety Partnership
- Shadow Health and Social Care (at the time of writing, Health and Social Care Integration was underway)
- Neighbourhood Partnerships
- Reducing Reoffending in Edinburgh Strategic Planning Group
- Community Safety Partnership
- Poverty and Inequality Partnership
- Edinburgh Community Learning and Development Partnership
- Edinburgh Sustainable Development Partnership
- Third Sector Champion (CEC)

The Compact Partnership Strategic Framework has been developed for 2015 – 2020. The Action Plan whilst currently developed for 5 years is a working document and will be subject to updates.



## Context

Established in 2005 the Edinburgh Compact Partnership is a city wide partnership between the Public and Third Sectors which seeks to improve working relationships, influence public policy and encourage closer collaborative working between organisations and agencies. The Edinburgh Compact Partnership comprises equal numbers of Public Sector and Third Sector partners. Three seats on the Partnership are currently for Edinburgh's Third Sector Interface, with the other being filled by the City's Third Sector Strategy Group (TSSG).

The foundation values of the Edinburgh Compact Partnership are of no less relevance today. These will continue to be:

- Transparency
- Accountability
- Good communication
- Equity
- Respect and fairness across partners
- Co-operation with partners, communities and citizens

Partners have identified in this new strategic framework a need for co-operative approaches to prevention and tackling poverty and inequality with a focus on economic, social and environmental sustainability. The Compact Partnership Board have therefore agreed that 'co-operation' will be added as an additional value.

This is the third Compact Partnership Strategy which continues to embrace a vision for the City where all sectors work together towards a shared goal of improving the quality of life for all citizens and communities.



## The Compact Partnership continues to operate in a changing public service landscape where:

- The Scottish Government stipulates that the Third Sector should be regarded as a key partner within Community Planning Partnerships, requiring: active involvement in preparing and agreeing community plans/single outcome agreements, and for this to be evidenced, meaningful engagement between the Public and Third Sector, a collaborative approach between Public and Third Sectors to shape prevention plans and commitment to co-produce solutions to service and budget challenges.
- Increasing public demand on services with dwindling resources means alternative and radical approaches to policy and to service delivery is required.
- Integration of Health and Social Care as legislated by the Scottish Parliament in regards to the Public Bodies Joint Working (Scotland) Act April 2014.
- The City of Edinburgh Council is undertaking a number of changes across the City including the Council's Transformation Programme (formerly the Better Outcomes, Leaner Delivery (BOLD) initiative), Self-Directed Support, increased interest in Corporate Social Responsibility, asset transfer and participatory budgeting within the context of localised and empowering communities on decision making.
- Edinburgh is moving towards working in four localities in 2016 which will lead to a more integrated public service approach. The aim is for services to become local by default, ensuring that decisions are taken close to communities, recognising their diversity.



## Edinburgh's Third Sector – An Overview

The Third Sector in Edinburgh is large and diverse, including international and national charities and local organisations. It includes social enterprises as well as organisations which do not engage in trading activity.

The Third Sector is made up of:

- Over 2100 organisations which are registered charities of which 50% provide services exclusively in Edinburgh.<sup>1</sup>
- An estimated 1200 community groups which are not constituted.<sup>2</sup>

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**£2.45  
Billion**

**The annual economic  
contribution to the  
City made by the Third  
Sector<sup>3</sup>**



**15,000**

**Employed in the  
City's Third Sector  
(estimated)<sup>4</sup>**



**120,000**

**People who regularly  
volunteer in the City  
(estimated)<sup>5</sup>**

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The Sector's income is generated from a range of sources, with donations and other fundraising activities generating 68% of the income and funding from national and local government constituting 16%.<sup>6</sup>

In a recent survey of the Third Sector, 58% of those surveyed stated that they thought that their relationship with the Public Sector would improve or stay the same over the coming year.<sup>7</sup>

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<sup>1</sup> OSCR (Scotland's Charity Register) 2014

<sup>2</sup> EVOC

<sup>3</sup> OSCR 2014

<sup>4</sup> Edinburgh by numbers 2014

<sup>5</sup> Edinburgh by numbers 2014

<sup>6</sup> OSCR 2014

<sup>7</sup> Compact Voice Survey 2014

# Edinburgh's Community Plan

The Edinburgh Partnership has the following vision for the City:

**Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced.**

To deliver this vision the Edinburgh Partnership's four strategic outcomes and associated key priorities in Edinburgh's Community Plan (2015 – 2018) are:

Edinburgh's economy delivers increased investment, jobs, and opportunities for all	Strategic Priority <ul style="list-style-type: none"> <li>• Reducing unemployment and tackling low pay</li> </ul>
Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health	Strategic Priorities <ul style="list-style-type: none"> <li>• Shifting the balance of care</li> <li>• Reducing alcohol and drug misuse</li> <li>• Reducing health inequalities</li> </ul>
Edinburgh's children and young people enjoy their childhood and fulfil their potential	Strategic Priorities <ul style="list-style-type: none"> <li>• Improving early support</li> <li>• Improving outcomes for children in need</li> <li>• Improving positive destinations for school leavers</li> </ul>
Edinburgh's communities are safer and have improved physical and social fabric	Strategic Priorities <ul style="list-style-type: none"> <li>• Reducing antisocial behaviour, violence, harm</li> <li>• Reducing re-offending</li> <li>• Improving community cohesion, participation and infrastructure</li> <li>• Increasing availability of affordable housing</li> <li>• Reducing greenhouse gas emissions</li> </ul>

The Compact Partnership is one of the Strategic Partnerships within the Edinburgh Partnership Family which contributes to these outcomes. Specifically, the Compact Partnership contributes to the outcome - **Edinburgh's communities are safer and have improved physical and social fabric.** However, members of the Compact Partnership work across the Edinburgh Partnership Family to champion the role of the Third Sector across the City, recognising that the Third Sector can contribute to all strategic outcomes in the Community Plan 2015 – 18 and the associated twelve key priorities.

The Compact Partnership Strategy will contribute to the Community Planning outcomes and strategic priorities of the City, aiming to reduce inequality, create active resilient communities and develop a further enabled Third Sector.

The Edinburgh Partnership Board has agreed to the following partnership arrangements for the period 2015 to 2018



# Edinburgh Compact Partnership Strategic Framework

This new Strategic Framework consists of four strands:



The current Social Enterprise Strategy and the Volunteering Strategy sit within the Thriving Third Sector strand and are currently up to date, they will be reviewed within the Compact Action Plan to ensure that they reflect the changes in the City, the needs of citizens and the current environment.

Economic, Social and Environmental Sustainability, Co-production, Innovation and Prevention are the principles running through the strands of the new strategy and the Action Plan.

The Edinburgh Compact Partnership’s contribution to City Outcomes will focus on: Reduced Inequalities, Active and Resilient Communities, and an Enabled Third Sector.

# Edinburgh Compact Partnership Strategic Framework

## VISION

A City of active resilient communities where a vibrant Third Sector works in partnership with others to build social value and reduce inequalities

Co-production

Sustainability

Prevention

Innovation

Volunteering Strategy

Future Thinking

Resourcing and Investment

Community Planning and Reach

Thriving Third Sector

Social Enterprise Strategy

Contributing to City Outcomes for Citizens

# 1. Future Thinking

To be sustainable, any sector must remain aware of, and prepare for future trends.

The Third Sector is often considered flexible and nimble. This tendency deserves strategic support and enablement, so that the wider Third Sector and the City as a whole can benefit.

This process of identifying future and emerging trends in thinking and doing, and then supporting further exploration and development is what we call Future Thinking.

Investigating, considering and introducing the Compact to new ways of working and models which support the growth of social value has been a key area of work for the Compact in recent years.

This strand aims to continue this work so that the Compact can ensure that the Third and Public Sectors take a well-informed approach to new innovative ideas as they gather momentum. Promoting discussion and dissemination of information within the Sectors is a vital element of this strand.

## Outcomes:

- Local, national and worldwide initiatives that are being developed, piloted or implemented that reduce poverty and inequality, support social value and focus on prevention are identified and considered for replication in Edinburgh.
- The Third Sector leads innovation to deliver sustainable social change and positively influence public policy and services in the City.
- The Third Sector capitalises on the potential of new technologies.<sup>8</sup>
- Intelligence regarding demographic and social trends in Edinburgh are understood and shared.

## Drivers for this strand:

The environment we live in is ever changing (culturally, financially, technologically and environmentally). Understanding these changes and how they affect the people of Edinburgh is vital to ensure that the most appropriate support is offered across the City. Front line delivery is the main focus of the Third Sector, and with increased demands there is less time for organisations to spend time on future thinking, so the Third and Public Sectors require a trusted gateway to channel relevant information.

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<sup>8</sup> Cross over with Edinburgh and Drug Partnership - working on developing new smart phone applications.

## 2. Resourcing and Investment

Resourcing in the Third Sector has changed dramatically in the last decade. Public Sector funding reductions are having a wide-reaching impact on our Third Sector, creating a different funding landscape with increased self-reliance and many turning to enterprising activity. A range of funding streams must be recognised and supported by the Edinburgh Compact Partnership.

This strand aims to provide a context within which the Compact can support existing funding and resourcing streams, strengthen co-production of budgeting and act as a channel for new investment (both financial and other resources) into Edinburgh's diverse Third Sector.

### Outcomes:

- The Third Sector is well resourced through multiple income channels.<sup>9</sup>
- Sustainable services, citizen and community outcomes are improved through co-production with the Third Sector.<sup>10</sup>
- The Third Sector continues to generate significant income for the City.

### Drivers for this strand:

With significant reductions in Public Sector funding to the Third Sector, a decrease in publicly funded services and a resulting increase in demand for the Third Sector, there is a need to look at the range of investment and funding opportunities for voluntary organisations.

The Third Sector finds information on funding sources and means of investment difficult to navigate and there is a need for more comprehensive information. They feel that funding from the Public Sector is not clear and seek better information and clarity on the way departments fund the Third Sector. Information on different kinds of investment such as crowd funding and venture philanthropy are sought as they gain popularity.

Supported by the City of Edinburgh Council and the Scottish Government, recent years have seen an increase in enterprising activity. This is spread across organisations clearly identifying as social enterprises, as well as voluntary organisations which simply wish to increase their income through trading. It is worth noting here that some organisations are concerned that they are being pushed towards enterprising activity even when it is not the best fit with their organisational purpose and approach.

Corporate Social Responsibility (CSR) has been a recent focus in the City as part of the Cooperative Capital Framework and the work of the Compact and Economic Development Strategic Partnerships. The One City: One Edinburgh CSR Plan will be published in 2015 to support an increase in CSR activity across Edinburgh, facilitating better understanding of CSR and increasing the links between the SME/business community, and Third Sector and communities across the City.

<sup>9</sup> Cross over with Health and Social Care Partnership – supporting organisations to move to self-directed support models and Economic Development Strategic Partnership- supporting increase in CSR.

<sup>10</sup> Cross over with Health and Social Care Partnership – Consortiums and co-operative models supported.

Colocation is increasingly seen as beneficial to organisations supporting information sharing, reducing overheads and creating a cluster of services. To ensure colocation supports citizens there must be consideration of local application – and what might be lost as well as gained through colocation.

There is drive from the Scottish Government's Community Empowerment legislation for the Public Sector to develop policies which enables; community planning duties, asset transfer and greater empowerment of communities.



### 3. Community Planning and Reach

The Community Planning landscape is complex and ever changing to meet the needs of the City and the Country. Partnership working requires strong understanding of the landscape and opportunities provided by it. Voluntary organisations can see Community Planning as remote or too complex. This means both that the Third Sector doesn't benefit fully from Community Planning and that the Public Sector does not benefit fully from the Sector's unique reach into communities.

This strand aims to ensure that through partnership working the Third and Public Sectors can maximise their impact on key drivers of poverty and inequality and support the Third Sector in their understanding of the landscape and of the role of the Compact Partnership within it.

Within a changing context the City's Third Sector will need to be supported and enabled if Edinburgh is to work together better and become more sustainable in the long term.

#### Outcomes:

- The Third Sector is central to the achievement of Community Planning outcomes.
- The Third Sector is at the centre of developing services, ensuring citizens and communities are at the heart.
- The unique reach of the Third Sector in tackling poverty and inequality in the City is maximised supporting the Edinburgh Partnership's strategic priorities and prevention plan.<sup>11</sup>
- The Third Sector supports communities to articulate their needs.

#### Drivers for this strand:

There is need for improved targeted communication regarding the Community Planning landscape as the Third Sector finds it complex and the role of the Compact within it unclear. With a move to new service delivery models across the City there is even greater potential for the Third Sector to become more integrated and central to service planning and delivery.

With the Health and Social Care Partnership becoming a legal entity in the form of the Integrated Joint Board the City's Third Sector infrastructure will need to adapt to these changes, and it is likely that the Children's Partnership will follow suit.

The Third Sector is recognised as having a unique reach into communities, and Police Scotland and the Scottish Fire and Rescue Service are keen to grow their connections with the Third Sector to benefit from its help in addressing key community issues.

There is a strong belief in the Third Sector that they can collectively create change when they are working collaboratively. There is also a desire to get behind a shared "wicked" issue pertinent to the City to have a City wide positive social impact.

<sup>11</sup> Cross over with Edinburgh and Drug Partnership and Community Safety Partnership - co-ordinated campaigns around themes pertinent to the City.

## 4. Thriving Third Sector

The Third Sector is made up of a diverse group of organisations which are flexible, people focussed and well connected. They often deliver uniquely tailored and niche solutions within a community, focussing on its specific needs. At a strategic level the Third Sector is often referred to collectively, inadvertently overlooking the vast and unique differences between organisations within the Sector.

This strand aims to support the Third Sector in developing and sharing a collective identity, yet celebrating and acknowledging the advantages of its diversity and its reach. The contribution of the Third Sector to the City should be acknowledged and promoted to partners.

Within this context the Compact Partnership must become the bridge for the City-facilitating information exchange between partnerships, sectors, within the Sector and with all citizens of Edinburgh. Confident in the knowledge that the Third Sector is understood, voluntary organisations will be better at working co-productively and sustainably with the Public Sector.

### Outcomes:

- The social and economic contribution of the Third Sector in Edinburgh is understood and utilised.
- Active citizenship in Edinburgh thrives.<sup>12</sup>
- The Third Sector becomes more resilient through growing enterprising activity.
- There is strong, dynamic and creative leadership and entrepreneurship in the Third Sector.
- The Third Sector is a sustainable long term career option and leads on fair and innovative employment practice.<sup>13</sup>

### Drivers for this strand:

The Third Sector's contribution to Edinburgh needs to be further communicated to the different Sectors and citizens of Edinburgh. It has recently been highlighted in the CEC's Edinburgh by Numbers publication and EVOC's Year of Reckoning publication but further work needs to be done to illustrate the value of the Third Sector, demonstrating its ability to work alongside the Public Sector. Showing the value of the Third Sector has long been an issue and ways of representing this and promoting this, which will increase understanding of and confidence in the Third Sector need to be addressed.

Strong leadership needs to be continually developed in all Sectors and the Third Sector is no exception. Training and other forms of professional development within the Sector and across the different sectors of the City need to be developed. There is a recognition within the Sector that an expectation of collaboration one moment and being in competition the next can create complex relationships in the Sector and can lead to protectionism and mistrust. Organisations believe in collaboration, but want to focus on collaboration for the greater good not just collaborating for funding.

As an employer the Third Sector is seen positively: it wants to pay the living wage and wants to increase the length of contracts, increasing stability for employees and reducing the knowledge drain of personal and intellectual capital through excessive staff turnover.

## **Social Enterprises and Volunteering**

Both the Social Enterprise Strategy and the Volunteering Strategy sit within the framework of the Compact Strategic Framework but maintain their own identity with specific implementation groups overseeing implementation and progress reporting.

The Social Enterprise Strategy and the Volunteering Strategy will conclude in the lifetime of this new Compact Partnership Strategy and will be reviewed as identified in this Action Plan. Next steps will take account of wider action around active citizenship and encouraging enterprise and entrepreneurship by Third Sector leaders and management boards and which reflect the changes in the City, the needs of citizens and the future environment.



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<sup>12</sup> Cross over with Community Safety Partnership and Edinburgh Community Learning and Development Partnership – supporting volunteering.

<sup>13</sup> Cross over with Economic Development Strategic Partnership – supporting use of living wage.

## Future Thinking ACTIONS

# 5 YEAR ACTION PLAN 2015 - 2020

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
<b>1</b> <b>Local, national and worldwide initiatives that are being developed, piloted or implemented that reduce poverty and inequality, support social value and focus on prevention are identified and considered for replication in Edinburgh.</b>	1.1 Horizon scanning for relevant initiatives.	EVOC	H&SC Partnership Police Scotland SFRS, VCE	2015-20	Two case studies of initiatives/ models of work are shared with the Compact Partnership and cascaded to a wider audience by partners.
	1.2 Engage with relevant networks for information on initiatives.	TSI	ESEN, EVOC H&SC Partnership Police Scotland, SFRS, VCE	2015-20	Minimum of two City events per year to consider these matters
	1.3 Provide the City with white papers, conferences, discussions and updates on good practice, such as: <ul style="list-style-type: none"> <li>• City Region</li> <li>• Total Place</li> <li>• Citizen Engagement and currently identified worldwide initiatives</li> <li>• Integral Cities Model</li> <li>• Age friendly Cities</li> </ul>	TSI	CEC ESEN EVOC H&SC Partnership Police Scotland, SFRS VCE	2015-20	Uptake of new initiatives as appropriate.
<b>2</b> <b>The Third Sector leads innovation to deliver sustainable social change and positively influence public policy and services in the City.</b>	2.1 Articulate the voice of the Third Sector contributing to public policy and services in the City.	EVOC	CEC, ESEN Police Scotland SFRS, VCE	2015-20	Public policy papers are influenced by the Third Sector.
	2.2 Support the Sector in understanding the impacts that changes in public policy and services in the City may have on the sector and on services and raise awareness with information campaigns. Currently identified: <ul style="list-style-type: none"> <li>• Community Empowerment Bill</li> <li>• Health and Social Care Integration</li> <li>• Localities</li> <li>• New Community Plan</li> <li>• New Social Enterprise Strategy</li> </ul>	EVOC	CEC, ESEN H&SC Partnership VCE		

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
<b>3 The Third Sector capitalises on the potential of new technologies.</b>	3.1 Work in partnership with Edinburgh's digital Sector to create innovative pilot activity to enhance the Third Sector's use of technology.	EVOG	VCE	2016	Three Third Sector organisations are supported in new technology pilots. Showcased to Sector.
	3.2 Engage with relevant networks for information on relevant initiatives.	TSI	EVOG H&SC Partnership Police Scotland SFRS VCE	2016-20	
	3.3 Showcase pilot activity and good practice including work in other partnership settings and geographic areas.	TSI	CEC, EVOG H&SC Partnership Police Scotland, SFRS, VCE	2016-20	
<b>4 Intelligence regarding demographic and social trends in Edinburgh is understood and shared.</b>	4.1 Partners share relevant information and publicise this via the enhanced Compact Website. Routes for improvement include: <ul style="list-style-type: none"> <li>• Changing demand for services</li> <li>• Area needs analysis</li> <li>• Citizen surveys</li> <li>• Profiling poverty and inequality</li> </ul> Effects of changes in demographic and social trends are considered in context of the Third Sector.	EVOG	CEC, EVOG H&SC Partnership Police Scotland SFRS	2015-20	Updated information provided on new Compact Website annually.

## Resourcing and Investment ACTIONS

5	Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
	<p><b>The Third Sector is well resourced through multiple income channels.</b></p>	<p>5.1 Information provided and case studies on different kinds of resourcing. For example:</p> <ul style="list-style-type: none"> <li>• Crowd Funding</li> <li>• CSR</li> <li>• Venture Philanthropy, Angel Investing</li> <li>• Enterprising approaches such as partnerships, consortiums, developing trading arms, inter-trading, participating in supply chains, etc.</li> <li>• Ethical trading such as fair trade and Buy the Good Stuff.</li> <li>• Social finance and investment</li> <li>• Community Shares</li> </ul> <p>Broaden the application of participatory budgeting across Neighbourhood Partnerships, social care and other settings.</p> <p>Co-produce new investment (grant and contract) programmes and specific funding which encourages innovation.</p> <p>Encourage sub-contracting to the Third Sector, suitable application of community benefit clauses and Article 19 (support for social businesses that employ disabled people) and forming consortia in procurement.</p> <p>Encourage Council and NHS service areas to explore the social provider market.</p> <p>Highlight significant contract opportunities for Third Sector providers, providing links between the Compact and Ready for Business websites and the Public Contracts Scotland portal.</p>	CEC / TSI	H&SC Partnership Police Scotland  Neighbourhood Partnerships	2015-20	<p>Information cascaded to the Sector through 2 information events per year.</p> <p>Section on Compact Website on multiple investment channels completed.</p> <p>10% of organisations in Voice Survey indicate that they have links with Private businesses, growth by 2% each year.</p>

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators	
	5.2	Support the TSSG to participate in the One City: One Edinburgh (CSR) plan, in particular to highlight the needs of communities to businesses in the city.	TSI/ CEC	EVOC VCE		
	5.3	Invite Private Sector businesses to support Compact Partners in their understanding of motivations for Private Sector CSR and identify opportunities.	TSI	CEC / EVOC VCE Economic Development Strategic Partnership		
	5.4	Pilot and showcase innovative CSR projects within the city.	TSI	EVOC		
	5.5	Enhance the Compact Partnership's website to include information and routes to information on funding and funded Edinburgh projects.	EVOC	CEC ESEN		
	6.1	Involvement of Third Sector in the development of a decision making rationale regarding the best providers to deliver services.	EVOC	CEC / ESEN H&SC Partnerships Police Scotland VCE Family of Partnerships	2015-20	10 senior/middle management staff from Third Sector and 10 senior/middle management staff from Public Sector partake in knowledge sharing activities each year.
6.2	Public Social Partnership (PSPs) (or equivalent) best practice is encouraged as a formal route to improved coproduction in designing outcomes to meet the needs of service users.	EVOC	CEC / ESEN H&SC Partnership VCE Family of Partnerships	2015-20	50% of Third sector organisations involved believe that they have successfully significantly influenced the delivery of the service requirement and outcomes and therefore have had a positive experience of coproduction.	
<b>6</b>	<b>Sustainable services, citizen and community outcomes are improved through co-production with the Third Sector.</b>					

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
	6.3 Routine use of Check Point Groups, Joint Reference Groups, Co-production Groups etc., are encouraged and supported to ensure those involved feel they have equal voice in designing services to meet users' outcomes and aspirations.	CEC	EVOC H&SC Partnership VCE Family of Partnerships	2015-20	
	6.4 Supporting and championing volunteer input to service Design.	VCE	CEC / ESEN EVOC H&SC Partnership Police Scotland, SFRS / VCE Family of Partnerships	2015-20	
	6.5 Championing the use of the living wage in Public and Third Sector contracts for the purchase of services and for capital works.	TSI	CEC / ESEN EVOC H&SC Partnership Police Scotland, SFRS / VCE Family of Partnerships	2015-20	
	6.6 Championing effective cost versus quality ratios in assessing competitive tenders for more sustainable delivery.	TSI	CEC / ESEN EVOC H&SC Partnership Police Scotland, SFRS / VCE Family of Partnerships	2015-20	
	6.7 Organisations are supported in recognising the different working practices of different Sectors through knowledge sharing activities. Initiatives such as work placements, public sector supported volunteering, secondments and information Sessions are encouraged.	EVOC	ESEN H&SC Partnership Police Scotland SFRS / VCE	2016-20	

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
	6.8 Organisations are prepared for the operational implications of self-directed support. Support provided to voluntary organisations to support their changes in business models. Changes in: <ul style="list-style-type: none"> <li>• Communications and marketing</li> <li>• Financial operations</li> </ul>	EVOC	ESEN H&SC Partnership	2016-20	
	6.9 Capacity building support is available for organisations that are proposing the transfer of a public capital asset, in order to facilitate the process, improve skills, business proposition and sustainability.	EVOC CEC	ESEN H&SC Partnership	2016-20	
	6.10 Partnerships, consortiums and other cooperative models are supported and enabled. This is with a view to enabling Third Sector providers to; (i) grow and maximise sustainability, (ii) compete for larger and new work opportunities, (iii) engage in discussions with public bodies in regards to designing new patterns of service (iv) contribute to co-produced monitoring and evaluation. Co-production guidance and e-learning package made available to city partners.	TSI	CEC H&SC Partnership VCE Family of Partnerships	2015-20	
<b>7</b> <b>The Third Sector continues to generate significant income for the City.</b>	7.1 Third Sector's contribution to the economic sustainability of the City is recognised, in economic policy and related routine data collection.	CEC TSI		2015-20	Reported in Edinburgh by Numbers and other relevant publications.

## Community Planning and Reach ACTIONS

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
<b>8 The Third Sector is central to the achievement of Community Planning outcomes.</b>	8.1 Continue to support and develop strong Thematic Networks and Voluntary Sector Forums to contribute to developments in neighbourhoods and emerging localities.	EVOC	ESEN H&SC Partnership Police Scotland SFRS VCE  Neighbourhood Partnerships	2015-20	12 Voluntary Sector Forums are meeting regularly and feeding to Neighbourhood Partnerships.  50% of those Officers and Managers surveyed in Compact Voice feel able to engage with Community Planning  Compact e-newsletter readership grows by 5% each year.
	8.2 Support Thematic Networks and Voluntary Sector Forums to provide input to Community Planning.	EVOC	ESEN H&SC Partnership Police Scotland SFRS VCE  Neighbourhood Partnerships	2015-20	
	8.3 Ensure that the views of communities and Third Sector are represented and heard within the Edinburgh Partnership, across the City's 8 Strategic Partnerships and the 12 Neighbourhood Partnerships (known as the Edinburgh Partnership family). Particularly in reference to the Council's transformation programme.	EVOC CEC	CEC ESEN H&SC Partnership Police Scotland SFRS VCE  Neighbourhood Partnerships	2015-20	
	8.4 Improve understanding of the community planning landscape for the Third Sector, segmented by different kinds of organisations. <ul style="list-style-type: none"> <li>Develop training for Third Sector</li> <li>Develop the Compact Partnership website to include a Third Sector targeted guide to Community Planning and Compact.</li> </ul>	EVOC	ESEN H&SC Partnership Police Scotland SFRS VCE  Neighbourhood Partnerships	2016-20	

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators	
<p><b>9</b></p> <p><b>The Third Sector is at the centre of developing services, ensuring citizens and communities are at the heart.</b></p>	8.5	Develop effective communication of Compact activities: <ul style="list-style-type: none"> <li>Review and develop the Compact Partnership website to act as a gateway for information for partnership working between Sectors in the City</li> <li>Develop and promote case studies of activity which emulate Compact Partnership principles</li> <li>Plan regular engagement events targeting the Third Sector to develop Compact activity</li> <li>Review and grow the readership of Compact Quarterly Newsletter and 'news' functions</li> </ul>	EVOG	CEC ESEN Police Scotland VCE	2015-20	
	8.6	More universally applied use of Compact brand (used jointly) to develop understanding of where Compact influence is being applied.	EVOG	CEC ESEN Police Scotland SFRS VCE	2015-20	
	8.7	TSSG participate in the ongoing iterations of the Community Plan 2015-2018.	EVOG	ESEN VCE	2015-20	
	8.8	Compact Partnership drives the cross-cutting themes of prevention, poverty and inequality across the new strategic priorities and leads on improving community cohesion, infrastructure and participation as referenced in the new Community Plan 2015-18 and local plans.	H&SC Partnership TSI	ESEN Police Scotland SFRS Neighbourhood Partnerships	2015-20	
	9.1	Coproduction of services should be promoted to apply across all of the Edinburgh Partnership family, reflecting Edinburgh's 'Cooperative Capital' status.	TSI	CEC EVOG VCE	2015-20	
	9.2	Develop structures which facilitate the move to localities and support their integration and support by providing information regarding changes.	H&SC Partnership EVOG	CEC EVOG VCE Neighbourhood Partnerships		

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
	9.3 Evidence-based commissioning plans (or equivalent) for services be routinely coproduced.	CEC H&SC Partnership	EVOC Family of Partnerships		
	9.4 The Council's transformation programme will engage with the TSSG to develop the Citizens and Neighbourhoods Services work stream.	CEC	ESEN EVOC H&SC Partnership VCE		
<b>10</b>	<b>The unique reach of the Third Sector to tackle poverty and inequality in the City is maximised, supporting Edinburgh Partnership's strategic priorities and prevention plan.</b>	H&SC Partnership TSI	EVOC Police Scotland SFRS Neighbourhood Partnerships	2016-20	1 city wide issue is selected and the reach of the Third Sector is used to its full potential per year.
<b>11</b>	<b>The Third Sector supports communities to articulate their needs.</b>	EVOC	VCE Neighbourhood Partnerships	2015-20	

## Thriving Third Sector ACTIONS

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
<b>12 The social and economic contribution of the Third Sector in Edinburgh is understood and utilised.</b>	12.1 Carrying out a biannual survey of the Third Sector. Twice yearly online publications of Compact Voice. Collation of data through Compact Voice to show: <ul style="list-style-type: none"> <li>• Service contribution made by the Third Sector to Edinburgh</li> <li>• Additional economic contribution of the Third Sector to Edinburgh</li> <li>• Hopes and fears of the sector.</li> </ul> Work with 50 - 100 Third Sector organisations to track changes over time. Work with a view to aligning ESEN and volunteering surveys.	EVOC	ESEN H&SC Partnership VCE	2015-20	2 publications of Compact Voice survey findings are released each year.  Twice a year Compact voice survey results are quoted by partners in key documents.
	12.2 Undertake communication activity to improve understanding of Third Sector economic and social contribution, including developing new section on Compact Website for data, the online publication of targeted documents and the use of social media to communicate key findings.	EVOC	CEC ESEN H&SC Partnership VCE  Neighbourhood Partnerships	2015-20	
	12.3 Collation of data through EVOC's Red Book and ESEN database to show: <ul style="list-style-type: none"> <li>• The make-up of Edinburgh's Third Sector</li> </ul>	TSI		2015-20	
	12.4 Support third parties in the use of the Voice, Redbook data, ESEN directory, Volunteer Edinburgh data and Social Enterprise data. Ensure all partner agencies have access to this data as required.	EVOC	ESEN H&SC Partnership VCE	2015-20	

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
	12.5 Develop training material and briefing programme to improve understanding of Third Sector contribution to partners.	EVOG	ESEN VCE	2016-20	
	12.6 Host an annual Compact Third Sector forum.	EVOG	CEC	2016-20	
<b>13 Active citizenship in Edinburgh thrives.</b>	13.1 As per the Volunteering Strategy (2012 – 2017) Undertake a review of the Volunteering Strategy, with next steps focussing on active citizenship and the changing environment and motivations around volunteering and citizen engagement in communities.	VCE	EVOG H&SC Partnership Neighbourhood Partnerships	2015-20	A new strategy is developed and co-produced
<b>14 The Third Sector becomes more resilient through growing enterprising activity.</b>	14.1 As per the Social Enterprise Strategy (2013 – 2018) Undertake a review of enterprising Third Sector activity in the City with next steps examining connections with economic and financial sustainability, improving connections with the SME/business community and with a focus on investing in leaders in the social economy.	ESEN	CEC EVOG	2015-20	A new strategy is developed and co-produced
<b>15 The Third Sector is a sustainable, long term career option and leads on fair and innovative employment practice.</b>	15.1 Driving contracts to support the application of a living wage across the Sector.	CEC EVOG	H&SC Partnership	2015-20	
	15.2 Encourage funders to look at longer term investment periods (for example 3 years or longer) to enable job security.	EVOG	H&SC Partnership	2015-20	
	15.3 Council Executive Committees to provide, where appropriate, sustainable investment with three year commitments as standard.	CEC		2015-20	
	15.4 Promote understanding and uptake of the Edinburgh Guarantee for the 3rd Sector.	CEC	EVOG	2015-20	
<b>16 There is strong leadership and entrepreneurship in the Third Sector.</b>	16.1 As in 6.1 Organisations are supported in recognising the different working practices of different Sectors through knowledge sharing activities. Initiatives such as work placements, public sector supported volunteering, secondments and information Sessions are encouraged.	TSI	H&SC Partnership		

## Action for the Compact Partnership Board

Outcome	Actions	Lead	Contributors	Timescales	Key Performance Indicators
<b>17</b> <b>The Board of the Compact Partnership is fit-for-purpose to deliver the new Compact Strategy 2015-2020.</b>	17.1 Strengthen relations with the City's strategic and Neighbourhood Partnerships Strengthen connections with strategic, locality and neighbourhood Third Sector interests across the capital Invite the Council's political Third Sector Champion to have a seat on the Board	EVOC	CEC ESEN EVOC H&SC Partnership Police Scotland SFRS VCE	Summer – Autumn 2015	Board with revised membership in place by 2016

### Key to Abbreviations

CEC	City of Edinburgh Council
ESEN	Edinburgh Social Enterprise Network
EVOC	Edinburgh Voluntary Organisations Council
H&SC Partnership	Health and Social Care Partnership
SFRS	Scottish Fire and Rescue Service
TSI	Third Sector Interface (ESEN, EVOC & VCE)
VCE	Volunteer Centre Edinburgh
TSSG	Third Sector Strategy Group

# Glossary of terms

<b>Social Value</b>	Counterpoint to Economic Value – emphasising ‘we’ rather than ‘me’. The Edinburgh Partnership has agreed a ‘working definition’ saying: <ul style="list-style-type: none"> <li>• Opportunities for people to exercise our <u>Valued Capabilities</u> enhances Social Value;</li> <li>• <u>Co-Production</u> and <u>Co-operation</u> grow Social Value;</li> <li>• Trusting interdependence builds Social Value.</li> </ul>
<b>Valued Capabilities</b>	Real freedoms to do and be whatever gives value to our lives; also sometimes called ‘capabilities’. The accepted ‘list’ of valued capabilities is: The capacity for Life The capacity for Health The capacity for Education The capacity for a decent Standard of Living The capacity for Physical Security The capacity for Legal Security The capacity for Productive & Valued Activities The capacity for Individual, Family & Social Life The capacity for Participation, Influence & Voice The capacity for Identity, Expression and Self-Respect
<b>Coproduction</b>	Co-production means delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change  Co-Production is about Equal and Respectful, Trusting and Purposeful relationships between (a) policy-makers and those affected by policies, (b) service-providers and service-users, and between (c) budget decision-makers and those affected by budget decisions.
<b>Colocation</b>	This often (but not exclusively) refers to placing several services in one location (a ‘one stop shop’) so that citizens can access council, health, police, and Third Sector services within a single ‘hub’.
<b>Sustainability</b>	Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
<b>SOA</b>	Single Outcome Agreement – a strategic agreement between Edinburgh Partnership (Community Planning Partnership) and the Scottish Government that captures the range of actions the Partnership will take which support the delivery of Scottish Government Outcomes (as per the National Performance Framework).
<b>Community Planning</b>	The process whereby partners will come together locally to plan and deliver services together (and with communities). Community Planning is defined in the Local Government in Scotland Act 2003. As the Community Empowerment Bill becomes law it will supersede much of the Local Government in Scotland Act 2003.
<b>Participatory Budgeting</b>	<b>Participatory budgeting</b> (PB) is a process of democratic deliberation and decision-making, and a type of participatory democracy, in which ordinary people decide how to allocate part of a municipal or public budget.
<b>Corporate Social Responsibility (CSR)</b>	A form of ethical trading which strengthens business relations with communities and is integrated into a <u>business model</u> .
<b>Social Enterprise</b>	Social enterprise is a way of doing business that strengthens approaches to the development of products and services and to meeting social and environmental challenges. Some enterprises have to include a form of asset lock to meet the Social Enterprise Code.
<b>Third Sector</b>	An umbrella term covering all voluntary and community organisations and social enterprises. Broadly, including all non-profit-distributing business entities.
<b>Third Sector Strategy Group</b>	The Third Sector Strategy Group brings together a range of voices from sub-sectors within Edinburgh’s Third Sector to consider matters of strategic importance, and to feed knowledge and intelligence back and forth from thematic or geographical networks to city level conversations. The TSSG uses the intelligence that it gathers via quarterly meetings to speak up for the interests of Edinburgh’s Third Sector, articulating a shared vision and a common voice. The TSSG nominates (non-TSI) Third Sector partners to the Edinburgh Compact Partnership.
<b>Third Sector Interface (TSI)</b>	Edinburgh’s Third Sector Interface is a partnership arrangement between the City’s three intermediary agencies – the Edinburgh Social Enterprise Network (ESEN), EVOC (Edinburgh Voluntary Organisations’ Council), and the Volunteer Centre Edinburgh. Together they support and develop the City’s Third Sector, with EVOC taking primary responsibility for linking in to Community Planning structures and processes.
<b>Co-operative Council</b>	Edinburgh is a ‘Cooperative Capital’ where communities are much more involved in planning, managing and delivering services.
<b>Community Empowerment Bill</b>	The Community Empowerment Bill in the Scottish Parliament is (at the time of writing) making its way through the Scottish Parliament. The Bill includes elements likely to impact on (among other things) Community Planning, Asset Transfers, Land Reform, Common Good, Allotments and Non-Domestic Rates.



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## Acknowledgements

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Many thanks to everyone who contributed.

## Further Information

For more information on  
Edinburgh Compact Partnership visit  
**[www.edinburghcompact.org.uk](http://www.edinburghcompact.org.uk)**



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