

# EDINBURGH PARTNERSHIP BOARD

**Meeting** Tuesday, 30 October 2018  
**Time** 12.30 to 3.00 pm  
**Venue** Diamond Jubilee Room, City Chambers

## AGENDA

Apologies and Introductions

- 1 **Minutes** of the previous meeting of 24 September 2018
- 2 **Matters Arising**
- 3 **Scotland's Charter for a Tobacco-free Generation –  
Presentation by Sheila Duffy, Chief Executive, ASH Scotland**
- 4 **Children's Services Plan**
- 5 **Local Outcome Improvement Plan (Community Plan)**
- 6 **Community Planning Governance Review and Consultation**
- 7 **Any Other Business**
- 8 **Date of Next Meeting – 6 December 2018**



THE EDINBURGH PARTNERSHIP

**THE EDINBURGH PARTNERSHIP BOARD**

**Thursday 24 September 2018: 12.30 – 14.30**

Eric Liddell Centre, Edinburgh

**MINUTE**

Present:

Board members

Cllr Adam McVey	(Chair) City of Edinburgh Council
Ella Simpson	(Vice-Chair) EVOC
Keith Anderson	Edinburgh Affordable Housing Partnership
David Bewsey	Secretary, Edinburgh Association of Community Councils
Cllr Cammy Day	City of Edinburgh Council
Cllr Ricky Henderson	City of Edinburgh Council
Gareth Blair	Police Scotland
Grant McDougall	Skills Development Scotland
Jon Bugass	Edinburgh College
Cllr Melanie Main	City of Edinburgh Council
Cllr Hal Osler	City of Edinburgh Council
Kenneth Rogers	Scottish Fire and Rescue Service
Cllr Iain Whyte	City of Edinburgh Council
Charlie Jeffrey	University of Edinburgh
Elaine Morrison	Scottish Enterprise
Tim Davidson	NHS Lothian

Advisers

Andrew Kerr	City of Edinburgh Council
Lesley Fraser	Scottish Government

In attendance

Paula McLeay	City of Edinburgh Council
Allan McCartney	City of Edinburgh Council
Catherine Stewart	City of Edinburgh Council
Michele Mulvaney	City of Edinburgh Council
Lorna Sweeney	City of Edinburgh Council
Kirsty Pate	City of Edinburgh Council
Susan Ross	City of Edinburgh Council
Lisa Mallon	City of Edinburgh Council
Rona Hunter	Capital City Partnership
Martin Huggins	NHS Lothian

## **1 Minutes**

The minute of the Edinburgh Partnership Board meeting of 7 June 2018 was approved as a correct record, subject to noting that Keith Anderson, and not Jackie Grant, had represented Edinburgh Affordable Housing Partnership.

## **2 Edinburgh City Vision 2050**

John Donnelly and Fiona Hunter, Marketing Edinburgh, gave a presentation on progress with the City Vision.

The marketing and engagement campaign seeking views on what should be included in the Vision had started last month and would run until the end of the year. Details were given of the key values, as well as the various advertising streams aimed at raising public awareness. These included local media links; billboard and other adverts; social media; contacts with businesses and schools etc. The feedback from the campaign would be assessed in January/February, with a view to the Vision statement being published in April. While much of the campaign would be directed at local young people, information about other age groups already existed, and would be supplemented during the campaign to ensure an inter-generational picture. Likewise, although most of the campaign would focus on EH postcodes, responses from elsewhere would be welcome.

### **Decision**

To note the presentation, and invite all members to promote the campaign.

## **3 Local Outcome Improvement Plan**

The first draft of the new Local Outcome Improvement (or Community) Plan was submitted. As agreed, this was a streamlined document, focusing on a limited number of shared priorities which only joint working could improve or progress. Discussions were continuing with community planning partners, with the aim of the final Plan being agreed at the next Partnership meeting.

### **Decision**

- 1) To note the draft Plan, and invite any comments to officers by the end of this week.
- 2) To agree that, subject to this further development and consultation, a final version of the Plan would be considered for approval at the Partnership

Board meeting on 30 October 2018.

#### **4 Community Planning Governance Review**

A summary of the review and consultation of community planning governance arrangements was presented. Recommendations were made on (1) the Partnership Board, including refreshed membership and remit; (2) Strategic Arrangements; (3) Locality/Neighbourhood Arrangements; (4) Resourcing and (5) Community Participation.

##### **Decision**

- 1) To approve the review's recommendations on the Partnership Board (remit/membership/communications); Resourcing of Governance (to undertake a resource assessment), and Community Participation (developing a community participation strategy).
- 2) To agree to consider further the future Strategic and Locality/Neighbourhood arrangements, with a paper to be produced for the next meeting, as directed by the Review Project Board.

#### **5 Community Planning Budget 2018/19**

The Partnership was updated on the current status of the Community Planning Budget. Recommendations were made on how to utilise the £43,202 unallocated funding.

##### **Decision**

- 1) To agree to allocate £2,000 to fund Partnership Board running costs.
- 2) To award £24,840 to the TSI comprising EVOC (£14,250) and Volunteering Edinburgh (£10,590), to support community engagement activity.
- 3) To award £16,362 to support the running of Edinburgh Poverty Commission.

##### **Declaration of Interest**

Ella Simpson declared a financial interest in the foregoing item, as an employee of EVOC, and took no part in the discussion thereon.

## **6 Community Justice Outcomes Improvement Plan**

The annual report of the Edinburgh Community Safety Partnership was submitted.

### **Decision**

To approve the Plan for submission to Community Justice Scotland.

## **7 Edinburgh Poverty Commission**

A briefing was provided on progress in establishing the Edinburgh Poverty Commission, in particular:

- the appointment of Dr Jim McCormick, Associate Director of the Joseph Rowntree Foundation, as independent chair of the commission
- the project timeline and key components
- work underway to secure funding to support the project
- the proposed role of the Edinburgh Partnership Board in the project.

### **Decision**

- 1) To note the progress report.
- 2) To support the appointment of Dr Jim McCormick as Commission chair.

## **8 Date of Next Meeting**

30 October 2018



## THE EDINBURGH PARTNERSHIP

### **The Edinburgh Children's Partnership – Annual Report 2017-18 for the Children's Services Plan 2017 – 2020**

#### **Executive Summary**

1. The Edinburgh Children's Partnership directs the strategic planning, development and delivery of children and young people's services on behalf of the Edinburgh Partnership. The work of the Partnership is underpinned by a multi-agency, integrated strategic plan which is regularly reviewed. The Children and Young People's Services Board provides strategic oversight.
2. The current plan was endorsed by the Edinburgh Partnership Board in June 2017.
3. Statutory Guidance on Part 3 (Children's Services Planning) of the Children and Young People (Scotland) Act 2014, requires that each local authority and the relevant partner health board publish an annual report demonstrating how children's and related services have been provided in accordance with the aims and objectives set out in the Children's Services Plan.
4. This report asks the Board to note the first Annual Report on the Edinburgh Children's Partnership's Children's Services Plan 2017 – 2020.

#### **Recommendation**

- i) The Board is recommended to note the Annual Report for 2017-18 for the Edinburgh Children's Partnership's, Children's Services Plan 2017- 2020.

#### **Main Report**

5. The Edinburgh Children's Partnership directs the strategic planning, development and delivery of children and young people's services on behalf of the Edinburgh Partnership. The Children's Partnership is committed to improving outcomes for Edinburgh's children and young people, their families and their communities and recognises that the delivery of these outcomes will require a strong commitment for all partners to work together effectively to secure the delivery of efficient, high quality and best value services.
6. The Children's Partnership vision is that 'Edinburgh's children and young people enjoy their childhood and achieve their potential'. Its ambition is to create a child friendly city where children and young people's rights are respected. There is

also a focus on restorative practice, where preventing problems becomes as important as dealing with crisis.

7. The Children's Services Plan underpins the work of the Partnership and:
  - Sets out a shared vision and strategic direction to guide the work of the Edinburgh Children's Partnership over the period 2017-20;
  - Describes the outcomes it aims to achieve together and the improvements it needs to deliver;
  - Sets out an integrated approach to implementing the strategy and delivering those improvements.
8. At the heart of the plan, there are five strategic outcomes, informed by recent engagement activity with children and young people, service managers and community planning partners:
  - Every child will have the best start in life.
  - Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced.
  - Every child and young person will have good wellbeing and achieve the best possible health.
  - Equity amongst children and young people and their families will be advanced.
  - Children and young people, their families and their communities will be empowered to improve their wellbeing.
9. The Annual Report, attached as Appendix 1, sets out, for each of the strategic outcomes, progress made in the first year of the plan alongside some of the key challenges being faced.
10. The plan includes a performance monitoring framework, including a set of progress measures which will be used to assess progress through scrutiny at regular meetings of the Edinburgh Children's Partnership.
11. The Annual Report was approved by the Council's Education, Children and Families Committee on 14 August 2018 and presented to the NHS Lothian Strategic Planning Committee on 11 October 2018.

<b>Contribution to:</b>	Low		Medium		High
• Sustainability	1	2	3	4	5
• Equality	1	2	3	4	5
• Community Engagement	1	2	3	4	5
• Prevention	1	2	3	4	5
• Joint Resourcing	1	2	3	4	5

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Hyperlinks to: Edinburgh Children’s Services Plan

[www.edinburgh.gov.uk/childrenservicesplan](http://www.edinburgh.gov.uk/childrenservicesplan)



# The Edinburgh Children's Partnership Children's Services Plan 2017 to 2020



## Annual Report for Year 1 2017-18



## **Introduction**

This is the first annual report by the Edinburgh Children's Partnership setting out the progress made in delivering the vision and outcomes set out within our three year Children's Services Plan (2017 to 2020).

Statutory Guidance on Part 3 (Children's Services Planning) of the Children and Young People (Scotland) Act 2014, requires that each local authority, here being the City of Edinburgh Council, and the relevant partner health board, here being NHS Lothian, must publish an annual report demonstrating:

- How children's and related services have been provided in accordance with the aims and objectives we set in our Children's Services Plan.
- That our service provision has achieved the five aims of statutory children's services planning (see Appendix 1).

This report contains the following sections.

### **What we said we are going to do**

A summary of the vision, strategic outcomes and objectives and the core principles underpinning the work we do with children, young people, families and communities as set out in the Children's Services Plan 2017-20.

### **How we will know we are making progress**

A description of the governance and reporting arrangements put in place to ensure we are able to monitor and communicate the progress of work within the plan.

### **The progress we have made in the past year**

A description, structured around the five strategic outcomes, of what has been working well for partners and achievements during the first year of the plan alongside some of the key challenges being faced.

### **The priorities for the next year**

A summary of the key priorities for the year ahead emerging from the ongoing work within the plan as well as from the various self-evaluation and engagement activities undertaken by partners.

## What we said we are going to do

At the heart of this Children's Services Plan is an ambition to create a child friendly city, where children and young people's rights are respected. There is also a focus on restorative practice, where preventing problems becomes as important as dealing with crisis.

The aims of this plan are aligned with the Edinburgh City Vision 2050. Children and young people across the city helped shape this vision and the things they said that were most important to them are education and schools; physical and mental health; transport and cycling; sport and physical activity; and housing. Delivery of this Edinburgh Children's Services Plan will ensure that children and young people's views are responded to.

The Edinburgh Children's Partnership's vision is:

*'Edinburgh's children and young people enjoy their childhood and achieve their potential'*

Towards delivery of this vision, our work is structured around five Strategic Outcomes which sit at the heart of all our planning along with 25 improvement objectives. Over the period 2017 to 2020, the Children's Partnership is committed to ensuring that Edinburgh is a city in which:

1. Every child will have the best start in life.
2. Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced.
3. Every child and young person will have good wellbeing and achieve the best possible health.
4. Equity amongst children and young people and their families will be advanced.
5. Children and young people, their families and their communities will be empowered to improve their wellbeing.

This plan is built around a set of core principles that guide everything we do as a Partnership. We are committed to ensuring that we:

- Place Children and young people at the centre of practice
- Focus on strengths and building resilience
- Prioritise prevention
- Improve fairness
- Listen to and respond to children and young people

Appendix 2 summarises this vision and the 25 objectives sitting underneath the five strategic outcomes.

## **How we will know we are making progress**

The Edinburgh Children's Partnership is responsible for coordinating delivery of the improvement actions and objectives outlined in our plan. The Partnership, which meets on a bi-monthly basis, comprises representatives from the City of Edinburgh Council, the voluntary sector, NHS Lothian, the Scottish Children's Reporter Administration, Police Scotland and Edinburgh College.

To take forward the delivery of the plan and reporting progress on this, joint strategic leads were identified for each outcome from across the partners. Additionally leads, joint where possible, were identified for each of the 25 objectives.

A schedule of progress briefings across the year was established to allow joint strategic leads to update the Partnership. These briefings included what is working well, what is a key challenge and what are children, young people and the wider community telling us. These briefings were also an opportunity to seek further support from the Partnership if required and to set out the priority actions for the year ahead.

The Partnership meetings also allow for reports relating to any of the objectives, core principles or other wider developments to be presented and discussed.

In addition to the progress briefings and associated papers, the Partnership looked to establish a set of measures that could be used to provide another view of progress across the strategic outcomes and objectives set out in the plan.

As the plan progresses it is expected that these, and other measures where available, will be used to complement the narrative provided through the progress briefings to communicate progress towards achieving the strategic outcomes of the plan.

The set is provided in Appendix 3.

Additionally a Self Evaluation and Improvement Group (SEIG), chaired by the Executive Director of Communities and Families within the council, was established. The purpose of this group being to oversee and co-ordinate ongoing self-evaluation work around the strategic outcomes set out within the plan and to consider wider improvement activity taking place.

## The progress we have made in the past year

The following sections set out for each strategic outcome and related objectives what has been working well and what the key challenges are.

### Strategic Outcome 1

#### Every child will have the best start in life

Objectives
Implement the new universal pre-birth to pre-school pathway
Continue to provide high quality early years services across the city whilst implementing the increase in hours to 1140
Improve early years pathways for young disabled children
Improve partnership working in the provision of early years services
Increase the percentage of children across all SIMD quintiles reaching developmental milestones

#### *Implement the new universal pre-birth to pre-school pathway*

##### What is working well

The Scottish Government has introduced a new Pathway of care which increases the universal contacts and developmental and wellbeing assessments to all families. In Lothian, women booking from maternity care from October 2016 onwards were in the new pathway model. Babies born from May 2017 commenced the increased home visiting and developmental assessment model. 40% of 0-5 children in Edinburgh are on the new pathway model at March 2018, compared to the baseline of 0% at April 2017 (when the model had not commenced in Lothian). All babies born from May 2017 are on pathway, and babies who turned 13-15 months of age from May 2017 are on the new pathway. Older children remain on the older model and will progress as before.

##### What the key challenges are

The service redesign of health visiting is a significant transformational change, for both increasing the qualified health visitor workforce numbers and change in model of delivery. Such a change takes a longer period of time, and therefore the challenge continues to be to co-ordinate the growth in delivery of the pathway with growth in workforce. NHS Lothian continues their implementation and anticipates steady progress to full health visitor numbers and pathway implementation.

#### *Continue to provide high quality early years services across the city whilst implementing the increase in hours to 1140*

##### What is working well

The City of Edinburgh Council's Early Years Service currently provides 600 hours of funded Early Learning and Childcare to all 3-4 year olds and eligible 2 year olds. This is approximately 11,000 children. 216 settings provide funded Early Learning and Childcare (ELC). This is made up of 98 local authority and 118 partner provider settings. 17 local

authority settings are open all year round and the rest are open term time only. Almost all partner providers are open all year round.

In August 2017, 25 local authority settings started phasing in the increased hours with approximately 1,000 children having access to the expanded service. A further 71 children are accessing the additional hours through a blended model of delivery where they attend nursery for part of the day and a forest kindergarten for the remainder of the session. The phase 1 expansion settings have reviewed progress and evaluated early impact. Overall feedback was positive with settings reporting the increased hours had allowed more time to extend children's learning and provided more opportunities to enhance social skills e.g. lunch time routines. Learning environments have been enhanced across the early year's estate. As well as our ongoing new build programme, we have refurbished many settings to provide high quality environments to support children's learning both indoors and outdoors.

#### **What the key challenges are**

Delivering 1140 across all early years settings requires a significant increase in the early year's workforce. Approximately 700 additional staff will need to be recruited for local authority settings. An Edinburgh city 1140 expansion plan was submitted to Scottish Government, which outlines the estimated cost of our model for expansion in Edinburgh. There is a significant funding gap between our local expansion estimates and the allocated SG funding. A potential risk is that we will be less able to provide models of delivery for the 1140 hours to support parents being able to access work. Information on ongoing annual funding from 2020 is limited, which is impacting on building a sustainable infrastructure and workforce.

#### ***Improve early years pathways for young disabled children***

##### **What is working well**

Our Additional Support for Learning Service (ASLS) has established locality based multi-disciplinary early years teams, working closely with allied health professionals to meet the needs of pre-school children including those making the transition to primary 1. The team supports families through the transition service, working with children and parents at home as well as working directly in the early years or school setting. The service provides post-diagnosis training and support for parents whose children are diagnosed with autism, teaching them how best to respond to need, signposting them to relevant services and setting up support networks with parents. Staff working in early years settings are trained by experienced ASLS workers in how best to respond to children with a range of disabilities.

##### **What the key challenges are**

ASLS staff have high caseloads and the level of need is increasing due to population growth and better diagnosis of autism. The service is developing models of advice and consultancy work in order to maximise the effectiveness of staff and the impact of their work on outcomes for families.

#### ***Improve partnership working in the provision of early years services***

##### **What is working well**

We currently have 118 Funded Providers in partnership with the City of Edinburgh Council to deliver funded ELC to approximately 4,000 (40%) of eligible 2-4 year olds. Edinburgh has 35 voluntary playgroups and 10 are in partnership with the council. All voluntary playgroups can access support and advice from a designated member of the central early year's team and they can apply for a council grant to fund resources and the development of their indoor and outdoor learning environments. 15 Third Sector projects in receipt of 3-year funding until 31st March 2019 have an early year's remit supporting families with children under 5 years. These Early Years projects are located across the City and offer a range of early intervention services.

**What the key challenges are**

The expansion of early years provision linked to the 1140 hours means that the demand for early year's workforce is higher. To improve partnership working, we must ensure that sector variation in terms and conditions does not have unintended impacts on staffing within partner providers. Training and joint planning, with a phased approach to increasing the 1140 provision is aimed to partially reduce this risk. Approximately 40% of children entitled to funded early learning and childcare attend our partner provider provision. There is a level of uncertainty about future partner provision due to concern about the hourly rate they are paid to deliver an increase in funded ELC.

***Increase the percentage of children across all SIMD quintiles reaching developmental milestones***

**What is working well**

We have robust data on the uptake of this assessment for children and the developmental outcomes for children at this point in their early years. We have a data system where we can explore this at area level and explore variations in SIMD, neighbourhoods, and explore areas for increased joint effort e.g. communication development, child healthy weight. The uptake of the 27-30 month assessment in Edinburgh city is 83.1% in 2016/17 and the percentage of children assessed, with no developmental concerns for the same year was 70.2%.

**What the key challenges are**

The key challenge for 18/19 is to continue to transition from a clinic based assessment by a nursery nurse or staff nurse to an assessment in the home by a health visitor. This will progress more rapidly in the latter quarter of 18/19 when health visitor numbers move into new higher numbers.

An ongoing key challenge is to increase reach to the families with highest vulnerability who have previously not attended for appointments. This will be aided by the home visiting outreach model and continuity of relationship with their health visitor.



## Strategic Outcome 2

### Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced

Objectives
Deliver school improvement plans that are effective across the four areas of the National Improvement Framework
Reduce the poverty-related attainment gap through the Pupil Equity Fund
Improve educational outcomes for disadvantaged groups, including Looked After Children and children with disabilities
Support the Edinburgh College Curriculum Strategy to create the best opportunities for the learner journey
Improve the level of participation in education, employment and training for all 16-19 years and continue to increase positive destinations

#### ***Deliver school improvement plans that are effective across the four areas of the National Improvement Framework***

##### **What is working well**

All schools currently plan for improvement to meet the national priorities. These processes have been in place for many years: all schools have well-embedded processes in place. Plans are submitted following self-evaluation and make clear reference to national and local guidance. In many cases the plans make reference to the school Working Time Agreements which underpin the professional actions necessary to deliver improvement actions. Revised guidance will provide greater autonomy for headteachers to prioritise which improvement objectives are to be delivered in which year, over a three-year planning cycle.

Almost all schools identified through the Scottish Attainment Challenge are making very good progress in setting specific, measurable targets, following intensive support in the use of improvement methodology and additional resource from Attainment Advisors. This methodology has been rolled out beyond SAC schools and will be an area for further activity in subsequent sessions.

##### **What the key challenges are**

Using data, including SIMD, comparators and virtual comparators to determine targets and set measurable next steps.

Ensuring appropriate professional learning, including collaborative practitioner enquiry underpins improvement activity.

Ensuring collegiate hours (Working Time Agreement) are available to underpin work.

Developing cluster-wide and locality-wide approaches to the planning and delivery of services.

### ***Reduce the poverty-related attainment gap through the Pupil Equity Fund***

#### **What is working well**

All schools have planned to reduce impact of poverty through PEF plans though some actions have not yet been taken forward due to shortages in staffing. The need to ensure compliance with national and European legislation has resulted in good levels of central support. Until now, measurement of the poverty related attainment gap has been left to individual schools resulting in a mixed picture of targets and actions. Stretch aims for the City have recently been agreed and a pilot is underway in two clusters: Liberton and Castlebrae, to identify how best to support schools to make use of data to refine actions. These stretch aims cover attainment in literacy and numeracy in P1, P4, P7 and S3.

#### **What the key challenges are**

Securing resources, particularly staffing to meet the aims identified in plans.

### ***Improve educational outcomes for disadvantaged groups, including Looked After Children and children with disabilities***

#### **What is working well**

There is a strong shared understanding across schools and their partners of pathways to support children with additional support needs to progress and achieve their potential in education. These pathways are supported by the Additional Support for Learning (ASL) Family Support Service.

There are good arrangements for assessing support needs and child planning for children in need in place in almost all schools and there is a well established, systematic approach to training school leaders in child planning which is subject to continuing improvement.

Local relationships are developing between Educational Psychologists, Additional Support for Learning service leaders, schools and practice teams which are beginning to enable stronger early intervention and support for children and young people with additional support needs.

Strategic planning for special schools has led to increased capacity for children with a disability requiring specialist provision in response to demographic change.

#### **What the key challenges are**

All schools will implement effective approaches to recording, tracking and monitoring with learners whose progress and wellbeing is at risk due to poverty, social circumstances, protected characteristics or other additional needs.

The ASL Service and partners will support schools to develop flexible learning pathways to reduce number of pupils on part-time timetables.

Developing collaborative cluster-wide and locality-wide approaches to planning and delivery of improvements.

***Support the Edinburgh College Curriculum Strategy to create the best opportunities for the learner journey***

**What is working well**

Schools college partnership groups have helped informed curriculum development to meet the needs of students and employers.

The college leadership team have introduced guaranteed places for all eligible school leavers. Schools will have direct access to our tracking system to enable them to monitor the status of each pupil and ensure that effective provision is put in place to support their transition.

The college Academies programme is a successful project which reflects constructive partnership working between universities, the college, employers and schools.

**What the key challenges are**

Developing appropriate college offers that will ensure young people make the right choice, right offer and have the right support. A Senior Phase Academy is being scoped.

***Improve the level of participation in education, employment and training for all 16-19 years and continue to increase positive destinations***

**What is working well**

Skills Development Scotland (SDS) has strong partnerships across the mainstream schools in Edinburgh with processes in place to support young people via the SDS service offer in school.

In line with continuous improvement SDS and schools will come together in localities to review the strategic and policy information and share good practice. School Deputy Headteachers also have the opportunity to meet with SDS Team leaders on an individual basis to discuss key strategic requirements for their own schools.

At an operational level our careers advisers are in school delivering against our service offer. Early intervention from P7/S1 supports the idea of improving sustained destinations for young people as they get the support quicker.

We are at the early stages of scoping alternative pathways for young people in late broad general education. This will work with partners, including police, employers and 3rd sector to provide local, targeted support to maintain young people within the 'system'.

**What the key challenges are**

Recent statistics demonstrate a drop in the number of positive destinations with particular challenges emerging for the S5 cohort in certain schools. Work is underway to analyse issues. Where good practice occurs, robust processes are in place to identify and support young people, with good use of the SDS data hub and strong relationships. Focus visits are due to start in April with good practice being disseminated thereafter.

SDS are keen to work in partnership with schools to improve, for example, 16 plus arrangements in schools where required and take a transition team approach to working with young people so a full team approach with early handovers to the post school team are in place.

## Strategic Outcome 3

### Every child and young person will have good wellbeing and achieve the best possible health

Objectives
Improve mental health services for children and young people and implement the children and young peoples' mental health review recommendations
Improve the quality of drugs and alcohol prevention work and substance misuse services
Minimise the need for children and young people to become looked after and improve the balance of care
Reduce the number of children who are overweight or obese, or malnourished
Achieve the outcomes contained within the Child Protection Committee's Child Protection Improvement Plan and the Corporate Parenting Plan

#### *Improve mental health services for children and young people and implement the children and young peoples' mental health review recommendations*

##### **What is working well**

There is a multi-agency approach to developing recommendations around improving mental health services in Edinburgh and this has been underpinned by robust analysis, stakeholder engagement and review of current evidence and literature.

Commitment to mental health is demonstrated through the agreement to implementing the review recommendations, including:

- Realigning the Child and Adolescent Mental Health Services Outpatient Teams to four locality teams.
- Ensuring emotional wellbeing support is available on a 1:1 and group work basis for children and young people in each locality.
- Introducing a pilot service for young adult services to increase uptake and engagement for young people in transition and young people accessing support for the first time.
- Ensuring that appropriate interventions are available at A &E for children and young people and that staff are cognisant of issues relating to children and young people's mental health and wellbeing.
- Ensuring that appropriate interventions are available within secure settings or there are clear and agreed pathways for children and young people and that staff are trained and supported in relating and responding to children and young people's mental health and wellbeing.

We are working in partnership with Young Edinburgh Action to ensure the young person's voice is active in the work we do and ensuring their involvement in monitoring and evaluating progress and that what was said by young people at the 'Piece of Mind' event is embedded.

All schools are part of the National Improvement Framework (NIF) to address Health and Wellbeing for pupils, including mental health and wellbeing. Schools are actively supporting steps towards specifically improving mental health and wellbeing outcomes for pupils by accessing training, resources and encouraging greater use of Pupil Surveys. All schools are encouraged to use A Young People's Mental Health Survey which is available in all schools.

We have developed a multi-agency anxiety pathway for emotionally based school refusal which includes training staff in low intensity anxiety management – a staff supported model. So far 33 members of staff have been trained in Low Intensity Anxiety Management (LIAM) with further training being planned.

We ensure access to targeted parenting interventions (Incredible Years and Triple P) for parents and carers of preschool and primary aged children. In this academic year 2017/2018 we will have run 17 groups.

#### **What the key challenges are**

Ensuring children and young people with the longest wait are seen whilst realigning Child and Adolescent Mental Health Services Outpatient Teams.

Increased partnership working between agencies is challenging as it takes time to build relationships, trust, and appreciate what each other is doing.

#### ***Improve the quality of drugs and alcohol prevention work and substance misuse services***

##### **What is working well**

The Edinburgh Alcohol and Drugs Partnership (EADP) has a high level aim that children and young people's health and wellbeing is not damaged by alcohol and drugs. The EADP has three work streams for children and young people.

##### **1. Developing Services for Children / Young People with Alcohol/Drug Problems:**

The Young People's Substance Use Services (YPSUS) network has recently been launched with a single point of referral and allocation for young people seeking support. This rationalises the provision by ensuring that one service covers each locality in the city and offers comparable services. Funding for the services comes from a range of council, NHS, EADP and grant-giving body sources and offering a co-ordinated service has been a long-standing problem.

##### **2. Preventing of Alcohol and Drug Problems amongst Young People:**

We have recently finalised guidance for all schools on drug and alcohol education (i.e. the messages provided to all pupils, largely by teachers). This aims to standardise the quality of approaches, as in the past some fear inducing approaches have been found to be ineffective and have a negative impact. The new guidance aims to guide teachers towards those which are thought to be more likely to have a preventative effect.

##### **3. Improving Services for Children Affected by Parental Substance Use:**

Circle services are now co-located in the hubs in all four localities and work increasingly closely with adult treatment. They offer intensive assessment of and

support with parenting for parents with substance misuse. Sunflower garden is available to offer 1:1 support to the children and young people themselves.

**What the key challenges are**

YPSUS continue to focus on how their services reach those children and young people who are in high risk groups or harder to reach – those in care, involved in the criminal justice system, excluded from school etc. In addition, they wish to ensure that the structured psychological therapies are consistently available for young people at risk of or experiencing problematic substance use.

Alcohol use in the Scottish society continues to be a challenge for all and Edinburgh has seen an increase in hospital admissions for alcohol related reasons in young people. The number and rate of drugs or alcohol related presentations in A&E for young people aged under 18 in Edinburgh has also shown a rising trend in recent years.

We will explore this in 2018/19 and work on areas of prevention using a quality improvement approach to learn what may be effective in reducing the risk to young people from substance use.

***Minimise the need for children and young people to become looked after and improve the balance of care***

**What is working well**

The number of Looked After Children has reduced to its lowest level since 2011. The service has significantly reduced the numbers of children in secure accommodation. We have recruited a small pool of carers specifically for unaccompanied asylum-seeking children. Preventive services such as Family Group Decision Making are building strengths in families, allowing more children to live safely at home or within their own family networks.

**What the key challenges are**

The number of unaccompanied asylum-seeking children who are looked after in Edinburgh has increased significantly in the last two years and their placements in our residential units has created a lack of capacity for some other children. The service has been addressing this with appropriately supported shared living alternatives to meet the needs of UASC aged over 16. The service will also be reviewing its residential care provision in order to meet needs of a rising number of young people who are placed in out of authority residential care. The service continues to look to place children looked after in City of Edinburgh foster placements wherever possible.

***Reduce the number of children who are overweight or obese, or malnourished***

**What is working well**

We have a strong prevention agenda to support children developing a health weight and growth pattern. This includes supporting healthy maternal weight in pregnancy, healthy birth weight, advice on infant feeding, monitoring of growth at child health development assessments.

The new universal pre-birth to preschool pathway has introduced increased contacts for families with health visitors, and this will support the prevention and early intervention agenda for child healthy weight.

We have a paediatric obesity collaborative service 'Get Going' delivered locally by Edinburgh Leisure with additional support from our specialist NHS Lothian services. This service is also complemented by the maintenance programme Keep Going available to families either pre or post participation in the Get Going programme.

**What the key challenges are**

Recording of growth at child developmental and wellbeing assessments has been a challenge to date, linked to a number of factors such as: not attendance at clinic, children not wanting to be measured, parental sensitivities to growth assessment.

Ongoing public health and societal increases in obesity remain a challenge in Edinburgh similar to all of Scotland, and the Edinburgh partnership continues to work with Scottish Government to help address some of these contributory factors (e.g. healthy eating options in schools, leisure and recreation availability).

***Achieve the outcomes contained within the Child Protection Committee's Child Protection Improvement Plan and the Corporate Parenting Plan***

**What is working well**

We have reduced the numbers of young people who are missing from residential units and are testing a new model of engagement with those young people after they have been missing.

We are developing our approach to young people who may be at risk of child sexual exploitation by providing training for trainers and appointing champions in locality teams to mentor practitioners in this area of work.

We have trained staff in the Safe and Together approach to domestic abuse and there is evidence from case file audit that this has improved assessment and practice.

We have established a champions board of Looked After Children. Looked After Children and young adults entitled to Throughcare and Aftercare are provided with low cost or no cost access to council supported leisure facilities.

Family Group Decision Making has been expanded to offer care experienced young people opportunities to re-establish contact with family members.

We are developing the Hub for SUCCESS with universities and colleges to increase progression to higher education for Looked After Children.

We have expanded accommodation options for unaccompanied asylum-seeking children.

**What the key challenges are**

We need to further raise awareness of child sexual exploitation among staff and young people.

We need to improve standards of chronologies and will undertake a test of change on the feasibility of combining single agency chronologies into a multi-agency format.

We will be implementing Mind of My Own as a tool to make it easier for looked after children and young people, and those in the child protection process, to express and have their views taken into account.

We need to improve links between schools, social workers and other support services to help children and young people to improve attendance, attainment and positive destinations.

## Strategic Outcome 4

### Equity amongst children and young people and their families will be advanced

Objectives
Deliver the '1 in 5' project and develop an equity framework for each school
Deliver income maximisation programme amongst all families on low incomes
Improve the availability of accessible, affordable and flexible early learning and childcare, particularly in areas of deprivation
Reduce the number of children, young people and their families who need homeless and emergency accommodation services and improve access to suitable housing
Co-produce a community entitlement for children and young people in each locality to improve access to universal services

#### *Deliver the '1 in 5' project and develop an equity framework for each school*

##### **What is working well**

The 1 in 5 Raising Awareness of Child Poverty training delivered to an increasing number of schools (16 secondary, 57 primary, 3 special and early years), all of which are implementing its recommendations and developing poverty-proofing approaches. Evaluation from 168 staff from all schools shows over 80% have improved understanding of child poverty and feel better able to support children affected by it.

Lothian Association of Youth Clubs (LAYC) has delivered the 1 in 5 training to 13 youth and children's organisations. As well as improved understanding and awareness, this is also promoting improved partnership working with schools.

The Pupil Equity Framework provides guidance to schools in reducing the poverty-related attainment gap through practical steps to minimise costs and reduce pressure on family budgets, and ensure equal access to opportunities regardless of income.

##### **What the key challenges are**

Ongoing funding to support the roll-out of 1 in 5 to all schools and other sectors.

To encourage more joined-up thinking between service areas, e.g. does the Parent Pay system and its inflexible systems for refunds undermine the 1 in 5 message?

Support schools to ensure that some pupils are not deterred from some curricular subjects by ability to pay for some materials.

Develop the School Holiday Challenge project re 'holiday hunger'.



### ***Deliver income maximisation programme amongst all families on low incomes***

#### **What is working well**

A Financial Support and Advice Service is being piloted in the Tynecastle cluster. This is a partnership between Schools and Lifelong Learning, NHS and Community Help and Advice Initiative (CHAI). It aims to make its service to low income families as accessible as possible and provides a full-time worker who offers appointments in Tynecastle HS, Dalry PS and Stenhouse PS. Appointments are also available in Rowanfield SS and Pilrig Park SS.

To date, financial gains of £136,712 have benefited 45 families. These are mainly from unclaimed benefits that clients were unaware they were entitled to. The adviser is also identifying unclaimed disability benefits for children in the schools where children have additional needs.

The wider voluntary sector also delivers income maximisation programmes using an outreach model, e.g. in family homes and early years settings. This has enabled families to increase their resilience, improve their budgeting skills, better manage debts, sustain tenancies and avoid bankruptcy.

#### **What the key challenges are**

Ongoing funding for the income maximisation work and creating a plan for income maximisation services across the city as part of the community plan priorities.

### ***Improve the availability of accessible, affordable and flexible early learning and childcare, particularly in areas of deprivation***

#### **What is working well**

The City of Edinburgh Council's Early Years Service currently provides 600 hours of funded Early Learning and Childcare to all 3-4 year olds and eligible 2 year olds. This is approximately 11,000 children. 216 settings provide funded Early Learning and Childcare. This is made up of 98 local authority and 118 partner provider settings. 17 local authority settings are open all year round and the rest are open term time only. Almost all partner providers are open all year round. In March 2017, The Scottish Government launched 'A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland - 2017-18 Action Plan', which sets out a vision for the expansion of Early Learning and Childcare (ELC) in Scotland from 600 hours to 1140 hours and is underpinned by four clear guiding principles: Quality, Flexibility, Accessibility and Affordability.

#### **What the key challenges are**

Key Challenges in phase 1 (August 2017-June 2018) have been

- Recruitment of qualified staff to support delivery of the phase in plan
- Lunch provision for all children accessing the additional hours has highlighted the need for additional catering staff, equipment and space.

Key Challenges moving forward

- The estimated revenue and capital cost of delivering the expansion for all Edinburgh's entitled children (approximately 11,000) is significantly more than the cost proposed by the Scottish Government.

The timeline for the expansion is very tight given the changes to infrastructure and level of recruitment required for the expansion.

***Reduce the number of children, young people and their families who need homeless and emergency accommodation services and improve access to suitable housing***

**What is working well**

The Families in Temporary Accommodation Project was established in 2014 with the aim of helping young children under 5 years of age, being placed in temporary accommodation, get the key support they need at a time of transition and upheaval in their lives, this has led to some good working relationships and joint support for families.

**What the key challenges are**

The project team have identified several areas of improvement and include:

- Ensure that a robust process for linking children in temporary accommodation with the Named Person/Agencies is properly integrated and prioritised within services
- Identifying a sustainable process for linking school age children and young people in temporary accommodation with the Named Person/School Nursing Service

Identify a mechanism to continue the collection of data

***Co-produce a community entitlement for children and young people in each locality to improve access to universal services***

**What is working well**

The community entitlement work is underway. Children and young people in South West Edinburgh have already contributed to some of this work telling us what community services they use and why and what the gaps are in their area. Work is underway with Lifelong Learning managers to begin this work in other localities linking in with Youth Talk where it exists.

**What the key challenges are**

The key challenge is to ensure that this links in with other similar initiatives such as Youth Talk and that young people's views are fed into local CSMGs to support their planning of community based services.

## Strategic Outcome 5

### Children and young people, their families and their communities will be empowered to improve their wellbeing

Objectives
Extend personalisation and choice including expansion of self-directed support and direct payment
Ensure continued delivery of effective universal youth work programme
Enhance children's rights across the city in line with the UNCRC
Implement the Parenting Framework and improve engagement between parents and schools and wider community sector
Deliver a citywide partnership learning and development programme to improve restorative practice

#### ***Extend personalisation and choice including expansion of self-directed support and direct payment***

##### **What is working well**

An increasing number of Self Directed Support plans have been recorded in children's disability social work service. A large number of practitioners in Communities and Families have been trained in the approach. Lessons have been learned from its implementation in disability services and it has been extended to other groups such as children in need, Looked After Children and those with low school attendance. We will extend development of the SDS practice network and survey families to learn from experience so far and inform development.

##### **What the key challenges are**

To support the work of champions to lead the culture change within the service so that we are using Self Directed Support to do more things with people to improve life experiences and outcomes for our children.

#### ***Ensure continued delivery of effective universal youth work programme***

##### **What is working well**

We have a strong cross sector youth work strategy, an effective umbrella organisation for training and support in Lothian Association of Youth Clubs, and a broad range of universal youth work activity in localities. We have a sector leading engagement team in the form of Young Edinburgh Action.

##### **What the key challenges are**

Greater consistency of youth work provision across the city – the council review of participatory budgeting may help with this if it can focus decision making in localities.

#### ***Enhance children's rights across the city in line with the UNCRC***

##### **What is working well**

88 schools are registered as working within the UNICEF Rights Respecting Schools Award (RRSA) and head teachers report positive impact on children and young people's

relationships, behaviour, respect for self and others, engagement in learning and positive attitudes to diversity.

We have formed a Champions Board of Looked After Children to guide the development of our corporate parenting approach. Through Young Edinburgh Action and the Children's Parliament we have successfully piloted a Scottish Government model for engaging children and young people in service planning. We are developing this into a series of engagement events involving 40 young people from a wide range of social backgrounds whose views will help us decide on future priorities for action. We are working with young people to develop an over-arching Child Friendly Edinburgh approach to put children and young people at the centre and increase their participation and engagement across the city.

Children's social workers are trained in a range of communication methods to best involve, engage and listen to children and young people. Family Group Decision Making builds strengths in families, engaging kinship networks around children in ways that improve relationships and can prevent the need for removing children from their own families.

**What the key challenges are**

Increasing the number of schools registered for RRSA and increase the proportion of those schools that have evidenced bronze, silver or gold level.

The "Better Hearings" programme will be implemented within our Children's Hearing centre, including refurbishments intended to improve children's experiences of hearings and help them feel listened to.

***Implement the Parenting Framework and improve engagement between parents and schools and wider community sector***

**What is working well**

"Supporting Parents and Carers – Framework for Practitioners 2017-20" was launched along with a self-evaluation and improvement toolkit in October 2017. There are locality Lifelong Learning and Development Officers promoting the toolkit locally and 200 parents will have been consulted by the end of 2017-18. In 2016-17, 200 courses in evidence based parenting programmes were delivered to over 1600 parents and carers, of whom 80% reported improved relationships and increased awareness of how to promote wellbeing.

**What the key challenges are**

Members of the Children's Partnership supporting managers and staff in their own agencies to participate in the delivery of evidence based parenting programmes.

***Deliver a citywide partnership learning and development programme to improve restorative practice***

**What is working well**

The Council has appointed two full time Workforce Learning and Development Officers to work with partners through 2018-19 to develop a city-wide programme of restorative practice training. The training model will be designed to put children at the centre,

improve relationships, increase awareness and respect for children's rights and increase resilience.

**What the key challenges are**

To achieve significant progress within 2018-19 so that by the end of the financial year, there is a community of practice in each locality leading on restorative practice, and a train the trainers course in place to ensure continuity.

## **The priorities for the next year**

In addition to addressing the key challenges set out in this report, in the next year we will be:

- launching Edinburgh as a 'Child Friendly City'
- undertaking strategic engagement of children and young people
- working closely with the Edinburgh Partnership Board and the four localities in Edinburgh to ensure that the inequality and poverty aims in the Local Outcome Improvement Plan are connected closely to Strategic Aim 4 (Equity)
- ensuring senior public and third sector leadership effort is brought to support the agenda of the Edinburgh Poverty commission being established in 2018 and enabling our joint reporting duties under the Child Poverty Act

## **Appendix 1 – the five aims of statutory children's services planning**

That “children’s services” in the area are provided in the way which –

1. best safeguards, supports and promotes the wellbeing of children in the area concerned.
2. ensures that any action to meet needs is taken at the earliest appropriate time and that, where appropriate, action is taken to prevent needs arising.
3. is most integrated from the point of view of recipients.
4. constitutes the best use of available resources.
5. that “related services” in the area are provided in the way which so far as consistent with the objects and proper delivery of the service concerned, safeguards, supports and promotes the wellbeing of children in the area concerned.

## Appendix 2

# The Edinburgh Children's Partnership

## Children's Services Plan 2017-20

### Our vision

*'Edinburgh's children and young people enjoy their childhood and achieve their potential'*

#### We aim to ensure that:

1. Every child will have the best start in life.
2. Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced.
3. Every child and young person will have good wellbeing and achieve the best possible health.
4. Equity amongst children and young people and their families will be advanced.
5. Children and young people, their families and their communities will be empowered to improve their wellbeing.

#### In doing so we will always look to:

1. Place Children and young people at the centre of practice
2. Focus on strengths and building resilience
3. Prioritise prevention
4. Improve fairness
5. Listen to and respond to children and young people

#### Supporting this we will:

1. Work better together
2. Develop our people
3. Commit to participation

And realise our ambition to make Edinburgh a child-friendly city where children and young people's rights are respected





## Best Start in Life

Implement the new universal pre-birth to pre-school pathway

Continue to provide high quality early years services across the city whilst implementing the increase in hours to 1140

Improve early years pathways for young disabled children

Improve partnership working in the provision of early years services, particularly playgroups and communityrun early years services

Increase the percentage of children across all SIMD quintiles reaching developmental milestones



## Attendance and Achievement

Deliver school improvement plans that are effective across the four areas of the National Improvement Framework

Reduce the poverty-related attainment gap through the Pupil Equity Fund

Improve educational outcomes for disadvantaged groups, including Looked After Children and children with disabilities

Support the Edinburgh College Curriculum Strategy to create the best opportunities for the learner journey

Improve the level of participation in education, employment and training for all 16-19 years and continue to increase positive destinations



## Health and Wellbeing

Improve mental health services for children and young people and implement the children and young peoples' mental health review recommendations

Improve the quality of drugs and alcohol prevention work and substance misuse services

Minimise the need for children and young people to become looked after and improve the balance of care

Reduce the number of children who are overweight or obese, or malnourished

Achieve the outcomes contained within the Child Protection Committee's Child Protection Improvement Plan and the Corporate Parenting Plan



## Equity

Deliver the '1 in 5' project and develop an equity framework for each school

Deliver income maximisation programme amongst all families on low incomes

Improve the availability of accessible, affordable and flexible early learning and childcare, particularly in areas of deprivation

Reduce the number of children, young people and their families who need homeless and emergency accommodation services and improve access to suitable housing

Co-produce a community entitlement for children and young people in each locality to improve access to universal services



## Empowered

Extend personalisation and choice including expansion of self-directed support and direct payments

Ensure continued delivery of effective universal youth work programmes

Enhance children's rights across the city in line with the UNCRC

Implement the Parenting Framework and improve engagement between parents and schools and wider community sector

Deliver a citywide partnership learning and development programme to improve restorative practice

## Appendix 3 – Progress Measures for the Strategic Outcomes

Strategic Outcomes and Progress Measures	Baseline
<b>Every child will have the best start in life</b>	
% of preschool children on the new Universal Pathway	40% (Mar 2018)
% of Early Years settings providing 1140 hours of funded Early Learning and Childcare	29% (Mar 2018)
% of eligible 2s with a disability receiving appropriate Early Learning and Childcare	tbc
% children with no concerns at 27-30 month assessment	70.2% (2016/17)
% of P1 achieving Early Level Literacy	76.0% (2016/17)
<b>Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced</b>	
Percentage point gap between least and most deprived for Primary Literacy	29 pts (2016/17)
% of Primary pupils with low attendance	6.4% (2016/17)
Percentage point gap between least and most deprived for 1+ SCQF level 5 for school leavers	20 pts (2016/17)
Number of senior phase age pupils studying vocational qualifications delivered by Edinburgh college	251 (2017/18)
% of 16-19 year olds participating in education, training or employment	90.8% (2017)
<b>Every child and young person will have good wellbeing and achieve the best possible health</b>	
% of children and young people seen for CAMHS treatment within 18 weeks of referral	37.2% (2017/18)
Number of Drugs and Alcohol related A&E attendances for young people (rate per 1,000)	6.8 (2017/18)
Number of Looked After Children (rate per 1,000)	15.5 (Mar 2018)
% of healthy weight children in Primary 1	tbc
% of actions achieved within the Child Protection Improvement Plan	tbc
<b>Equity amongst children and young people and their families will be advanced</b>	
% of schools with equity framework	tbc
Numbers of families accessing income maximisation service and reporting increase in income	tbc
% of LA Early Years settings offering a flexible and accessible service	45% (Mar 2018)
Number of homeless families	tbc
Number of children and young people taking part in community entitlement services	tbc
<b>Children, young people, their families and communities will be empowered to improve their wellbeing</b>	
Number of financial authorisations for SDS packages within the Locality Practice teams	30 (Mar 2018)
Number of children and young people participating in youth work activities aimed at 5-18 year olds	tbc
% of schools working at Bronze Level or above for the Rights Respecting School Award	45% (Mar 2018)
Number of practitioners attending training programmes and framework events to better support parents and carers	tbc
Number of staff receiving Learning and Development in Restorative Practice	n/a – new activity

tbc – baseline figure to be confirmed



# THE EDINBURGH PARTNERSHIP

Consent or Decision

## Edinburgh Partnership Community Plan 2018-28

### Executive Summary

1. Proposals for the development of a new Edinburgh Local Outcome Improvement Plan, or Community Plan, have been considered by the Edinburgh Partnership Board in December 2017 and March and June 2018. It was agreed at these meetings, that the plan should focus on tackling poverty and inequality, recognising this as the single most critical challenge faced by community planning partners in the city. To address this, it was agreed that the plan should be streamlined and focused on a limited number of shared priorities which could only be tackled collaboratively by partners.
2. The Board, at its meeting on 24 September 2018, agreed a draft version of the plan with this subject to further development and consultation with community planning partners.
3. This report now provides the final version of the plan for approval by the Board.
4. Contact: Michele Mulvaney, Strategy Manager (Communities)  
(email: [michele.mulvaney@edinburgh.gov.uk](mailto:michele.mulvaney@edinburgh.gov.uk))

### Recommendation

1. The Board is recommended to:
  - i. approve the Edinburgh Partnership Community Plan 2018-28; and
  - ii. note that this requires the formal agreement of individual statutory partners through their governance arrangements.

### Main Report

#### Background

- 1.1 The Board, at previous meetings, agreed that the new community plan should focus on priorities and actions which address poverty and inequality and the intractable issues which can only be tackled collectively by partners.
- 1.2 Work on developing the plan was taken forward by a group comprising officers from the public and third sectors, with colleagues from NHS Lothian and Skills Development Scotland taking a lead role. A programme of stakeholder engagement informed the identification of the priorities which meet the Board's requirement for a tight focus based on additionality.

- 1.3 The Board considered a first draft of the plan at its meeting on 24 September 2018. Following this, further work has been carried out by partners to refine the content and, specifically, the performance measures.

### **The Community Plan**

- 1.4 This report provides the final version of the Edinburgh Partnership Community Plan 2018-28. The purpose of this plan is to:
- set the strategic direction for community planning in Edinburgh
  - describe the shared priorities of the Edinburgh Partnership and the actions it will take towards achieving those priorities; and
  - describe how progress and success will be measured. This includes the need for SMART target setting for the output measures as part of the development of actions.
- 1.5 The plan aims to provide a framework within which every member of the Edinburgh Partnership can make an active contribution to meeting shared priorities.
- 1.6 It is recognised that the community plan does not stand alone but is part of a wider multi-agency and partner policy and strategy framework designed to deliver improved outcomes for Edinburgh's citizens and communities. The plan is designed to align with and complement these existing strategies and plans, not duplicate or reiterate what is already happening. In doing this, the longer-term aspirations for the city are also recognised, with the plan contributing to the 2050 Edinburgh City Vision.
- 1.7 The Board has been clear about its ambition to change the way of working, to listen and deliver, and through leadership, collaboration and joint resourcing make a difference to the intractable issues in the city. To achieve this, the plan sets out three priority workstreams to ensure all citizens in the city have:
- Enough money to live on
  - Access to work, learning and training opportunities
  - A good place to live
- 1.8 The plan sets out an initial programme of work under each of these priorities. This programme will further develop over time in response to the needs of communities, and in response to the recommendations and actions proposed by the Edinburgh Poverty Commission during 2019.
- 1.9 The plan is presented to the Edinburgh Partnership Board for approval.

<b>Contribution to:</b> (eg)	Low		Medium		High
♦ Sustainability	1	2	3	4	5
♦ Equality	1	2	3	4	5
♦ Community Engagement	1	2	3	4	5
♦ Prevention	1	2	3	4	5
♦ Joint Resourcing	1	2	3	4	5

Michele Mulvaney – Strategy Manager (Communities)

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THE EDINBURGH PARTNERSHIP

# Edinburgh Partnership Community Plan 2018 - 2028



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## Foreword

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**Edinburgh is a successful and prosperous city for many, but many residents are still unable to access the opportunities that exist in our fantastic capital.**

Our new Community Plan shows the commitment of the Edinburgh Partnership to work together to focus on reducing poverty and inequality within the city and improve the quality of life for all. The plan identifies those issues that require sustained joint working to make a difference.

Our ten-year plan has been jointly developed by community planning partners, based on what our communities have said are the issues for them and their areas. Our plan is focused, covering three central themes: making sure people have a good place to live, enough money to live on and access to work, learning or training opportunities.

Community participation is at the heart of community planning. Edinburgh is made up of many communities and it is important to listen to what communities have articulated their needs and aspirations to be.

We will continue to measure, monitor and develop the plan to reflect the changing needs of the communities as well as ensuring that progress is being made towards the outcomes we have agreed.

It is up to all of us now to take on board these views and work together to deliver for our communities. This is the only way we will make a difference and ensure that Edinburgh has a positive, equitable and inclusive future.



**Cllr Adam McVey,**

**Chair, Edinburgh Partnership and  
Leader of The City of Edinburgh  
Council**



# Our vision

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## Purpose

The Edinburgh Partnership is the community planning partnership for Edinburgh. It brings together public agencies, the third sector, and the private sector with communities, to improve the city, its services and the lives of people who live and work here. Our vision focuses on prevention and early intervention and recognises the role of social disadvantage and poverty in creating inequalities in our communities.

The Community Empowerment (Scotland) Act 2015 requires the Partnership to publish a Local Outcomes Improvement Plan (LOIP), or Community Plan. This document sets out our shared priorities for the city, and describes the areas where we, the Edinburgh Partnership, will work together to make improvements and meet these priorities.

This plan:

- sets the strategic direction for community planning in Edinburgh over ten years
- describes the shared priorities we are working to achieve

- describes what we are going to do to achieve those priorities
- describes how we are going to measure our progress on these priorities.

It aims to provide a framework within which every member of the Edinburgh Partnership can make an active contribution to meeting our shared priorities.

## Partnership Vision

In developing this plan, we have set out a clear vision to guide our work together:

***Our vision is that Edinburgh is a thriving, connected, inspired and fair city, where all forms of poverty and inequality are reduced.***

With this vision, we aim to set the direction needed for community planning partners in Edinburgh to begin to meet the long-term aspirations for the city set out by the Edinburgh 2050 City Vision, and to support the local priorities set out in Locality Improvement Plans.

Community planning partners in the city already work together across many strategies, partnerships and areas of policy, including the joint planning of services for:

- local communities, through Locality Improvement Plans established for each area of the city
- children and young people, through the Edinburgh Children's Services Plan
- health and wellbeing, through the Edinburgh Integration Joint Board, and the Edinburgh Health and Social Care Partnership Strategic Plan
- economic development through the Edinburgh Economy Strategy and the Edinburgh and South-East Scotland City Region Deal
- a vibrant third sector, through the Edinburgh Compact Partnership Strategic Framework and Action Plan
- placemaking and sustainable communities, through the City Housing Strategy, City Mobility Plan, and Local Development Plan
- safer communities, through the Criminal Justice Outcome Improvement Plan, and
- environmental sustainability, through the Sustainable Edinburgh 2020 Framework.

[Appendix 2](#) of this plan provides an overview of and links to the key partnership plans and strategies in place to guide this work, as well as the corporate plans of key partners such as Police Scotland.

This plan does not seek to replicate or capture the actions or outcomes included in each of these plans, but instead seeks to articulate the additional actions needed, the additional leadership, integration, and collaborations required by the Edinburgh Partnership.

## **A focus on poverty and inequality**

To focus our work, this community plan concentrates on a few key priorities where additional joint action is needed, and has the greatest potential to address poverty and inequality in our city.

Edinburgh is recognised as an affluent and growing city, but is also a city with wide levels of inequality and home to some of the most excluded communities in Scotland. Average incomes within the city are high, and the city has never had more people in work than now<sup>1</sup>. However, this masks that more than one in five of all children in Edinburgh grow up in poverty, that this ratio rises to more than one in

three in some parts of the city<sup>2</sup> and that work alone is not necessarily sufficient to keep families out of poverty.

The evidence base is well established, and tackling poverty and inequality is the most important challenge jointly faced by all members of the Edinburgh Partnership. This challenge is critical to meeting priorities set out in strategic partnership and agency plans across the city. More than that, these are issues which cannot be addressed effectively by any one partner or partnership alone.

This focus on poverty and inequality is consistent with guidance provided through the Fairer Scotland Duty, and the requirement for public bodies to act to reduce inequalities of outcome caused by socio-economic disadvantage. It aligns with the direction provided by the new Public Health Priorities for Scotland, which encourage public services, third sector, community organisations and others to work better together to address the drivers of inequalities in Scotland's health. In doing so, it encourages new preventative approaches to improving health and wellbeing.

This plan sets out how we are going to fulfil the duties of the Community Empowerment (Scotland) Act 2015 which provides a framework for community planning partners that focuses on working together with communities to improve outcomes and reduce inequalities.

## **Three priority workstreams**

The drivers of, and solutions to, issues of poverty and inequality are entrenched and complex and require significant partnership effort and investment to resolve. Through consultation with partners and building on advice gathered from communities across the city, we have identified a series of areas where additional action and leadership (above and beyond the individual strategic plans and priorities of each Edinburgh Partnership member) is needed to mitigate, prevent, and undo the effects and causes of poverty and inequality. These actions build on guidance and advice published by agencies such as Health Scotland, the Joseph Rowntree Foundation, and the Christie Commission.

Over the period of this plan, we will deliver actions to ensure that residents across all parts of Edinburgh have:

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<sup>1</sup> NOMIS Annual Population survey March 2018

<sup>2</sup> End Child Poverty (ECP) coalition data 2018

- **Enough money to live on:** Family income is often used as a key indicator of resources available and, by extension, of the ability to maintain an acceptable standard of living. Within this context, this workstream includes actions to maximise the income available to lower income households, and to ensure that residents have enough money to live on.
- **Access to work, learning and training opportunities:** Worklessness remains the single most important predictor of poverty - 74% of households in which no adult is in work live on incomes below the poverty threshold. However, work alone is not necessarily sufficient to prevent poverty. This workstream aims to provide additional targeted services to help residents access the work, learning, and training opportunities they need to maintain a good quality of life.
- **A good place to live:** The places people live and work, the connections with others and the extent to which they can influence the decisions that affect them, all have a significant impact on their quality of life and wellbeing. This workstream aims to articulate the additional actions we need to take to ensure residents can access an

affordable, well designed, safe and inclusive place to live.

Across all three workstreams, the plan sets out our programme of work under each of these priorities. This programme will further develop over time, through ongoing dialogue with communities experiencing poverty and inequality, and in response to the recommendations and actions proposed by the **Edinburgh Poverty Commission** and the **Commission on Prevention** during 2019.

To deliver these actions, we will:

- provide high profile leadership that ensures these priorities are embedded throughout the work of partners across the city
- create new opportunities for partner integration and collaboration to tackle these shared challenges
- build on work already in place across the partnership network to create new projects and partnership actions, and
- seek new ways to combine partnership assets to drive change and deliver improved outcomes.

The remainder of this document sets out the actions and activities we will lead on

under each of these three workstreams. Each workstream sets out:

- **What we know** – evidence on the scale of the challenge and the opportunity to make improvements through partnership action.
- **What we do now** – current partnership activity already in place, and the additional activity needed to meet our vision.
- **The difference we will make** – the changes and actions that will be led by us through the implementation of this plan, and the outcomes those actions will deliver.
- **How we will know we have made a difference** – the performance indicators we will track throughout the life of this plan to provide insight into progress.

These indicators will form part of our performance framework which includes:

- Life experience stories: key to ensuring we are listening to individuals directly affected to inform future actions.
- Long term outcome indicators: key to monitoring the overarching challenges we aim to impact over the longer term.

- Medium term indicators: key to monitoring the impact of our joint actions taken forward under the priorities in this plan. These indicators may change as new areas for action are identified and implemented during the life of the plan.
- Progress on actions through output measures.

We have identified a suite of high level outcome indicators which are shown under the three priorities and will be monitored throughout the life of the plan. These outcomes indicators are also summarised in [Appendix 3](#).

The development of medium term indicators and output measures focusing on the impact of the actions under the three priorities is underway. SMART target setting for the output measures will be part of the development and implementation of actions. Initial indicators, where agreed, are shown within the plan. However, these indicators need to reflect current actions being undertaken by the Partnership so will change during the life of the plan.

## Priority 1: Enough money to live on

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According to most standard definitions, a person is said to be in poverty when their resources fall below the level needed to meet their minimum needs. Family income is often used as a key indicator of resources available and, by extension, of the ability to maintain an acceptable standard of living, and to take part in society. Within this context, a core element of most strategies to prevent, reduce, and mitigate poverty are actions to maximise the income available to lower income households, and to ensure that people, of all ages, have enough money to live on.

### What do we know?

Evidence shows that poverty rates in Edinburgh are high. Rates in some parts of the city are as high as any in Scotland. Action to improve incomes can have a significant impact on resident's lives.

- Over 80,000 of Edinburgh's residents live on incomes below the UK poverty threshold. 22% of Edinburgh's children grow up in poverty, with a number of wards showing poverty rates at more than 30%<sup>3</sup>.
- Employment remains the best way to improve income, but having a job does not always ensure that people have enough money to live on. 54% of people in poverty live in a household<sup>4</sup> where at least one adult is in work, and this ratio has risen sharply in recent years.
- Low pay and insufficient working hours are significant drivers of in-work poverty. 19% of Edinburgh residents work for hourly wages below the level set by the Living Wage Foundation. 8% of workers are unable to work for as many hours as they would like each week.
- Research highlights that harsh debt recovery practices, benefits delays, gaps or sanctions, health and disability related financial problems, and food, fuel and housing costs are key drivers for financial insecurity<sup>5</sup>.
- Additional actions, led by the public and third sector, can be effective in increasing the amount of money that residents have to live on. This can include support to maximise incomes, advice on benefits, advice on reducing costs, as well as direct measures to 'poverty proof' public services (such as reducing the cost of the school day).
- These actions can provide a significant impact for people, as well as delivering efficiencies for service providers:
  - a Social Return on Investment analysis on services in Edinburgh

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<sup>3</sup> End Child Poverty (ECP) coalition data 2018

<sup>4</sup> NOMIS definition: A household is a single person, or a group of people living at the same address who have the address as their only or main residence and either share one main meal a day or share living accommodation (or both). Households include at least one person aged 16-64.

<sup>5</sup> Fitzpatrick S, Bramley G, Sosenko F, Blenkinsopp J, Wood J, Johnsen S, et al. Destitution in the UK 2018. York: Joseph Rowntree Foundation; 2018

and Dundee concluded that every £1 invested generated around £39 of health, social and economic benefits.

- analysis has shown that for every £1 invested, around £15 of financial gain is generated from a mixture of increased income eg welfare benefits, income maximisation, rescheduled debts, one off payments or written off debts.
- a recent project aimed at increasing uptake of Healthy Start Vouchers in Leith reported securing on average £4,500 per individual during 2015/16<sup>6</sup>. Families involved in the recent Dalry school cluster project gained on average £4,000 per household<sup>7</sup>.

## What are we doing now?

Community planning partners provide a range of services to improve the financial position of low income families. These include services provided by the City of

Edinburgh Council, NHS Lothian, voluntary sector organisations, housing providers and others. These services include welfare advice, income maximisation, debt advice, emergency grant and loans, and housing advice and support services.

These services are resourced in a variety of ways such as grants, tendered contracts or direct from funders. Funding timescales often do not align which can reduce the ability of partners to plan properly and can result in the removal of services in different parts of the city or for different client groups. Accessibility and quality of services can vary so that people accessing services in different parts of the city may not be assured of the same level of service.

Across the system, there is, at present, no overview which allows for planning and co-ordination of services. As a result, it is difficult for partners to target services to those areas or groups where need is highest, to ensure that maximum impact is being delivered for public investment, and to ensure that residents have a simple and accessible service in all parts of the city.

## What difference will we make?

We will work together to deliver a more co-ordinated approach to planning income maximisation, support, and advice services. As a result, residents should have access to income maximisation support where and when they need it and receive the same high quality support wherever they are in the city.

We will agree and implement a common Edinburgh approach to income maximisation to ensure that services are:

- more accessible to residents in need of support: services will be in communities with highest need in a range of locations such as community projects, health centres and council locality offices
- targeted to those in greatest need, including specific groups (e.g. lone parents, low income families, people with disabilities, people involved with criminal justice system, homeless, older people, and carers)

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<sup>6</sup> Mackenzie G, Dougall A. Increasing Healthy Start food and vitamin voucher uptake for low income pregnant women (Early Years Collaborative Leith Pioneer Site). BMJ Quality Improvement Reports. 2016;5(1)

<sup>7</sup> The City of Edinburgh Council '1 in 5' project

- more co-ordinated and avoid duplication: shared service standards will be established to ensure residents get the highest quality service wherever they access services and services will be available across the city. This will include improving links to other related services already targeting these groups.

In delivering these services, income maximisation is primarily viewed as a means to mitigate and reduce the effects of poverty and low income and to prevent crises brought on by debt and lack of financial management skills. We will also work to develop a prevention programme.

### **How will we know we have made a difference?**

The following key measures will be used to track progress in the delivery of this workstream:

#### **Outcome measures:**

- Percentage of children in poverty
- Percentage of children in poverty by ward.

#### **Action specific measures:**

Indicators focused on the actions are still to be defined as part of the service standards setting work to be undertaken. These indicators will cover the following areas:

- Uptake of services
- Outcomes for people supported.

## Priority 2: Access to work, learning and training opportunities

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Worklessness remains the single most important predictor of poverty. 74% of households in which no adult is in work live on incomes below the poverty threshold<sup>8</sup>. However, work alone is not necessarily sufficient to prevent poverty. We will provide additional targeted services to help residents access the work, learning, and training opportunities they need to maintain a good quality of life.

### What do we know?

Unemployment in Edinburgh is lower than any other major city in the UK, and the number of people in employment in the city has never been higher than it is now<sup>9</sup>. Despite this success, worklessness remains a problem. 13% of households in Edinburgh have no adult in employment, and our engagement with partners shows that additional action is needed to support residents with specific needs. In particular, we know that:

- 69% of young people with care experience secure a positive destination

on leaving school, compared to a city average of 93%.

- Increasing educational attainment levels helps improve outcomes in adulthood. In the 2016-17, 86% of all school leavers left with at least one pass at National 5 or equivalent. By contrast, only 75% of leavers from the most deprived areas of Edinburgh (SIMD quintile 1) achieved this level of attainment. The figure for leavers with care experience was yet lower, at 46%.
  - The 15–24 Learner Journey (published in May 2018)<sup>10</sup> found that some young people felt that the focus on attainment and qualifications within schools was not giving them the skills required to succeed in life, learning and work. As a result, some felt ill-prepared for life after school and this had a negative impact on their learner journeys. This was found to be particularly true of young people from socially disadvantaged backgrounds, who may have limited support to develop life skills at home.
- Work alone is not necessarily sufficient to prevent poverty, 56% of people in poverty in Edinburgh live in a family where at least one adult is in work.
  - Work undertaken to map service provision against client data<sup>11</sup>, as well as discussions during the co-production of services with stakeholders, service providers and service users has highlighted gaps in provision around three key areas.
    - Multiple agencies are often working with members of the same family but not wholly joined up or connected. Systemic failure occurs where individuals and families are consistently losing out or not fully engaging.
    - Those in prison face challenges that require a clearer partnership approach to avoid homelessness, substance abuse and reoffending. Support for people with convictions needs to be coherent and holistic.

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<sup>8</sup> NOMIS Annual Population survey March 2018

<sup>9</sup> Based on data to March 2018

<sup>10</sup> Scottish Government publication May 18

<sup>11</sup> Data analysis covering client data for 2017/18



- Care experienced young people are less likely to engage fully and benefit from the current Edinburgh employability offer focused on young people.

## What are we doing now?

Edinburgh's employability offer is structured around an Employability Pipeline. Edinburgh's Job Strategy Group ensures this offer is a joined-up partnership approach, avoids duplication and identifies gaps and market failure and offers solutions. Whilst this approach works for many, there are still some residents who face challenges and disadvantage that can only be tackled through partnership efforts.

We have good practice and learning already established. These include:

- a complex needs employability service with a focus on substance misuse, homelessness and involvement with criminal justice services
- a learning evaluation from a four year intensive family project with recommendations to tackle child poverty
- Statutory bodies, employability providers and employers developing a cohesive strategy in supporting people with convictions in Edinburgh into work to reduce reoffending

- Extensive employability services for young people, including Developing Young Workforce and Edinburgh Guarantee, to create opportunities between schools, colleges and employers and increase school engagement through to positive destinations
- Youth work supporting young people's achievements leading to increased educational attainment, employability and health and wellbeing
- There is recognition that a supportive pathway, including volunteering, is critical for change and long term success.

## What difference will we make?

The practice identified above shows the potential of targeted partnership working to address gaps in service provision, and support residents with complex needs. Through the delivery of this plan, we will work together to provide new targeted support to help residents whose needs are not met by other programmes into and through the Employability Pipeline. This will include delivery of additional support for:

- **Excluded Families:** long term integrated support for 60 identified families to help them into work. These families are not able to take up the

existing employability offer as they have a high level of need compounded with often chaotic experiences. In some instances, there is a wider family network with little experience of regular work. We will provide long-term sustained pre-employability action to address this, ranging from young people in school to adults who have never worked.

- **People on release from prison:** we will develop stronger links between community justice and employability services so we can offer a systematic, holistic, joined up and long-term sustained partnership approach to working with people released from prison.
- **Young people with care experience:** we will recognise, promote and support wider achievement among young people with care experience by working together to:
  - improve engagement by broadening the range of quality educational experiences offered
  - ensure there is integrated and appropriate support services to enable them to achieve a sustainable positive destination.

## **How will we know we have made a difference?**

The following key measures will be used to track progress in the delivery of this workstream:

### **Outcome measures:**

- Number of households with no adult in employment
- Employment rates

### **Action specific measures:**

- Status tracking of 60 families over time
- Percentage of Edinburgh resident prison leavers with a positive destination within six months of release
- Percentage of looked after young people who secure a positive destination on leaving school compared to a city average
- Percentage of pupils living in most deprived areas gaining 1+ awards @ SCQF level 5.

## Priority 3: A good place to live

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The places people live and work, the connections with others and the extent to which they can influence the decisions that affect them, all have a significant impact on their quality of life and wellbeing. This includes the immediate physical environment, the social networks people belong to, the design of housing, and accessibility to work and services. This has a profound effect on the way people experience poverty and low income<sup>12</sup>.

A significant factor is in the extent to which high housing costs can trap people in poverty and reduce the opportunity to progress. The design of the environment in which people live provides opportunities to develop approaches to improving people's health and wellbeing that draw on all the assets and resources of a community, including how public services integrate and how communities build resilience.

We aim to ensure residents can access an affordable, well designed, safe and inclusive place to live.

### What do we know?

Evidence shows us that

- Housing in Edinburgh is expensive and a major contributor to poverty and inequality. The average house price is six times the average gross annual earnings in the city, making Edinburgh the least affordable city in Scotland to buy a home<sup>13</sup>.
- Housing costs in Edinburgh have continued to rise and the number of new homes being built is not meeting housing need and demand, particularly for those on lower incomes. High housing costs pose a risk to the longer term economic growth of the city and widen the inequality gap, particularly in key sectors such as health and social care.
- Those areas where poverty is highest also show lower than average satisfaction with their neighbourhood as a place to live, and lower than average

perceptions of their neighbourhood as a safe place to be after dark<sup>14</sup>.

- Engagement with communities clearly identified place making as important. Communities expressed a shared desire for improving various services within their localities including more integrated transport systems and improved use of civic space. This helps to create a nurturing environment to facilitate the development of community projects and greater social value.

### What are we doing now?

The Council and its registered social landlord (RSL) partners have made a commitment to deliver 20,000 new affordable and low-cost homes in Edinburgh over ten years. This includes a commitment to support Edinburgh Health and Social Care Partnership's Strategic Plan priorities through investment to build around 4,500 affordable homes, integrated with health and social care services, to

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<sup>12</sup> Public Health Priorities for Scotland

<sup>13</sup> Affordable Cities review annual report

<sup>14</sup> The City of Edinburgh Council publication, Edinburgh Peoples Survey

meet the needs of older people and people with complex physical and health needs.

These are ambitious goals, and show a commitment to encourage investment in new and existing housing to drive place-led development and bring about wider economic and social benefits. However, additional support is required from us in helping to deliver these commitments. In particular work is needed to:

- ensure the provision of land for housebuilding
- deliver a new approach to placemaking
- create sustainable places with well-located and co-located services.

### **What difference will we make?**

We will work together to:

- maximise the land to deliver affordable homes
- maximise the value and outcomes from Edinburgh's public-sector estate and

deliver opportunities for accelerated investment through strategic partnership and review of public sector assets

- identify more, and strengthen opportunities to work in partnership, as public sector bodies and with communities and the private sector, to create good places to live. This will include seeking new placemaking approaches to support the delivery of accessible and open places, with good links to health, childcare, and other services.

### **How will we know we have made a difference?**

The following key measures will be used to track progress in the delivery of this workstream:

#### **Outcome measures:**

- Satisfaction with Edinburgh as place to live

- Satisfaction with neighbourhood as place to live
- Neighbourhood is a place where people of different backgrounds get along
- Number of new affordable home approvals
- Number of new affordable home completions.

#### **Action focused measures:**

Indicators focused on the actions are still to be defined as part of the implementation of actions. These indicators will cover the following areas:

- appropriate land - identification and releasing for development
- place-making - outcomes for communities.

## Our approach

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As a partnership we are committed to transforming the way we work. We recognise the need to combine our resources, thinking beyond our organisational boundaries, to work more meaningfully with communities to deliver our shared ambitions for change.

Core to this success is the genuine engagement with residents and communities, recognising their knowledge and expertise and using this to influence, prioritise and shape all our activity.

We are committed to strengthening community influence and participation, and creating opportunities for participation in different ways and at all levels, identifying and addressing the barriers to involvement. We will continue to use the National Standards for Community Engagement to inform our practice and improve the impact of this work evidencing the participation and views of our communities and how they have been taken into account.

We recognise for us to deliver we will need to strengthen and improve all aspects of the

way we work, building and capitalising on our existing practice. We plan to establish new governance arrangements that will improve our decision making and increase transparency and accountability.

Critical to achieving our priorities, is identifying, and committing the necessary joint resources. To do this we will:

- improve how we share information about residents, performance, and services
- use data and insight more effectively to drive change in the way we design, plan and deliver services
- work collaboratively to develop and support staff from all our organisations to work together, ensuring they have the appropriate skills and knowledge to deliver our ambitions and work effectively with communities
- take a practical approach to change, identifying, and maximising opportunities for rationalisation,

collaborative working, and integrated service delivery

- develop a clear understanding of levels of expenditure on each priority, using this information to combine budgets to reshape services
- commit resources to support the administration and facilitation of community planning in the city
- support our accountability through a consistent approach to performance management and progress monitoring and reporting
- recognising that at times, legislative imperatives change priorities and impact on outcome development.

In delivering the plan we will collaborate with others to build and develop our understanding of the evidence, using this to influence investment decisions and to make the case for change of policy and strategy at a national level.

# Appendices

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## Appendix 1: Edinburgh Partnership Board

Armed forces

The City of Edinburgh Council

Edinburgh Affordable Housing Partnership

Edinburgh Association of Community Councils (EACC)

Edinburgh Chamber of Commerce

Edinburgh College

Edinburgh University

Edinburgh Voluntary Organisations' Council (EVOC)

Equality and Rights Network (EaRN)

Integrated Joint Board

NHS Lothian

Police Scotland

Scottish Enterprise

Scottish Fire and Rescue Service

Skills Development Scotland

## **Appendix 2: Key partnership strategies and plans (current at October 2018)**

### **National**

Community Empowerment (Scotland) Act 2015 –

[www.legislation.gov.uk/asp/2015/6](http://www.legislation.gov.uk/asp/2015/6)

[beta.gov.scot/publications/community-empowerment-scotland-act-summary/](http://beta.gov.scot/publications/community-empowerment-scotland-act-summary/)

Fairer Scotland Duty –

[www.gov.scot/FairerScotland](http://www.gov.scot/FairerScotland)

[www.gov.scot/Resource/0050/00506841.pdf](http://www.gov.scot/Resource/0050/00506841.pdf)

National Performance Framework - [www.gov.scot/About/Performance/purposestratobjis](http://www.gov.scot/About/Performance/purposestratobjis)

Public Health Priorities for Scotland - [beta.gov.scot/publications/scotlands-public-health-priorities/](http://beta.gov.scot/publications/scotlands-public-health-priorities/)

Social Enterprise strategy - [beta.gov.scot/publications/scotlands-social-enterprise-strategy-2016-2026/](http://beta.gov.scot/publications/scotlands-social-enterprise-strategy-2016-2026/)

### **Partnership**

Edinburgh 2050 City Vision - [www.edinburgh2050.com/](http://www.edinburgh2050.com/)

Locality Improvement Plans - [www.edinburgh.gov.uk/info/20017/our\\_main\\_offices/1663/locality\\_improvement\\_plans](http://www.edinburgh.gov.uk/info/20017/our_main_offices/1663/locality_improvement_plans)

Criminal Justice Outcome Improvement Plan -

[www.edinburgh.gov.uk/download/downloads/id/9174/edinburgh\\_community\\_justice\\_outcomes\\_improvement\\_plan\\_201718.pdf](http://www.edinburgh.gov.uk/download/downloads/id/9174/edinburgh_community_justice_outcomes_improvement_plan_201718.pdf)

Edinburgh Children's Services Plan - [www.edinburgh.gov.uk/downloads/file/10486/summary\\_2017\\_to\\_2020](http://www.edinburgh.gov.uk/downloads/file/10486/summary_2017_to_2020)

Edinburgh Compact Partnership Strategic Framework and Action Plan –

[www.edinburghcompact.org.uk/what-we-do/compact-partnership-strategy-and-action-plan/](http://www.edinburghcompact.org.uk/what-we-do/compact-partnership-strategy-and-action-plan/)

Edinburgh Economy Strategy [www.edinburgh.gov.uk/download/meetings/id/57319/item\\_71 - edinburgh economy strategy](http://www.edinburgh.gov.uk/download/meetings/id/57319/item_71_-_edinburgh_economy_strategy)

Edinburgh Health and Social Care Partnership Strategic Plan -  
[www.edinburgh.gov.uk/transformedinburgh/downloads/file/132/strategic\\_plan\\_2016-2019](http://www.edinburgh.gov.uk/transformedinburgh/downloads/file/132/strategic_plan_2016-2019)

Edinburgh and South-East Scotland City Region Deal - [www.acceleratinggrowth.org.uk/](http://www.acceleratinggrowth.org.uk/)

### **Partner (single agency)**

The City of Edinburgh Council - City Housing Strategy –  
[www.edinburgh.gov.uk/info/20245/services\\_for\\_communities/1003/housing\\_strategy](http://www.edinburgh.gov.uk/info/20245/services_for_communities/1003/housing_strategy)

The City of Edinburgh Council - Local Development Plan -  
[www.edinburgh.gov.uk/info/20164/proposed\\_local\\_development\\_plan/66/local\\_development\\_plan](http://www.edinburgh.gov.uk/info/20164/proposed_local_development_plan/66/local_development_plan)

The City of Edinburgh Council - Strategic Housing Investment Plan 2018-2023  
[www.edinburgh.gov.uk/downloads/file/10336/strategic\\_housing\\_investment\\_plan\\_ship\\_2018-2023](http://www.edinburgh.gov.uk/downloads/file/10336/strategic_housing_investment_plan_ship_2018-2023)

Edinburgh College – Strategic Plan  
[www.edinburghcollege.ac.uk/Welcome/Governance/College-Publications/Strategic-Plan#](http://www.edinburghcollege.ac.uk/Welcome/Governance/College-Publications/Strategic-Plan#)

NHS – Out Health Our Care Our Future: NHS Lothian Strategic Plan 2014-2024  
[www.nhslothian.scot.nhs.uk/OurOrganisation/OurHealthOurCareOurFuture](http://www.nhslothian.scot.nhs.uk/OurOrganisation/OurHealthOurCareOurFuture)

Police Scotland – Annual Police Plan –  
<http://www.scotland.police.uk/assets/pdf/138327/150739/Annual-Police-Plan-2018-19?view=Standard>

Police Scotland – Policing 2026 - [www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf](http://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf)

Scottish Fire and Rescue Service – Strategic Plan 2016 - 19  
[www.firescotland.gov.uk/media/1005163/scottish\\_fire\\_and\\_rescue\\_service\\_strategic\\_plan\\_2016\\_19.pdf](http://www.firescotland.gov.uk/media/1005163/scottish_fire_and_rescue_service_strategic_plan_2016_19.pdf)

Scottish Fire and Rescue Service – Local plan  
[www.firescotland.gov.uk/media/1228026/edinburgh\\_local\\_fire\\_and\\_rescue\\_plan\\_2017.pdf](http://www.firescotland.gov.uk/media/1228026/edinburgh_local_fire_and_rescue_plan_2017.pdf)



Sustainable Edinburgh 2020 Framework -

[www.edinburgh.gov.uk/info/20206/sustainable\\_development\\_and\\_fairtrade/841/sustainable\\_edinburgh\\_2020](http://www.edinburgh.gov.uk/info/20206/sustainable_development_and_fairtrade/841/sustainable_edinburgh_2020)

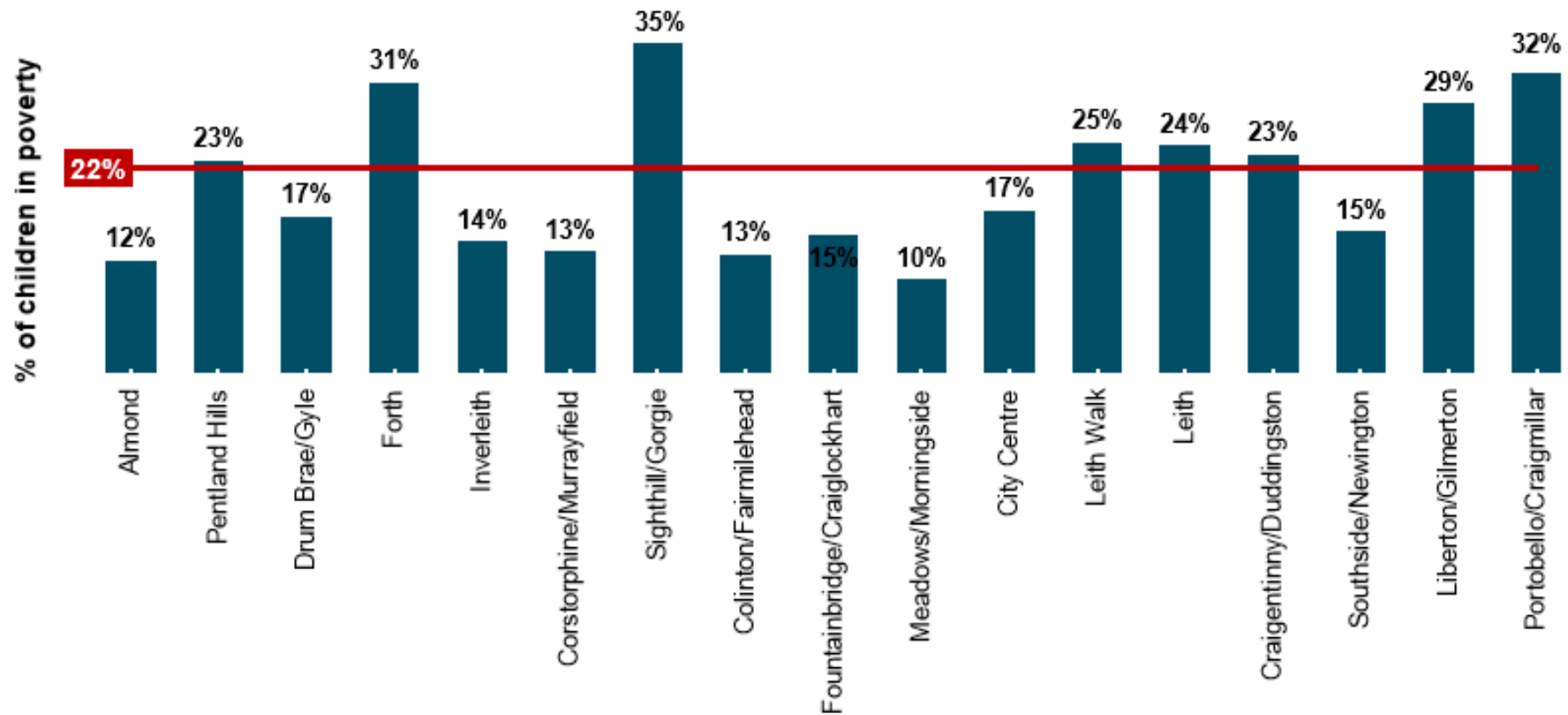
### Appendix 3: Table of outcome indicators

Indicator	Latest figure
Percentage of children living in poverty	22%
Percentage of children living in poverty by ward	See chart below
Number of households with no adult in employment	26,800
Employment rates	78.1%
Satisfaction with Edinburgh as a place to live	95%
Satisfaction with neighbourhood as place to live	89% Ranging from 78% in Forth ward to 98% in Morningside ward
Neighbourhood is a place where people of different backgrounds get along	85% Ranging from 74% in Forth ward to 91% in Southside/Newington ward
Number of new affordable home approvals	1,475 (17/18 figure for baseline)
Number of new affordable home completions	966 (17/18 figure for baseline)



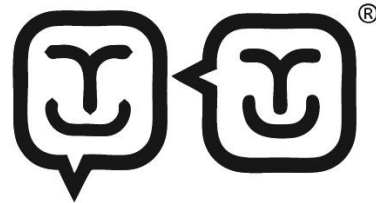
# Child Poverty in Edinburgh

## % in Poverty by Ward



Source: *End Child Poverty 2018*

(please note: Ward boundaries have been updated subsequent to the publication of these figures (Local Government Boundary Commission for Scotland, 2017))



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# THE EDINBURGH PARTNERSHIP

**Consent** or **Decision**

## Edinburgh Partnership - Review and Consultation of Community Planning Governance Arrangements

### Executive Summary

1. The Edinburgh Partnership Board, at its meeting on 7 December 2017, agreed to carry out a review and consultation of community planning governance arrangements. As agreed at this meeting, and subsequent discussions in March and June 2018, the work programme involved two phases, an initial review followed by a formal consultation which ran from 16 July to 9 September 2018.
2. The Board considered the findings from the consultation, together with proposals for the future governance arrangements at its meeting on 24 September 2018. A further paper was requested for consideration at its meeting on 30 October 2018, with this informed by the Review Project Board discussion at its meeting on 1 October 2018.
3. This paper sets out proposals for the new governance arrangements, based on these discussions. It presents options for consideration and details of the resourcing arrangements, together with recommendations for taking the work forward.
4. Contact: Michele Mulvaney, Strategy Manager (Communities) (email: [michele.mulvaney@edinburgh.gov.uk](mailto:michele.mulvaney@edinburgh.gov.uk))

### Recommendations

The Board is asked to agree the recommendations as set out in the individual sections of this report which are as follows:

#### Section 1 – Main Report

1. To develop a refreshed remit for the Edinburgh Partnership Board focused on the delivery of the community plan.
2. To develop a refreshed membership reviewing best practice across community planning partnerships.
3. To develop a communications approach for the Edinburgh Partnership which takes account of the suggestions from the consultation.
4. To carry out a resource assessment, including models of support, and inform agreement of partner contributions.
5. To develop a community participation strategy.

## **Section 2 – Edinburgh Partnership Board**

6. To progress the development of a new governance framework based on decisions at the meeting of 30 October 2018.
7. Hold an independently facilitated workshop to discuss the role, membership and nomination process which will form part of the governance framework.

## **Section 3 – Strategic/City Level**

8. To agree Option 1 as the best way forward of progressing based on the analysis provided.
9. To agree the core remit for the Delivery Group.
10. To include consideration of the role, membership and nomination process for the Delivery Group at the facilitated workshop.
11. To agree further discussion takes place with the three existing strategic partnerships to develop appropriate accountability and reporting mechanisms as well as commitments for resourcing.
12. To note that the outcome of these recommendations will inform the final governance framework.

## **Section 4 – Locality/Neighbourhood Level**

13. To agree Option 4 as the best way forward of progressing based on the analysis provided.
14. To develop the remit, membership and terms of reference with partners at locality and neighbourhood levels with this to be agreed by the Edinburgh Partnership Board as part of the governance framework.

## **Section 5 – Resourcing of Governance Arrangements**

15. For partners to agree to continue the current levels of support for the Edinburgh Partnership for the present.
16. For Police Scotland, the Scottish Fire and Rescue Service and NHS Lothian to agree to continue the existing annual financial contribution of £10k to the Edinburgh Partnership to meet the core running costs.
17. For partners, and specifically those with a duty to facilitate community planning, each to identify a dedicated officer with this forming the proposed Interim Community Planning Support Team.



## Section 1 - Main Report

### Background

- 1.1 The Board at its meeting on [7 December 2017](#) agreed to a review and consultation of community planning governance arrangements, with the work to be taken forward by a Review Project Board comprising Edinburgh Partnership members.
- 1.2 The purpose of the review is to establish a new governance framework, at all spatial levels, that provides clarity of purpose, clear lines of accountability and facilitates the delivery of joint action to achieve the Edinburgh Partnership's ambitions. Creating effective governance and accountability arrangements for the delivery of the new community plan and four locality improvement plans will ensure that decisions are taken at the correct level and by those partners with the appropriate authority.
- 1.3 For the Edinburgh Partnership to deliver on its commitments, form needs to follow function. The model needs to:
- be streamlined;
  - provide a shared understanding and clarity of purpose;
  - maximise stakeholder influence/participation; and
  - provide greater accountability and transparency.
- 1.4 Findings from the review and consultation phases of the work highlighted the complexity of the task with varying stakeholder views expressed on how best to achieve the Edinburgh Partnership's ambitions. The areas where there was clarity informed the recommendations considered by the Edinburgh Partnership at its meeting on 24 September 2018. The Partnership is asked to confirm its agreement to these recommendations as follows:
- 1) To develop a refreshed remit for the Edinburgh Partnership Board focused on the delivery of the community plan.**
  - 2) To develop a refreshed membership reviewing best practice across community planning partnerships.**
  - 3) To develop a communications approach for the Edinburgh Partnership which takes account of the suggestions from the consultation.**
  - 4) To carry out a resource assessment, including models of support, and inform agreement of partner contributions.**
  - 5) To develop a community participation strategy.**



- 1.5 No clear outcomes emerged in relation to the arrangements at the strategic and locality levels. Given this, the Board requested that further work was carried out on the proposals. Key aspects to be considered within this were:
- the need for the strategic level arrangements to align with the community plan and other statutory requirements; and
  - arrangements below the Locality Community Planning Partnership level to be clarified, addressing concerns for the model to be consistent, understandable and workable for partners balanced with flexibility to meet community needs.
- 1.6 A proposed model for the new governance arrangements is set out below, including options at the strategic and locality levels. These are informed by the Board discussion of 24 September 2018, together with the Review Project Board consideration of the matter at its meeting on 1 October 2018.

### **Proposals for Governance Structure**

- 1.7 The Edinburgh Partnership is a legal requirement. The proposal set out below is designed to address the need to make the partnership more effective, whilst recognising the statutory requirements placed on community planning partnerships and public sector bodies.
- 1.8 The legislative guidance requires that the Edinburgh Partnership:
- has a top-level board, which should provide strategic leadership and oversight of how the partnership conducts its business and fulfils its ambitions.
  - ensure its structure provides a place for both strategic decision making involving senior representatives of community planning partners with high levels of authority, and strategic leadership and oversight involving senior figures (those who have the appropriate skills which might include elected members and public body board members) who can hold senior executives to account for how they drive community planning.
  - put in place administrative structures and operational arrangements which support effective and efficient community planning, resulting in the delivery of joint action.
  - ensure that its structure and organisation provides a strategic, full and clear role for community bodies in its organisation and in its decision making across all levels.
- 1.9 The proposals for the governance structure set out in the following sections comprise options for partnership arrangements at city, strategic, locality and sub locality levels.



## Section 2 – Edinburgh Partnership Board

1.10 Currently the Edinburgh Partnership Board comprises 16 members and is supported by 6 advisers. Whilst a range of public bodies are subject to community planning duties, there is no requirement or expectation that they all must sit on the Board. A breakdown of those public bodies with a legal duty to participate, together with the current Board membership is set out in Table 1 below.

Current Board Members	Statutory public bodies
City of Edinburgh Council (Leader plus one representative from each Political Group)	City of Edinburgh Council
Police Scotland	Police Scotland
Scottish Fire and Rescue Service	Scottish Fire and Rescue Service
NHS Lothian	NHS Lothian
Scottish Enterprise	Scottish Enterprise
Edinburgh Integration Joint Board	Edinburgh Integration Joint Board
Skills Development Scotland	Skills Development Scotland
Edinburgh College	Edinburgh College
Edinburgh University	Regional strategic body under the Further and Higher Education (Scotland) Act 2005
Armed Forces	Historic Environment Scotland
Chamber of Commerce	Scottish Environment Protection Agency
Equality and Rights Network	Scottish Natural Heritage
Edinburgh Association of Community Councils	Sportscotland
Edinburgh Voluntary Organisations' Council	VisitScotland
Edinburgh Affordable Housing Partnership	

**Table 1: Breakdown of current Edinburgh Partnership Board membership and legislative requirements**

- 1.11 For the Board to be effective it requires the regular attendance from senior decision makers. These will continue to be a mix of executive and non-executive members recognising the challenge for national organisations in respect of non-executive members.
- 1.12 In addition, in determining the membership, the following factors need to be considered:
- which partners significantly contribute to the delivery of the community plan, locality improvement plans, and other statutory plan requirements and have the authority to make high level decisions on issues and especially in respect of resources.

- how the community influences community planning at this level recognising that feedback from the review and consultation identified that no one person can represent the views of the whole community.
- the role and relationship to partner governance arrangements with the need to achieve clarity and clear lines of accountability.
- the need to balance the size of membership, appropriate representation from public bodies and discharging of statutory duties.

1.13 The remit of the Board provides a basis for determining the membership. The potential core elements of this are set out below.

- Provide strategic leadership by developing a joint vision and outcomes to improve the quality of life and tackle inequality as set out in the local outcome improvement plan (community plan) and locality improvement plans.
- Put in place administrative structures and operational arrangements which support effective and efficient community planning.
- Ensure the Edinburgh Partnership is accountable to communities for the progress it makes.
- Identify, agree and contribute the resources needed to achieve the shared outcomes.
- Hold each other to account for the delivery of outcomes through constructive challenge and effective performance reporting.
- Provide oversight of how the partnership conducts its business.
- Discuss and agree the potential risks the community and partnership is exposed to, including failure to improve outcomes and reduce inequalities and develop a risk management strategy to monitor and manage these risks appropriately.
- Ensure legislative duties are jointly and individually discharged.

### **Recommendations**

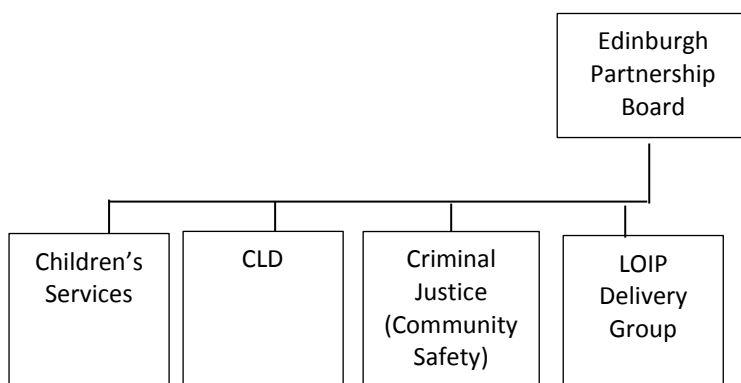
- 6) To progress the development of a new governance framework based on decisions at the meeting of 30 October 2018.**
- 7) Hold an independently facilitated workshop to discuss the remit, membership and nomination process which will form part of the governance framework.**



## Section 3 – Strategic/City Level

- 1.14 As referenced in the paper considered by the Board at its meeting on 24 September 2018, views from the consultation were divided on establishing strategic groups based on the community plan priorities alone. There was support for establishing a model that still provided for oversight of community justice, children’s services and community learning and development.
- 1.15 Recognising this, and feedback from the Board and the Review Project Board, two options are outlined below for consideration. These are based on creating a LOIP Delivery Group.

### Option 1 – Creation of LOIP Delivery Group and retention of community safety, children’s services and community learning and development partnerships.



**Diagram (a) – Option 1**

- 1.16 It is proposed the LOIP Delivery Group would be accountable to the Edinburgh Partnership Board in respect of leading, delivering and progress of the local outcome improvement plan. A potential remit is provided below.
- Planning, overseeing and accountability for the development and delivery of the local outcome improvement plan.
  - Advising on, and accountability for, how resources are aligned and allocated to support the delivery of the actions in the local outcome improvement plan.
  - Ensuring communities are engaged in the planning and delivery of the Edinburgh Partnership priorities.

- Ensuring the effective management of performance and risk in relation to the delivery of the local outcome improvement plan and report progress to the Edinburgh Partnership Board.
  - Maintaining a strong understanding of the emerging needs, circumstances and opportunities relevant to the Edinburgh Partnership priorities, building a robust evidence base of data, information and community intelligence to inform decisions and actions.
  - Establishing and maintaining effective relationships with all relevant bodies and partnerships, ensuring appropriate involvement and contribution to the community planning process.
  - Putting in place working group arrangements to support the delivery of the role and remit as appropriate, recognising and utilising existing partnership working arrangements to maximise opportunities whilst minimising the additional resource requirements placed on partners.
- 1.17 This remit provides flexibility for the Group to put in place operational partnership working arrangements to ensure the delivery of the local outcome improvement plan. These could include the creation of short-life groups to deliver specific actions or make use of existing partnership working arrangements.
- 1.18 Whilst all community planning partners will have an interest in the delivery of the local outcome improvement plan it is expected that representation will comprise those members who are best placed to deliver at a city-wide level. There is a need to ensure effective linkages between the strategic and locality partnership arrangements. This could be addressed through the membership of the LOIP Delivery Group.
- 1.19 This option proposes the retention of the three existing strategic partnerships with remits for the community learning and development, children’s services and criminal justice plans. Review of the respective legislative guidance, currently places different levels of responsibility in respect of these plans on the Edinburgh Partnership.
- Community learning and development – allows for local arrangements for the development and delivery of the plan but with regular monitoring and reporting of progress to the Edinburgh Partnership
  - Children’s services – allows for local arrangements for the development and delivery of plan with the recommendation that progress reporting is directly to the Edinburgh Partnership
  - Criminal justice – governance arrangements are to be agreed locally with the likelihood that progress reporting will be to the Edinburgh Partnership
- 1.20 Except for community learning and development, there is no specific statutory requirement for these to form part of the community planning governance

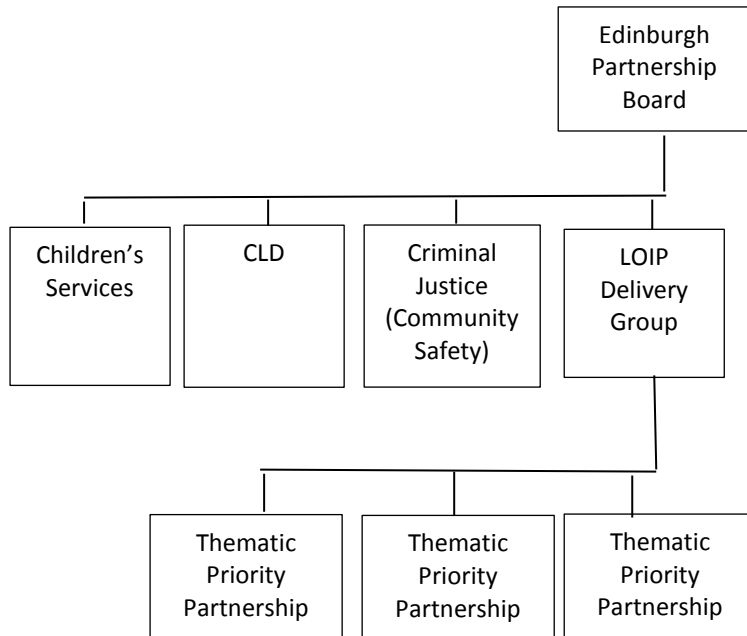


arrangement, however doing this will ensure clear lines of accountability and transparency for the areas of work. This would require the remit and membership of each of the existing partnerships to be reviewed to ensure these responsibilities are clearly articulated and the appropriate linkages made across the governance arrangements. Responsibility for contributing to the delivery of the local outcome improvement plan as relevant to its existing area of thematic responsibility could also be added. This would allow the Edinburgh Partnership LOIP Delivery Group to request specific actions/areas of work to be carried out and addresses the potential overlap these partnerships have in relation to the local outcome improvement plan priorities.

1.21 This option presents the following strengths and weaknesses:

Strengths	Weaknesses
Provides a more streamlined, simple and understandable governance structure	Needs to be driven by strong and engaged delivery group with sufficient capacity and resources to lead the agenda
Focuses on delivery rather than structures	Risk of continued lack of connectivity across the city/strategic arrangements
Provides for flexibility in working arrangements in line with the ongoing development of the local outcome improvement plan	
Addresses the holistic nature of the local outcome improvement plan priorities	
Provides the Edinburgh Partnership Board with the clarity of a single point of accountability and performance reporting	

Option 2 – Creation of LOIP Delivery Group, three new thematic priority partnerships relating to the local outcome improvement plan priorities and the retention of the community safety, children’s services and community learning and development partnerships.



**Diagram (b) – Option 2**

1.22 Under this option, the arrangements in relation to the LOIP Delivery Group and existing strategic partnerships as outlined above would apply. The difference would be the addition of three permanent thematic priority partnerships with delegated responsibility for each of the priorities of the local outcome improvement plan namely:

- Enough money to live on
- Access to work, learning and training opportunities
- A good place to live

1.23 Under this proposal, the LOIP Delivery Group would have oversight of these new thematic priority partnerships in accordance with its remit for the local outcome improvement plan. The thematic priority partnerships would be accountable to the LOIP Delivery Group, with their specific responsibility relating to the development, delivery and progress in relation to the relevant priority theme. A potential remit for these new partnerships is set out below.



- Planning, overseeing and accountability for the development and delivery of an identified priority within the local outcome improvement plan.
- Advising on, and accountability for, how resources are aligned and allocated to support the delivery of the actions in relation to an identified priority within the local outcome improvement plan.
- Ensuring communities are engaged in the planning and delivery of the relevant priority.
- Maintaining a strong understanding of the emerging needs, circumstances and opportunities relevant to the priority, building a robust evidence base of data, information and community intelligence to inform decisions and actions.
- Establishing and maintaining effective relationships with all relevant bodies and partnerships, ensuring appropriate involvement and contribution to the community planning process as appropriate.
- Identifying risks and barriers to effective delivery, advising the LOIP Delivery Group as appropriate.

1.24 Membership of the thematic priority partnerships would be determined based on those partners who are best placed to deliver each of the priorities. To provide the appropriate linkage, a member from each of the thematic priority partnerships could sit on the LOIP Delivery Group.

1.25 This option presents the following strengths and weaknesses:

Strengths	Weaknesses
Allows for form to follow function by creating bespoke arrangements in relation to the local outcome improvement plan	High level of potential duplication with strategic partnerships and other groups currently in the city
Establishes a mechanism for wider stakeholders to participate in partnership groups	Places an additional burden on partners to support and resource structures and delivery
	Fails to meet key ambitions for the review process in terms of streamlining and simplifying governance arrangements

1.26 In discussing the options at a strategic/city level more widely, there has been concern by some stakeholders and strategic partners that not all the current strategic partnerships and groups are included, forming part of the governance arrangements – such as sustainability.



- 1.27 There would be nothing to prevent these partnerships and groups from continuing if partners deemed this appropriate but they would not be accountable to the Edinburgh Partnership and would not have to provide regular reporting to the Board. This opportunity could be retained through the Communications Strategy, with the partnerships being able to escalate significant or difficult issues that required to be progressed by the Edinburgh Partnership Board. In the case of sustainability, it is worth pointing out that the Edinburgh Partnership Board would still be concerned with this issue as a component of contributing to and addressing the three strategic themes of the local outcome improvement plan.

### **Recommendations**

- 8) To agree Option 1 as the best way of progressing based on the analysis provided.**
- 9) To agree the core remit for the LOIP Delivery Group.**
- 10) To include consideration of the role, membership and nomination process for the LOIP Delivery Group at the facilitated workshop.**
- 11) To agree further discussion takes place with the three existing strategic partnerships to develop appropriate accountability and reporting mechanisms as well as commitments for resourcing.**
- 12) To note that the outcome of these recommendations will inform the final governance framework.**

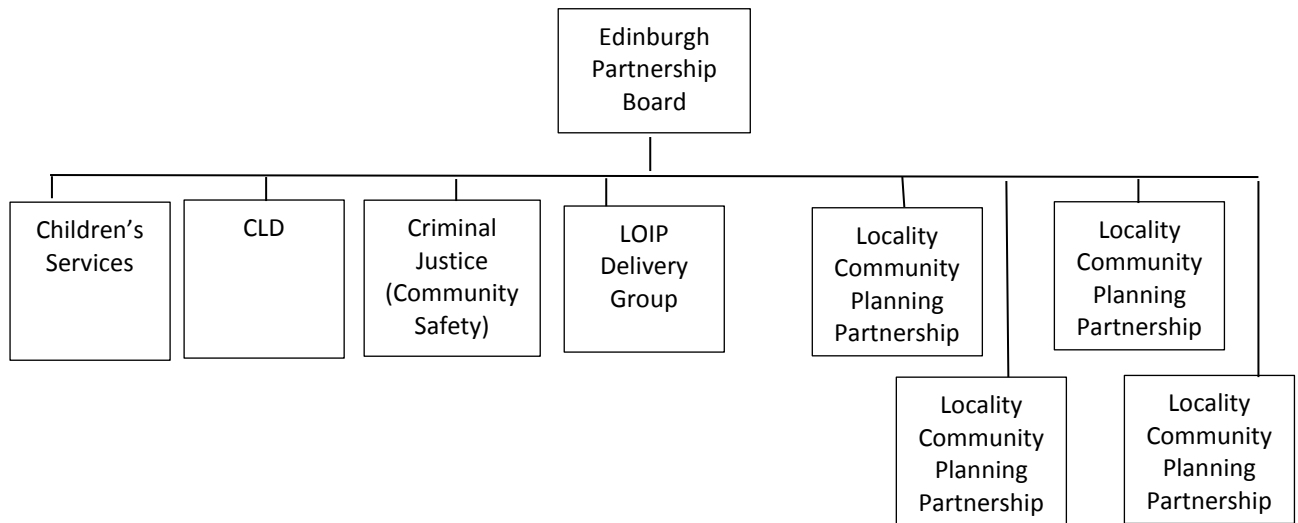


## Section 4 – Locality and Neighbourhood Level

- 1.28 This aspect of the consultation proved the most complex with a diverse range of views and issues being expressed. The desire to streamline the arrangements meant higher levels of support for the establishment of locality community planning partnerships which would replace the locality leadership teams, work stream groups and neighbourhood partnerships. However, the key issue within this was the spatial level at which they would operate and specifically how communities could meaningfully influence and participate in the governance arrangements.
- 1.29 Whilst the consultation proposed leaving decisions on arrangements for a sub locality level to the local community planning partnership there was a divergence of views on this. The feedback showed the need to balance flexibility, allowing for locality arrangements to be reflective of the diverse communities, with consistency, to ensure the approach is transparent, understandable and can be adequately resourced by partners.
- 1.30 Views on the existing arrangements in relation to the Neighbourhood Partnerships was one of the most polarised aspects of the review and consultation. Concerns were raised over their variable effectiveness across the city, links to the Edinburgh Partnership and strategic arrangements and level of community participation. Placing an additional burden on communities through the creation of structures was also a key concern. The need for greater creativity in how communities could influence and participate in community planning was identified, moving away from engagement through meetings. For those who supported the continuation of Neighbourhood Partnerships, there was recognition of the need for the membership, terms of reference and remit to be refreshed.
- 1.31 Based on these issues, two options are presented below for consideration, one for arrangements at a locality level only and the second for both locality and sub locality governance arrangements.



### Option 3 – Creation of Locality Community Planning Partnerships only



**Diagram (c) – Option 3 based on agreement of Option 1**

1.32 The Locality Community Planning Partnership would be accountable to the Edinburgh Partnership in respect of leading, delivering and progress on the locality improvement plan. A potential remit is set out below.

- Planning, overseeing and accountability for the development and delivery of the locality improvement plan.
- Establishing and maintaining effective relationships with all relevant bodies and partnerships, ensuring appropriate involvement and contribution to the locality community planning process.
- Ensuring the effective engagement and participation of all bodies in the development and delivery of locality community planning.
- Ensuring communities are engaged in the identification of priorities, planning and delivery of the locality improvement plan.
- Maintaining a strong understanding of the emerging needs, circumstances and opportunities relevant to the locality, building a robust evidence base of data, information and community intelligence to inform decisions and actions.
- Advising on, and accountability for, how resources are aligned and allocated to support the delivery of the actions in the locality improvement plan
- Ensuring the effective management of performance and risk in relation to the delivery of the locality improvement plan and reporting progress to the Edinburgh Partnership Board.



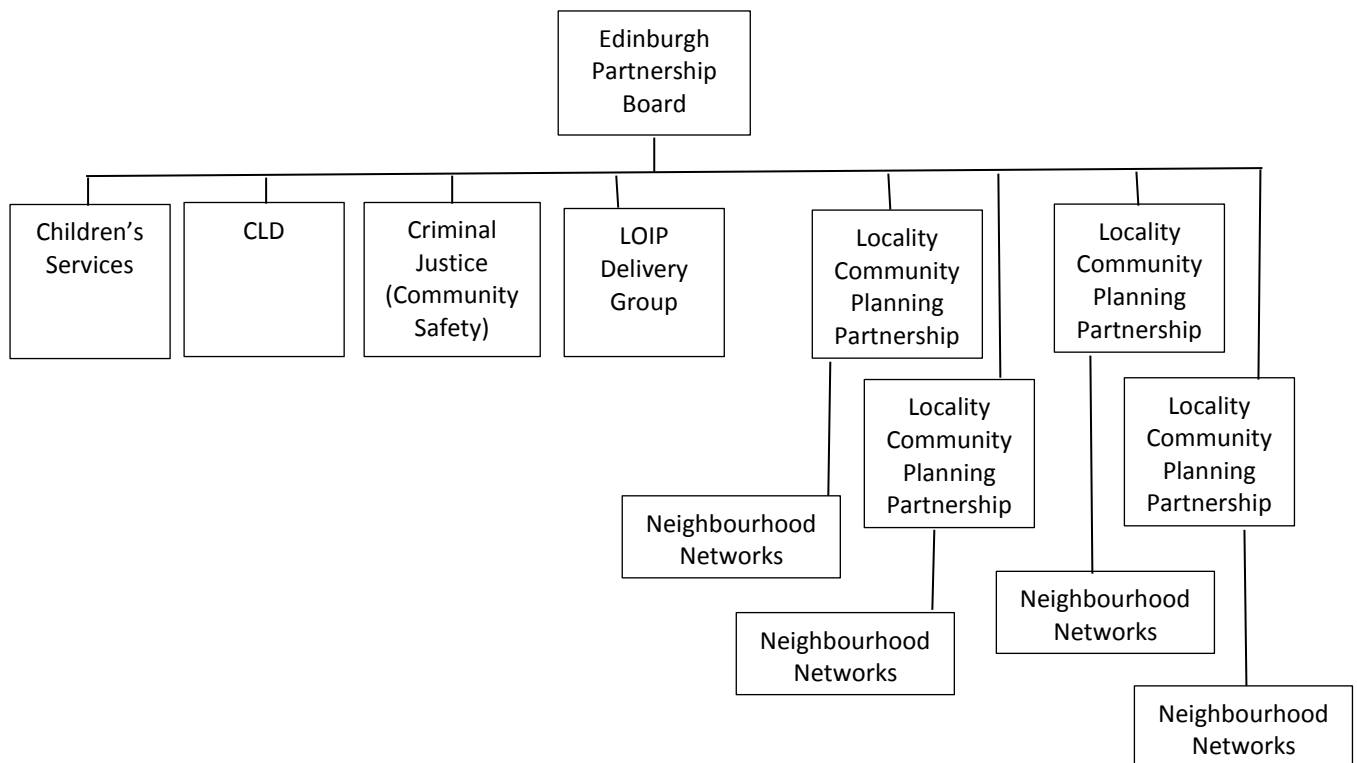
- Putting in place working group arrangements to support the delivery of the role and remit as appropriate whilst minimising the additional resource requirements placed on partners.

1.33 The membership could comprise core Edinburgh Partnership members with the appropriate level of delegated responsibility at a locality level to ensure delivery of the locality improvement plan. This could comprise a mix of executive and non-executive members, with the respective roles needing to be clearly defined, recognising the regulatory limitations of the different types of member.

1.34 This approach presents the following strengths and weaknesses.

Strengths	Weaknesses
Provides a more streamlined, simple and understandable governance structure	Does not provide a representative role for community groups in the governance structure
Provides for flexibility in working arrangements in line with the ongoing development of the locality improvement plan	Needs clearly defined participation strategy to enable communities and residents to understand how to influence and shape community planning in each locality
Less resource intensive	Approach tailored to public body service boundaries not communities
	Risk of a lack of consistency of approach in community participation
	May be a perception that community influence is diminished
	Given the size of localities lacks a local focus

## Option 4 – Creation of Locality Community Planning Partnerships and Neighbourhood Networks



**Diagram (d) – Option 4 based on agreement of Option 1**

- 1.35 Under this option, the arrangements in relation to the Locality Community Planning Partnerships would apply as outlined above. The difference would be the addition of neighbourhood networks at the sub locality level.
- 1.36 The neighbourhood networks foundation could be based around the existing Neighbourhood Partnership boundaries with this subject to local consideration and agreement of the Edinburgh Partnership. This would recognise the existing concerns about the size and range of the communities of some of the Neighbourhood Partnerships.
- 1.37 The role of the neighbourhood networks would be to identify the priorities and outcomes for community planning through building effective and meaningful community participation. Within this, there is a need to recognise, as identified in the legislative guidance, that community planning is not expected to be a place from where all public sector activity for a local area is co-ordinated and steered.
- 1.38 Responsibility for determining how best to ensure the different community voices are heard would form a key element of the networks potential remit. Whilst this will require further consideration at a locality level, it could comprise core elements as set out below.



- Support the identification of outcomes and priorities of the local outcome improvement plan and locality improvement plan and work with partners to develop appropriate service solutions at a neighbourhood level.
- Support the monitoring of progress on the delivery of the Edinburgh Partnership plans, identifying any key issues from a community perspective.
- Support and facilitate the participation of all the community through developing new methods of engagement particularly to ensure the participation of residents not heard through traditional routes.
- Bring communities together to promote discussion and dialogue on issues of shared interest and present these views to the Edinburgh Partnership.
- Uphold equality of opportunity principles by ensuring no one is treated less favourably and promote good relations for all.

1.39 The above responsibilities are not exhaustive and would require further development at a locality level. To be effective, the membership of the networks would need to be inclusive and open to all community bodies in the area. It is recognised that whilst a formal ‘representative’ role between the neighbourhood networks and locality community planning partnerships could be adopted, this should not detract from the networks having flexible and tailored operating models.

1.40 This approach presents the following strengths and weaknesses.

Strengths	Weaknesses
Opportunity to build on existing practice	Extent to which it meets the requirement to streamline governance arrangements
Provides for a more inclusive approach involving all communities	Risk of duplication pending outcome of Council governance review
Enables the good practice elements of the Neighbourhood Partnership approach to be built on (e.g. testing new approaches to community participation such Youth Talk, participatory budgeting)	
Provides a defined community framework and reference point whilst allowing for a flexible operating model	

## **Recommendations**

- 13) To agree Option 4 as the best way forward of progressing based on the analysis provided.**
- 14) To develop the remit, membership and terms of reference with partners for arrangements at locality and neighbourhood levels with this to be agreed by the Edinburgh Partnership Board as part of the governance framework.**

## Section 5 – Resourcing of Governance Arrangements

### Legal duty

1.41 The Community Empowerment (Scotland) Act 2015 identifies the public bodies that are subject to community planning. In addition, specific duties to support shared leadership and collective governance, including facilitating community planning, are placed on the following public bodies:

- City of Edinburgh Council
- NHS Lothian
- Police Scotland
- Scottish Fire and Rescue Service
- Scottish Enterprise

1.42 The guidance further identifies that statutory community planning partners must contribute such funds, staff and other resources as the community planning partnership considers appropriate to secure the participation of community bodies in community planning.

### Current arrangement

1.43 Community planning partners contribute to community planning arrangements through staff time to attend meetings and participation in specific project teams (Funding Officers Group), together with yearly funding of £10k from Police Scotland, the Scottish Fire and Rescue Service and NHS Lothian. The Edinburgh Partnership budget is used to:

- Support delivery of the community plan outcomes
- Trial innovative collaborative approaches and embed engagement
- Provide running costs for the Edinburgh Partnership such as holding of conferences and meetings
- Strengthen performance reporting and identify resources employed in collaborative work
- Support engagement through an honorarium for a Board member for equality and rights
- Provide support costs for a Community of Place Board Member

1.44 The Council, in accordance with the previous legislative duties, provides the main source of staff and financial support to facilitate, maintain and develop community planning in the city. This includes direct funding for the Third Sector Interface and resources to support community participation.



## **Moving forwards**

- 1.45 Moving forwards, and reflecting the new legal duties, partners need to consider how this resourcing can more effectively be shared. This needs to include resources to support an efficiently run governance framework; delivery of the local outcome improvement and locality improvement plan commitments; and ways of working that support and increase community empowerment as agreed through the review.
- 1.46 Support for the facilitation of community planning requires to be adequately resourced with the range of functions including:
- secretariat to ensure the effective administration and operation of the Edinburgh Partnership at all levels
  - action tracking and co-ordination of joint service planning and delivery
  - risk and performance management and reporting
  - community empowerment
  - communications
  - capacity building and relationship management across all community planning partners
  - support for the Third Sector Interface (TSI) and their role in facilitating third sector participation in community planning
- 1.47 In considering the TSI, its role in supporting the community engagement infrastructure also needs to be considered. The role the voluntary sector has in strengthening community engagement needs to be recognised, both in terms of its capacity to reach sections of the community least accessible to public sector partners and through the volunteers themselves who are already active citizens. Volunteering helps build community resilience, capacity and can reduce the reliance on statutory services as well as having significant benefits at the individual level. It is a key enabling factor for both the preventative and co-production agendas.
- 1.48 As reported at the Edinburgh Partnership Board meeting on 24 September 2018, the Social Justice Fund annual grant of £49,680 previously provided by the Council to the TSI ended in March 2018. The Council approved a further 6-month extension to allow the Edinburgh Partnership review to conclude with this to inform a future funding outcome agreement with the TSI to support community empowerment. With the Council unable to provide a further extension and the outcome of the review still under consideration, the Board agreed to provide the necessary funding of £24,840 to continue this support until 31 March 2019. This is in addition to £134,407 funding provided by the Council to support the core work of the TSI. The nature and level of support provided beyond March 2019





requires the consideration by individual partners and the Board as part of the overall resource assessment and planning process.

- 1.49 The range of functions identified above is not exhaustive and will vary depending on the governance model, e.g. support for neighbourhood networks. The timescale for producing this paper has precluded a detailed analysis of the specific resource requirements in relation to the different models presented.
- 1.50 To provide a guide to the level of resource potentially required, a previous analysis of the dedicated staff resource provided by the Council to support the twelve Neighbourhood Partnerships is set out in Table 2 below.

Staff time dedicated support expressed as number of FTE posts	Level/Grade	Cost estimate £ (based 17/18 salary levels and excluding on costs)
1	Senior Manager - GR12	68,930
5	Service Manager - GR9	204,515
4	Senior Development Officer - GR8	136,936
14	Development Officer - GR7	401,632
2	Project Officer - GR6/5	44,188
26		856,201

**Table 2: Dedicated staff resource for Neighbourhood Partnerships**

- 1.51 In addition to this dedicated staffing, revenue funding of circa £85k was available to support community engagement and partnership development. This included a fund of £2.5k for each Neighbourhood Partnership.
- 1.52 This illustration does not reflect the resources provided for the Edinburgh Partnership and the strategic/advisory partnerships nor does it take account of Council officer time in providing ad hoc support through attendance at meetings, project delivery or supporting community engagement activities. With functions and services changing because of organisational reviews, the Council no longer provides this level of dedicated support. However, significant reform is currently being discussed which could support this way of working in future.
- 1.53 The information above is provided by way of illustration. The specific resource requirements of the new arrangements will be subject to assessment, taking account of decisions on the governance model; approach to community participation; development of a communications plan; and recognising the range of functions required for effective community planning highlighted above.



- 1.54 Whilst not quantifiable at this stage, partners are asked to commit, as a minimum, to continue the existing level of support. In doing this, recognition needs to be given to the likely requirement for the contribution of further dedicated staff time and budget if the new arrangements are to be effective and the ambitions of the Partnership achieved.
- 1.55 By way of a first step and recognising the volume of work to be progressed, partners, and specifically those with a duty to facilitate community planning, are asked to identify a dedicated officer for an Interim Community Planning Support Team tasked with the development and implementation of the new arrangements. The Team will be led by the Council with the specific staff time requirements subject to agreement by partners and based on delivery of the planned activity.

### Recommendations

- 15) For partners to agree to continue the current levels of support for the Edinburgh Partnership for the present.**
- 16) For Police Scotland, the Scottish Fire and Rescue Service and NHS Lothian to agree to continue the existing annual financial contribution of £10k to the Edinburgh Partnership to meet the core running costs.**
- 17) For partners, and specifically those with a duty to facilitate community planning, each to identify a dedicated officer with this forming the proposed Interim Community Planning Support Team.**

Contribution to:	(eg)	Low	Medium	High		
♦ Sustainability		1	2	3	4	5
♦ Equality		1	2	3	4	5
♦ Community Engagement		1	2	3	4	5
♦ Prevention		1	2	3	4	5
♦ Joint Resourcing		1	2	3	4	5

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