THE EDINBURGH PARTNERSHIP

Meeting   **Tuesday 11 June 2019**

Time   14.00 to 16.00

Venue   Board Room, Edinburgh College, Milton Road East.

Edinburgh Partnership Board

1   Apologies

2   Minutes of Meetings

    a) 19 March 2019 (circulated)

    b) 2 April 2019 (circulated)

3   Nomination of Vice-Chair

4   Governance and Resources Update (circulated)

5   Thrive Edinburgh: Improving the Mental Health and Wellbeing of Edinburgh's Citizens (circulated)

6   The Community Plan Performance Framework Update (circulated)

7   Community Plan - Priority 2: Access to Work, Learning and Training

8   Date of Next Meetings:

- Tuesday 24 September 2019 (2:00pm)
- Wednesday 18 December 2019 (2:00pm)
- Tuesday 17 March 2020 (2:00pm)

THE EDINBURGH PARTNERSHIP

THE EDINBURGH PARTNERSHIP BOARD

Tuesday 19 March 2019: 14.00 – 15.30

Diamond Jubilee Room, City Chambers, Edinburgh

MINUTE

Board members present

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 Hal Osler	City of Edinburgh Council
Audrey Cumberford	Edinburgh College
Cllr Alex Staniforth	City of Edinburgh Council
Kenneth Rogers	Scottish Fire and Rescue Service
Cllr Iain Whyte	City of Edinburgh Council
Paul Wilson	Equalities and Rights Network
Elaine Morrison	Scottish Enterprise
Gareth Blair	Police Scotland
Brian Houston	NHS Lothian
Martin Higgins	NHS Lothian
Grant McDougall	Skills Development Scotland
Hugo Clark	Army, Edinburgh Garrison

Advisers present

Jan-Bert van den Berg	Compact Partnership
Stephen Garland	Scottish Government

In attendance

Paula McLeay	City of Edinburgh Council
Michele Mulvaney	City of Edinburgh Council

Apologies

Charlie Jeffery	The University of Edinburgh

1 Minutes

The minute of the Edinburgh Partnership Board meeting of 6 December 2018 was approved as a correct record.

2 Non-Beverage Alcohol Misuse

The Edinburgh Partnership welcomed Lorraine McGrath, Chief Executive of Simon Community Scotland, who shared a verbal update on the problems associated with non-beverage alcohol misuse, which was a localised issue in Edinburgh, facing members of the Polish community who were homeless and had no recourse to public funds. Concerns around misuse activity were escalating.

Decision

1) To agree the issue would be raised at the Inclusive Edinburgh Board which includes Police Scotland, NHS Lothian, City of Edinburgh Council and third sector representatives from addiction services to assess where the risks lay and how various agencies interacted with the group.

2) To agree to contact COSLA concerning their work on groups without recourse to public funds and add the experience of non-beverage alcohol misuse experiences in Edinburgh as part of the discussion.

3) To agree to convene a meeting with the Polish community in Edinburgh, Hibernian Football Club and relevant partners to explore synergies and possible ways to address non-beverage alcohol misuse.

4) To agree that the NHS Lothian would review hand gels provided in its properties to establish if there was an alternative alcohol-free product which could be used.

3   Edinburgh Poverty Commission

Jim McCormick, Chair of the Edinburgh Poverty Commission, provided a summary of progress to date and advised that the inaugural meeting focused on income maximisation and fair work. The Commission was seeking to address why some people were trapped in poverty. The Commission planned to engage with the wider community. The focus was on the root causes of poverty which the City was able to address rather than tackling global economic trends or National directives. The discussion centred on the following themes:

- boosting low incomes;
- prospect for early years and progression in the job market;
- adequacy and affordability of housing;
- participation and self-advocacy for single parent families, larger families, those with disabilities and black and minority ethnic groups;
- affordable credit;
- treating claimants with respect; and
- measures of success.

Decision

1) To note the update.

2) EVOC to share data from Mind the Craic with the Commission.

3) To agree to use the findings from the Commission to inform the ongoing development of the community plan.

4) To bring back an update to the Edinburgh Partnership Board following the Edinburgh Poverty's public engagement activity.

4 Community Plan - Priority 1: Enough money to live on

Martin Higgins and Sylvia Baikie gave a verbal update regarding priority one of the Edinburgh Community Plan. The update focussed on planning the Edinburgh Integration Joint Board (EIJB) programme of grants, multi-agency working, ensuring an even coverage of support services across the locality areas and embedding income maximisation and employability workers within the community in settings such as schools and GP surgeries.

Decision

1) To note the update.

2) To agree that the Edinburgh Partnership would consider at a subsequent meeting how to raise standards of organisations providing advice to members of the public and accreditation.

3) To agree to consider the issue of grants, collaborative working and flexibility at a future meeting.

5 Edinburgh Sustainable Development Partnership (ESDP)

Mariana Trusson gave a verbal update on the activity that was underway by the ESDP and the planned next stages.

Decision

1) To give support for the planned workshop by the ESDP and for the Edinburgh Partnership to send delegates from their respective organisations to the appropriate decision-making authority and interest in the sustainable development of the City.

2) To note that the ESDP was available to act in an advisory capacity for members of the Edinburgh Partnership.

3) To note that the ESDP was happy to provide input to the proposed report to the Council Corporate Policy and Strategy Committee on the SEAP in May 2019.

6 Date of next meeting:
- Tuesday 11 June 2019 - 2:00pm-4:00pm, Edinburgh College, Milton Road East.

THE EDINBURGH PARTNERSHIP

THE EDINBURGH PARTNERSHIP BOARD (Special Meeting)

Tuesday 2 April 2019: 14.00 – 15.30

Diamond Jubilee Room, City Chambers, Edinburgh

MINUTE

<u>Board members present</u>
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 Hal Osler	City of Edinburgh Council
Audrey Cumberford	Edinburgh College
Cllr Alex Staniforth	City of Edinburgh Council
Kenneth Rogers	Scottish Fire and Rescue Service
Cllr Iain Whyte	City of Edinburgh Council
Paul Wilson	Equalities and Rights Network
Elaine Morrison	Scottish Enterprise
Gareth Blair	Police Scotland
Brian Houston	NHS Lothian
Grant McDougall	Skills Development Scotland
Hugo Clark	Army, Edinburgh Garrison

<u>Advisers present</u>
Paul Lawrence	City of Edinburgh Council
Jan-Bert van den Berg	Compact Partnership
Stephen Garland	Scottish Government

<u>In attendance</u>
Laurence Rockey	City of Edinburgh Council
Paula McLeay	City of Edinburgh Council
Gavin King	City of Edinburgh Council
Michele Mulvaney	City of Edinburgh Council

1 Governance Engagement

The Board had previously agreed a new governance model, together with proposals for a further period of engagement to inform the framework. The engagement had included locality based sessions for members of the Neighbourhood Partnerships, as well as discussions with each Locality Leadership Team; a workshop for Board members, and engagement with partnerships that no longer form part of the governance model.

Decision

To note the feedback from the engagement programme.

2 Governance Arrangements

Following the consultation exercise (item 1 above), a draft governance framework was presented. In addition to the consultation feedback, this recognised areas where further development work was required, and incorporated elements of the Board's existing protocols and practices which were not suggested for change.

The report noted a broad consensus in favour of most of the draft framework proposals. It highlighted differing views on the Board's future membership, and invited members to choose between (a) retaining the current membership, or (b) a membership based on standing and contributory members.

The draft framework also envisaged the appointment of elected members to the Local Community Planning Partnerships, one per ward. While not a statutory requirement, it was proposed that the Council be invited to give consideration to political balance when making these appointments.

Decision

1) To agree to retain the current Board membership, including councillor representation. This would be reviewed in twelve months.

2) To agree to introduce a forward workplan to underpin Board business.

3) To agree that the framework should include the option of co-opting the chairs of the Locality Community Planning Partnerships and Strategic partnerships onto the Board, as either voting or non-voting members.

4) To agree that the Board advisory members should comprise the Council and NHS Lothian Chief Executives, and the Scottish Government.

5) To recognise that further work would be required in developing how the model was implemented to ensure the operating arrangements for each partnership met the Board's ambition for a new way of working.

6) To note that further work was required in relation to the strategic partnerships.

7) To acknowledge that the implementation of the governance model was conditional on partners identifying and contributing the necessary resources as set out in the complementary 'Edinburgh Partnership – Governance Implementation and Resources' paper (item 3 refers).

8) To agree the draft governance framework subject to the adjustments as set out above and the following:

- remit for the neighbourhood networks to make specific reference to relationship to the Board;
- membership of the locality community planning partnerships to allow for co-option of members under themes e.g. education;
- reference to 'shared resources' to be removed from 5.4; and
- governance arrangements to be reviewed after 12 months.

3   Governance Implementation and Resourcing

In agreeing its new governance model, the Board had identified the need to provide resources for the co-facilitation to achieve collectively the shared ambitions of the Partnership. Recommendations were submitted for (a) Core Support (dedicated seconded staff from the statutory agencies for a six-month period, alongside a £10k budgetary contribution from each); (b) Support for Strategic Partnerships (CEC to maintain current support, with CEC, Skills Development Scotland and NHS Lothian sharing responsibility for supporting the LOIP); (c) Locality Support (CEC/core team to support on an interim basis), and (d) Third Sector Support (Police Scotland, Scottish Fire and Rescue Service, NHS Lothian and Scottish Enterprise each to provide £6,210 to support TSI activity).

During discussion, the following points were made:

- not all the statutory partners were in a position to commit cash for unbudgeted support, although most could offer some level of support in kind recognising that this would involve taking staff from front line duties to fulfil this ask;
- before commitments were confirmed further clarification was needed on the exact nature of activity to be undertaken which was additional to that

carried out now, and a profile of the roles provided to understand the skills needed to deliver;

- seconded staff needed to have dedicated capacity (some statutory partners identified fulfilling this via multiple staff members whereas others were doing so on a limited time basis – this meant that participants would have other roles to undertake beyond their contribution to this activity);

- the support needed by the neighbourhood networks would become clear once lead agencies had been identified, and the capacity within each was clear.

Pending these further discussions and information, the following indicative offers of support were made from the statutory partners:

- **NHS Lothian** – to maintain its £10k contribution to core costs; to accept in principle the staff secondment arrangements, subject to the clarification on skillset and whether the Integration Joint Board could also provide support;

- **Scottish Enterprise** – also able to commit to staff secondment, and to confirm its financial input once an ongoing national review of engagement activity was complete;

- **Scottish Fire and Rescue** – staff secondment was also feasible; but resourcing remained an issue;

- **Police Scotland** – to provide £10k for the current financial year only; to provide officer support noting this may be a mix of officers rather than one person amounting to at least 1 FTE. No further funds are available to support the third sector and there is no capacity for Police Scotland to provide admin/secretariat support to the neighbourhood networks.

Decision

1) To note the indicative offers of support from the statutory partners, and agree that each partner would undertake an assessment of existing support for community planning by May 2019 (the parameters of which first needed to be agreed to ensure these were captured and reported in a consistent manner), with this reported to the Board in June 2019. This report would also address ongoing support for neighbourhood networks.

2) To agree to consider options for a longer-term model of facilitation and support in September 2019.

3) Meantime, to request the statutory planning partners to confirm the nature of their commitment, including funding for core and third sector support, as well as "in-kind" assistance.

4) To recognise that any seconded staff needed to be dedicated to these roles, and request that further details be provided on the skillset required of these posts.

5) To invite other partners to consider any support they could offer at this transitional stage, including the potential for student internships.

4 Date of Next Meeting

Tuesday 11 June 2019 - 2:00pm-4:00pm, Edinburgh College, Milton Road East.

THE EDINBURGH PARTNERSHIP

Edinburgh Partnership – Governance and Resources Update

Executive Summary

The Edinburgh Partnership at its meeting on 2 April 2019 agreed a new governance framework comprising the Board, four city wide partnerships, four locality community planning partnerships and thirteen neighbourhood networks. The review process identified additional activity required to strengthen participation and partnership working including the development of a communications plan and community participation strategy. The Board also agreed interim resource arrangements to support the delivery of this programme of work. This paper provides an update on progress in implementing these decisions.

Contact: Michele Mulvaney, Strategy Manager (Communities) (email: michele.mulvaney@edinburgh.gov.uk)

Recommendations

i.   note the progress made in establishing the governance arrangements;
ii.   agree to the development of a business framework as set out in paragraph 2.3 with this to be considered at the next Board meeting;
iii.   agree to revise the membership of the South West Locality Community Planning Partnership to include the Armed Forces as a core member;
iv.   note the progress and confirmed contributions for the resourcing of the Edinburgh Partnership; and
v.   agree to receive an implementation plan and further progress reports at future Board meetings.

1   Main Report

Governance

  Board

2.1   It was agreed that the existing Board membership should be retained for a period of twelve months and this is set out below.

City of Edinburgh Council	Cllr Adam McVey
	Cllr Cammy Day
	Cllr Melanie Main
	Cllr Iain Whyte
	Cllr Hal Osler
Third Sector Interface	Ella Simpson

Edinburgh College	Audrey Cumberford
NHS Lothian	Brian Houston
Armed Forces	Hugo Clark
Edinburgh Association of Community Councils	Saty Kaur
Scottish Enterprise	Elaine Morrison
Skills Development Scotland	Grant McDougall
Edinburgh Affordable Housing Partnership	Keith Anderson
Scottish Fire and Rescue Service	Kenneth Rogers
Equality and Rights Network	Paul Wilson
Police Scotland	Sean Scott
Edinburgh Integration Joint Board	Cllr Ricky Henderson
	To be formally confirmed:
University of Edinburgh	Charlie Jeffrey
Edinburgh Chamber of Commerce	Liz McAreavey

2.2   The Board identified that it would like to work differently, with a greater focus on action and the introduction of forward work programming. Board members have suggested the following topics for future consideration:

- Mind the Craic
- Social bridging finance – The Robertson Trust
- Resilient communities – Carnegie Trust and/or Resilient Scotland
- Community planning partnership, City Region Deal and other emerging regional structures

2.3   The development of a forward work programme forms one element of strengthening the Board business processes. Other areas that might be considered include:

- a process for tracking the decisions of the Board to ensure actions are followed up and reported;
- a method for updating the Board on areas of interest ensuring that meeting agendas are action/decision focused and not taken up with matters for information and noting only;
- a new report template; and
- an agenda planning process.

To take this forward, it is proposed that the Community Planning Support Team will develop a new business framework with this to be considered by the Board at its next meeting.

THE EDINBURGH PARTNERSHIP

LOIP Delivery Group

2.4   Membership of the LOIP Delivery Group is based on individuals with appropriate service responsibility/authority at a city-wide level to deliver the three priorities; enough money to live on; access to work, learning and training; and a good place to live. To date the following members have been identified by partners.

City of Edinburgh Council	Senior Officer, Place Directorate
Third Sector Interface	Officer nominated from Third Sector Strategy Group
Edinburgh College	Nick Croft
Equality and Rights Network	Euan Hamilton
Scottish Enterprise	David Rennie
Police Scotland	Chief Inspector – Partnership
Armed Forces	Hugo Clark
Skills Development Scotland	Grant McDougall
Scottish Fire and Rescue Service	Peter O'Brien

2.5   The first meeting of the group will be organised for early July 2019. Work on delivery of the plan is continuing meantime, led by officers from the Council, Skills Development Scotland, Capital City Partnership and NHS Lothian.

Strategic Partnerships

2.6   The Edinburgh Community Learning and Development Partnerships is currently considering its revised remit and membership. The final arrangements will be reported to the Board once confirmed.

2.7   Work to progress the relationship to the Children's Services Partnership will be taken forward following publication of the Integrated Children's Service Inspection report by the Care Inspectorate and Health Improvement Scotland in June 2019.

2.8   Whilst the Compact Partnership no longer forms part of the governance framework, consideration of the relationship and role of the partnership will form part of the wider workstream within the work programme to review third sector support and participation.

Locality Community Planning Partnerships

2.9   Public body representatives have been confirmed to date as follows:

City of Edinburgh Council	Locality Managers
Police Scotland	Local Area Commanders
Skills Development Scotland	Team Leaders
Scottish Fire and Rescue Service	Station/Group Managers

THE EDINBURGH PARTNERSHIP

2.10   Additionally the Armed Forces has asked to be represented on the South West Locality Community Planning Partnership. As the organisation is not currently identified as a core member, the Board is asked to amend the framework accordingly albeit provision is made currently for members to be co-opted once the partnerships are established.

2.11   Elected member representation was considered by the Council at its meeting on 2 May 2019. Work is now in progress to action the decision, with the representatives anticipated to be confirmed by the end of June 2019.

2.12   The planned review of third sector support and participation will include consideration of the representation of the third sector within the new arrangements, and specifically on the locality community planning partnerships. Pending the outcome of this review, it is proposed the existing voluntary sector forum representatives currently on the locality leadership teams attend the LCPPs.

2.13   The membership of the LCPPs includes community representation from the neighbourhood networks. Given the networks will take time to establish and determine their operating model, a challenge was to develop a method for securing community representation to enable the LCPPs to be established with the involvement of all members. To facilitate this, officers developed a nomination process, adapted from existing practice including the community council nominated member process. This offered a pragmatic solution to address the immediate challenge, whilst recognising that in future the nomination process will be determined by the networks as part of their annual meeting as set out in the governance framework. The nomination process will run from June to August 2019, taking account of the summer recess for community groups and the timing of the triannual elections for community councils.

2.14   Allowing for the completion of these nomination processes, it is anticipated that the LCPPs will be established in September 2019. Given this, the timescale for delivering the review the locality improvement plans and operational working arrangements within the localities, agreed by the Board in December 2018, will need to be revised. Annual reporting to the Board on the delivery of the locality improvement plans will be unaffected.

Neighbourhood Networks

2.15   Initial meetings of the thirteen neighbourhood networks were held between 15 May and 3 June 2019. The focus was on starting the conversation about how the networks should work and who should be involved. They provided an opportunity for the members to discuss their ambitions for the area and the network, together with the next steps. The nomination process for the representative on the LCPP was also introduced. Feedback from these sessions has been positive, with many ideas generated by the members. Work is now in progress by the Council Locality Teams to collate the views from these first meetings and to contact the additional groups identified at the sessions about their participation in the networks.

Resources

THE EDINBURGH PARTNERSHIP

2.16   The Board at its meeting on 2 April 2019 agreed interim resource arrangements to deliver the review outcomes. This covered core support from partners with a statutory duty to facilitate community planning, together with interim lead officer and resourcing arrangements for the strategic and locality partnerships and neighbourhood networks.

2.17   Following on from the Board meeting, work has been carried out to confirm the core support offer. To inform this process a paper detailing the tasks, deliverables and skills required of the support team was produced for consideration by partners and this is attached as Appendix 1. Aspects of the dedicated officer time and budget have now been agreed by partners. Confirmation is required of the named individuals and agreement of the days of working, as appropriate, to allow the Team to be finalised. A decision on the budget contribution from the Scottish Fire and Rescue Service is being considered at a National level. In addition to this core resource, other partners were asked to identify what, if any support they could offer. Details of this and a summary of the core support are set out in Appendix 2.

2.18   The absence of a core support team has constrained progress in delivering the review outcomes as described in Appendix 1. This includes the detailed assessment by partners of the existing support for community planning which will be used to inform the options for a longer-term model of facilitation and support. The scope, methodology and timescale for the delivery of this work will be progressed by the core support team once established.

2.19   It is anticipated, pending finalisation of arrangements by partners, to have the core support team in place by the end of June 2019. This will enable the overall programme of work to be progressed, including the production of a detailed implementation plan with milestones and timescales.   This will be reported to the next Board meeting and its delivery the subject of regular progress reporting thereafter.

Contribution to:	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)

Contact details: michele.mulvaney@edinburgh.gov.uk

THE EDINBURGH PARTNERSHIP

APPENDIX 1 - COMMUNITY PLANNING SUPPORT TEAM

The Community Planning Support (CPS) Team will be responsible for progressing the implementation of the EP governance framework and work programme over the first six months. This is in addition to supporting ongoing partnership business. Requirements beyond this period will be considered as part of the future support model.

Tasks

- Progress monitoring and reporting.
- Liaise with and support for partnership structures and members.
- Plan design, development and delivery.
- Project planning and management including risk management, option appraisal and cost benefit analysis.
- Performance management including development of measures and data development and sharing.
- Development of engagement approaches involving partners and communities including digital platforms.
- Undertaking research and data analysis including horizon scanning, researching best practice, and benchmarking with other CPPs and nationally.
- Development of links across the city to ensure synergies/opportunities for joint working are maximised.
- Agenda planning and organising meetings.
- Action tracking and coordination.

Deliverables

Development and production of Community Participation Strategy and Action Plan - Ensure the involvement and engagement of communities in community planning structures and processes through leading on the development of a community participation strategy and action plan which is consistent with partner, city and national policy frameworks and guidelines.

Third sector support and participation – Develop a model to facilitate/support meaningful third sector participation in the community planning delivery activity and governance arrangements.

Development of Community Plan - Support the development of programmes of work, including effective linkages between the different partnerships/partners/services, information systems and management of specific joint initiatives as appropriate. Provision of support for the Delivery Group including action tracking, reporting, member support.

Development and Production of a Communication Plan – Manage the development of a strategy for communication to support the Edinburgh Partnership, which uses innovative techniques, both online and offline, is suited to various audiences and

THE EDINBURGH PARTNERSHIP

takes account of/seeks to build on existing good practice. This includes the development of an interim approach to support the awareness raising/promotion of the new arrangements.

Edinburgh Partnership Board Development – Development and delivery of a forward work programme and implementation of new operating model.

Review of support arrangements – Working with partners design and support the delivery of a mapping of existing community planning support by partners and production of a report for the Board for June 2019.

Development of future support model – Design and deliver resource assessment to identify potential future models for the facilitation and support of community planning with this to include option appraisal and cost benefit analysis.

Locality Community Planning Partnerships – Provision of support to each partnership and their members to develop effective and efficient business management processes. This will include supporting the design and delivery of a review of current operating arrangements.

Locality Improvement Plans – To support the design and delivery of a review of the plans as agreed by the Board in December 2018.

Neighbourhood Networks – Support the Council Localities Teams in the development and implementation of the networks as required. This could include assisting in the design, organisation and delivery of events and promotion/awareness raising.

Partnership development – To support individual partnerships/groups across a range of functions as required to ensure that the decision-making and business processes operate efficiently and effectively and appropriate linkages are identified/achieved.

Performance – To manage and support the development of the Edinburgh Partnership's approach to performance including development of frameworks for each of the plans as appropriate. This includes information/data development, collection and analysis and formation of performance measures. This needs to ensure that developments in performance management and relevant legislation are translated into practical improvement proposals for adoption by the Edinburgh Partnership as appropriate.

Provision of secretariat/business support – Support to be provided across the partnerships/groups as required with this to include arranging meetings, issuing and publishing of papers, minuting meetings and general administration.

Skills and experience

- Ability to provide advice and contribute to decision making based on technical/specialist knowledge
- Demonstrated competence in managing complex projects/programmes
- Change management knowledge and skills
- Experience of performance management and evaluation
- Experience of working in partnership settings and the development and leading of multi-agency groups on specific initiatives
- Ability to communicate and negotiate effectively at all levels and maintain effective relationships with a diverse range of people and organisations
- An understanding of community planning and relevant policy, public service and community issues
- Experience of community engagement practice and methodologies
- Demonstrated competence in championing and promoting cultural change
- Ability to work in a dynamic environment with a large number of stakeholders

THE EDINBURGH PARTNERSHIP

APPENDIX 2 – RESOURCES

PARTNER	IN KIND	BUDGET	DEDICATED STAFF SUPPORT
City of Edinburgh Council	Range of support provided	Development budget provided for Community Safety Partnership	Officer support from Strategy and Communications, Place, Communities and Families including FT officer support/lead for Community Planning Support Team
Scottish Enterprise		£10,000	Officer support I day per week
Police Scotland		£10,000	Officer support 2 days per week
Scottish Fire and Rescue Service	Meeting venue on completion of McDonald Road Fire Station refurbishment	Budget contribution subject to consideration at a National level	Officer support 1 day per week
NHS Lothian		£10,000	FTE officer support for 6 months subject to consideration of tasks/skills required
Skills Development Scotland	Officer support	Potential for joint funding to support meetings, events, workshops	
Third Sector Interface (EVOC)	Meeting venue and refreshments		Officer support I day per week

Thrive Edinburgh: Improving the mental health and wellbeing of Edinburgh's citizens

Executive Summary

People living in cities around the world care about their mental health and the mental health of their fellow residents; they also know that urbanization - living amongst masses of people with its related stressors and burdens - can often be toxic to mental health and well-being. As the process of urbanization accelerates around the world, the sheer scale of the mental health challenge cities face is ever more daunting.

The Thrive Collaboration offers a fresh and exciting public health approach to urban mental health, built on explicit principles for action that guide, anchor, and align work along the wide breadth of its vision. Aligning with the priorities of the Community Plan, Edinburgh Poverty Commission, and the aspirations of the Regional Deal and City Vision 2050, Thrive Edinburgh offers an opportunity for the Capital City to not only reduce the toll of mental illness, but also promote and protect the citizens of Edinburgh's mental health, resilience, self-esteem, family strength, and joy.

Recommendations

i.   To support Thrive Edinburgh and the opportunities for national and international collaboration and knowledge building.
ii.   To accelerate progress with our shared priorities through synergistic and collaborative working
iii.   To agree a representative from the Edinburgh Partnership Board to join the Thrive City Assembly.
iv.   For members to participate in the inaugural Thrive Conference in Winter 2019.
v.   For members to support and be an enabling group for Thrive public awareness campaign
vi.   To agree to receive a progress report in February 2020.

1   Background

1.1   For so long, our city has not done enough to support the emotional wellbeing of its residents. Too many Edinburgh citizens have not gotten the help they needed for any number of reasons. Perhaps they were afraid to reveal their pain, the help they needed was hard to access, they couldn't find someone who understood their culture, and they didn't think it would help, or they simply didn't know what was happening to them. Clearly, mental illness isn't just disrupting the lives of

individuals —it is exacting a social, financial, and emotional cost on our city. We need to think big and think differently. We should have big ambitions and long-term strategic aims when it comes to mental health. We have made it our goal to promote mental health and protect our citizens' resiliency, self-esteem, family strength and joy and reduce the toll of mental illness on individuals, our communities and our city.

1.2   By themselves, mental health professionals cannot stem the tide of one of our societies most difficult and pervasive health challenges. To achieve lasting success, we must treat not only the individual, but also the conditions in our society that threaten mental health.

1.3   Getting to where we need to go requires a broad campaign that engages every sector of society. Public health strategies take time to learn what will lead to population-level improvements. In the same way we have public health responses to smoking so we must for mental health. A public health solution must include all the following elements:
- prevention of illness
- promotion of mental health
- early detection of problems
- treatment

At the most basic level, this new commitment is about thinking big and thinking differently.

1.4   A number of frameworks such as:
- the UN Sustainable Development Goals,
- 100 Resilient Cities,
- Habitat III
- WHO Europe Healthy Cities Network

have recognised the value of building on the perspective of health and health equity in cities and urban environments and on a "whole of health, wellbeing and quality of life" strategic direction.

1.5   In recognition of all this, leaders from cities in countries engaged in the International Initiative for Mental Health Leadership (IIMHL) created the International City and Urban Regional Collaborative (I-CIRCLE) recognising the critical importance of, and the need for a specific focus on, mental health as a complementary effort to share and learn about new ways to improve and promote the health of their residents. Edinburgh City[1] was invited to join the meeting in New York with colleagues from Thrive New York the Mental Health Foundation who are actively supporting a number of Thrive cities and regions in the UK.[2] The response received was extremely positive and discussions over the next two days with academics and practitioners from the City of New York University and Columbia University began to clearly demonstrate the advantages of being part of an international collaborative movement in terms of the opportunities for shared learning in   clinical practice, innovation, academic

[1]Dr Linda Irvine Fitzpatrick, Strategic Programme Manager, Mental Health and Wellbeing

THE EDINBURGH PARTNERSHIP

knowledge transfer partnerships and systems change.[3]   An early outcome has been matched funding secured for two Phd students.

1.6   Edinburgh, with a long history of service user activism, robust partnerships and a vibrant and dynamic third sector is well placed to provide effective leadership with multiple stakeholders driving the transformational change required to produce inclusive, equitable, community solutions to urban challenges.   It's commitments to the Community Plan, Regional City Deal, the Poverty Commission and the pioneering work of the 2050 City Vision have   clearly recognised the value of citywide planning with citizens, academia, the public sector, the third sector arts and culture and the business community. Through the community planning   process three priorities have been agreed as the focus:
- Enough money to live on
- A good place to live
- Employability and training

In its early the Edinburgh Poverty Alliance has recognised that access to affordable housing is key to addressing the increasing rates of poverty across the city. Thrive Edinburgh can add value to these priority areas by applying a mental health lens to better understand and respond to these priority areas which will also impact positively on mental health and wellbeing.

1.7   Setting out our vision and strategic intent over a ten year period for how Edinburgh's mental health and wellbeing of all its citizens can thrive will greatly assist with the development of strategic commissioning plans and the interface of health and social care with other city partnerships and plans.

2   Main Report

2.1   **Thrive Edinburgh** has 4 guiding principles:

Change the Conversation. Change the Culture - mental health is everybody's business. Citizens of Edinburgh are engaged in an open conversation about mental health. It's infused into our society's core functions including housing, education, culture, health and justice, and when people need help or support there is recognition of the importance of relationships between people receiving health and social care services and the staff delivering them.

2.1.1   **Using and creating evidence and data to drive change**   **-** this involves listening and working with all stakeholders, including our academic institutions, to identify and address gaps, improve programmes and create a truly equitable and responsive mental health system, by drawing on a wide range of evidence and creating an inquiring culture which builds evidence from practice

---

[3] It's of interest to note that Thrive New York had adopted as part of its ambitions 10 year strategy some ideas and initiatives from Scotland including the roll-out of Mental health First Aid and the Psychology of Positive Parenting,

THE EDINBURGH PARTNERSHIP

2.1.2 **Partnering with communities** - listening and learning from each other, making the invisible visible, focusing on social networks, connectivity and relationships with kindness respect and love through active coproduction,

2.1.3 **Act early** - focus on how we capitalise on our opportunities to build resilience and protective factors at all life stages in a range of settings.

2.2   Thrive Edinburgh has **4** objectives:

2.2.1 **Identify and address root causes** – threats to mental health include lots of things that we can act on – from enhancing early developmental experience, resilience, and ongoing social supports to addressing issues such as stigma, discrimination, poverty, inadequate housing, social isolation, violence and economic instability.

2.2.2 **Focus on those who are at highest risk** – groups of people who are at higher risk of illness face greater threats to their mental health and would benefit from early intervention or prevention.

2.2.3 **Provide treatment that is easy to access and makes difference** – high quality evidence based services in places where people can easily access them.

2.2.4 **Building resilience and enhancing support for people to live well and meet their potential** - enhance the social, mental and emotional wellbeing of the city.

2.3   Thrive Edinburgh will include a number of new initiatives and events which will provide robust infrastructure and partnership support. Commissioning Plans for two of the city's key partnerships – Health and Social Care and the Children's Partnership are being developed. Each of these commissioning plans has 6 workstreams underpinned by the guiding principles and objectives, informed by the Thrive Edinburgh vision.

Building Resilient Communities   A Place to Live
Get Help When Needed   Closing the Inequalities Gap
Rights in Mind   Meeting Treatment Gaps

2.4   Four key actions, building directly on our principles, will be enacted in 2019 and it is with these initial actions that Thrive Edinburgh would like to actively engage with and obtain the support from the Edinburgh Partnership Board.

2.4.1 **Strengthen Government's Ability to Lead: Thrive Edinburgh Assembly Affirm City of Edinburgh responsibility to coordinate an unprecedented effort to support the mental health of all Edinburgh citizens**
Every day city agencies work with stakeholders from the public, private, and non-profit sectors on policies with the potential to improve the lives of communities throughout our four localities. The City already devotes a significant amount of resources to mental health efforts, but the sum of these efforts is not yet greater than the whole, and that is because they are not yet aligned around a single shared strategy. In order to achieve our ambitious goals and create long-term systems change, we are undertaking an unprecedented effort to bring the

THE EDINBURGH PARTNERSHIP

Council, NHS, City agencies, community partners, and other branches of government together in pursuit of our shared objectives.

Thrive Edinburgh's Assembly will comprise of more than 20 City agencies from every sector of government, including health, employment, law enforcement, education, youth development, employment relations, academia and culture, The Assembly will serve as a key vehicle for managing mental health initiatives, policy-making, and problem-solving It will also ensure that the City is effectively implementing these initiatives, especially those that involve multiple agencies, by tracking their progress and engaging in collaborative problem solving.

It is proposed that the Assembly is chaired by the Lord Provost ensuring that mental health remains at the forefront of City policy. A central element of the Assembly's work will be developing new ways for public sector employees to play a key role in the delivery of Thrive Edinburgh. The Assembly will lead an effort to identify partnership opportunities, share best   practices,   and   provide   City agencies with the tools they need to help their employees and their programs contribute to our mental health effort.

If we want to make a real difference on mental health, we cannot shy away from addressing   big issues like income inequality, racial discrimination, use of public space, and housing instability. The Thrive Assembly will be an entity to analyze these efforts through a mental health lens and determine where additional work is required. The Assembly will take on this role and work with member agencies to create new shared policies to advance Thrive Edinburgh.

2.4.2   It's time for Edinburgh Citizens to have an open conversation about mental health
A culture of stigma currently inhibits many people from seeking help. In addition to closing treatment gaps, we must take the lead on reframing the way people think and talk about mental health. We must also provide our Edinburgh citizens with clear and useful information on how to access services. The City will launch a culturally competent public awareness campaign built around two overarching objectives:

- Reshaping the conversation around mental health, focusing on mental health promotion and early intervention focusing at a community level, partnering with experts, community groups, cultural groups, health service providers, and elected officials in high-need neighbourhoods to amplify our messages.
- Helping Edinburgh citizens to understand how to access services if they or someone they know are experiencing mental health issues.

This will help to engage every sector of the city in a conversation that reduces stigma and directs people to help, provides a broad array of Edinburgh Citizens with information and training and creates public messaging to promote ways people can support their own mental health or the health of those they care.

2.4.3 **Host inaugural Thrive Edinburgh Mental Health Conference**

We are committed to inspiring others to take a public health approach to mental health. In September 2015, the United Nations hosted a meeting of heads of state from around the world that endorsed a new global blueprint for social and economic policy called the Sustainable Development Goals (SDGs). The blueprint named mental health as **a** goal of international development for the very first time. Building on this effort, the Lord Provost will host the first Thrive Edinburgh Conference for Mental Health in 2019 with our partners the Mental Health Foundation, the UK's largest mental health charity.   The Conference will bring cities together to share new ideas and promising mental health initiatives, including our own**.**

Contribution to:	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

Contact details:

Dr Linda Irvine Fitzpatrick
Strategic Programme Manager
Mental Health and Wellbeing
linda.irvinefitzpatrick@nhslothian.scot.nhs.uk

THE EDINBURGH PARTNERSHIP

Edinburgh Partnership Community Plan Performance Framework Update report

Executive Summary

The Edinburgh Partnership agreed the community plan 2018 – 28 at its meeting on 30 October 2018. This report gives an update on progress with performance monitoring and action planning for the community plan.

Contact: Catherine Stewart, Senior Policy and Insight Officer (Communities)
(email: catherine.stewart@edinburgh.gov.uk)

Recommendations

The Board is recommended to:

i.   note the progress made with the draft performance framework which is designed to provide a coherent approach to monitoring and tracking progress and performance;
ii.   note the baseline data provided for the high level outcomes;
iii.   note the work to date to develop the actions and identify appropriate indicators in the absence of a formalised delivery mechanism;
iv.   note the expectation that progress on delivering the Community Plan will accelerate with the establishment of the LOIP Delivery Group pending partners commitment to resource this work;
v.   agree to the inclusion of the review of data sharing across the Edinburgh Partnership in the performance framework implementation plan; and
vi.   note the next steps outlined and agree to receive regular updates on progress on the community plan at future Board meetings.

1.   Background

1.1.   The Board agreed the Community Plan 2018 – 28 at its meeting in October 2018. At that time, the plan included high level outcome indicators but not action specific indicators. It was recognised that further development of the actions was needed before relevant indicators could be identified. The Board requested an update in six months on progress. This report provides that update.

1.2.   Under the new governance model, which was agreed by the Board at its meeting in April 2019, responsibility for delivering the Community Plan sits with the LOIP Delivery Group. An update on the partner representatives are provided in a separate report on this agenda. In the interim, work has been progressed by the LOIP priority leads and the Community Planning Support Team.

2.   Main Report

2.1.   **Performance Framework** - A draft performance framework (see Appendix A) has been developed. This framework provides a coherent approach to monitoring and tracking progress and performance. It outlines who is responsible for reporting on the community plan, at what frequency, to whom and the topics each report should include.

2.2.   Within this framework, there are two sections that require further work. The first area is the operational management of progress monitoring. The LOIP Delivery Group will need to ensure that mechanisms are in place to keep it abreast of progress. The second area is finalising the format of progress reports to the Board. The LOIP Delivery Group will consider both of these issues and provide updates to the Board on progress.

2.3.   One challenge to implementing this framework is the need to share information across partners. There are key issues that need to be addressed such as:

- shared access to action planning documentation which will allow for all partners to have access to a single version of the documentation.

- the effective collection of data so that performance monitoring is timely and there is a shared understanding of impact

- the ability to share intelligence for joint identification of future areas of work.

    A performance framework implementation plan is being developed and the tasks required to address these issues will be included.

2.4.   Recognising the plan sits within a wider framework, there is an opportunity to gain a cohesive picture of how these issues are addressed or impact on the delivery of all the plans the Board is accountable for. To do this will require input from all partners. There is scope to include this within the LOIP performance framework implementation plan leading to a greater consistency of approach and reduced duplication of effort.

2.5.   The performance framework sets out the regular reporting to the Board (through an annual performance progress report and exception reporting). At other times, it will be beneficial to include intelligence gained through delivering the community plan into other Board agenda items. Proposals on how to achieve this alignment needs to be considered as part of the Board forward work programming.

Local Outcome Improvement Plan (LOIP) baseline/progress

2.6.   A baseline performance report (see Appendix B) provides the most recent data for the high level outcome indicators. This performance report will be extended as action specific indicators are identified.

2.7.   Under the three LOIP priorities, six areas of initial work have been identified and an update on progress and challenges to date, and next steps for these areas is given below.

THE EDINBURGH PARTNERSHIP

2.8.   **Priority 1: Enough money to live on** - The initial focus under this priority is to deliver a more coordinated approach to planning income maximisation, support, and advice services.

Progress:

- current grant funding process for all services is completed. This is the baseline from which work on this priority will build.

Challenge:

- agreeing a collective 'Edinburgh approach' to income maximisation means agencies maintaining a focus on population need. It may require support from the Partnership to ensure all agencies across sectors agree to the new approach.

Next steps:

- form a working group to develop the 'Edinburgh approach'.

2.9.   **Priority 2: Work, learning and training** - This priority is on the agenda for detailed consideration today, but a summary for the three initial groups identified follows.

2.10.   Intensive support for families

Progress:

- creation of a process which identified 60 families that need intensive support in Edinburgh
- learning from pilot Maximise project
- workshop with parents on the Discover! Holiday hunger project
- workshop with 40 providers to establish a baseline and facilitate awareness of other services and create links
- linking into the Child Poverty Action Plan for reporting
- Capital City Partnership has secured resources to lead on this priority.

Challenges:

- identifying capacity in current services to fill the gaps in supports that have been identified.

Next steps:

- develop a new service under the City Regional Deal using the additional Poverty and Social Inclusion funding

- developing relevant KPIs and a new system to track and measure progress from January 2020.

2.11.   People released from prison

Progress:

- initial meeting with providers to establish existing pathways

THE EDINBURGH PARTNERSHIP

- Construction and Skills Certification Scheme Cards issued with Individual Training Accounts.

Challenges:

- lack of resource to take forward, Council support being explored.

Next steps:

- further mapping and a framework of provision to be created
- joint working with Community Safety Partnership and Criminal justice support being explored
- establishing links with NHS Lothian as they also provide services in prisons
- development of ring fenced employer support.

2.12.   Individuals with care experience

Progress:

- Care Experienced Fund in the Council to improve outcomes – mentoring a focus
- My World of Work already building specific language into every page for those care experienced, looking to widening this out to other sites
- Care Inspectorate improvement plan link established.

Challenges:

- identifying a leadership resource for co-ordination and reporting on this priority.

Next steps:

- arranging a Joined Up for Jobs upskilling session for frontline workers
- continue development of the Skills Development Scotland pilot which will support 10 looked after non-attenders in S3/S4 to improve their outcomes
- Skills Development Scotland continuing to support training providers to sign up as a "Job Club Friend" which is a system focused on moving young people into work.

2.13.   **Priority 3: a good place to live** – this priority focuses on the places people live and work and has two areas of initial focus.

2.14.   Land availability/building houses

Progress:

- delivery of new affordable homes in the city – over 1600 approved and over 1100 homes completed in 2018/19.

Challenges:

- one of the key risks to the delivery of affordable homes is failure to secure land for development.

THE EDINBURGH PARTNERSHIP

Next steps:

- Public sector partners exploring the potential to establish a land/asset commission with a 'place based opportunities' workshop due to take place in June. The objective is to 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. This could provide land for development of affordable homes.

2.15. Place making

Progress:

- engagement with local communities based on the Place Principle is taking place across the city. Place Briefs have been approved by Planning Committee for a number of sites; including the Western General and Powderhall. A major community engagement exercise is taking place at Granton Waterfront to inform a Development Framework.

Challenges:

- making sure that the actions for Community Planning partners in relation to the placemaking commitment include actions over and above, or complementary to, what is already happening across the city and extend beyond housing and that measurable outcomes are identified.

Next steps:

- further engagement with partners to refine the commitment so that gaps and new opportunities/approaches are identified beyond the existing partnership activity around regeneration and placemaking and to develop achievable and measurable indicators for this priority.

2.16. The progress outlined above will form the basis for a report to the LOIP Delivery Group when established.

2.17. **Next Steps** – a list of the main tasks going forward, highlighted in this report, is given below:

- the LOIP Delivery Group to finalise and implement the performance framework
- work to review data sharing between partners to be undertaken
- actions for each of the 6 areas outlined in this report to be progressed by the LOIP Delivery Group
- the performance data report will be extended as action specific indicators are identified
- a progress update report, based on the information in this report, will be considered at the first meeting of the LOIP Delivery Group.

THE EDINBURGH PARTNERSHIP

Contribution to: (e.g		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**

Catherine Stewart, Senior Policy and Insight Officer (Communities)
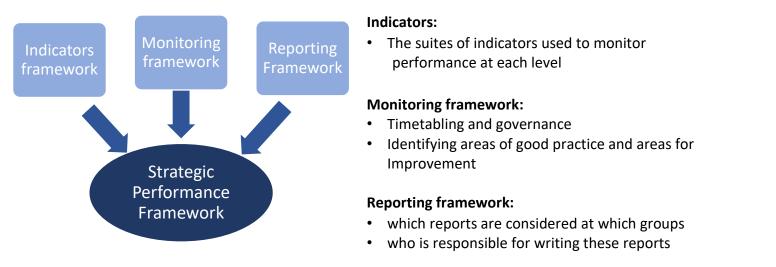Contact details: catherine.stewart@edinburgh.gov.uk

6

Local Outcome Improvement Plan 2018 - 28

Performance Framework

This Performance Framework describes how performance will be monitored for the Local Outcome Improvement Plan (LOIP). It provides guidance and tools for everyone involved in the oversight and delivery of the LOIP.

To be effective a performance framework must be more than defining indicators. It should describe the structure within which the indicators will be considered and outlines how decisions will be made based on the information collated and analysis of the wider landscape.

This framework consists of three elements:

Indicators:
- The suites of indicators used to monitor performance at each level

Monitoring framework:
- Timetabling and governance
- Identifying areas of good practice and areas for Improvement

Reporting framework:
- which reports are considered at which groups
- who is responsible for writing these reports

The LOIP contains initial high level actions that will be undertaken and some of the longer term outcomes this plan is aimed at impacting on.

Reporting Framework

Within the LOIP, under the three priorities, the initial high level actions and some possible measures are shown. Work will continue to develop detailed actions, timescales and the key measures that will demonstrate how change is taking place for each priority, forming the basis of the performance framework. Different reports will be generated for scrutiny at different levels such as:

1 Action plans

A set of more detailed action plans relating to the actions under each of the three priorities will allow monitoring of the partners' activity and progress towards achieving shared goals. Actions will be developed throughout the life of the LOIP so only the next set of actions to be undertaken to progress each priority will be shown. Lead officers will be identified for each action and they will be responsible for reporting on progress.

The modelling template (Appendix A) should be used to assist in the development of actions under each priority. This template details what is to be done, what resources are available for these actions, and identifies the short and long term impacts these actions are aiming at achieving. This template should be used each time a new set of activities are developed to ensure the link between the activities and the longer term outcomes are considered before implementation.

A final part of the development of actions should be the identification of output and outcome measures. These measures should be clearly linked to the actions and will allow for the monitoring of the impact of actions as they are implemented.

Below are links to some step to step guides to modelling actions and developing indicators:

- NHS a practical guide
- Health Scotland simple guides
- Evaluation Support Scotland support guides

2 Regular performance reports

These will detail progress towards achieving the outcomes. They could include actions, key performance indicators, case studies and wider factors influencing progress to give a balanced view on progress. These reports will be partnership documents with the lead officers for each action contributing to these reports. These reports aim to:

- Show accountability and impact of progress
- Raise barriers to be addressed

- Provide an opportunity to share learning
- Opportunity for discussion of overlap between priorities

The LOIP Delivery Group will be responsible for considering these reports on a quarterly basis and agreeing ways to address issues and support action progress. These reports will form the basis for the Annual Progress Report to the Edinburgh Partnership Board.

3 Annual Progress Report

The LOIP Delivery Group will be responsible for submitting an annual report to the Edinburgh Partnership Board. This report will summarise progress with actions and the impact on short term outcomes. The impact on individuals will also be covered by the inclusion of case studies within this report, where appropriate.

This report will also cover how these actions might have influenced the longer term outcomes. When considering the longer term outcomes, information on the impacts of other external factors, where known, should be included. These factors may include decision made at a local, regional, national and international level such as strategic priorities, new legislation, and taxation and benefit rate changes. The inclusion of this wider landscape should help to explain why local impact through actions are not reflected in changes to high level outcomes.

The aim of this report is to:

- Show accountability and impact of progress
- Raise barriers to be addressed

- Provide an opportunity to share learning
- Opportunity for inclusion in wider landscape discussion

A sample template for this report is shown in Appendix B. This template has the following sections:

- Here's what you need to know section (giving overview of performance and issues
- What was planned to be done
- What was done
- What difference was made – with evidence (output and outcome measures, life experience stories)
- Challenges and changes - anything found helpful in achieving outcomes and any barriers

- Learning for the future - anything learnt about how to do the work and unexpected outcomes

This report is expected to fulfil the legislative requirement for each Community Planning Partnership to report back progress with the LOIP to their communities on an annual basis.

4 Exception Report

If barriers to progress are identified at any time which cannot be resolved by the LOIP Delivery Group and needs consideration at a strategic level, an exception report will be submitted to the next Edinburgh Partnership Board meeting for discussion. This should reduce delays in progress as strategic decisions can be made when issues are identified rather than when issues are considered as part of the annual performance reporting.
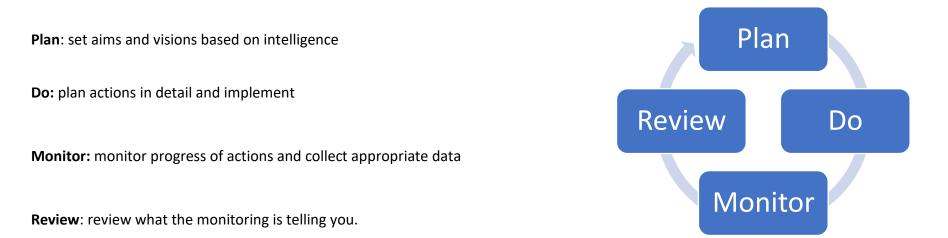
5. External scrutiny

Additional performance reports will be created to ensure compliance with external scrutiny and audit requests around the LOIP.

These requests may focus only on community planning activity, or include partnership working and community planning as part of a wider scope (such as the annual review of Local Authority performance reporting Audit Scotland undertakes each year which includes community planning performance as part of the scope).

The reports outlined above form a suite of reports that can then be used by partners within their own governance structures. Additional reporting structures are shown in Appendix C.

Monitoring Framework

Monitoring performance is more than looking at measures, it's about understanding the reasons behind the level of performance achieved and then agreeing changes when necessary. The following cycle will be used to progress performance.

Plan: set aims and visions based on intelligence

Do: plan actions in detail and implement

Monitor: monitor progress of actions and collect appropriate data

Review: review what the monitoring is telling you.

The Edinburgh Partnership, through the LOIP, sets out their vision for reducing poverty and inequality in Edinburgh by working together.

The LOIP Delivery Group will oversee the development of the detailed plans under the three priorities and monitor progress with actions. The LOIP Delivery Group may delegate the development and delivery of actions to other groups in the Edinburgh Partnership governance structure where appropriate such as when there is overlap between the LOIP priority and the other group's core remit. This should promote joined up thinking and ensure actions for different strategies are more co-ordinated. However, the LOIP Delivery Group will remain accountable for the LOIP delivery overall.

The review stage is where decisions are taken on the back of the monitoring in place. These discussions should acknowledge where action is progressing as expected, and ensure continued commitment to progressing the agreed actions. However when progress has stalled or having a negative impact on the outcomes, it is at this stage that decisions to change actions or stop them is taken and new actions are decided. These

reviews continue to focus on achieving the longer term aims. Throughout the life of the plan, both the Edinburgh Partnership Board and the LOIP delivery group will review progress through regular reporting and agree further actions as required.

One aspect of performance that also needs to be considered is the wider landscape in which the LOIP actions are implemented into. When reviewing progress, other factors which impact on the longer term outcomes must also be considered before decisions taken to stop or change the actions being implemented.

Indicators Framework

A range of different types of indicators will be used to monitor progress with the LOIP. Performance reporting of all these different types of information should allow the Edinburgh Partnership Board to have informed discussions about what is working and what is not. It is expected that the output and medium term performance indicators will be changed during the life of the plan as actions are completed. Life experience stories and outcome indicators will be monitored throughout the life of the plan.

Life Experience stories

These are not actual measures but are about bringing the plan to life. By the explicit inclusion of real life stories into the performance monitoring discussions, the partnership is ensuring that the 'voices of real people most impacted by poverty and inequality' are a part of decision making.

These stories can be used to inform both:

- the identification and development of actions
- the real impact of those actions on people's lives.

Ongoing gathering of people's experiences is required to achieve the partnership's aspiration to keep 'real life stories' at the heart of their decision making.

Long term outcome indicators

These are the long term changes in people's lives the plan is trying to achieve. They should be stated so that the direction of change is clear.

These are the indicators which highlight the aspirations of the Edinburgh Partnership Board – around reducing poverty and inequality. However, due to the complex interrelationship between a number of factors, these indicators are those where it is hardest to define a direct link between them and the actions undertaken.

Through the analysis undertaken when developing the priorities, the actions agreed are expected to make a difference in people's lives and contribute to shifting these longer term outcomes. However, there will be many other factors also working on shifting these outcomes.

Medium term indicators

These are local outcomes that can be delivered within or over a couple of years. They should link directly to the specific activity undertaken to deliver the aims of the LOIP and will reflect the impact on the families and individuals supported through the joint working.

These are the short/medium changes that are achieved through the actions implemented. These indicators will be useful to ensure that the actions are impacting in the ways expected.

Output measures

These indicators are measures of the activity undertaken and will mostly focus on the process/procedural changes implemented. These are the indicators where progress should be shown over the short term.

Target setting

Target setting will be considered for all the measures identified. However, targets will only be put in place where it is appropriate. This will be determined by two main factors:
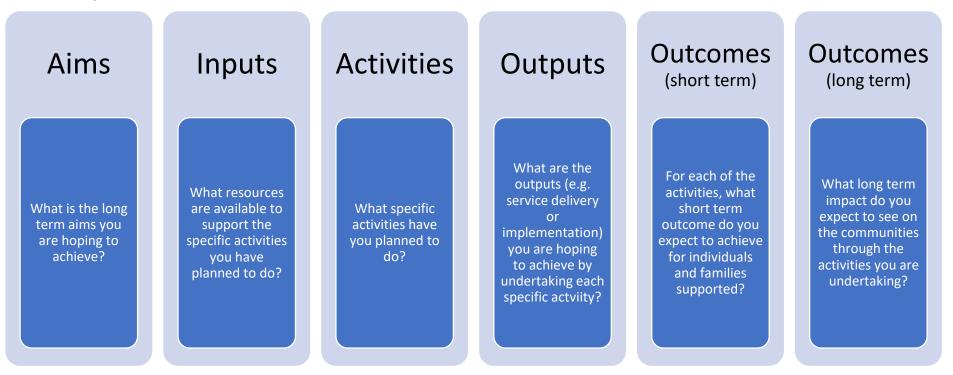
- *Direct link between action and indicator*
  Where there is a clear causal link between the measure and the action a target can be set. Where there are multiple actions all impacting on a single indicator (e.g. the longer term outcomes), so that each action contributes to the change in the measure, the ability to set meaningful targets is less achievable.
- *Type of measure*
  Target setting is easier for numeric indicators and harder for 'perception' indicators. Regardless of the type of measure, the direction of change should be clearly stated.

Any target setting must be based on an analysis of what is achievable so that the target set is challenging but realistic. Targets should also be cognisant of targets within other plans.

Appendix A: Detailed modelling template
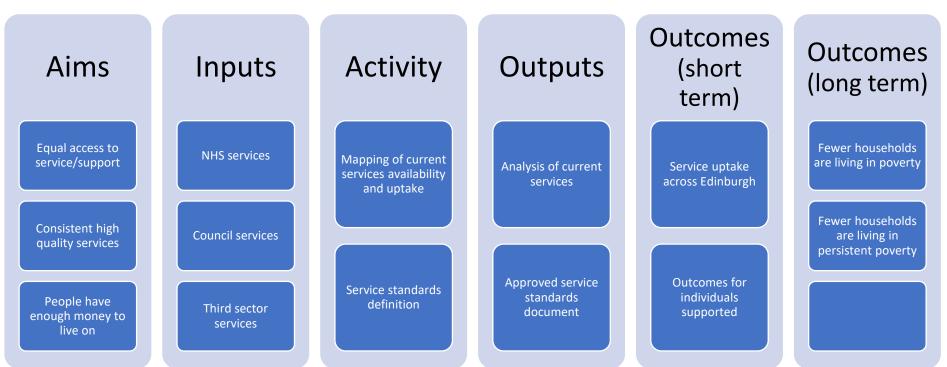
Priority 1: XXXX

Aims	Inputs	Activities	Outputs	Outcomes (short term)	Outcomes (long term)
What is the long term aims you are hoping to achieve?	What resources are available to support the specific activities you have planned to do?	What specific activities have you planned to do?	What are the outputs (e.g. service delivery or implementation) you are hoping to achieve by undertaking each specific actviity?	For each of the activities, what short term outcome do you expect to achieve for individuals and families supported?	What long term impact do you expect to see on the communities through the activities you are undertaking?

Local/National factors

- What other factors may also impact on the long term outcomes you are trying to achieve?

Priority 1: Enough money to live on

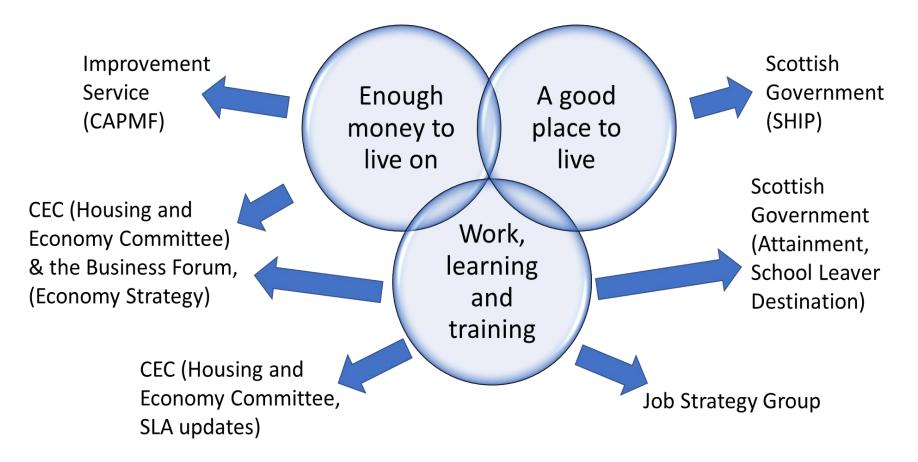| Aims	Inputs	Activity	Outputs	Outcomes (short term)	Outcomes (long term)
Equal access to service/support	NHS services	Mapping of current services availability and uptake	Analysis of current services	Service uptake across Edinburgh	Fewer households are living in poverty
Consistent high quality services	Council services	Service standards definition	Approved service standards document	Outcomes for individuals supported	Fewer households are living in persistent poverty
People have enough money to live on	Third sector services				

Local/National factors

- Implementation of universal credit

Appendix B : Progress report template

Wide Reporting Landscape

Improvement
Service
(CAPMF)

Enough
money to
live on

A good
place to
live

Scottish
Government
(SHIP)

CEC (Housing and
Economy Committee)
& the Business Forum,
(Economy Strategy)

Work,
learning
and
training

Scottish
Government
(Attainment,
School Leaver
Destination)

CEC (Housing and
Economy Committee,
SLA updates)

Job Strategy Group

Local Outcome Improvement Plan

Baseline performance

June 2019

Performance Overview

This report gives baseline data for the high level outcomes that the actions undertaken under the three priorities within the Local Outcome Improvement Plan aim to impact on over the next ten years and an update on progress with developing indicators linked to specific actions.

Priority 1: Enough money to live on

Longer term outcome indicators:

The percentage of children in poverty in Edinburgh appears relatively constant with more variation shown across the wards in the city.

Children in poverty

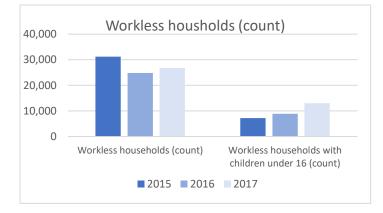Datasource: Biennial report - http://www.endchildpoverty.org.uk

Action focused indicators: Pockets of information on income maximisation services are gathered currently but further work is required to agree a consistent approach to data collation so that the full picture of supports across Edinburgh is available and then the impact of actions under this priority can be monitored.

	Oct-Dec 2015	July-Sept 2017
Almond	12.62	12.03
City Centre	19.11	17.43
Colinton/Fairmilehead	11.62	12.73
Corstorphine/Murrayfield	13.07	13
Craigentinny/Duddingston	25.2	23.29
Drumbrae/Gyle	18.93	16.7
Forth	29.53	30.9
Fountainbridge/Craiglochart	15.96	14.83
Inverleith	11.37	14.12
Leith	27.7	24.25
Leith Walk	24.25	24.61
Liberton/Gilmerton	29.09	28.73
Meadows/Morningside	10.67	10.03
Pentland Hills	21.02	22.7
Portbello/Craigmillar	30.33	31.86
Sighthill/Gorgie	35.43	35.12
Southside/Newington	16.97	15.17
Edinburgh	21.98	21.94

Priority 2: Work, learning and training

Longer term outcome indicators:

The percentage of people in work in the city is higher than ever before but there are also almost 27,000 households with no adult in work. 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. While the number of workless households decreases in 2016 and rises in 2017, the number of workless households with children shows a gradual increase year on year.

Edinburgh	2015	2016	2017
Workless households (count)	31,200	24,800	26,800
Workless households (percentage)	16.7	13.5	14.5
Workless households with children under 16 (count)	7,200	8,900	13,000

Datasource: *NOMIS annual population survey, 2018 data not yet available*

Employment rate (16 - 64)	Edinburgh	Male	Female
Jul 15 - Jun 16	71.7	74.3	68
Jul 16 - Jun 17	74.0	77.3	71
Jul 17 - Jun 18	76.6	81.5	71.9
Jan - Dec 18	77	83.3	71.1

Datasource: *NOMIS annual population survey*

3

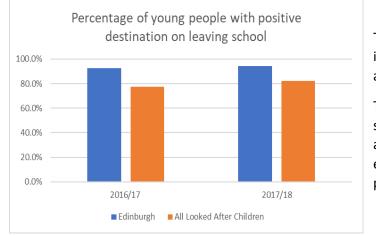**Action focused indicators:**

Status tracking of 60 families over time
Changes are required to reporting systems to tag the identified families so that outcomes for them can be easily tracked over time.

Percentage of Edinburgh resident prison leavers with a positive destination within six months of release
Work has started with the Community Safety Partnership to identify what information is already gathered for this group of individuals.
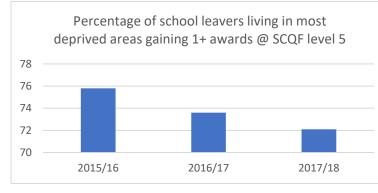
Percentage of looked after young people who secure a positive destination on leaving school compared to a city average

The percentage of young people with positive destinations when they leave school is increasing. The gap between the city average and for those individuals who have been looked after is decreasing.

The focus of this work is shifting from a positive destination at a single point in time to sustaining a positive destination for six months. There is also a shift from considering 'looked after children' to 'young people with care experience'. As the datasets build over time, it is expected that this indicator will be changed to reflect this more sustained outcome perspective.

Percentage of school leavers living in most deprived areas gaining 1+ awards @SCQF level 5
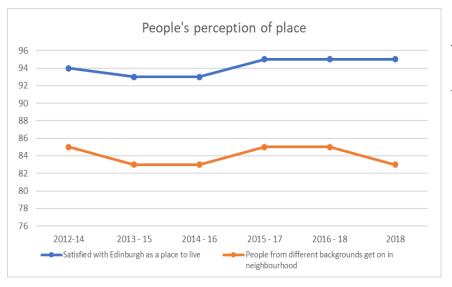

The percentage of school leavers living in the most deprived areas in Edinburgh gaining 1 award at SCQF level 5 is decreasing over the last 3 years.

Datasource: Insight – 30% most deprived, CEC figure

4

Priority 3: A good place to live

Longer term outcome indicators:

The majority of people surveyed are satisfied with Edinburgh as a place to live and this is consistently reported year on year. Most people also feel that people from different backgrounds get on in their neighbourhood.

Datasource: Edinburgh People Survey

	2012-14	2013 - 15	2014 - 16	2015 - 17	2016 - 18	2018
Satisfied with Edinburgh as a place to live	94	93	93	95	95	95
People from different backgrounds get on in neighbourhood	85	83	83	85	85	83

	17/18	18/19	18/19 target
Number of new affordable home approvals	1,475	1,626	1,600
Number of new affordable home completions	986	1,152	1,000

Action focused indicators:

The map below gives an overview of the work already well under way and shows the 39 sites across the city where over 2,100 affordable homes are currently under construction.

Datasource: Housing Revenue Account Budget Strategy 2019-24 Report to Council 21 February 2019 (referral from F&R Committee)