

## Meeting Thursday 30 March 2017

Time 14.00 – 16.30

Venue Eric Liddell Centre, 15 Morningside Road, Edinburgh, EH10 4DP, tel 447 4520

## AGENDA

C = Consent Item

### Item

### Owner

Apologies and Introductions

1 C **Minutes** of 8 December 2016 for approval

Chair

1.1 Matters Arising:

1.1.1 • Item 4 – Affordable Credit – [Scotcash Article](#)

Chair

1.1.2 • Item 13 – EP Board Away Day – Community Plan

Chair

### Locality Working

2 Locality Improvement Plan - Project Update – to follow

Michele Mulvaney

3 Locality Working - Annual Report 2016/17

Michelle Miller

### The Edinburgh Partnership

4 EP Community Planning Budget 2016/17 End of Year Report

Nick Croft

5 EP Strategic Planning Framework 2016 – 2028

Nick Croft

6 Governance Review – presentation

Kirsty-Louise  
Campbell

*Children and young people enjoy their childhood and fulfil their potential.*

7 Draft Edinburgh Integrated Children and Young People's Service Plan 2017/20

Shulah Allan

8 Edinburgh College's Curriculum Vision - presentation

Jon Buglass

*Edinburgh's communities are safer and have improved physical and social fabric*

9 Community Justice Outcomes Improvement Plan

Michelle Miller

### Joint Planning, Resourcing and Risk Management

10 EP Reducing Inequalities Priorities

Dona Milne

11 Participation Requests – verbal updates from Public Agencies

Michele Mulvaney

### National Updates

12 Revised National Standards for Community Engagement – to follow

Michele Mulvaney

### Any Other Business

13

### Date of Next Meeting

14 Thursday 15 June 2017, 14.00 – 16.30, North East Locality, venue TBA, preceded by Lunch Presentation by North East Locality Leadership Team

**To:** EP Board Members and Advisers  
Strategic Partnership and Advisory Group Chairs  
Locality Leadership Teams  
Neighbourhood Partnership Conveners and Lead Officers  
EP Lead Officer Group

Dear Colleague

### **Edinburgh Partnership Lunch Presentation**

I am pleased to invite you to this Lunch Presentation of the Edinburgh Partnership on:

### **Update on locality working - South East and City Centre**

#### **Date, location, and time**

- Thursday 30 March 2017
- Eric Liddell Centre, 15 Morningside Road, Edinburgh, EH10 4DP
- 12.45pm – Light Lunch
- 13.00pm to 13.50pm - Presentation by South East Locality Team members followed by question and answer session

#### **RSVP**

Please confirm your availability and any other requirements to [Lewis Rutherford](#) by return.

**EP Board members ONLY have a follow on meeting** 14.00pm to 16.30pm

Yours faithfully



**Councillor Andrew Burns**  
**Chair of the Edinburgh Partnership**



# South East Locality (including City Centre)



Developing our Locality  
Improvement Plan 2017/20

SOUTH CENTRAL  
NEIGHBOURHOOD  
PARTNERSHIP



CITY CENTRE  
NEIGHBOURHOOD  
PARTNERSHIP



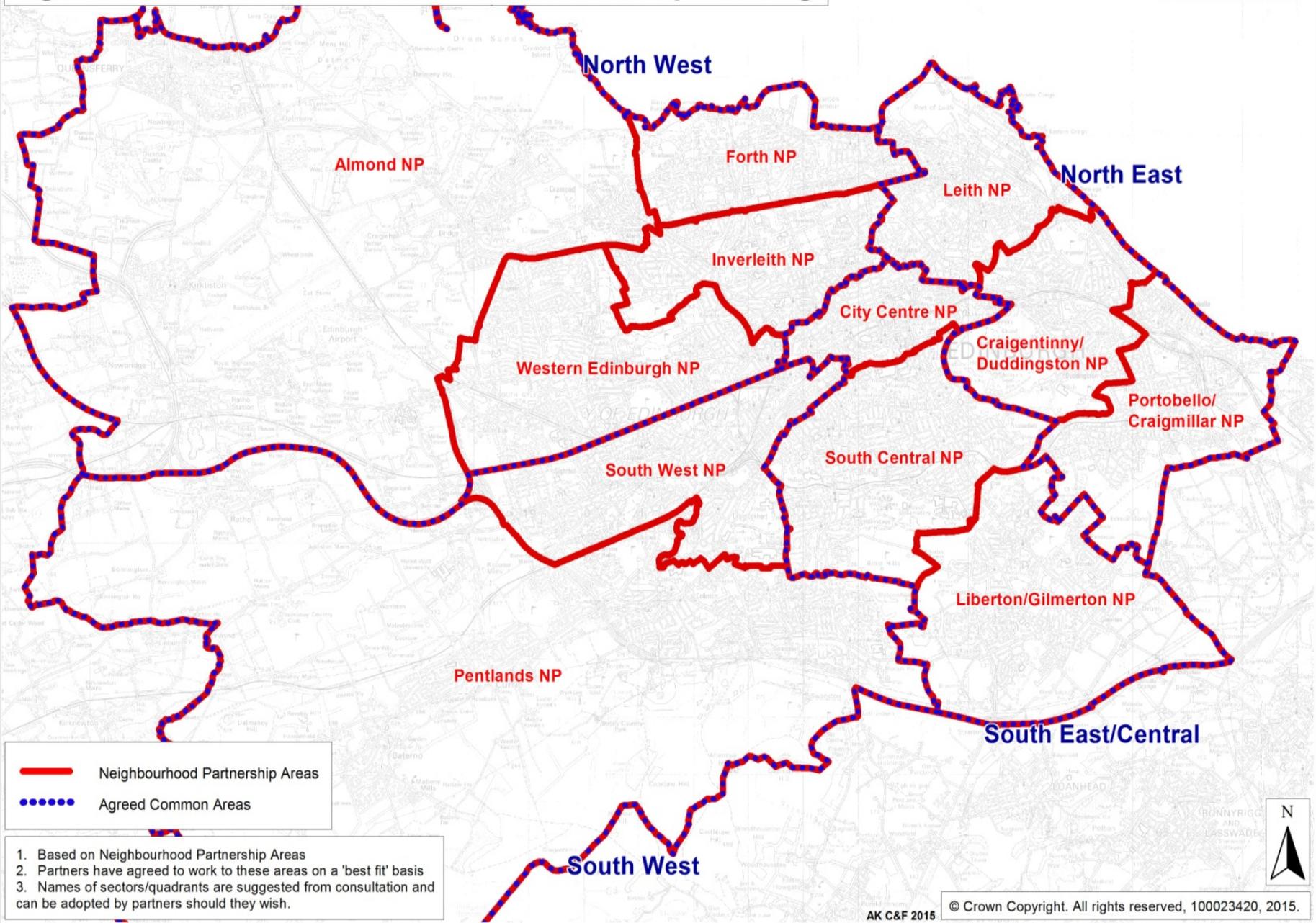
LIBERTON & GILMERTON  
NEIGHBOURHOOD  
PARTNERSHIP



# What we will cover?

1. Introduction to SE Locality
2. Locality Improvement Plan 2017/22 contents
3. Neighbourhood Partnership and Locality Leadership Team arrangements
4. Phase 1 locality wide engagement results
5. Phase 2 engagement
6. Community Engagement and Empowerment – Future Operating Model for Neighbourhood Partnerships

# Agreed Common Areas for Localities Partnership Working



# Locality Improvement Plans 17/22

Section 1 – Values, city vision, city priorities, context to locality working

Section 2 – Community engagement and empowerment

Section 3 – Insight

Section 4 – Locality wide outcomes (social / economic / environmental)

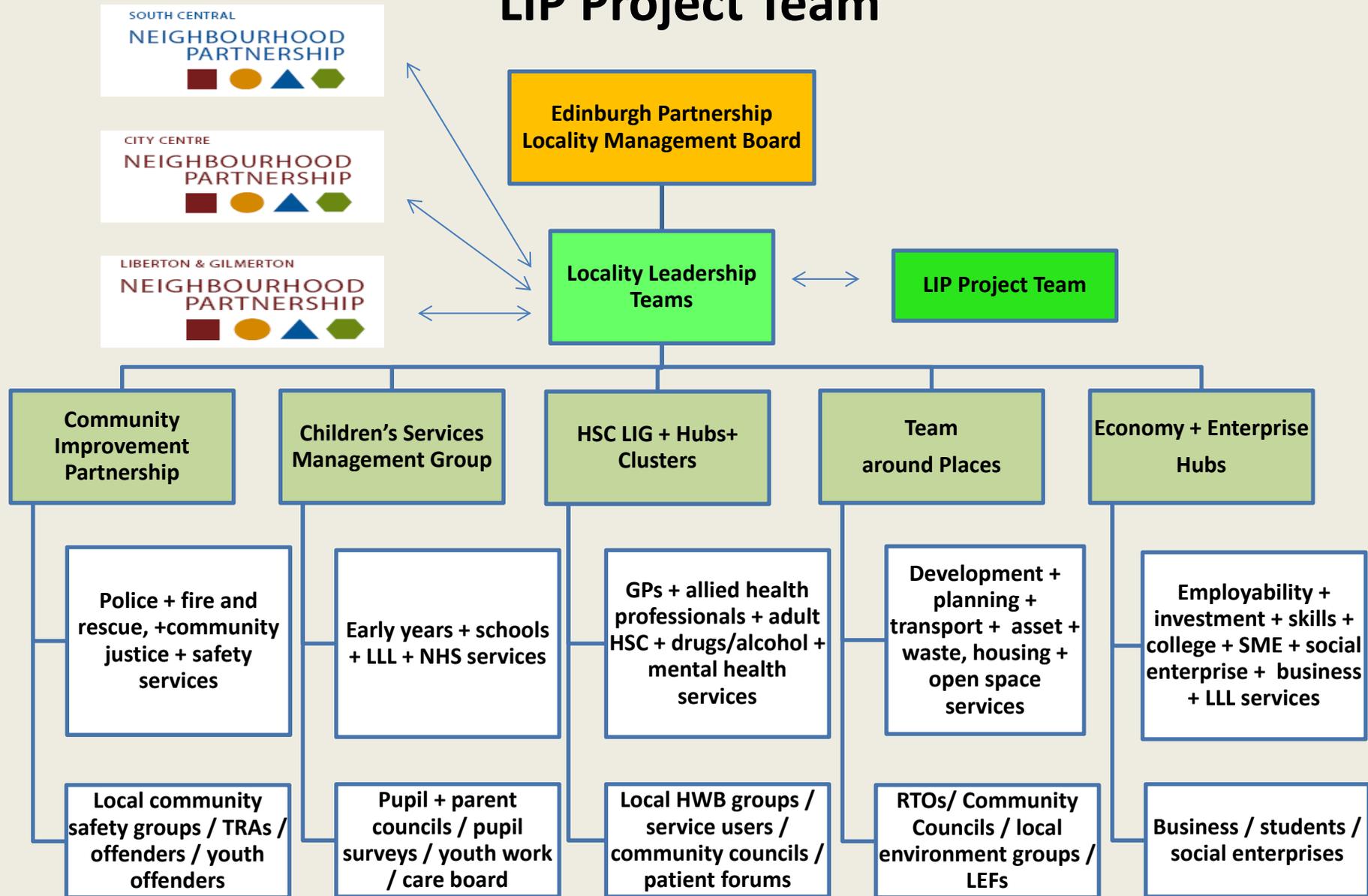
Section 5 – Small area outcomes in areas of deprivation (social / economic / environmental)

Section 6 – Resources (teams / assets / commissioning / finances / information)

Section 7 – Governance and partnership

Section 8 – Reporting and review

# Locality Leadership Teams + Neighbourhood Partnerships + LIP Project Team



# Phase 1 LIP Engagement – Oct 16 to Dec 16

Develop locality wide aspirations, priorities and actions informed by community aspirations and public sector form agenda.

Engagement linked in with planned or existing events, activities, and groups i.e. minimise engagement fatigue.

Seek outcomes that can be delivered over five years.

Widespread use of short and personal conversations with people using two simple and open questions (what is good? What could be better?).

Drawing out the multi-partner topics and priorities.

Link to and learn from approaches in other localities and other community planning partnerships.

Phase 1 Engagement Overview	South East
Number of events attended	71
Number of citizens engaged	726
Number of comments generated	1041

<b>Edinburgh Mosque</b>	<b>Youth Talk Awards</b>
<b>South Edinburgh Voluntary Sector Forum</b>	<b>People First</b>
<b>Police Scotland (Foot Patrols)</b>	<b>Libraries</b>
<b>Scottish Fire and Rescue Service (Home Visits)</b>	<b>GP surgeries</b>
<b>Community Centres</b>	<b>Coffee, Cake Connect</b>
<b>Liberton Gilmerton Gender Based Violence Event</b>	<b>Online</b>

## Phase 1 Locality Wide Priorities for the South East + City Centre (Draft)

<b>Improved Environmental Sustainability</b>	<b>Develop the transport and active travel infrastructure</b>
	<b>Improve facilities to recycle and reduce waste</b>
	<b>Enhance the built environment and civic spaces</b>
<b>Improved Economic Sustainability</b>	<b>Increase employment opportunities for young people</b>
	<b>Create opportunities to learn transferable skills for work or self employment</b>
	<b>Work better in partnership with local businesses</b>
<b>Improved Social Sustainability</b>	<b>Enable C+YP + families to develop the services that help them fulfil their potential</b>
	<b>Ensure C+YP receive early intervention to support their needs</b>
	<b>Increase access to childcare provision that reflects the demands of different lifestyles</b>
	<b>Address anti-social behaviour in a positive manner</b>
	<b>Let people report and have local issues resolved with ease</b>
	<b>Make communities feel safe and connected</b>
	<b>Improve access to health services</b>
	<b>Increase opportunities to learn about healthier lifestyles</b>
	<b>Support independent living at home for those with additional care needs</b>

## Phase 2 Approach

Deliver focused engagement with communities and citizens in specific geographical areas ,and with specific communities of interest, that experience poverty, inequality and disadvantage.

Deliver engagement through specific themes (e.g. income, fuel and food poverty; place; health; employability).

Identifying longer term community asset based approaches to prevention and intervention.

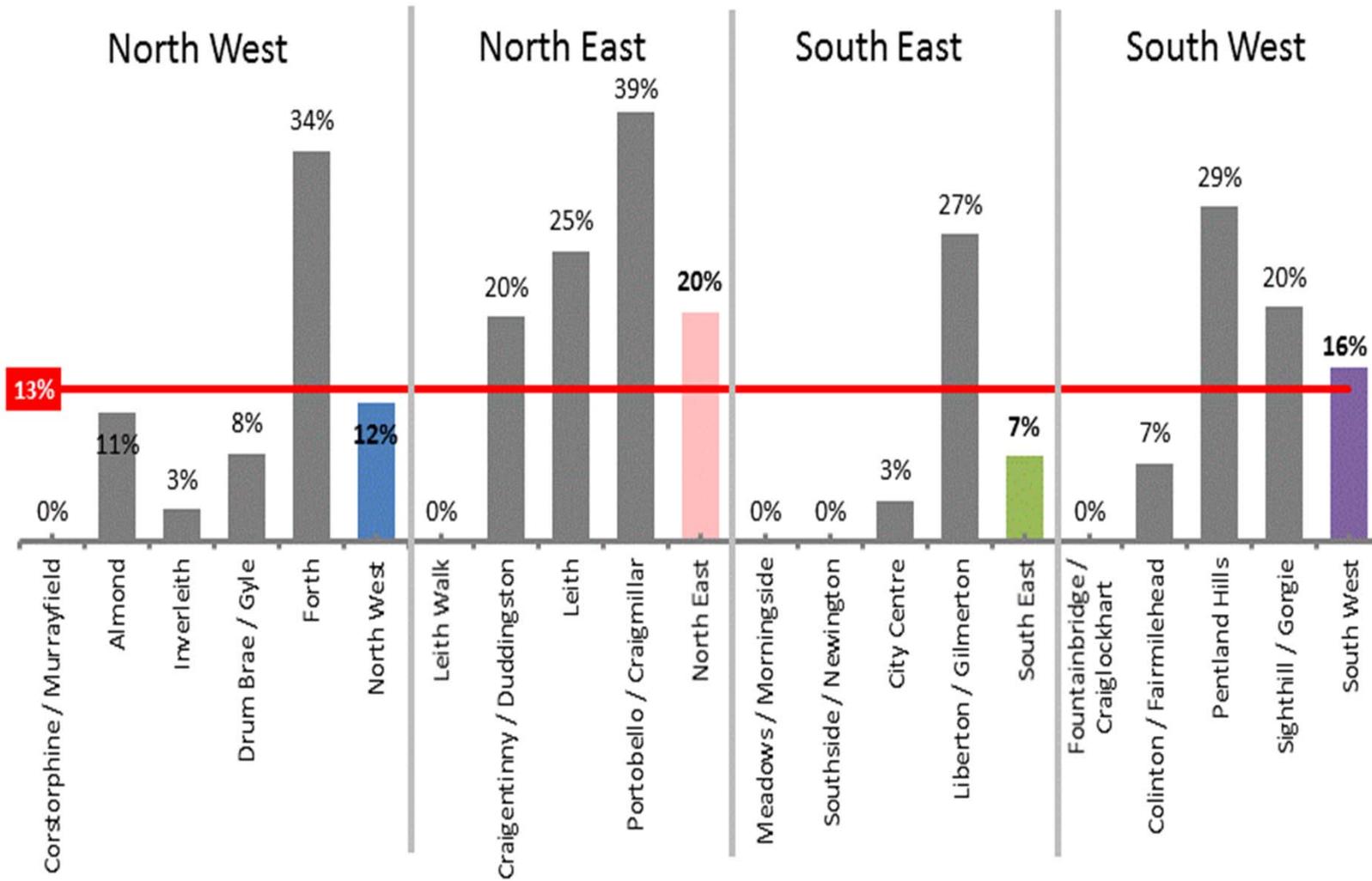
**Two main data sources have been used to inform geographic areas:**

\* Scottish Index of Multiple Deprivation (SIMD)- information from August 2016

\* Local partnership modelling of poverty and low income rates on a small area basis

# MOST DEPRIVED IN EDINBURGH BY WARD AND LOCALITY, SIMD 2016

% of individuals who live in deprived areas

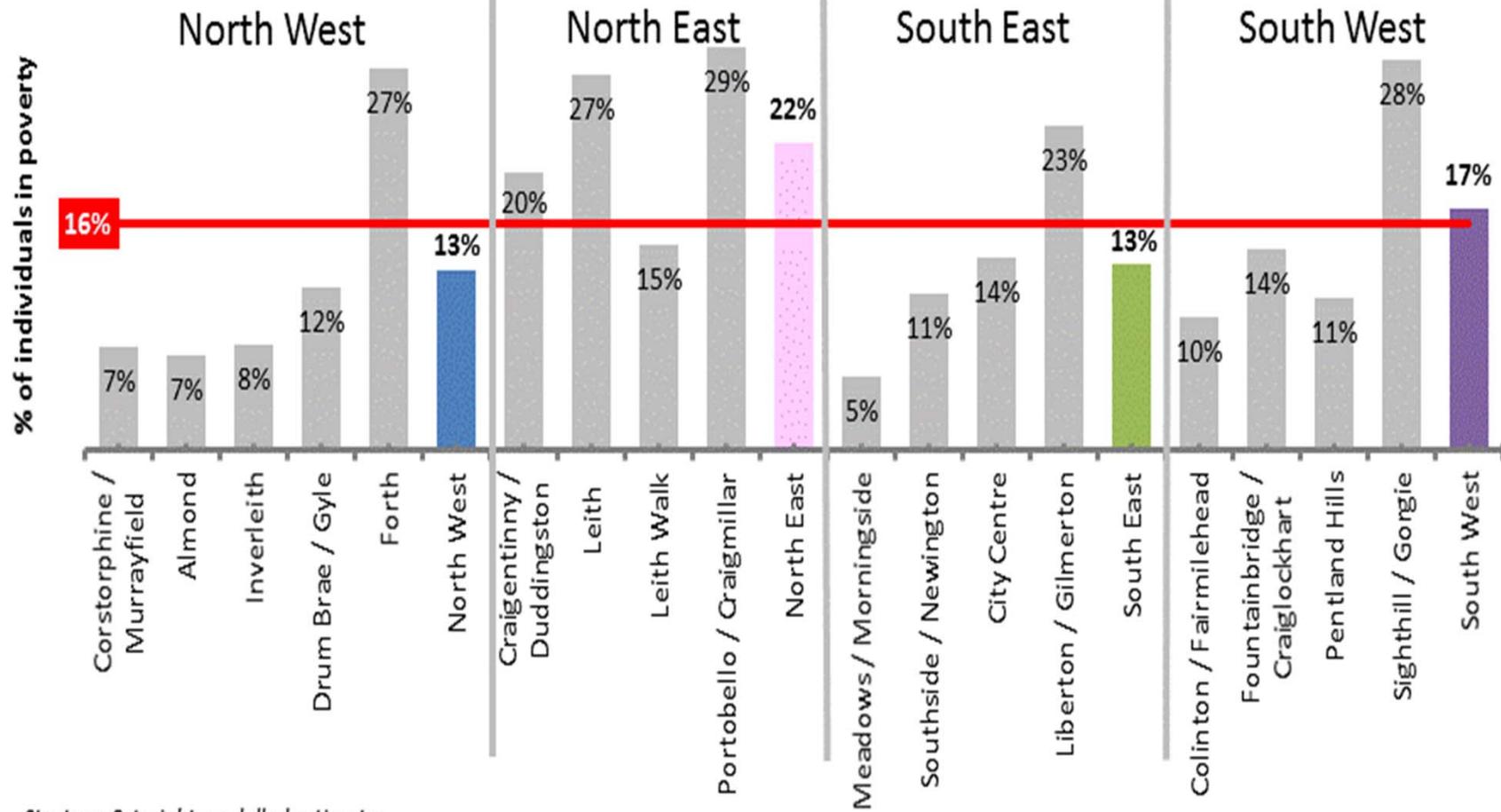


SIMD, 2016



# Poverty and inequality

## % in Poverty by Ward and Locality



Strategy & Insight modelled estimates

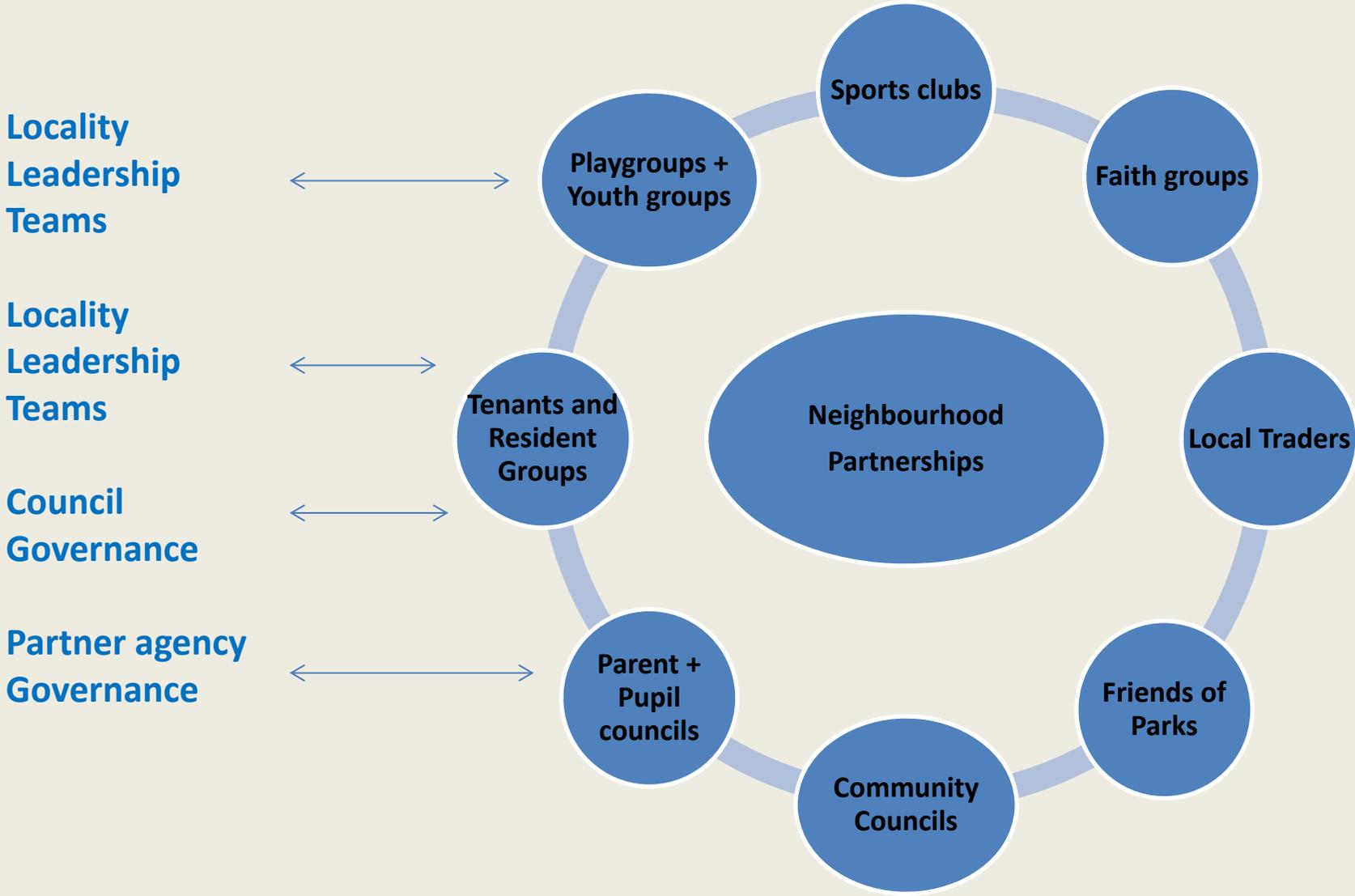
## South East Locality – LIP Small Areas

Ward 16-	Gracemount Southhouse Hyvots Moredun Inch Ferniehill/Fernieside
Ward 15-	Dumbiedykes

# The City Centre

- Unique asset for all of Edinburgh, diverse and developing, complementary and competing
- Complex array of partnerships, projects and stakeholders with various governance arrangements
- Iconic sites, iconic events, iconic developments
- Residents feeling increasingly marginalised, business critical, social and safety concerns, social isolation
- Environmental pressures
- Public asset and estate
- LIP small area status – specific and tailored engagement activity for Phase 2

# Future Operating Model – Community Engagement and Empowerment - Neighbourhood Partnerships



# Possible Form and Function

- 17 ward level Neighbourhood Partnerships
- Membership - Community sector anchor organisation representatives and all ward elected members + officers attend to support
- Wider community sector individual membership
- Improve communication across community sector
- Link to partner agency governance arrangements and LLTs and Sub Groups
- Assist in delivery of LIPs + scrutiny of LIP delivery
- Activities focus on participatory budgeting + capacity building + community clean ups + asset transfer + participation requests + community events
- Non bureaucratic arrangements, engaging and informal but project delivery focus



THE EDINBURGH PARTNERSHIP

**THE EDINBURGH PARTNERSHIP BOARD**

**Thursday 8 December 2016: 14.00 – 16.00**

Meeting Room 21, Quaker Meeting House, Edinburgh

**MINUTE**

Present:

Board members

Cllr Andrew Burns	Leader, City of Edinburgh Council (Chair)
Ewan Aitken	Edinburgh Chamber of Commerce
Cllr Maureen Child	Convener Communities and Neighbourhoods Committee
Alex Craig	Edinburgh College
Cllr Bill Henderson	Convener, Police and Fire and Rescue Scrutiny Committee
Brian Houston	Chair of Lothian NHS Board
Danny Logue	Director of Operations, Skills Development Scotland
Lt Col Doug Mackay	Commander, Edinburgh Garrison
Eleanor Mitchell	Scottish Enterprise
Hal Osler	Community of Place Representative, EACC
Ella Simpson	EVOC
Cllr Iain Whyte	for, Opposition Leader
Paul Wilson	Equality and Rights Network

Advisers

Kirsty-Louise Campbell	City of Edinburgh Council (for Andrew Kerr – Chief Executive)
Lesley Fraser	Scottish Government
Kenneth MacDonald	Police Scotland Edinburgh Commander
Eleanor Mitchell	Scottish Enterprise
Kenneth Rogers	Scottish Fire and Rescue Service
Jan-Bert van den Berg	Compact Partnership

In attendance

Nick Croft	City of Edinburgh Council – Strategic Community Planning Advisor
David Dourley	Scottish Fire and Rescue Service
Michelle Mulvaney	City of Edinburgh Council – Local Community Planning Advisor
Karen Brannen	City of Edinburgh Council – EP Lead Officers Group for Item 2
Vivienne Robinson	City of Edinburgh Council - EP Lead Officers Group for Item 4
Nick Smith	City of Edinburgh Council for Item 5
Shirley McLaren	City of Edinburgh Council for Item 9
Mike Avery	City of Edinburgh Council – EP Lead Officers Group for Item 12

Observing

Carmel Riley	City of Edinburgh Council
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**Apologies** were received from:

Board Members:

- Charlie Jeffrey, Edinburgh University
- Liz McAreavey, Edinburgh Chamber of Commerce
- Cllr Cameron Rose, Opposition Leader
- George Walker, Integration Joint Board for Health and Social Care

Advisers:

- Tim Davison, NHS Lothian
- Andrew Kerr, City of Edinburgh Council
- Michelle Miller, Head of Public Protection & Chief Social Worker

## **1 Minutes**

The minutes of the Edinburgh Partnership Board meeting of 15 September 2016 (Consent) were **agreed**.

## **2 Community Plan 2015 - 18 – Performance Monitoring**

The six-month progress report on how the Partnership was performing against the Key Performance Indicators in the Community Plan 2015-18 was submitted. Most targets were being met, although there were a few that had just missed target, and two areas where the target hadn't been met.

### **Decisions**

- To note progress against the Key Performance Indicators.
- To welcome the adjustments to the reporting format, ask officers to continue to develop the reporting format and arrange to meet with the Scottish Government Location Director to discuss further.

## **3 Locality Leadership Teams/Locality Improvement Plans**

Locality Leadership Teams (LLT) had now been established in each of the four localities. They are currently chaired by a Chief Officer from the Council, with members from all community planning partners operating in each locality. They have been tasked to work more effectively with Neighbourhood Partnerships on the existing Local Community Plan priorities, and the development of Locality Improvement Plans for October 2017 to March 2022.

Each LLT is also currently analysing local educational attainment data, house building data and other data contained in Locality Profiles, to inform Locality Improvement Plan (LIP) outcomes and improvement objectives: (<http://www.edinburgh.gov.uk/info/20247/edinburgh-by-numbers/1393/locality-and-ward-data-profiles>). All Locality Improvement Plan outcomes and improvement objectives will be aligned to three strategic themes: social, economic and environmental sustainability. This will ensure alignment with the agreed Community Plan 2018/23 themes.

Multi-agency project teams, reporting into each Locality Leadership Team, are now meeting regularly to develop and progress the LIP in each locality. Initial citizen and community engagement work has been undertaken. Also, all Neighbourhood Partnership Board members had been invited to attend local engagement events to discuss LIPs, and all local Council elected members have been contacted to engage them in LIP development. Further work will be undertaken on engagement until early April 2017.

In order to ensure a co-ordinated approach to developing and delivering LIPs, and to deliver locality working, the Council has established a Locality Management Board (Paul Lawrence – Chair / Michelle Miller – Vice Chair) comprised of all community planning partners, and all Council and Edinburgh Health and Social Care Partnership Locality Managers. This Board will work in partnership with all member's respective management teams, boards and committees, Neighbourhood Partnerships, Locality Leadership Teams and the Edinburgh Partnership Board.

### **Decisions**

- i. To note and approve the report and agree to raise awareness of this progress in each of the Board member's respective organisations.
- ii. To approve the proposals to establish an Edinburgh Partnership Locality Management Board.
- iii. To request an update on the feedback from engagement activities at the Partnership Board's next meeting.

## **4 Neighbourhood Partnerships Local Community Plans**

The annual update on the delivery of Neighbourhood Partnership Local Community Plans was submitted.

### **Decision**

- i. To note and approve the annual update.

## **5 Partnership Protocols**

The Partnership Protocols previously agreed had been refreshed, to recognise the new legal duties described in the Community Empowerment (Scotland) Act 2015, the appointment of a Vice Chair (Ella Simpson – EVOC), and some changes to Advisory Groups and Strategic Partnerships.

Edinburgh Chamber of Commerce had also sought a change of membership, with Ewan Aitken, Edinburgh Cyrenians, proposed to deputise for the Chief Executive Liz Mcareavey.

### **Decisions**

- i. To note the updated Protocols meantime, and request a report back to the next meeting on Board membership, specifically the membership status of the Police and Fire representatives and options to strengthen Elected Member representation. The report would take account of best governance practice elsewhere in the country.

- ii. To accept the nomination of Ewan Aitken as deputy to Liz Mcareavey from the Edinburgh Chamber of Commerce.
- iii. To note the Protocol on non-attendance at Board meetings, and to ask the Chair and Strategic Community Planning Advisor to clarify the position of the Edinburgh University representative.

## **6 Affordable Credit**

As part of the Board's partnership work to tackle poverty and inequality, it was proposed to address the gap in services for people not able to access mainstream banking and affordable credit. A new community development finance initiative, providing low cost finance and so reducing recourse to high interest borrowing, was therefore proposed.

A pilot would be established in Leith, provided by Scotcash. Work would also be undertaken to review existing financial services and information directed towards unemployed and low income households. No funding was requested from the Board, although assistance with publicising services and support in kind was requested.

### **Decisions**

- i. To note the gaps in financial products and the proposed solutions to redress this imbalance.
- ii. To request a regular update on Income Maximisation projects across the City, as part of the Board's partnership work on tackling poverty and inequality.

## **7 City Alcohol Strategy**

As requested at the June Board meeting, the Alcohol and Drug Partnership had developed a draft city-wide strategy to reduce alcohol related harm. Key priorities were:

- Local environments were supportive of people's health and wellbeing and reduced the risk of alcohol related harm.
- Children, adults and their families were not harmed by other people's drinking or made vulnerable through their own drinking.
- Edinburgh had a culture of responsible drinking, was socially and culturally vibrant, and alcohol consumption was incidental to the good quality of life that people enjoyed.
- Individuals' health and wellbeing were improved through access to effective early interventions and recovery-focused treatment and care services for those who needed them.

### **Decisions**

- i. To endorse the priorities for a citywide alcohol strategy as set out in the report.
- ii. To ask the Edinburgh Partnership Lead Officers Group and Edinburgh Drug and Alcohol Partnership officers to establish a short life working group to produce and to start to deliver an action plan aligned to the agreed priorities, to request a Chamber of Commerce representative on the task group and to update the Board on progress at the June 2017 meeting.

## **8 Presentation – Making Skills Work**

Danny Logue, Skills Development Scotland (SDS), gave a presentation on Making Skills Work. He highlighted:

- The Skills Planning Model
- Support to Individuals
- Skills Development Scotland Support for Schools
- The Role of Employers
- Strategy Planning and Analysis
- The Apprenticeship Family (Foundation; Modern; Graduate)
- Regional Skills Assessment
- Developing the Regional Skills Investment Plan

In 2015/16 SDS had delivered 1250 Employability Fund starts; 1608 Modern Apprenticeships; provided skills advice to 98 Edinburgh businesses, and delivered over 32,000 Career Information, Advice and Guidance sessions to 16,000 individuals. 89.9 % of 16-19 year olds in Edinburgh were participating in education, training or employment (the national average was 90.4%).

### **Decision**

- i. To note the presentation.

## **9 Children and Young People Improvement Collaborative**

Nick Croft reminded the Board of previously established collaboratives, funded by the Scottish Government, which had worked with the Edinburgh Partnership to improve work in early year's and education services, and older people's services.

He indicated to the Board that there had been a recent merger of some of these collaboratives into a new Children and Young People (C+YP) Improvement Collaborative, that would cover all C+YP services, and that around 20 officers from the City were now members. These officers are all engaged in the Edinburgh C+YP Partnership and developing the new Integrated plan for C+YP 2017/20.

### **Decision**

- i. To note the update.

## **10 Integrated Children and Young People Plan 2017/20**

Nick Croft noted that work on this Plan was now well underway, with a multi-agency project team established to develop the plan. The plan is required as a result of Part 3 of the C+YP (Scotland) Act 2014.

Initial work has focussed on analysing recent engagement activities with C+YP over the last 12 months, engaging with C+YP on rights issues, and analysing inspection reports, performance data and research.

An initial structure for the Plan has been agreed, in light of statutory guidance relating to Part 3 of the Act, and includes sections on insight, participation, governance and partnership arrangements, staff and resources, service integration, and outcomes and improvement objectives. Current draft outcomes, which will be subject to more engagement, are:

- Every child will have the best start in life
- C+YP's attainment and achievement gaps will be reduced
- Every C+YP will have good health and wellbeing
- Poverty and inequality amongst C+YP and their families will be reduced
- C+YP, their families and their communities will be empowered to improve their wellbeing

A detailed draft plan will be presented to the Board in March 2017 for comment, with the final plan for endorsement available for the Board in June 2017.

### **Decision**

- i. To note the report.

## **11 Community Justice Outcomes Plan**

Developments were progressing well with regard to the draft Community Justice Outcomes Plan 2017/18, required by law as a result of community justice reform legislation. In line with that legislation, the Board has to approve the Plan in March 2017.

Initial engagement with stakeholders, staff and service users is underway, with two big multi agency further workshops planned through the Edinburgh Community Safety Partnership.

A detailed draft Plan should be available to community planning partners in January 2017, with the final version for approval at the Partnership Board's March 2017 meeting. Final sign-off would be from the new national Justice Authority.

### **Decision**

- i. To note the arrangements.

## **12 Edinburgh Police Plan 2018/23**

Chief Superintendent Kenneth MacDonald advised that it was intended to produce a one-year, rather than three-year, update of the Police Plan to cover 2017/18. This would allow the Police Plan to dovetail with the Edinburgh Partnership's planning cycle, specifically development of the new Community Plan 2018/23, and Local Improvement Plans 2017/20.

He also re iterated the decision of E - Division Police Scotland to merge local multi member ward plans into Locality Improvement Plans.

## **Decisions**

- i. To note the update.
- ii. To request the Edinburgh Partnership Lead Officer Group to provide an overview of the key strategic planning frameworks across the Edinburgh Partnership, including the scope to better align planning cycles.

### **13 Partnership Board Away Day – Community Plan**

#### **Decision**

- i. To agree to hold an Away Day event in April 2017 (21 April 2017 date confirmed – further details to follow), to enable all Board members and advisors to engage in the City Vision 2050 project, discuss emerging Locality Improvement Plan 2017/22 priorities, and to discuss and initiate work to develop social, economic and environmental priorities for the Community Plan 2018 – 2023.

### **14 Edinburgh Community Covenant – Progress**

An update was given on the delivery of the Armed Forces Community Covenant in Edinburgh. Key developments included changes to partnership structures, improvements in management arrangements to deliver the Covenant Plan, continued funding to the City through the Covenant and Education Support Funds, and evidence of tangible outcomes as a result of the delivery of the Covenant in 2015/16.

Support was also sought for a joint Lothians Council and NHS Lothian project to deliver bespoke training for relevant military and public sector staff to progress delivery of Covenant priorities, develop a social media framework, and raise awareness of the Armed Forces Community.

#### **Decisions**

- i. To endorse the work done to date to develop the Edinburgh Community Covenant and its Governance and Management structure.
- ii. To approve the proposed continued direction of travel for the Covenant.
- iii. To endorse the Armed Forces Covenant Fund Priority 3 application.
- iv. To invite partner organisations to individually sign up to the Covenant in Business.

### **15 Risk Forum Mid-Year Report 2016/17**

Ella Simpson updated the Partnership Board on the work undertaken by the Risk Forum to complete the mid-year review of the risk register.

The Forum was satisfied that all risks were being addressed, and that the risk scores would decrease by the June 2017 annual review.

## **Decision**

- i. To note the work of the Risk Forum and the simplified description of risks, the actions taken to mitigate the top ten risks and that a further report on the annual review would be presented to the Board in June 2017.

## **16 Community Empowerment Guidance**

Lesley Fraser indicated that a number of Community Empowerment Act resolutions had been laid before Parliament, including locality planning, asset transfer and participation requests.

Guidance had also been produced on the Local Outcome Improvement Plans, (known in Edinburgh as the Community Plan), and Locality Plans (known in Edinburgh as Locality Improvement Plans).

The Board noted that the current Community Plan 2015/18 meets the requirements of the Local Outcome Improvement Plan guidance, and that a new plan will be in place by April 2018 – March 2023.

The Board noted that work was underway and progressing well with Locality Improvement Plans 2017/22, and that developments were in line with the Locality Plan guidance.

## **Decision**

- i. To note the update.

## **17 Date of Next Meeting**

The next Partnership Board meeting would be on 30 March 2017 (14.00 – 16.30). It was agreed that this Board meeting, and all others in 2017, would be hosted in turn by each Locality Leadership Team and that this team would organise a presentation on their respective localities.

Appendix 1 – Note of Social and Health Inequalities Lunch Presentation



# THE EDINBURGH PARTNERSHIP

## Locality Improvement Plans – Phase 1

### Executive Summary

1. The appended Communities and Neighbourhoods report provides an update on the development of Locality Improvement Plans, and specifically delivery of the Phase 1 engagement process which was agreed by the City of Edinburgh Council in September 2016 and Edinburgh Partnership in December 2016.
2. The report identifies the main areas of activity undertaken to date and summary details of the findings, with these being used to inform the approach to the Phase 2 engagement process.
3. The development of the LIPs is consistent with the requirements set out in the [legislative guidance](#).

Michele Mulvaney  
Community Engagement and Partnership Development Manager

### Recommendation

1. The Board is recommended to:
  - i. note the progress on the development of the Locality Improvement Plans
  - ii. agree to receive an update on progress at a future meeting

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  
Community Engagement and Partnership Development Manager

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Contact details: Telephone No 0131 469 3541  
Email Address Michele.Mulvaney@edinburgh.gov.uk

Hyperlink to:

- Appendix 1 – 28 March 2017 Communities and Neighbourhoods [Report](#)



## THE EDINBURGH PARTNERSHIP

### Locality Working - Annual Report 2016/17

#### Executive Summary

1. This report provides an update on the implementation of locality working across the city during 2016/17. Details of progress and challenges are aligned to the seven work streams of the locality programme, many elements of which relate to legal duties under the Community Empowerment (Scotland) Act 2015.
2. In summary, significant progress has been realised across all work streams, however, a range of key challenges lie ahead during 2017/18. These include improving the quality of locality service delivery, agreeing Locality Improvement Plans, progressing health and social care and children and young people's service integration, and improving elected member and citizen engagement and empowerment.
3. Michelle Miller – Council Chief Social Work Officer and Head of Safer and Stronger Communities – City of Edinburgh Council [michelle.miller@edinburgh.gov.uk](mailto:michelle.miller@edinburgh.gov.uk) and Nick Croft – Partnership and Locality Manager – City of Edinburgh Council – [nick.croft@edinburgh.gov.uk](mailto:nick.croft@edinburgh.gov.uk).

#### Recommendation/s

- i. The Board is recommended to consider the progress made across all seven work streams of the locality working programme during 2016/17, and the key challenges identified for 2017/18. Specifically, approval is sought to progress discussions on the future role of Neighbourhood Partnerships with community planning partners.

#### Main Report

- 1 The origins of locality working are rooted in the findings of the Christie Commission, whose report on the future of public services in Scotland proposed that more focus should be placed on partnership, people, performance and prevention.
- 2 The recommendations in the report led to an extensive national programme of public service reform, and renewed focus on community planning, partnership working and tackling poverty and inequality.
- 3 The Commission's findings are also reflected in the ambitions of the Edinburgh Partnership Community Plan 2015/18, many of which are designed to deliver public service reform, community empowerment and improve partnership and cooperative working.
- 4 More recently, the implementation of the Community Empowerment (Scotland) Act 2015 has placed new legal duties on community planning partnerships and all public services in the city. These new duties will lead to improved approaches in community planning, community engagement, empowerment and participation, community asset transfer, and locality planning.

- 5 This environment of large scale public service reform has been set against a wider context of increasing demand for public services with decreasing financial resources. In response to this the Council has completed a major transformation programme to re-shape service structures, achieve significant savings and move forward as an agile and financially sustainable organisation. Other community planning partner agencies have gone through, or are going through, similar transformation programmes.
- 6 In line with public service reform and national priorities, the Edinburgh Partnership has sought to ensure that changes are coordinated in partnership, aligned to the Christie Commission's findings, comply with statutory duties, and make best use of increasingly limited resources.
- 7 A key element of this approach has been the further development of locality working across all community planning partners in the city represented on the Edinburgh Partnership Board.
- 8 The Locality Programme in the city has seven interconnected work streams, which are identified below:
  - **Locality insight** – improving the quality and availability of insight on social, economic and environmental trends and needs, customer experiences and citizen and community feedback.
  - **Locality engagement and empowerment** – improving the quality and extent of elected member, citizen and community engagement, participation and empowerment.
  - **Locality planning and performance** – implementing a new integrated partnership approach to locality improvement planning, locality performance measurement and public reporting.
  - **Locality governance and partnership** – establishing effective, innovative governance and partnership arrangements, involving elected members, to oversee and coordinate locality working, and to communicate with respective partner public service governance arrangements.
  - **Locality asset management** – improving approaches to managing assets in localities like public service office buildings, community facilities and land in public ownership.
  - **Locality service management, development and integration** – aligning operational management areas, delivering organisational review programmes, establishing new operational management arrangements and progressing service innovation and integration.
  - **Locality values and culture** – embedding values in operational practice, delivering joint leadership, learning and development programmes to improve culture across locality services.
- 9 The information provided below indicates the progress made during 2016/17 against these seven work streams, and the key challenges which lie ahead and are a key focus for 2017/18.

## Locality Insight

### Progress

- 10 Improving approaches to sharing and analysing of social, economic and environmental information, to improve insight into public services, citizens and communities, is a critical feature of successful locality working.
- 11 Each locality developed and published a Locality Profile during 2016: ([http://www.edinburgh.gov.uk/info/20247/edinburgh\\_by\\_numbers/1393/locality\\_and\\_ward\\_data\\_profiles](http://www.edinburgh.gov.uk/info/20247/edinburgh_by_numbers/1393/locality_and_ward_data_profiles)). These profiles contain a breadth of data which is being used to inform the development of Locality Improvement Plans (LIPs). It is also intended to use this data to inform citizen and community engagement and empowerment activity.
- 12 Initial discussions are underway with Council and University sector on proposals to publish more 'open data' (<https://theodi.org/what-is-open-data>), as part of the locality insight workstream. Other cities across the UK are beginning to utilise Open Data to enhance insight into social, economic and environmental issues, and stimulate economic development and academic research activity. In addition, new partnership approaches to analysing open data and locality profiles are also being developed with the University sector.
- 13 Across Locality Leadership Teams, recent data sharing improvements have focussed on new poverty and inequality analysis, City Vision 2050 feedback, national police survey data, NHS public health data on health inequalities, open space mapping, Council community learning and development needs assessment and house building plans.

### Challenges

- 14 The Locality Management Board is coordinating work to improve approaches to 'Open Data', and to better utilise data analysis projects linked to Data Lab (<http://www.thedatalab.com/>) and the Edinburgh Open Data Portal (<http://edinburghopendata.info/>).
- 15 Work with the Council's Information Governance Team to ensure any information sharing is compliant with Data Protection Act duties will also be a focus during 2017/18.

## Locality Engagement and Empowerment

### Progress

- 16 Work continues across all localities to engage and empower citizens and communities, in line with duties under the Community Empowerment (Scotland) Act 2015.
- 17 Prominent examples of this include Neighbourhood Partnership working groups, asset transfer projects, participatory budgeting projects, Edinburgh Youth Action and Youth Talk, and City Vision 2050 engagement.
- 18 In addition, community engagement has taken place to inform the development of Locality Improvement Plans 2017/22 (LIPs). The approach to engagement was approved by the Edinburgh Partnership Board in December 2016.



- 19 Engagement to inform the LIPs has been informed by good practice delivered through Neighbourhood Partnerships, as part of their Local Community Plan developments over the last eight years, and the revised National Standards for Community Engagement:  
(<http://www.gov.scot/Topics/People/engage/NationalStandards>).
- 20 The Council's planning service has taken forward the city's approach to place making, utilising the Place Standard Tool (<http://www.placestandard.scot/#/home>), in South Queensferry, Corstorphine, Southside and the World Heritage Site. Further work is being discussed as part of LIP 2017/20 development.
- 21 Improved partnership working with the Edinburgh Third Sector Interface has helped revitalise the seven local Voluntary Sector Forums, to ensure effective voluntary sector participation in locality working.
- 22 Neighbourhood Partnerships and elected members continue to play a major role with regard to engagement and empowerment activities across the city, and are a key element of locality working.

### **Challenges**

- 23 The future role of elected members and Neighbourhood Partnerships will be considered as part of the development of the Council's Governance Framework post May 2017 local government elections.
- 24 Initial feedback from LIP engagement has indicated willingness amongst partners to retain the partnerships, but review and co-produce a new operating model, with more focus on community empowerment activities, scrutinising LIP delivery and strengthening elected member and community sector engagement.
- 25 Approval is sought to progress discussion on potential future operating models with elected members, and other Neighbourhood Partnership Board members. Any new models would be considered by the new political administration post May 2017 as part of the 'Council 2017 Project', and the Edinburgh Partnership Governance Review in May 2017.
- 26 Meeting the requirements of the Community Empowerment (Scotland) Act 2015 will also be a challenge during coming months, specifically dealing with asset transfer and participation requests  
(<http://www.gov.scot/Topics/People/engage/CommEmpowerBill>).
- 27 Implementing the Council's new integrated Lifelong Learning Service Including youth work, libraries, active schools, leisure, sports hub development, and community learning and development services) will be critical over the next few months, as this service will be leading on many approaches to locality engagement and empowerment.

## **Locality Planning and Performance**

### **Progress**

- 28 Locality Improvement Plans are a key component of the Edinburgh Partnership's Strategic Planning Framework a report on which is being considered by the Board today.



- 29 The core purpose of Locality Improvement Plans is to better tackle poverty and inequality, improve the quality of community engagement and empowerment, and drive forward public service reform.
- 30 In December 2016, the Board agreed an integrated and multi agency approach to developing Locality Improvement Plans (LIPs) 2017/20.
- 31 A high level project plan was agreed that included two phases of engagement. Phase one involved engagement on locality wide outcomes (October 2016 to January 2017), and phase two involves engagement in small areas of high deprivation (February 2017 to April 2017).
- 32 Phase one is now complete with emerging draft outcomes focussed on five broad themes (i) health and social care, (ii) community safety, (iii) children and young people, (iv) environment, and (v) employability and economic development. Phase two is now underway with engagement focussed on those citizens and communities experiencing poverty and inequality.
- 33 The City Vision 2050 Project has also generated a significant amount of engagement data that is being used to inform each LIP 2017/22, and the new Community Plan 2018/23. In this way, the development of City Vision 2050 ensures a joined up strategic planning framework across the Edinburgh Partnership.
- 34 All outcomes in each LIP will be aligned to three strategic themes of the new Community Plan 2018/23, namely; (i) social sustainability; (ii) economic sustainability; and (iii) environmental sustainability.
- 35 In addition, each LIP will contain sections on the background to each locality, engagement and empowerment commitments, resources, service culture, performance management and public performance reporting.
- 36 A draft of each LIP will be produced in June 2017 for a phase of final testing with key stakeholders, and thereafter a final draft for approval by partner agencies and then the Board during September to October 2017.

### **Challenges**

- 37 Completing Phase Two LIP engagement in small areas of high deprivation is the next critical steps in LIP development.
- 38 Thereafter work to produce draft LIPs for final testing will require extensive negotiation with communities and partner agencies, especially regarding agreed outcomes, actions and performance measures.

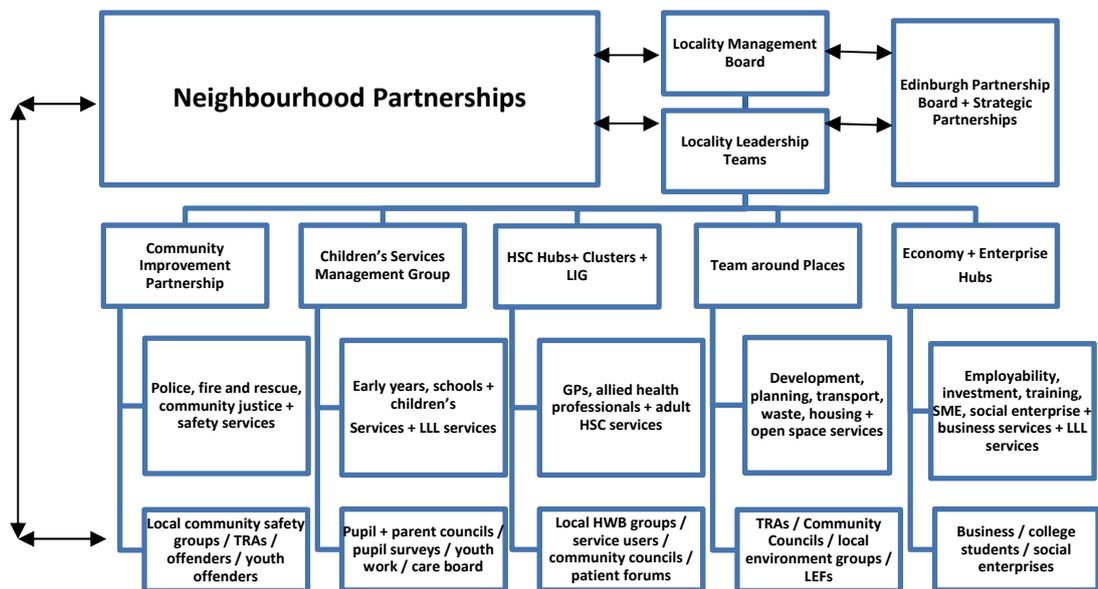
### **Locality Governance and Partnership**

#### **Progress**

- 39 Multi-agency Locality Leadership Team have been established in each locality to drive forward all seven elements of locality working. Each team is chaired by a Council Chief Official, and all teams report into a multi-agency Locality Management Board, comprised of senior managers from all public service partners who have duties under the Community Empowerment (Scotland) Act 2015.
- 40 The Chair of this Board is the Council Executive Director of Place, and the Vice Chair is the Council's Chief Social Work Officer, who is tasked with ensuring good communication between the Locality Management Board and the Edinburgh Partnership Board.



- 41 Each of the four Locality Leadership Teams has also been tasked with linking to their respective Neighbourhood Partnerships to ensure local elected members and local partner agency representatives are fully sighted on, and influencing, locality working, specifically the development of LIPs.
- 42 It should be noted that meeting agendas, papers and action logs from all of these meetings are readily available from the Council Locality Managers.
- 43 Leadership Team work to date has focussed on agreeing multi agency membership and terms of reference, setting up LIP partnership delivery structures, coordinating development of the LIPs, progressing improvements required in community engagement and empowerment activities, and improving partnership working on current areas of joint business.
- 44 Opportunities to strengthen elected member, citizen and community engagement in these arrangements are also being progressed. These emerging partnership arrangements are summarised in the diagram below:



## Challenges

- 45 Strengthening the role of citizens, communities and elected members across all of these emerging partnership arrangements is a critical next step.
- 46 As these locality governance and partnership arrangements start to mature, their relationship with strategic community planning partnerships and the Edinburgh Partnership Board will become critical.
- 47 In addition, whilst some partnership delivery groups like Community Improvement Partnerships are well established, others are still in the early stages of development like Health and Social Care Hubs and Clusters, Children's Services Management Groups and Teams around the Place. The development of Economy and Enterprise Hubs is linked to City Deal developments, and is also in the early stages of development with support from the Council's Economic Development Service.

## **Locality Asset Management and Development**

### **Progress**

- 48 Work is now complete to map all public service buildings assets by locality area, including schools and GP surgeries.
- 49 These 'locality asset maps' will be included in each LIP. Each LIP will also describe a set of principles to approach asset management and development, subject to elected member approval. This will likely focus on improvements in co-location, service access, energy and travel efficiencies, and local economic regeneration initiatives.
- 50 Work is also taking place to link this work to major planning developments, parks and open space developments, house building programmes and transport and other infrastructure developments, through the Teams around the Place and use of the Place Making Standard.
- 51 All of this is intended to ensure that the public service estate across the city is managed in the most efficient way, and it delivers maximum benefit to local citizens and communities.

### **Challenges**

- 52 Changing or re-provisioning the use of public assets is a difficult task that requires extensive partner agency, citizen and community engagement to ensure the right options are progressed. Further detailed engagement work will take place as a result of LIP development on such matters.
- 53 In addition, developing a vision for the Council's school estate, responding to asset transfer requests, developing new community led management arrangements for community centres, parks and open spaces, and ensuring public service office optimisation are key challenges that lay ahead.

## **Locality Service Management, Development and Integration**

### **Progress**

- 54 Work to deliver all Council organisational reviews, a new integrated health and social care services, a new community policing model, and College transformation were the predominant features of locality working during 2016/17.
- 55 All of these reviews have led to significant savings, widespread changes in public services, and many staff leaving organisations, specifically the Council. Consequently, there have been a range of short term impacts on service quality, and concerns expressed by citizens, communities and different public services about changes in service contacts.
- 56 To address some of these concerns, the Council and Police have now published a directory of locality services to ensure partner agencies and citizens and communities are fully up to speed with staff changes, and new operational management structures.
- 57 As a result of these service reviews, there are many notable examples of improved locality service integration including the new community policing model, Council Family and Household Support Service, Health and Social Care Partnership Locality Implementation Groups, Hubs and Clusters, Council Locality Manager Operational Service Teams, Council and NHS children's and young people's services, new College Management Team, and Council Lifelong Learning Teams.



## Challenges

- 58 A number of complex Council and the Edinburgh Health and Social Care Partnership organisational reviews are still to be implemented in 2017/18, which will result in changes to operational management arrangements, and consequent short term impacts on services.
- 59 In addition, many partner organisations continue to undergo significant changes as a result of national or local transformation programmes, for example, Edinburgh College, NHS public health services, community justice services, police and fire and rescue services, and the third sector interface.
- 60 It will be incumbent on all these services during their review processes to ensure they input into LIPs, and that they are linked to the governance and partnership arrangements described at paragraph 44 above, in order to maximise partnership working opportunities.

## Locality Culture

### Progress

- 61 In addition to the other six elements of locality working identified above, embedding a progressive and innovative culture across each locality is a key priority, based on agreed locality principles.
- 62 All partners are already signed up to a set of locality principles, articulated in the original Council Citizens and Localities Services Business Case in January 2015, and Edinburgh Partnership Board report in March 2015, namely:
- Engaged and empowered staff, citizens and communities at the heart of public service delivery.
  - Outcome focussed planning and service delivery.
  - Shifting more resources to preventative work and work to tackle poverty and inequality.
  - Integrated joint planning, resourcing and service delivery.
  - Improved partnership working and collaborative effort.
  - Encouraging leadership and innovation.
- 63 Each Locality Leadership Team has undertaken multi agency leadership training events, designed to strengthen inter agency relationships, improve communications and embed the desired culture across all services.
- 64 In addition, initial work is underway to strengthen approaches to locality induction and joint locality training events.
- 65 Major multi agency events are also being held in each of the four localities to gather public service staff, elected members and Neighbourhood Partnership Board members from across each locality, to reflect and discuss the progress and challenges identified in this report.

## Challenges

- 66 Delivering more joint locality learning and development programmes is a critical task during 2017/18. In particular, widening leadership training across locality service managers is a key priority.



## Conclusion

- 67 Significant progress has been realised across all work streams, however, a range of key challenges lie ahead during 2017/18. These include improving the quality of locality service delivery, agreeing Locality Improvement Plans, progressing health and social care and children and young people's service integration, and improving elected member and citizen engagement and empowerment.

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

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## EP COMMUNITY PLANNING BUDGET 2016/17 YEAR END REPORT

### Executive Summary

1. This report provides the Board with an update on the EP Community Planning Budget.
2. An overview of anticipated expenditure to the end of the 2016/17 financial year and the proposed budget for 2017/18 utilising any carried forward unspent monies is presented in Appendix 1.
3. The approved Enabling Grant projects in 2016/17 are identified and reports for 2015/16 supported projects are appended.
4. The funding of core costs in 2018/19 and onwards is considered.

Nicola Elliott  
Senior Strategy and Planning Officer, for EP Funding Officer Group

### Recommendations

5. The EP Board is asked to:
  - i. note the levels of revenue expenditure estimated to 31 March 2017
  - ii. agree to the carry forward of unspent partnership monies into 2017/18
  - iii. agree to the Funding Officer Group's proposed utilisation of the 2017/18 budget
  - iv. agree a modest yearly budget for core costs going forward, which will likely be met from in-kind partner contributions.

### Main Report

#### Background

1. The Edinburgh Partnership Community Planning budget is utilised to:
  - i. provide core resource support for the business of the Edinburgh Partnership Board and the broader Edinburgh Partnership; and
  - ii. provide a modest enabling grant fund that can be used to assist Strategic Partnerships and Advisory Groups to progress the delivery of the Community Planning priorities.

#### Community Planning Budget 2016-18

2. The EP's available partnership revenue monies for the financial period 2016-18 is £112,330. An overview is given in Appendix 1.

## 2016/17 Budget

3. For 2016/17 the EP operated within an agreed outline budget of £68,730. Expenditure at year end is anticipated at £55,200 as broken down below:
  - a Core Costs – opening budget of £17,030. Generally, expenditure has been modest against the budget headings and a final expenditure at year end is anticipated to be £2,050. Not holding a Family Gathering was the main element of underspend.
  - b EP Enabling Grant Fund – opening budget of £51,700. Over the year the EP Funding Officer Group considered 10 applications against the fund criteria, and agreed to support four projects:
    - i. Participatory Budgeting - £8K grant plus £5K held Police contribution
    - ii. EPiC Inclusive Growth - £3.5K approved actual spend £650
    - iii. Solar Panel Co-operative - £1.5K
    - iv. Locality Improvement Plan Engagement (4no x £7.5K) - £30K

Additionally, the 2015/16 Carbon Literacy Project incurred its £8K expenditure in 2016/17, resulting in total Enabling grant expenditure of £53,150.

## Carry forward to 2017/18

4. The Board is asked to agree that the final combined 2016/17 year-end partnership revenue underspend, currently estimated at £13,530, is carried forward into 2017/18.

## 2017/18 Proposed Budget

5. Last year a £43,600 budget was notionally identified for 2017/18. Combined with the anticipated carry forward this will result in an operational budget of £57,130 for 2017/18. The Funding Officer Group is proposing to allocate this between:
  - a. Core costs budget of £16,280 – including a notional £1K for each Board meeting being hosted in the Localities, £500 for each EP Lead Officer Group meeting and £8K for a Family Gathering to progress the EP Locality Outcome Improvement Plan.
  - b. Enabling Grant Fund budget of £40,850 – for a final year of the fund open to applications from Strategic Partnerships and Advisory Groups and managed by the Funding Officer Group under delegated authority.

## Future Funding

6. If the remaining Community Planning Funding of £57,130 is fully expended during 2017/18, the Edinburgh Partnership will have no operational budget from the 1 April 2018.
7. The Funding Officer Group proposes that a reduced level of core costs, mainly for quarterly meeting costs of the EP Board and EP Lead Officer Group, is supported going forward. There may be an element of funding remaining to be carried into 2018/19 to utilise, otherwise as it is recognised that all partners are facing financial pressures, it is likely that in-kind contributions will be sought where possible, eg by hosting meetings.

## Project Reports

8. Reports for projects supported through the Enabling Grant in 2015/16 are attached for information. Keep Safe Project (Appendix 2) and Carbon Literacy Project (Appendix 3).

## Recommendations

9. The Board is asked to:
- note the levels of revenue expenditure estimated to 31 March 2017
  - agree to the carry forward of unspent partnership monies into 2017/18
  - agree to the Funding Officer Group's proposed utilisation of the 2017/18 budget
  - agree a modest yearly budget for core costs going forward, which will likely be met from in-kind partner contributions.

Relevance 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

Nicola Elliott  
Senior Strategy and Planning Officer, for EP Funding Officer Group

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- Appendices
1. EP Community Planning Budget Position Statement – Year End 2016/17
  2. Keep Safe Project report
  3. Carbon Literacy Project report

## Edinburgh Partnership Community Planning Budget - Position Statement Year end 2016/17

	2016-18	2016/17		2017/18	
		budget	spend	original	proposed
<b>Operational Budget for Community Plan 2016-18</b>	<b>112,330</b>	68,730	55,200	43,600	57,130*
<b>Estimated core EP Costs</b>					
Board meetings including Lunch Presentations	9,600	5,860	450	3,740	4,000
Board member packs Community Plan / Induction	500	500	0	0	200
EP LOG meetings	4,200	2,526	1,100	1,674	2,000
Family Gatherings	10,000	5,000	0	5,000	8,000
Website yearly cost	460	293	0	167	0
Honorarium Member Equality and Rights	1,000	500	500	500	500
Similar AN Other Community Rep	1,000	500	0	500	500
Printing and sundries	750	750	0	0	500
Contingencies	1,320	349	0	971	580
<b>Core Costs Total</b>	<b>28,830</b>	17,030	2,050	11,800	16,280
<b>EP Enabling Grant Projects Approved in 2016/17</b>					
<i>Carbon Literacy - 2015/16 paid 2016/17</i>			8,000		
Participatory Budgeting - May 2016			13,000		
EPiC Inclusive Growth - August 2016 (actual spend)			650		
Solar Coop Panels - November 2016			1,500		
£7.5K each Locality Leadership Team towards development of Locality Improvement Plans			30,000		
<b>Enabling Grant Costs Total</b>	<b>83,500</b>	51,700	53,150	31,800	40,850
<b>Projects Approved in 2015/16</b>					
Keep Safe - August 2015	2,000				
<i>Carbon Literacy - February 2016</i>	8,000				
<b>* Budget for 2017/18</b>					
Total budget 2016-18	112,330				
Less anticipated spend 2016/17	55,200				
Anticipated c/f total budget for 2017/18	<b>57,130</b>				

## EP ENABLING PROJECT REPORT

### 2016/17 - Keep Safe Project

To meet the requirements of the Edinburgh Partnership Grant of up to £2,000 to Police Scotland on behalf of the Community Safety Partnership please supply a project outcome report using the template below. The EP may use elements of the report in communications.

<b>PROJECT DETAILS</b>	
1. Project Name	Keep Safe
2. Lead Organisation	Police Scotland
3. Project Start Date	1 <sup>st</sup> April 2016
4. Project End Date – or if still ongoing, when do you expect it to complete?	Ongoing and likely to continue indefinitely as there has now been a National roll out and project continues to grow.
<b>FINANCIAL DETAILS</b>	
5. Actual Total Project Spend (if known, otherwise please estimate)	Unknown – No further specific funding provided for Edinburgh roll out. Support given from ‘I Am Me’ charity in terms of time and resources.
6. Value of EP Grant Awarded	£2000.00
7. Detail categories of and actual spend (eg event promotion £1k, venue hire £3k, publicity materials £1k)	£1477.20 - printing and materials £358.20 – launch event – venue hire
8. <b>Cost and Benefit</b> – eg actual cost and numbers benefiting/savings made, etc	65 organisations attended the launch event. Approx 300 Keep Safe cards distributed and 10 premises trained to date.
<b>CONTRIBUTION TO EP OUTCOMES</b>	
9. Which outcomes did the project contribute to?	Edinburgh’s children and young people enjoy their childhood and fulfil their potential. Edinburgh’s communities are safer and have improved physical and social fabric.
10. How is this demonstrated?	Disabled, vulnerable, young or elderly people are offered a Keep Safe card, which they can carry that includes information about themselves and people who can be contacted if they need help.
11. How did the project support equality and rights duties?	All three legal duties outlined in Section 146 (1) Equality Act 2010 met.

12. How <b>successful</b> was your project?	Very	YES	Quite		Disappointingly		Not at all	
13. How has the project met its <b>aims</b> ? Who/what has benefitted? Please include any quotes from those involved, case studies, photos, etc	<p>The Keep Safe initiative aims to support and encourage disabled, vulnerable and older people to keep safe and enjoy an ordinary day-to-day life and activities without fear of abuse, intimidation and harassment. To Date, 10 premises in Edinburgh have signed up to the initiative and this will expand over the next year.</p> <p>Information sheet from People First attached to email.</p>							
<b>EVALUATION</b>								
14. Please append any evaluation of the project already carried out	N/A							
15. How has the operation of the project informed future work in this area?	The initiative will continue to expand in two ways – the number of Keep Safe Premises and promotion of the card to all communities across the city.							
16. What learning can be taken from the project?	Keep Safe initiative raises awareness of hate crime, and encourages reporting through its support of 3 <sup>rd</sup> Party Reporting sites.							

## EP ENABLING PROJECT REPORT

### 2016/17 – Carbon Literacy Project

To meet the requirements of the Edinburgh Partnership Enabling Grant of £8,000 to the Edinburgh Sustainable Development Partnership please supply a project outcome report using the template below. The EP may use elements of the report in communications.

PROJECT DETAILS	
17. Project Name	Carbon Literacy Project (delivering accredited carbon literacy training)
18. Lead Organisation	Edinburgh Sustainable Development Partnership (ESDP)
19. Project Start Date	July 2016
20. Project End Date – or if still ongoing, when do you expect it to complete?	Final report (summarising key lessons and next steps) to the ESDP September 2017 (and will be submitted to the Edinburgh Partnership Board); Training to two organisations (Festivals Edinburgh and NHS Lothian) has taken place or is on-going. Preparatory work and discussions are underway with Lloyds Bank. Workers Education Association (WEA) Scotland training day has been set for the 24 <sup>th</sup> March 2017.
FINANCIAL DETAILS	
21. Actual Total Project Spend (if known, otherwise please estimate)	£3644.90 to date (2 March 2017)  <i>Remaining funds allocated to preparation and delivery of training to Lloyds Bank and WEA Scotland.</i>
22. Value of EP Grant Awarded	£8k
23. Detail categories of and actual spend (eg event promotion £1k, venue hire £3k, publicity materials £1k)	<ul style="list-style-type: none"> <li>• Preparation of Criteria Checker, Lesson Plans, bespoke PowerPoint slides and a Portfolio of Evidence, core materials for sign off by Cooler Projects; (£1660)</li> <li>• Meetings with 3 sectors (NHS Lothian, Lloyds and WEA Scotland); Delivery of two days of carbon training to Festivals Edinburgh 25<sup>th</sup> (November (The Film House) &amp; 19th January (Quaker Meeting House); £1660</li> <li>• Preparation of course materials and delivery of NHS Masterclass (24 Feb 2017)</li> <li>• Cooler Projects meeting &amp; travel expenses (£324.90)</li> <li>• Cooler Projects Criteria Checking and course work check</li> </ul> <p>(Note: Festivals Edinburgh paid venue costs and certificate costs; Festivals Edinburgh &amp; project manager collaborated to develop the course work &amp; deliver training for Festivals Edinburgh training.)</p>
24. <b>Cost and Benefit</b> – eg actual cost and numbers benefiting/savings made, etc	<ul style="list-style-type: none"> <li>• Festivals Edinburgh (18 staff trained from Fringe Society, the Art Festival, Imagineate, Storytelling Festival and the Film Festival);</li> <li>• NHS Master class (30 NHS staff attended on 24th Feb 2017) across NHS Lothian Facilities: Estates, Catering,</li> </ul>

	Portering, and Domestic Services along with 6 (out of 9) Heads of Service.  • WEA Training scheduled for 24 March 2017																
<b>CONTRIBUTION TO EP OUTCOMES</b>																	
25. Which outcomes did the project contribute to? 26. How is this demonstrated?	<b>Contribution under SO4 - Edinburgh's communities are safer and have improved physical and social fabric; specifically:</b> <b>SP4.3</b> "Improving community cohesion, participation and infrastructure". This pilot is engaged with individuals and organisations on the subject of carbon as it relates to their organisation and personal choices. This has raised their awareness and knowledge of sustainability issues and allows them to fully contribute and input to the development of the new Community Plan. The pilot importantly engaged with stakeholders who are not normally involved in conversations on carbon and made it real for their situation. <b>Contribution under SP4.5</b> "Reducing greenhouse gas emissions" by raising awareness of behaviours that should help reduce carbon emissions. To secure certification each participant must develop a personal action plan and evidence implementation to reduce their carbon footprint either in their own homes or as part of their organisation.																
27. How did the project support equality and rights duties?	The project was offered to all individuals in the organisations that took part. It gave people the opportunity to access knowledge/training that would not normally be included as part of their role, therefore empowering people to make decisions about their own lifestyle and that of their community.																
28. How <b>successful</b> was your project?	<table border="1"> <tr> <td>Very</td> <td></td> <td>Quite</td> <td></td> <td>Disappointingly</td> <td></td> <td>Not at all</td> <td></td> </tr> <tr> <td>X</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Very		Quite		Disappointingly		Not at all		X							
Very		Quite		Disappointingly		Not at all											
X																	
29. How has the project met its <b>aims</b> ? Who/what has benefitted? Please include any quotes from those involved, case studies, photos, etc	The course work was planned, prepared and delivered to meet Cooler Projects' standards. Certificates are only awarded once participants have proved that they have achieved the level of understanding and learning required by the Standard (thus ensure that the credibility of the Standard is maintained).  The following feedback was received from Cooler Projects:  "I am very pleased to return your <i>fully approved</i> Criteria Checker [attached]. This course is excellent. As I say in the notes at the bottom of the attached "this is a great course and almost perfectly faultless"! It's very clear a lot of work has gone into this. This course will most certainly produce First Class Carbon Literate citizens!"  Virginia Harvey Project Co-ordinator, The Carbon Literacy Project																

	<p>Two organisations have participated to date – Festivals Edinburgh, NHS Lothian.</p> <p><b>Feedback from Festivals Edinburgh training:</b></p> <p>Some participants expressed that they felt those attending the training were already engaged in climate change and so much of the messaging was ‘preaching to the converted’.</p> <ul style="list-style-type: none"> <li>▪ <i>“To look at data/case studies relating to events and festivals (perhaps as a separate activity or even follow up session), to put the information into context and to better understand how much we as a sector contribute to climate change (and how much we can do to make our events more environmentally friendly)”</i></li> <li>▪ <i>“The session itself was very interesting and I feel more informed after attending. If there were further sessions looking at other aspects, I would very much like to attend.”</i></li> </ul> <p><b>Feedback from NHS Masterclass:</b></p> <ul style="list-style-type: none"> <li>• “Thanks for the session on Friday. It was a tall order to get through such a lot of good material in a short space of time, so much appreciated. Having taken some informal soundings, the feedback was that it was a lot of information - great slides which were interesting and very professional - but no one could work out what they would have left out to make it shorter. I think that the session will be very beneficial going forward - not least because 6 heads of service (out of 9) attended and as a senior team this gives us a good level of carbon literacy upon which to start our discussions”. <b>Dr Jane Hopeton</b></li> <li>• Programme Director - Facilities Directorate NHS Lothian Waverley Gate</li> </ul>
<b>EVALUATION</b>	
30. Please append any evaluation of the project already carried out	No detailed evaluation of the project has been carried out to date. This will be done once the training to NHS Lothian, Lloyds and WEA has been carried out.
31. How has the operation of the project informed future work in this area?	<p>Training carried out to date has highlighted the following when working with large organisations:</p> <ul style="list-style-type: none"> <li>• Securing staff commitment to a full day training;</li> <li>• Curriculum challenging to deliver and evidence in one day;</li> <li>• Success reliant on facilitator(s), functioning ICT and senior staff commitment;</li> <li>• Organisations’ conflicting priorities.</li> <li>• The desire and flexibility required to implement change</li> </ul>

<p>32. What learning can be taken from the project?</p>	<p>Feedback on slide content was adjusted following the first session with Festivals Edinburgh to inform the second training day.</p> <p>To date the following suggestions would be taken forward if there is a Phase 2 of this project:</p> <ul style="list-style-type: none"><li>• Preparation of bite sized taster sessions before and after to raise awareness of the need for a full or 2 half day sessions.</li></ul>
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## THE EDINBURGH PARTNERSHIP

### The Edinburgh Partnership – Strategic Planning Framework 2016 - 2028

#### Executive Summary

1. This report provides an update on the Edinburgh Partnership's Strategic Planning Framework 2016/17 to 2027/28.
2. This Framework includes the Community Plan and Locality Improvement Plans, and a range of partnership strategic plans the Edinburgh Partnership Board has responsibility for 'approving' (the Board supports the strategic plan and has a legal role in approving as a result of primary legislation), or 'endorsing' (the Board supports the strategic plan and has a duty to endorse as a result of statutory or national guidance).
3. In summary, good work has taken place across the Edinburgh Partnership 'family' over recent years to better align strategic plan outcomes, reduce policy conflicts, avoid duplication of effort in developing and co-producing strategic plans, and to ensure different partnership governance systems complement each other.
4. However, an assessment by the Edinburgh Partnership Lead Officers Group indicates that further work is required to simplify the Strategic Planning Framework. Specifically, action to merge some plans, lengthen planning timescales and better align all strategic plans to the long-term goals set out in the emerging 2050 Edinburgh City Vision will assist in this regard.
5. Contact details: Kirsty-Louise Campbell – City of Edinburgh Council [kirstylouise.campbell@edinburgh.gov.uk](mailto:kirstylouise.campbell@edinburgh.gov.uk) and Nick Croft – City of Edinburgh Council [nick.croft@edinburgh.gov.uk](mailto:nick.croft@edinburgh.gov.uk).

#### Recommendation

1. The Edinburgh Partnership Board is recommended to note the contents of the report, and approve the proposed work to simplify the Strategic Planning Framework, and align all plans with 2050 Edinburgh City Vision goals and outcomes.

#### Main Report

#### Overview of the Strategic Planning Framework 2016/28

2. Appendix 1 to this report indicates the contents of the Edinburgh Partnership Strategic Planning Framework 2016/17 to 2027/28, the different planning cycles relating to each strategic Plan, and a summary of strategic plan outcomes and objectives.

3. Analysis of the current state by the Edinburgh Partnership Lead Officers Group of the Strategic Planning Framework is as follows:
- (i) The Edinburgh Partnership Board and wider partnership ‘family’ continue to endorse and approve a wide range of strategic plans that contribute to the social, economic and environmental wellbeing of the City, its citizens and communities. Specifically, the Community Plan and Locality Improvement Plans are now acknowledged as key strategic plans in the City, influencing many organisational and partnership plans, and the wider public sector reform agenda.
  - (ii) The establishment of long term, city wide goals and outcomes set out in the 2050 Edinburgh City Vision (scheduled for publication in summer 2017), will improve strategic plan alignment, and enable clarity of outcome-based planning over the long term.
  - (iii) The recent rationalisation of different locality planning systems across different community planning partners into four integrated Locality Improvement Plans will help to simplify the Framework, and reduce engagement and consultation ‘fatigue’ in local communities.
  - (iv) The Edinburgh Partnership Community Plan 2018/23 and Locality Improvement Plans 17/20 will be based on the same three strategic outcomes (social sustainability / environmental sustainability / economic sustainability). This will assist with the strategic alignment of these plans. In addition, both plans are moving to five year, rather than three year, timescales. This will enable more focus on the delivery of medium to longer term priorities.
  - (v) The development of the Edinburgh Health and Social Care Partnership Strategic Plan has led to a better alignment of health and social care outcomes and plans into one integrated plan.
  - (vi) Increasingly, more strategic plans are including tackling poverty and inequality, advancing health and wellbeing, and promoting environmental sustainability as key priorities, which reflect Community Plan and Locality Improvement Plan priorities.
  - (vii) More strategic plans are referencing the requirement to move to preventative working. The emerging COMPACT Partnership proposals to establish a ‘Prevention Commission’ in the City, under the auspices of the Edinburgh Partnership, to progress preventative approaches could assist in this regard.
  - (viii) The link between spatial planning and community planning is being strengthened, in line with national guidance and Ministerial correspondence. Use of the Place Standard is helping in this regard, as are ongoing discussions between spatial planners and community planners as a result of the recommendations of the National Planning Review.

- (ix) Various methodologies and approaches are used to consult on, and engage stakeholders, to co-produce new strategic plans across the Partnership.

4. In response to the above analysis, the following recommendations are proposed:

- (i) Ensure all strategic plans approved or endorsed by the Board align to 2050 Edinburgh City Vision goals and outcomes.
- (ii) Ensure key outcomes within strategic plans are aligned to Locality Improvement Plan and Community Plan outcomes and commitments  
Ensure the development of all strategic plans comply with the new national standards for community engagement, and utilise best practice with regard to co-production. In addition, ensure the coordination of the development and approval of strategic plans through the Edinburgh Partnership Lead Officers Group.
- (iii) With the development of any new strategic plans, propose that a five year timeframe is agreed for each plan as standard, where legislation or statutory guidance permits, and try to ensure alignment with the community plan and locality improvement plan five year planning cycle.
- (iv) Review the Strategic Planning Framework in March 2018 as part of the development of the new Edinburgh Partnership Community Plan 2018/23.
- (v) Ensure a strong focus on tackling poverty and inequality and preventative approaches and actions in all strategic plans.

#### Conclusion

5. Good work has taken place across the Edinburgh Partnership ‘family’ over recent years to better align strategic plan outcomes, reduce policy conflicts, avoid duplication of effort in developing and co-producing strategic plans, and to ensure different governance systems complement each other. Further work is required to simplify the Framework and better align outcomes and planning cycles. This work will be taken forward by the Edinburgh Partnership Lead Officers Group.

<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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THE EDINBURGH PARTNERSHIP

# Edinburgh Partnership Board

30 March 2017

## Strategic Planning Framework 2016/17 to 2027/28

### Appendix 1



# Strategic Planning Framework - Contents

## Community Plan and Locality Improvement Plans



# Strategic Planning Framework – Cycle

A = approve as a result of primary legislation / E = endorse as a result of statutory guidance

Plan	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
Community Plan (A)	2015/18		2018/23					2023/28				
Local Com Plans (A)	2014/17 Local Community Plans and other locality plans will all be merged into Locality Improvement Plans as of October 2017											
Locality Imp Plans (A)	2017/22						2022/27					
C+YP Plan (E)	2015/18	2017/20			2020/23			2023/26				
HSC Plan (E)	2016/19			2019/22			2022/25			2025/28		
Drug + Alco Plan (E)	2015/18		2018/21			2021/24			2024/27			
Economic Strategy (E)	2012/17	TBC but likely 2017/22					TBC					
Local Dev Plan (E)	2016/21					New LDP will be linked to the outcomes of new national planning legislation						
Housing Inv Plan (E)	2012/17	2017/22					TBC					
Sustain Edinburgh (E)	2012/20		SE2020 will be merged into Com Plan 2018/23 as of April 2018									
Police + F+RS Plan (E)	2014/17	2017/18	2018/23				2023/28					
CLD Plan (A)	2015/18		2018/21			TBC						
Com Jus Out Plan (A)	2016/17	TBC by national guidance, currently on an annual review and publication cycle										
COMPACT Plan (E)	2015/20				TBC							



# Strategic Plan - Outcomes



Plan Title	Summary of Current or Proposed Strategic Outcomes
Community Plan 15/18	Economy, investment and jobs / health and wellbeing and health inequalities / safer and stronger communities / children and young people enjoy their childhood and fulfil their potential
Community Plan 18/23	Social sustainability / economic sustainability / environmental sustainability
Local Community Plans 14/17	Health and wellbeing / economy and jobs / children and young people / clean, green and safe
Local Improvement Plans 17/22	Social sustainability / economic sustainability / environmental sustainability
Children + Young People's Plan	Best start in life / improving attainment + achievement / physical and mental health and wellbeing / child poverty / C+YP empowerment
HSC Strategic Plan	Improved health and wellbeing / tackling health inequalities / safe from harm / support to live in the community / support for carers / improved quality of life / dignity + positive service experiences / engaged workforce / efficient use of resources
Drug and Alcohol Plan	Children and young people's health and wellbeing are not damaged by alcohol and drugs / Individuals and communities affected by alcohol and drugs are stronger and safer / Fewer people develop problem drug/alcohol use and more people (and their families) are in recovery.
Economic Strategy	Edinburgh attracts new investment in development and regeneration / Edinburgh's economy attracts and sustains job opportunities / Edinburgh residents are able to access job opportunities



Plan Title	Summary of Current or Proposed Strategic Outcome
Local Development Plan	Growth of the City / new and quality homes / sustainable transport and access to jobs and services / environment and climate change / strong, sustainable and healthy communities
Housing Investment Plan	Affordable housing for people and families on low incomes / improve place making / better education, training and employment opportunities for tenants
Sustainable Edinburgh	maintain a good quality of life for all its citizens while consuming minimum resources / leading knowledge, demonstration and development centre for sustainable development / trademark – the “Sustainable City” – attracting visitors, industry and investors / significant new employment opportunities in low carbon and green technologies / preserved and enhanced its biodiversity, landscape and coastal environments
Police Plan and Fire and Rescue Service Plans	Police = Public safety / reducing anti social behaviour / serious and organised crime / acquisitive crime. Fire and Rescue = reduction of Dwelling Fires / reduction in fire casualties and fatalities / reduction of deliberate fire setting (not including Dwellings) / reduction of fires in other buildings / reduction of Unwanted Fire Alarm Signals / reduction of road traffic collisions
Com Justice Outcomes Plan	Communities improve their understanding of and participation in community justice / partners plan and deliver services in amore strategic and collaborative way / better access to services / effective interventions to reduce re offending / person centred outcome – life chances are improved + positive relationships are developed + individual resilience is improved
COMPACT Plan	Future thinking / resourcing and investment / community planning and reach / thriving third sector
Community learning and development plan	Improved life chances for people of all ages, through learning, personal development and active citizenship / Stronger, more resilient, supportive, influential and inclusive communities.



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## THE EDINBURGH PARTNERSHIP

### **Draft Edinburgh Integrated Children and Young People's Service Plan 2017/20**

#### **Executive Summary**

1. The Board is requested to consider, offer comment on, and note, the development of the draft Plan, with a view to endorsing the final draft at the 15 June 2017 Board meeting.
2. Specifically, the Board is asked to comment on the draft strategic outcomes and improvement objectives, revised governance and partnership arrangements, and ambitions to develop a child and young person (C+YP) friendly culture in the City, where the C+YP's rights are central to all aspects of service planning, delivery and performance monitoring.
3. Once the plan is approved, strategic outcomes and improvement objectives will drive the business of the Integrated C+YP Services Board and Strategic C+YP Partnership. They will also inform Locality Improvement Plans, and direct the work of Children's Services Management Groups and Locality Leadership Teams.

Shulah Allan – Chair - Integrated C+YP Services Board

Nick Croft – Partnership and Locality Manager – City of Edinburgh Council

#### **Recommendation**

- i. The Board is recommended to consider, offer comment on, and note, the Draft Plan, with a view to endorsing the final draft at the 15 June 2017 meeting.

#### **Main Report**

1. In Edinburgh, there have been two previous C+YP integrated service plans, which have both been endorsed by the Board. The current plan will run until June 2017, and will be replaced by the new Edinburgh Integrated C+YP Service Plan 2017/20, which is required as a result of Part 3 of the Children and Young Person's Act 2014.
2. This report provides the Board with an update on developments with regard to the new Plan. The latest version of the Plan is attached at Appendix 1, and is the product of co-production work with all stakeholders over the last six months.
3. Co-production work has been commissioned by the Integrated C+YP Services Board and the Edinburgh C+YP Strategic Partnership, which comprise one of the eight strategic partnerships in the Edinburgh Partnership 'family'.
4. A dedicated Project Team was established by this Board and the Partnership to develop the new Plan. This team has delivered engagement with C+YP (including

delivery of a Scottish Government funded children’s rights participation project), wider engagement with all C+YP services, analysis of recent C+YP data, and visits to other areas of the UK, to inform development of the new Plan.

5. The draft plan is now subject to a final testing phase of engagement with C+YP and other key stakeholders from February to April 2017, prior to formal approval in June 2017.
6. The Edinburgh Partnership Board is a key stakeholder in this final testing phase, and is requested to offer comment with regard to the latest version of the plan. The Board is requested to offer comment on the contents of the draft Plan, specifically:
  - (i) the five draft strategic outcomes and associated improvement objectives;
  - (ii) revised governance and partnership arrangements; and
  - (iii) commitments to improve approaches to participation and develop a child friendly City culture based on C+YP rights.
7. Conclusion
  - Development of the new Plan has progressed well over the last six months, with further engagement and co-production work to take place as part of a final testing phase until April 2017.
  - A focus on tackling child poverty and preventative action has emerged, in line with Edinburgh Partnership Community Plan 2015/18 priorities.
  - In addition, new streamlined governance and partnership arrangements are proposed, and a renewed focus on participation and C+YP rights.

<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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#### Appendix 1 – Draft Integrated C+YP Plan 2017/20



# The Edinburgh Children and Young People Partnership

## Integrated Plan for Children and Young People's Services

April 2017 – March 2020

V7.0

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



# 1. Foreword and Contents

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## 2. Background

The **City Vision 2050** states that Edinburgh will be (i) an inspired City, (ii) a connected City, (iii) a fair City, and (iv) a thriving City (web link to CV2050 TBC). Children and young people (C+YP) across the City helped shape this vision and what they said is described below:

- TBC
- TBC
- TBC
- TBC
- TBC

Based on the above, and other C+YP participation and engagement activities, the Edinburgh C+YP Partnership (the Partnership) has agreed the vision for this Plan is: **'Edinburgh's children and young people enjoy their childhood and achieve their potential'**

Aligned to this vision are **five outcomes**, which sit at the heart of this plan:

- Every child will have the best start in life
- C+YP's attainment and achievement gaps will be reduced
- Every C+YP will have good health and wellbeing
- Poverty and inequality amongst C+YP and their families will be reduced
- C+YP, their families and their communities will be empowered to improve their wellbeing

The Partnership is responsible for developing this new **Integrated Plan for C+YP's Services 2017/2020** (the Plan), which replaces the previous Integrated Plan (2015/2018). The

Plan has been developed in response to the **Children and Young People (Scotland) Act 2014**, which requires community planning partners, specifically the Council and NHS, to demonstrate the extent to which C+YP's wellbeing is maximised, and their rights are promoted and protected.

The Plan is also a response to the joint inspection of inter-agency provision of children's services in Edinburgh, published in April 2013 (**Services for children and young people in the City of Edinburgh**), which assessed services as good. A number of improvement areas were identified in the report (described below), and inspectors indicated that were very confident that C+YP services in the Edinburgh would be able to make the necessary improvements:

- improve and extend help and **support at an early stage** for C+YP and families so they get the help they need before difficulties get worse;
- improve **C+YP planning** to meet needs so that C+YP experience long-lasting improvements;
- implement more systematic and joint approaches to **quality assurance and self-evaluation** to improve outcomes for C+YP; and
- **reduce outcome gaps for C+YP whose life chances are at risk** and place a stronger focus on achieving speedier improvement for the most vulnerable.

The work undertaken in response to the joint inspection of inter-agency provision of children's services in Edinburgh is described below:

- Developing **early year's services** in each locality, delivery of the **Psychology of Parenthood Programme** across the City, and the roll out of the **Family Nurse Partnership**.
  - There has been an increase to 91.5% of **women booking early for ante natal support**, and the 27-30 month **child health review** is being undertaken by **health visiting** teams across the City.
  - **Pregnant women** have been supported in the uptake of '**Healthy Start**' vouchers, which has increased income in families who need it most.
  - **Child's planning practice** has been improved in a variety of settings by **Partnership Area Coordinators**, and **Educational Psychologists**, and **SMART child planning training** sessions are now well established.
  - **Early support for vulnerable children and their families** has led a gradual decrease in the **looked after population** with a slight improvement in the rate per thousand.
  - **Active participation in schools** is improving, with a continued focus on ensuring that **C+YP have a say in the running of the school** and are involved in child planning.
  - Schools are supported to understand their **catchment population living in deprived areas** and to **track attainment** with a view to reducing the **attainment gap**. **School leaver positive destinations** show sustained improvements since 2010. **Attainment of those living in deprived areas** has also shown improvement but remains below the national average and the gap, although improving, remains at 20.1 %.
- The '**1 in 5**' **Raising Awareness of Child Poverty** project has resulted in a '**Top Tips**' for schools document, circulated to all teachers, which can help reduce school-associated costs, and improve the experience of school, for children from low income families, thus leading to improved attainment.
  - Several programmes have been developed to improve **youth literacy in deprived areas** including Initi8, Recovery Essentials, and Circle.
  - **Edinburgh College** has been working in partnership to increase the number of young people enrolled in college and guaranteed a place to every school leaver who applied to college for academic session 2016/17.
  - **Family Learning** continues to work across 46 targeted **nursery and primary schools** with children and families requiring additional support with **literacy and pre-literacy attainment**.
  - **13 school playgrounds** have been improved for play with a further six school playgrounds currently in the planning/development process.
- Despite the progress being made across all of these areas, the Partnership recognises that there is still much to do, and that the best way to deliver the Plan is to ensure that '**Children's Rights**' and '**Getting it Right for Every Child**' are at the centre of C+YP service culture.

## 3. Culture

The **Partnership** is 'obsessed' with **Children's Rights** and **Getting It Right for Every Child**, so that every child is:

**Safe • Healthy • Achieving • Nurtured • Active • Respected • Responsible • Included**

The Partnership is also 'obsessed' with ensuring C+YP, their families and their communities will be able to access support and services at the right time, by the right people, leading to the right outcome. To '**get it right**', all C+YP services must recognise that C+YP and their families are best placed to know what they need, and to identify the best solutions, rather than having services tell them what is required. Based on this, the Partnership wants to embed a culture where C+YP services **do things 'with'** C+YP, their families and their communities, **rather than do things 'to' or 'for'**. In this way, many more C+YP, their families and their communities will be able to use their **assets** and feel more **in control** of the services that work with them. The Partnership's other 'obsessions' are:

### 1. C+YP centred practice

We will place children and young people at the centre of every C+YP service, plan and commissioned activity. The ambition is to ensure that Edinburgh is a truly child-friendly City, and partners from statutory, voluntary and community sector organisations all work together to achieve this.

### 2. Listening to and responding to C+YP e

The voices and opinions of C+YP will be respected and acted upon in all areas of work. C+YP will have the opportunity to be

active participants in shaping policy and practice, as well as the future of the City.

### 3. Focusing on strengths and building resilience

There will be a focus on C+YP's, their family's and their community's strengths and assets, which enable them to build resilience and overcome obstacles. Celebrating C+YP's successes and encouraging C+YP to fulfil their full potential is a central ambition. C+YP and their families will always be asked what is important to them, and what is good in their lives, and this information will be used to help C+YP and their families to build strengths and assets. C+YP will always be recognised as active citizens, with a place anchored in family and community.

### 4. Prevention

Preventative practice, through a range of universal and specialist services, will ensure that every C+YP has the opportunity to fulfil their full potential. It is necessary to move away from a focus on intervening when a crisis happens, towards prevention, building resilience and providing the right level of support before problems materialise, or become worse.

### 5. Fairness

A commitment to equity must sit at the heart of all we do. We must strive to achieve the best outcomes for all children and seek to remove barriers where they exist. Fairness, equality and social justice are the central pillars upon which the partnership and C+YP services are based. That is why tackling poverty, inequality, prejudice, discrimination, harassment and victimisation are key elements of the Partnership culture, and comprise one of the five strategic outcomes.

## 4. Participation



A wide range of terms are used in relation to **C+YP participation**, indicated above. These can often be misleading or used interchangeably when their meaning is quite different. To avoid confusion and to help plan participation approaches, the above terms and definitions will be used across the Partnership.

In Edinburgh, **participation with C+YP, their families and their communities** falls into three areas; (i) **wider policy development**, (ii) **personal decision making**; and (iii) **shaping services**.

As a result of this Plan, the approach to participation with C+YP in Edinburgh will be rooted in the principles of the **United Nations Convention on the Rights of the Child (UNCRC)**. This puts the needs of C+YP first, and ensures that their views are listened to, and influence decisions which affect their lives. The approach to participation is also informed by:

(i) The **Children and Young People's Act (Scotland) 2014** which puts C+YP and their families at the heart of service planning and service delivery, and recognising and embedding their rights as central value.

(ii) **The Christie Commission (2011) Report** which highlighted the need to put in place reforms which aim to empower individuals and communities who receive public services, by involving them in the design and delivery of the services they use.

(iii) **Scottish Government policies and legislation on Getting it right for every child, community empowerment, co-production and children's rights**, which advocates that C+YP, their families and their communities should have a much stronger voice in decisions that affect them, that public services should respond effectively to people's aspirations and concerns, and that there should be greater responsibility and control in the hands of citizens and communities.

**Our participation commitments**, which will be regularly monitored and evaluated, are:

- Partners, individually or collectively, commit to embedding high quality participation activities, with a focus on ensuring that C+YP their families and their communities are empowered.
- Improving partnership practice which builds relationships, creates 'safe and brave' spaces, and utilises different techniques and methods of communicating to support genuine participation.
- Acknowledging and addressing inequalities, power differentials and capacities to participate.
- Deliver personal decision making in a child's plan.
- Extend the application of self directed support arrangements.
- Shape more school and other C+YP services through Parent and Pupil Councils.
- Have an impact on wider policy developments through the 'Young People in Care Council' or 'Young Edinburgh Action'.
- Partners commit to improving approaches to engage with hardy reached and seldom heard C+YP, their families and their communities.
- Develop work with Edinburgh based members of the Scottish Youth Parliament and work with C+YP across the city to address any 'democratic deficits'.

## 5. Insight

The Partnership has drawn upon a **significant amount of evidence** (published and unpublished) to gain insight into the concerns and aspirations of C+YP, and to inform the vision, culture, outcomes and improvement actions described in the Plan. This insight is described in summary below and further insight information can be obtained for the contacts indicated in the further contacts section (Section 10)

### Children's Rights

Adopting an approach to children's services which is based upon children's rights will enhance the wellbeing of our children and young people. The recent report on the State of Children's Rights in Scotland from Together, the Scottish Alliance for Children's Rights presents a clear case for areas where we should focus our efforts: education, leisure, cultural activities, health and wellbeing, disability and welfare, violence reduction, family

environment and alternative care stand out amongst many others.

<http://www.togetherscotland.org.uk/pdfs/TogetherReport2016.pdf>

It is important to ensure that children are aware of their rights and that those working with them appreciate that adopting a rights based approach can help keep our children healthy, happy and safe.

### Poverty and inequality

The Christie Commission Report

<http://www.gov.scot/About/Review/publicservicescommission>

highlighted the need for preventative spend that focuses on preventing poverty and inequality, yet in practice what local community planning partnerships are facing is shrinking public sector spending and subsequent pressures to make reductions in preventative spend, in favour of preserving work with high risk

and high need individuals. The evidence base for preventative activity is strong and informs a significant part of this Integrated Children's Services Plan. The Edinburgh Partnership Board has identified four priorities to reduce inequalities: education, employment, housing and income maximisation. Good progress through income maximisation work with pregnant women to increase their household incomes has taken place, and this will continue. The needs of C+YP and their families are at the centre of all this activity. The WHO European Child and Adolescent Health Strategy "Investing in children: child and adolescent health strategy for Europe 2015–2020" (<http://www.euro.who.int/en/health-topics/Life-stages/child-and-adolescent-health/policy/investing-in-children-the-european-child-and-adolescent-health-strategy-20152020>) recognises the importance of work from the early years through to adolescence if inequalities are to be tackled. The Partnership is committed to ensuring that high quality universal services, that are proportionate to need, will continue to be developed, and that a focus on prevention will be central to such services.

### **Early Years and Family Support**

The evidence on the effectiveness of Early Years' interventions is incontrovertible, and the focus in recent years through the Early Years Collaborative has led to improvements in policy and practice. The Partnership is committed to providing high quality learning and engagement opportunities through primary and secondary schools to meet the needs of all C+YP in Edinburgh. Support for the early years and providing children with a good start in life is one of the most effective ways of addressing social and health inequalities. In creating better circumstances in which children are born and grow up, improvements in outcomes for many children can be realised, as identified by Sir Michael Marmot in his review 'Fair Society, Healthy Lives' (<http://www.instituteofhealthequity.org/Content/FileManager/pdf/f>

[airsocietyhealthylives.pdf](#)). This research is supported by findings from the Growing Up in Scotland Survey (GUS) which identifies factors such as improved maternal health, older maternal health at birth, a rich home learning environment, and high quality early learning and childcare, which all contribute to improved outcomes for children. Children learn at a very rapid rate in their youngest years, and providing high quality Early Learning and Childcare is an important factor in ensuring positive outcomes in the longer term, including secure employment. The focus therefore should be on ensuring that all children have access to high quality services in their early years, laying a strong foundation for future development. <http://www.gov.scot/Resource/0049/00492430.pdf>.

### **Learning Opportunities – Schools and Communities**

By enabling C+YP to develop the knowledge, skills and attributes they will need in order to flourish in life, learning and work, they will become successful learners, confident individuals, responsible citizens and effective contributors (the four components of Curriculum for Excellence). Research indicates that school attendance and educational attainment are lower in those C+YP who come from areas of deprivation and disadvantaged backgrounds. Increasing educational attainment levels improves outcomes in adulthood. This is the focus of the Raising Attainment for All (RAFA) challenge from Scottish Government which aims to reduce the attainment gap between our most and least deprived communities in Scotland, and comprises a central ambition of this Plan. The Early Years Collaborative and RAfA have been brought together as the Children and Young People Improvement Collaborative (CYPIC): (<http://www.gov.scot/Topics/Education/Schools/Raisingeducation/attainment/RAFA/aimsandambitions>). Raising attendance and attainment levels at schools also requires engagement with families, and a continuation of the good practice within schools in

recent years. Breaking down barriers between schools and families, particularly for those for whom school was a negative experience as a child, is important. Thus, it is necessary that schools make clear commitments to enhancing C+YP's rights, treating families with respect and welcoming them as an integral part of the school community. This will lead to C+YP and their families having a greater say in the school, and influencing decision making. There is learning from the RAFA challenge that can be drawn upon (<http://www.childrensparliament.org.uk/our-work/imaginingaberdeen/> <https://blogs.glowscotland.org.uk/glowblogs/imaginingaberdeen/>).

### **Offending and Reoffending**

The Edinburgh University Youth Transitions Study considered the impact of education on offending in young people, and found that exclusion and non engagement in school increased the risk of re offending. It also found that targeted services were often unhelpful due to the stigma attached to those receiving them. One of the things it recommended was engagement in universal services at an earlier stage. (<http://www.esytc.ed.ac.uk/>). The school curriculum provides the widest range of opportunities for C+YP to be Safe • Healthy • Achieving • Nurtured • Active • Respected • Responsible • Included. But, C+YP are also entitled to have access to opportunities within informal settings in local communities where they can take responsibility for their own learning, development and achievement e.g. youth work and other community learning and development activities. Attainment and achievement are much wider than what is learnt in schools, for example, the literature also indicates that youth work can also support C+YP to increase educational attainment, employability and health and wellbeing (<http://www.youthscotland.org.uk/news/universal-youth-work-a-critical-review-of-the-literature.htm>) and this therefore will form a key part of the universal offer to C+YP. These opportunities are

also crucial in offering packages of support that provide protective factors while C+YP grow and develop, and learn how to keep themselves safe and take appropriate risks. Importantly, they also offer the opportunity to form relationships with a trusted adults outwith the home and school environment, which can be very important for many vulnerable C+YP

([http://www.scotphn.net/wp-content/uploads/2016/06/2016\\_05\\_26-ACE-Report-Final-AF.pdf](http://www.scotphn.net/wp-content/uploads/2016/06/2016_05_26-ACE-Report-Final-AF.pdf)).

### **Children and Young People's Wellbeing**

Research on risk taking behaviours and C+YP indicates that early school engagement, community engagement and parental monitoring are vital protective factors that support C+YP risk taking, without them coming to significant harm, and can build resilience in C+YP (ref C Jackson). The SALSUS (2013) results also indicated that there are a number of protective and risk factors for good mental health and wellbeing in C+YP, for example, friendships, liking of school, belonging to a group and being involved in leisure activities. This is further supported by recent research from the Scottish Youth Parliament (SYP) where over 10,000 young people in Edinburgh completed their "Lead the Way" survey in 2016.

(<https://www.cypcs.org.uk/ufiles/Leading-the-Way-SYP.pdf>). The SYP findings reinforce the need for local community based C+YP services, and illustrated some of the concerns shared by local C+YP, such as the need to reduce inequalities and address racial, religious, sex and sexual orientation discrimination and harassment, address environmental issues and improve democratic participation amongst C+YP. This is also identified as a priority within 'Shifting the Curve', a report to the First Minister from her Independent Advisor on Poverty and Inequality (<http://www.gov.scot/Resource/0049/00492430.pdf>).

## Youth Employment and Developing the Young Workforce

In response to the Commission for Developing Scotland's Young Workforce

(<http://www.gov.scot/Topics/Education/developingtheyoungworkforce>), the Partnership will develop more effective links between education, specifically secondary schools, and other partners like Edinburgh College, Skills Development Scotland and local private sector organisations. Recommendations from the Commission led to new Guidance for School/Employer Partnerships, new Career Education Standard (3-18) and new Work Placements Standard, all of which are critical to developing Edinburgh's young workforce. Evidence indicates that looked after children do face specific barriers to training and employment, consequently a specific focus on reducing the cluttered landscape of employability programmes, early intervention support for those who need it, and a continued development of the Edinburgh Guarantee will be critical.

## Children in Need

There are challenges in providing services for C+YP with additional needs, specifically those with disabilities. But these can be overcome with effective engagement with C+YP and their families to identify their needs, and services working together to respond to those needs. The Additional Support for Learning Act (<http://www.gov.scot/Resource/0049/00497314.pdf>) recognises the need to support those who have additional support needs which are causing a barrier to their learning. This could be for a variety of reasons such as disability, health need, social and emotional factors. It is essential that all learning environments in the City meet those needs for these C+YP to thrive. Findings from recent surveys with parents and C+YP in Edinburgh indicate that they want to see a greater level of support provided in schools for such C+YP, with more information on services and support available, and a greater say in what is provided, supported by staff who are knowledgeable about available services available and how to access those services.

## 6. Outcomes + Improvement Objectives

The **five outcomes** of the Plan are **(i) Every child will have the best start in life;** **(ii) C+YP's attainment and achievement** gaps will be reduced; **(iii) Every C+YP will have good health and wellbeing;** **(iv) Poverty and inequality** amongst C+YP and their families will be reduced and **(v) C+YP, their families and their communities will be empowered** to improve their wellbeing.

The table below indicates five key improvement objectives, aligned to each of the five strategic outcomes, which will be

delivered in the next three years. Section 10 provides more information on the performance framework which is aligned to these strategic outcomes and improvement objectives.

The Pan Lothian C+YPIC will coordinate work on improvement methodology to ensure delivery of the improvement objectives, and critical to this work will be Improvement Advisors.



### **Best Start in Life**

1. Implement the new universal pre birth to pre school pathway
2. Invest in quality Early Years provision across the City
3. Improve early years pathways for young disabled children

### **Attainment and Achievement**

1. Deliver all actions in school improvement plans
2. Improve school attendance, educational attainment and positive destinations for LAC
3. Improve the outcomes for disabled children across all schools

### **Health and Wellbeing**

1. Children and Young Peoples mental health review recommendations delivered
2. Improve C+YP drugs and alcohol prevention work + substance misuse services
3. Reduce the number of children in LAC away from their families
4. Improve the health (physical and mental) of LAC
5. Reduce the number of children who are over weight or obese, or malnourished

### **Poverty and Inequality**

1. Deliver the One in Five project
2. Deliver income maximisation programme amongst all families on low incomes
3. Improve access to affordable childcare in areas of deprivation
4. Develop and deliver an equity framework for all schools and C+YP establishments
5. Agree and deliver a community entitlement for C+YP in each locality

### **Empowerment**

1. Increase take up of self directed support payments
2. Ensure continued delivery of effective universal youth work programmes
3. Enhance childrens rights across the City in line with the UNCRC
4. Implement the Parenting Framework
5. Improve engagement between parents and schools

## 7. Services and Resources

All **C+YP services** relevant to this Plan are indicated in the table below. These services, which come together to form the **operational elements** of the Partnership, cover a **variety of age ranges** from pre birth, to up to and including 25 years old.

These services are all committed to delivering the vision, outcomes and improvement objectives described in this Plan. They also manage a wide range of **resources** including **staff, service budgets, buildings** and other resources, like **grants** and **contracts**. The Partnership has attempted to identify the staff (WTE) and operational budgets (£ / p.a.) as of financial year 2017/18.

This summary information is described in the table below. The purpose of this work is to be **more transparent** about C+YP services and resources in Edinburgh, to **improve joint resourcing** and **long term financial planning**, and importantly, set a good foundation for **improved service integration**.

However, this is a difficult task as a number of staff and other budgets are jointly shared between services within organisations, and across organisations.

Also, some budgets are regional or national, and budgets in the third sector have multi funding streams.

Child protection services Staff: Budgets:	C+YP mental health services Staff: Budgets:	Services for C+YP with disabilities Staff: Budgets:	LAC services Staff: Budgets:	Early years services Staff: Budgets:	Primary schools Staff: Budgets:	Special schools Staff: Budgets:	Secondary schools Staff: Budgets:	Out of school and after school services Staff: Budgets:
Additional support for learning Staff: Budgets:	Family and household support services Staff: Budgets:	Youth justice services Staff: Budgets:	Leisure services Staff: Budgets:	Lifelong Learning Services Staff: Budgets:	Health visitors Staff: Budgets:	School nurses Staff: Budgets:	Community paediatricians + children's nursing service Staff: Budgets:	Midwifery + Obstetric services Staff: Budgets:
C+YP outpatient and hospital based services Staff: Budgets:	C+YP therapy services Staff: Budgets:	Third sector C+YP services (grants) Staff: Budgets:	Community justice services Staff: Budgets:	Scottish Court System and SCRA Staff: Budgets:	C+YP immunisation programmes Staff: Budgets:	Employability Services ( Skills Development Scotland) Staff: Budgets:	Ante and post natal services Staff: Budgets:	C+YP drug and alcohol services Staff: Budgets:
Family Nurse Partnership Service Staff: Budgets:	Dentists and Oral Health Services Staff: Budgets:	Orthoptic Services Staff: Budgets:	Specialist NHS Services (enuresis + asthma) Staff: Budgets:	Royal Hospital for Sick Kids Staff: Budgets:	CAMHS & Perinatal in-patient unit at SJH Staff: Budgets:			

## What we need from services and resources

- Ensure that the outcomes set out in this plan are central to resource allocation and service improvement
- Work towards more flexibility of budgets through joint financial planning
- Ensure good practice is used to inform future resource allocation and service planning
- Improve shared systems for information sharing
- Focus on a prevention approach that prioritises early intervention
- Invest in workforce development to ensure consistent quality of service provision
- Improve the approach to measuring savings, efficiencies and outcomes from prevention work
- Shift mainstream operational and commissioning budgets towards more self directed support payments

## Top 10 Service Integration Initiatives

**Improving C+YP service integration** is a key objective of this plan, and listed opposite are the **top ten service integration initiatives** the Partnership plans to deliver over the next three years.

These have been identified as a result of engagement with C+YP service managers and feedback from C+YP, their families and communities:

Establish four C+YP Locality Service Managers to deliver improved service integration through CSMGs	Establish four CSMGs and link to Teams around the Cluster + Pupil Support Groups + Child Referral Management Groups + Additional Support Access Panel	Deliver regional shared services across schools	Deliver the Scottish Children's Reporter Improvement Plan (inc. Scottish Courts+ Tribunals Service improvements)	Better integrate citywide C+YP Drug and Alcohol Services	Better integrate CEC additional support for learning and NHS therapy services	Better integrate LAC and Through Care Services	Establish client led integrated pathway for disabled children and young people. (I think this would include the ASL but be wider, e.g. children not in school, children under the LENS criteria etc)	Improve the joint working processes and uptake of universal health screening and immunisation for children in nurseries and schools (e.g. eye screening, imunisations)	TBC
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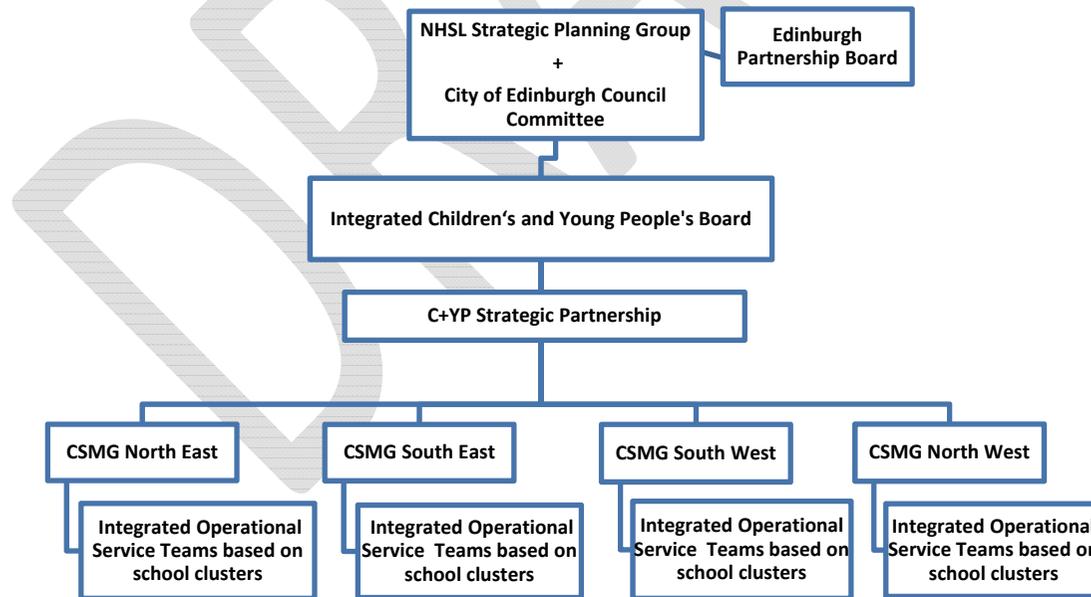
## 8. Governance and Partnership

The previous integrated plan established a **governance and partnership framework** for the Edinburgh Children's Partnership, which included an Integrated Board, a Chief Officer Group, a Children's Partnership, six Outcome Groups relating to the six outcomes of the previous plan, one Performance Group and five Children's Services Management Groups.

Members of all of these groups assessed that those arrangements were **overly complex**, led to **duplication of effort**, required a **large administrative and policy resource** to sustain and support, led to **difficulties regarding**

**communication** between different groups, were overly **focussed on strategic issues** and **lacked connectivity to locality working and operational practice**.

Consequently, a **new streamlined governance and partnership framework** has been established, which is described below. These arrangements are closely aligned to locality and community planning arrangements, and each element of the Partnership also has a terms of reference document (details of which can be obtained from the contacts identified in Section 10):



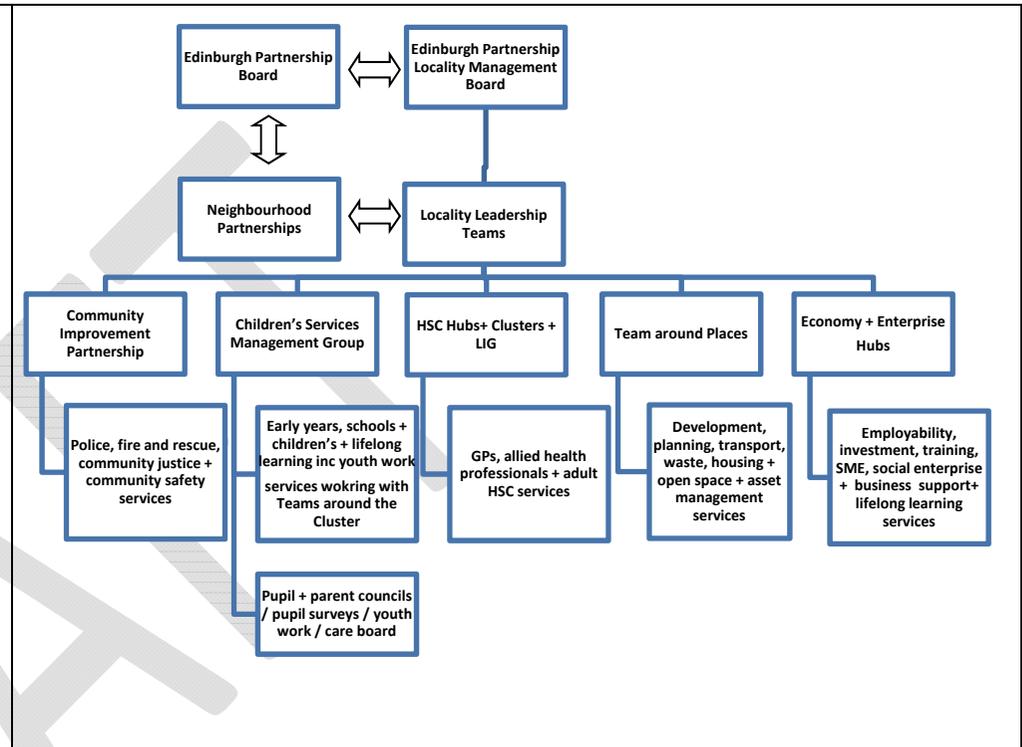
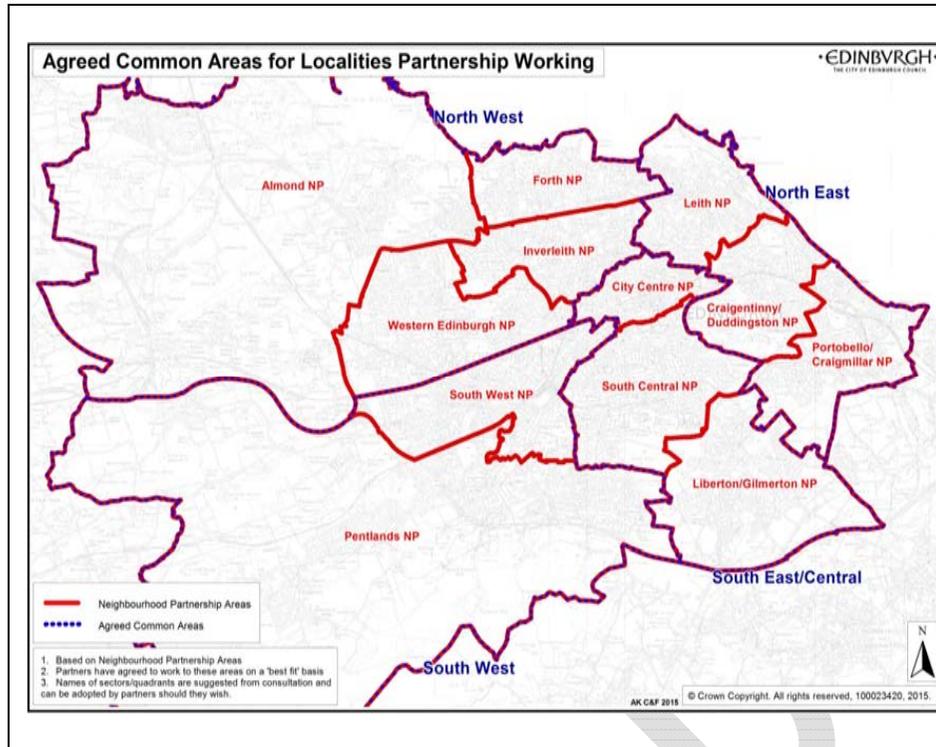
Governance and Partnership Element	Core Membership	Key roles and responsibilities	Contact for Further Information
Edinburgh C+YP Integrated Services Board (IC+YPSB)	<ul style="list-style-type: none"> <li>NHSL Board members</li> <li>Council Elected Members</li> <li>Council, NHSL, TSI and Police Chief Officers</li> </ul>	<ul style="list-style-type: none"> <li>Provide leadership in the City to uphold the values and culture of the plan</li> <li>Accountable body for the delivery of the plan</li> <li>Report into NHSL and CEC and EP Board on key successes and challenges</li> <li>Receive progress / challenge reports from the C+YP SPG and CSMGs</li> </ul>	<ul style="list-style-type: none"> <li><a href="mailto:Nick.croft@edinburgh.gov.uk">Nick.croft@edinburgh.gov.uk</a></li> </ul>
Edinburgh C+YP Strategic Partnership	<ul style="list-style-type: none"> <li>Council and NHSL Senior Officers</li> <li>3S reps from C+F network</li> <li>Police and F+RS</li> <li>SCRA</li> <li>Scots Parliament Edinburgh C+YP Reps</li> <li>Skills Development Scotland</li> <li>Edinburgh College</li> <li>Edinburgh HSC Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Ensure delivery of the C+YP Integrated Plan</li> <li>Ensure delivery of C+YP targets within Locality Improvement Plans</li> <li>Produce progress / challenge and performance reports for the ICSB</li> <li>Undertake strategic planning function</li> <li>Oversee inspection processes and quality assurance of C+YP services</li> <li>Coordinate and oversee quality of C+YP engagement and empowerment</li> <li>Link to CSMGs and ICSB</li> </ul>	<ul style="list-style-type: none"> <li><a href="mailto:Gordon.mclean@edinburgh.gov.uk">Gordon.mclean@edinburgh.gov.uk</a></li> </ul>
<p>Integrated Children's Services Management Groups (CSMGs) –</p> <p>For each locality:</p> <ul style="list-style-type: none"> <li>North West</li> <li>North East</li> <li>South East (inc. City Centre)</li> <li>South West</li> </ul>	<ul style="list-style-type: none"> <li>EVOC Children and Families Network representative</li> <li>NHS C+YP Service Manager</li> <li>NHS Health Visiting Team Manager</li> <li>Police Scotland Inspector</li> <li>Children's Social Work Practice Team Manager (chair)</li> <li>Early years, primary and secondary school pupils support leads or HTs</li> <li>Family and Household Support Manager</li> <li>Lifelong Learning Service Manager</li> <li>Senior Education Welfare Officer</li> <li>ASL Service Leader</li> <li>C+YP Disability Services Team Leader</li> <li>Depute Principal Educational Psychologist</li> </ul>	<ul style="list-style-type: none"> <li>Oversee delivery of and link to, operational C+YP services</li> <li>Deliver C+YP priorities within Locality Improvement Plans</li> <li>Making decisions and directing resources to support delivery of the Strategic Objectives in the Integrated Plan for Children and Young People and to address specific local concerns promptly and effectively</li> <li>Monitoring the consistent implementation of Getting it right for every child in their sphere of responsibility and across the locality</li> <li>Progress the integration of C+YP services</li> <li>Report into the C+YP SPG and IC+YPSSB</li> <li>Engage with the Locality Leadership Team and related LLT sub groups and projects</li> </ul>	<ul style="list-style-type: none"> <li>List practice team leaders for each locality</li> </ul>
Integrated Operational Service Teams - based around 23 high school clusters	<ul style="list-style-type: none"> <li>Various Council, NHSL, Police and 3S staff and teams and organisations organised around high school clusters +/- pupil support groups</li> </ul>	<ul style="list-style-type: none"> <li>Deliver high quality operational services to all C+YP</li> <li>Report progresses and challenges into CSMGs</li> </ul>	<ul style="list-style-type: none"> <li>Link to C+YP service directory</li> </ul>

The Partnership recognises the need for **improved partnership working** between C+YP services and other public services through the community planning partnership (**The Edinburgh Partnership** - [www.edinburgh.gov.uk/communityplanning](http://www.edinburgh.gov.uk/communityplanning)). It acknowledges the importance of **joint planning, joint resourcing** and **joint service delivery** through better **integrated teams**. It also recognises the requirement to shift resources to **preventative work**, in line with the ambitions of the Edinburgh Partnership Community Plan, and **to reduce poverty and inequality**.

The **Partnership Board** is recognised as a strategic partnership within the **Edinburgh Partnership 'family'**, and as such this Plan has been endorsed by the Edinburgh Partnership Board, and other strategic partnerships e.g. Community Safety Partnership, HSC Partnership, Economic Development

Partnership and the COMPACT Partnership. In addition, strategic priorities in this Plan also link to the **Edinburgh Partnership Community Plan 2018/23** (the Edinburgh Local Outcome Improvement Plan).

The Partnership also recognises the need for improved links with **locality working** in the City. Specifically, the links between **CSMGs** and **Locality Leadership Teams**, and the links between this Plan and **Locality Improvement Plans 2017/22**, are critical. To this end, four CSMGs have been established in the City and their work is aligned to the four locality areas (see the LHS diagram below) and 23 Teams around the Cluster (covering secondary school catchment areas). They also sit as a key element of **Locality Leadership Teams** (see RHS diagram below), with key links to **Neighbourhood Partnerships** and other locality work streams and partnership groups.



## 9. Performance Framework, Public Reporting and Review

The Partnership is committed to developing and delivering a **multi dimensional performance framework** aligned to the strategic outcomes and improvement objectives for this Plan. This Framework will include a variety of SMART qualitative and quantitative measures, with three-year targets adopted where appropriate, used for measuring progress and identifying challenges, and will consist of the following six elements:

- Well-defined **performance indicators and measures** drawn from a range of C+YP service plans aligned to the five strategic outcomes.
- **RAG assessments** of progress against agreed **improvement objectives** in the Plan.
- **Self-evaluation exercises** focused on the five strategic outcomes in the Plan.

- **Feedback from engagement with C+YP and their families** about C+YP services and the issues facing C+YP.
- **Feedback from engagement with staff and partner agencies** about C+YP services and issues facing C+YP.
- Data drawn from the **C+YP planning process** based on the **Edinburgh Wellbeing Outcomes** aligned to the eight **GIRFEC wellbeing indicators**

This performance framework will undergo an **annual review** to ensure the best measures are being used, and this review cycle will align to the **Edinburgh Children’s Partnership - Annual Public Performance Report** (in May of each year). This report will be signed off by the Partnership Board, and will be prepared by the Strategic Partnership and CSMGs. Reporting on strategic outcomes and improvement actions will also take place as part of

**public performance reporting on Locality Improvement Plans and the Edinburgh Partnership Community Plan.**

**Improvements** in the performance framework will place a focus on; (i) developing meaningful long term measures for C+YP; (ii) **GIRFEC wellbeing indicators** for use in child planning across all partner agencies; (iii) improving the extent and quality of **feedback from C+YP, their families and their communities** about how well services are doing in meeting their needs; and (iv) **collective partnership responsibility** for performance data collation, analysis and monitoring. A detailed copy of the performance framework can be obtained from **(TBC – either named persons in email / Edinburgh by Numbers – Open data Portal)**. There will be a **full scale review** of the Plan and performance framework by 31 March 2020.

## 10. Further Information and Contact Details

Alistair Gaw – City of Edinburgh Council – Acting Director of Communities and Families – [alistair.gaw@edinburgh.gov.uk](mailto:alistair.gaw@edinburgh.gov.uk)

Sally Egan – NHS Lothian – Associate Director and Child Health Commissioner – [sally.egan@nhslothian.scot.nhs.uk](mailto:sally.egan@nhslothian.scot.nhs.uk)



# THE EDINBURGH PARTNERSHIP

## COMMUNITY JUSTICE OUTCOMES IMPROVEMENT PLAN

### Executive Summary

1. The Community Justice (Scotland) Act 2016 transferred community justice planning responsibilities from Community Justice Authorities to community planning partnerships with effect from 1 April 2017.
2. Edinburgh’s Community Safety Partnership (ECSP), on behalf of the Edinburgh Partnership is responsible for the development and implementation of the Community Justice Outcomes Improvement Plan (the Plan).
3. The Plan for 2017-18 sets out the ongoing work by partners to prevent and reduce offending by addressing its underlying causes, and highlights services delivered to reduce inequalities, improve people’s resilience, and build strong and inclusive communities. It also identifies priority areas for improvement to achieve the Scottish Government’s vision for community justice of a safer, fairer and more inclusive nation where effective management and supports exist to reintegrate those who have committed offences successfully into the community.
4. In December 2016, ECSP members held a workshop event to consider the priorities for community justice and inform the Plan’s development. The final draft was approved at the ECSP meeting on 1 March 2017.
5. Community Justice Scotland requires community planning partnerships’ plans by 1 April 2017. Board members are asked to endorse the Plan for 2017-18.

Michelle Miller  
 Council Chief Social Work Officer and Head of Safer and Stronger Communities  
[michelle.miller@edinburgh.gov.uk](mailto:michelle.miller@edinburgh.gov.uk)

### Recommendation

1. The Board is recommended to:
  - i. endorse the Community Justice Outcomes Improvement Plan 2017-18

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

Michelle Miller  
Council Chief Social Work Officer and Head of Safer and Stronger Communities

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Contact details: Telephone No 0131 553 8520  
Email Address [michelle.miller@edinburgh.gov.uk](mailto:michelle.miller@edinburgh.gov.uk)

Appendix 1 Community Justice Outcomes Improvement Plan 2017-18

Background paper: [National Strategy for Community Justice](#)

# Edinburgh Community Justice Outcomes Improvement Plan

## 2017 - 2018



**SCOTTISH**  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland



**POLICE**  
SCOTLAND  
Keeping people safe



Edinburgh Integration Joint Board



**Edinburgh Community Safety Partnership**  
**Community Justice Outcomes Improvement Plan 2017-18**

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## Introduction

The Community Justice (Scotland) Act 2016 transferred community justice planning responsibilities from Community Justice Authorities to community planning partnerships with effect from 1 April 2017. Edinburgh's Community Safety Partnership, on behalf of the Edinburgh Partnership (community planning) is responsible for the development and implementation of the Edinburgh Community Justice Outcomes Improvement Plan.

The Scottish Government's vision for community justice is that Scotland is a safer, fairer and more inclusive nation where we:

- prevent and reduce offending by addressing its underlying causes
- safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens

The Edinburgh Partnership has four strategic priorities:

- Edinburgh's communities are safer and have improved physical and social fabric
- Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health
- Edinburgh's children and young people enjoy their childhood and fulfil their potential
- Edinburgh's economy delivers increased investment, jobs, and opportunities for all

Edinburgh's Community Justice Outcomes Improvement Plan is based on contextual information, the seven national outcomes and associated indicators, the [National Strategy for Community Justice](#) and Edinburgh's Community Plan.

## Contextual information

Listed below are the characteristics of the city that provide the local context for planning community justice services are.<sup>1</sup>

- Edinburgh is a city of contrasts, with high levels of both prosperity and poverty.
- Partners seek to deliver universal services proportionate to need.
- Vulnerable people and those living in Scotland's 15% most deprived communities are at greatest risk of crime.
- Although unemployment has been falling across the city, people with offending backgrounds face significant barriers to accessing employment despite the fact that employment contributes to a reduction in reoffending.
- For households on low to moderate incomes, demand for housing continues to outstrip supply.
- Drug and alcohol problems affect the city severely, with an estimated 22,400 adults dependent on alcohol and 6,600 people dependent on heroin and/or benzodiazepines.
- [Economic and social costs of crime](#) to communities are significant.
- Supporting a person in prison deepens the social marginality already experienced by many families; support is often provided by women, which may reinforce traditional gender roles and leaves women in custody with few supports.
- Around 300 people in the city are estimated to have complex needs associated with homelessness, addiction, mental health and offending, placing significant demands on services, and for whom, despite significant resource allocation, outcomes are mostly poor.

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<sup>1</sup> 'CJOIP contextual information' and 'Feedback from general consultation and engagement activity' available on request. Detailed data is available in [Edinburgh's locality profiles](#).

- Children affected by parental imprisonment are at much greater risk of developing behavioural problems, low attainment levels, school attendance problems, and school expulsion; two thirds of boys with a parent in prison are likely to offend themselves.
- Violent crime levels continue to drop; this is reflected in perception of crime levels; reconviction rates remain constant at just under 30%.

A wide range of engagement and consultation activity is carried out in Edinburgh, by a range of partnerships and organisations, with communities, groups and the general public, on different issues affecting people living and working in the city. Feedback highlights that people strongly support prevention, as a shared responsibility of all services, and tackling inequalities as priorities. Building trust with professionals and longevity of relationships are highlighted as very important by service users. Services need to be able to see the whole picture, not just someone's offending history.

Current service provision has been mapped and is outlined in the [transitional plan for the delivery of community justice 2016-17](#).

## **Achievements towards the national outcomes and indicators and priority areas for improvement actions**

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This section provides a high level overview of achievements of community justice partners in Edinburgh in relation to the national outcomes and indicators<sup>2</sup>. This has helped partners identify priorities for improvement action.

### **STRUCTURAL OUTCOMES**

#### **Outcome 1: Communities improve their understanding and participation in community justice**

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##### **National indicator 1: Activities carried out to engage with communities as well as other relevant constituencies**

Community justice partners in Edinburgh carry out a wide range of activities to engage with communities. Feedback informs service development and strategic planning. Engagement with service users is based on the [National Standards for Community Engagement](#) and informs service redesign and improvement action. Examples include the residential accommodation service for men who pose a risk of serious harm; the Alcohol Problem Solving Court pilot; the [redesign of domestic abuse services](#); the [antisocial behaviour strategy](#); the [Edinburgh Local Policing Plan 2014 -17](#); and an ongoing awareness raising programme in relation to hate crime.

Direct engagement with people who use services takes place routinely. People who are subject to statutory supervision are encouraged to participate actively in the development of their plans and to reviews of these plans. They complete exit questionnaires and participate in exit interviews at the end of community payback orders, and they provide feedback at the end of programme work. This informs future interventions. Case file audits, [Multi-agency Public Protection Arrangements \(MAPPA\)](#) audits, and practice evaluations have consistently demonstrated that service users' views are taken into account. Service users' views and the response from local communities to assistance given by those undertaking unpaid work are reported each year in the [Community Payback Order Annual Report](#). Family involvement in integrated case management

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<sup>2</sup> Most of the evidence/examples listed below fit with more than one outcome and indicator. Information has been placed in line with the descriptors included in the Outcomes, Performance and Improvement Framework.

for serving prisoners is a priority, in recognition of the impact of imprisonment on families and the key role that family members can play in the reintegration of people who are released from custodial sentences.

### **National indicator 2: Consultation with communities as part of community justice planning and service provision**

An [online consultation](#) has gathered views on how offending could be further reduced and community facing events have been held, involving people with lived experience.

Public events were held for victims and witnesses and for people involved in the criminal justice system and their families. The victims and witnesses' event resulted in Victim Support (Scotland) becoming a full partner in the Edinburgh Community Safety Partnership and related actions being included in this Plan. The event for people involved in the criminal justice system highlighted that relationships as much as services are valued most, that people are less concerned about which *agency* provides support than the *person* who delivers it, that they value persistence and others not giving up on them, and that, for some, if they had received the right support earlier, they might not have been drawn into the criminal justice system.

Throughout 2017-18, there will be a series of engagement events for people involved in the criminal justice system, linked to their local area. This will inform service delivery, as well as providing a service user perspective for the [Community Payback Order Annual Report](#).

The City of Edinburgh Council's move to a more locality-focused model in 2016 is reflected in community justice and related services' strong locality focus. Each locality will be producing its Locality Improvement Plan by October 2017 and the outcomes will be aligned with those in this Plan. The localities each have a multi-agency community improvement partnership, responding to local expressed need, where priorities are set and aligned to this Plan. City-wide issues, such as motor cycle crime, begging, or hate crime have bespoke community improvement partnerships.

A communications framework has been developed build relationships with key audiences regarding the positive contribution of the Multi-agency Public Protection Arrangements (MAPPA). This framework is reflected in the Scottish Government's draft public consultation strategy on offender management. The framework has been translated into an action plan for Edinburgh, which focuses on raising awareness among the inter-agency workforce.

### **National indicator 3: Participation in community justice, such as co-production and joint delivery**

Partners are committed to using people's lived experience to improve and develop interventions. There are already a number of initiatives that reflect our aspiration to secure the participation of communities.

**Community in Motion** is a partnership initiative to develop a community-based problem-solving, restorative justice approach in North East Edinburgh. Motivated by the opportunities created by community empowerment and community justice legislation, and the move to locality working, Community in Motion has developed a framework for joint working, increasingly preventative in focus, with more community involvement and an emphasis on restorative and problem solving practices. It is anticipated that the range of initiatives developed in the North East locality will provide a practical model, which can be scaled up across other localities or city-wide.

**Violent Offender Watch (VOW)** has taken learning from our [Total Place](#) experience in engaging local communities to respond to crime in their area. VOW is led by Police Scotland and aims to reduce reoffending by tackling issues of drug/alcohol misuse, accommodation, finance, personal relationships, health, attitudes/behaviour and employment/training. The outcomes are to:

- reduce violent and acquisitive crime

- reduce drug and alcohol-linked offending
- reduce antisocial behaviour
- promote community safety and well-being
- reduce the fear of crime
- encourage offenders to become involved in training and work initiatives

VOW commenced in 2013. In early 2016, the decision was taken to focus on the North East locality working within the Community in Motion framework. Intrinsic to its operation is **Aid and Abet**, a peer-led organisation providing mentoring and support to people leaving prison. Volunteer mentors are all people with lived experience of the criminal justice system, and are in recovery from alcohol or drug addiction. The project has developed with support from Scottish Churches Housing Action since June 2014 and has been providing mentoring services since March 2015.

A **peer mentoring service** in partnership with **Aid and Abet** has been developed as a result of resource transfer funding received from the Scottish Government in September 2016 to support community-based sentences. The service is for people who are subject to Community Payback Orders and aims to improve health/wellbeing and relationship outcomes. All volunteer mentors have lived experience of the criminal justice system. The outcomes for service users are that they will:

- be registered with a GP
- access appropriate health services/treatment to improve physical and mental well-being
- be registered with substance misuse services and in receipt of appropriate treatment/interventions to support recovery
- attend, where appropriate, an organisation designed to address other addiction issues, for example gambling
- be in stable accommodation
- be in receipt of the correct benefits or in employment
- have improved relationships with their families and communities

**Just Us** is a service user-led group of women with experience of trauma, mental health issues and criminal justice involvement. Statistics indicate that in excess of 80% of women in criminal justice have at least one mental health diagnosis. The aim of the group is to work with professionals to raise awareness and reduce stigma around women involved in the criminal justice system with mental health issues. Just Us has been developed by women who have been involved in the Willow Service (see below).

### **Alcohol Problem Solving Court**

Alcohol sales in Scotland are 20% higher per capita than England and Wales. A disproportionate number of people in the criminal justice system have mental health problems and problems with drug and alcohol misuse. 50% of Scottish prisoners were drunk at the time of their offence. Short-term prison sentences are ineffective, with a 66% reoffending rate. These statistics are the backcloth to the development of an alcohol problem solving court pilot in Edinburgh, which commenced in February 2016. The pilot was developed in response to a request from a Sheriff, and discussions with partners, including the City of Edinburgh Council, NHS Lothian, Police Scotland and Lifeline. The target group is males over 18 years of age, with a pattern of alcohol related offending resulting in frequent appearances in Court, who are appearing on summary procedure and assessed as suitable for a Community Payback Order,

The key elements of the court are: quicker assessment, faster access to treatment, court review, and peer support for those on orders. The outcomes sought are to reduce the use of imprisonment, and to reduce reoffending by impacting positively on the person's health and well-being by:

- reducing alcohol dependency
- reducing harmful consumption of alcohol

- improving mental health
- improving physical health
- reducing accident and emergency attendances
- increasing uptake of education, volunteering and employment

The pilot is being evaluated and the model will be continued throughout 2017-18. Consideration will be given to the appropriateness of this model to other problems.

**The Edinburgh and Midlothian Offender Recovery Service (EMORS)** is commissioned jointly by the City of Edinburgh Council, Midlothian Council and NHS Lothian. It brings together three services – arrest referral, prison treatment and support, and voluntary throughcare – and takes a recovery-centred approach, working with individuals to build and encourage the creation of recovery capital, helping more people move away from problematic alcohol and drug use and other issues that increase the likelihood of reoffending. By adopting a holistic approach, the service provides robust routes into a range of support services and networks, helping people access support that is right for them. This includes support from people with lived experience of alcohol and drug use.

EMORS has an extensive service user participation strategy and works with people to achieve the following outcomes:

- address substance misuse
- reduce offending behaviour
- improve health, skills and personal resources
- improve social relationships and social support
- improve practical skills

EMORS has recruited peer volunteers in response to service users' feedback that they would like to see more visible recovery within the service.

**Community improvement partnerships** exist in each locality to respond to local issues, including antisocial behaviour and low level offending, along with city-wide community improvement partnerships, which address wider issues such as motorcycle crime or new psychoactive substances. As the Locality Improvement Plans are developed in 2017-18, the community improvement partnerships will be a vehicle for addressing the priorities for local areas.

**Project Halt** is police led and has recently been introduced as a response to widespread concern about the level of housebreaking, and associated vehicle theft, in Edinburgh. The project provides a mechanism to divert people from reoffending, based on research about the recurring socio economic factors, which underpin motivation. The key areas addressed, using a partnership approach, are drug abuse, housing, benefits, employment and education.

#### **National indicator 4: Level of community awareness of/satisfaction with work undertaken as part of a CPO**

Unpaid work directly and indirectly benefits communities. Beneficiaries regularly provide evidence of their satisfaction with the service, especially the physical differences made to gardens or buildings. They also frequently comment on the team work of the groups, their positive attitude, and their hard work. There has been increased interest in, and referrals for, unpaid work. Public consultation for the [Community Payback Order Annual Report 2015-16](#) highlighted that over 80% of respondents thought that community payback provided people with an opportunity to repay the community for the crimes they had committed and that it helped reduce reoffending.

Partnerships for the other activity element of unpaid work have been developed with a variety of organisations, and there are options to suit all abilities and needs, being as inclusive as possible. Other activity allows people to take the skills, learning and experience gained in unpaid work into activities that help them to sustain progress beyond the period that they have been subject to statutory supervision. Further information is available at national indicator 18 below.

**National indicator 5: Evidence from questions to be used in local surveys/citizens panels, etc.**

The [Edinburgh People Survey](#) (2015) highlights that 63% of respondents agree that the City of Edinburgh Council provides protection and support for vulnerable people (compared to 52% in 2014) and that 83% agree that their neighbourhood is a place where people of different backgrounds get along, broadly consistent with previous years.

An engagement and consultation programme is being carried out across the city in relation to the [Edinburgh Vision 2050](#) and the **Locality Improvement Plans**. Community safety is one of the key themes. **Family and Household Support Teams** have been established in Edinburgh to provide integrated community safety, housing support and family support services (see below).

**National indicator 6: Perceptions of the local crime rate (quantitative)**

New questions were introduced to the [Edinburgh People Survey](#) in 2015, exploring perceptions of how commonplace various types of crime and antisocial behaviour are perceived to be in neighbourhoods:

- 85% state that violent crime is not common in their neighbourhood.
- 78% state that vandalism and graffiti are not common in their neighbourhood.
- 75% state that antisocial behaviour is not common in their neighbourhood.
- 75% do not consider street drinking and alcohol-related disorder to be a problem in their neighbourhood.
- 84% feel safe in their neighbourhood after dark.

The 2016 Survey results will be used to compare results from previous years and identify areas for improvement. The Survey for 2017 will be carried out in the latter half of the year.

Police Scotland’s most recent national survey, [‘Your View Counts’](#) conducted in 2016, included 1413 Edinburgh responses. Local priorities were identified as housebreaking, antisocial behaviour, car theft, violent crime, drug dealing and drugs misuse. The survey results will be used to inform the future [Edinburgh Local Policing Plan](#) and the delivery of community justice services, including the development of the current services that seek to address these issues.

**Outcome 1 priority areas for improvement actions**

Priority area (indicator)	Improvement action	Lead	Completion
1	Explore more effective ways of engaging hard to reach groups	Prolific Offenders Sub Group	31 March 2018
2	Develop and implement a communications plan for community and service user engagement to include wider reporting of success stories in community justice	Prolific Offenders Sub Group	31 March 2018

3	Evaluate the initiatives/pilots and use these evaluations to inform the strategy for community justice services	Prolific Offenders Sub Group	31 March 2018
3	All partners will as far as possible ensure that victims of crime receive the support they need, by referring to Victim Support Scotland and/or other partners as appropriate	All sub groups/Victim Support	31 March 2018
4	Highlight benefits to communities of unpaid work projects and raise the profile of those undertaking it	Senior Manager, Community Justice	31 October 2017 (CPO Annual Report)

## Outcome 2: Partners plan and deliver services in a more strategic and collaborative way

### National indicator 7: Services are planned for and delivered in a strategic and collaborative way

**Edinburgh's Reducing Reoffending Partnership** was established in 2013 as a strategic group responsible for coordinating a multi-agency response to reoffending, acknowledging that effective reduction in reoffending depends on a complex, multi-agency and multi-sector approach to the delivery of a wide range of both universal and specialist services. The partnership included representation from the City of Edinburgh Council (criminal justice, community safety, housing, and employability services), Police Scotland, NHS Lothian, the Edinburgh Drug and Alcohol Partnership, the Scottish Prison Service and the Edinburgh Voluntary Organisations Council. In 2016, in preparation for the changes introduced by the Community Justice (Scotland) Act 2016, including widening the membership to include all statutory community justice partners, the Reducing Reoffending Partnership was amalgamated with the Edinburgh Community Safety Partnership. The Edinburgh Community Safety Partnership reports to the Edinburgh Partnership (community planning).

Examples of services that are planned and delivered in a strategic and collaborative way include:

**Family and Household Support** teams were established in 2016 as part of the City of Edinburgh Council's Transformation Programme. The teams deliver effective, joint and collaborative working of community safety, housing support and family support services in each of the four localities. Community police officers are partners in this service. The outcomes for the new service are that:

- communities participate in the creation of a healthy, safe and just city
- people's life chances are improved by addressing their need for education, health, social and financial inclusion, housing and safety
- individuals are resilient and have capacity for change and self management

The outcomes have been developed to align closely with community justice priorities and focus on effective intervention, prevention, and reducing reoffending and antisocial behaviour, with a strong emphasis on restorative practice. To complement and cement the shared vision, both services are managed within the Council's Safer and Stronger Communities under the leadership of the Chief Social Work Officer.

The criminal justice social work **accommodation service** provides an important link between prison and the community for men subject to statutory supervision released from long-term prison sentences. The service addresses both risk and need, on a multi-agency basis. Release planning starts well in advance of liberation, working with the Scottish Prison Service through the integrated case management process. The aim is reintegration, helping residents to move on to their own accommodation and live safely in their community, using as far as possible universal services that are available to all citizens. The [July 2016 Care](#)

[Inspectorate report](#) assessed the service as very good and commented on the positive links with other agencies to help achieve positive outcomes.

**Willow** is a partnership between the City of Edinburgh Council, NHS Lothian and the third sector, working with women in the criminal justice system. It aims to reduce offending behaviour and health inequalities; to improve the health, wellbeing and safety of women in the criminal justice system; and to increase their access to services and involvement in their local community. Service users are involved in the design and continuous improvement of the service. Willow facilitates effective, comprehensive and better coordinated responses from public services to address the inequalities faced by women in the criminal justice system. Performance information from Willow demonstrates improvements in women's lives across a range of indicators, including engagement with services, improved problem solving skills, reduction in alcohol and drug use, and a better understanding of how current difficulties relate to previous experiences of trauma. Many women who attend Willow have managed to resume care of their children, which they had previously lost, after making positive changes to their lives.

Willow is featured as an example of good practice in the [Angiolini Report](#) and has continued to build on its strengths in intervening years. The service has benefitted from Scottish Government support and resources transferred from the Scottish Prison Service. The success of the project has resulted in the service being oversubscribed and a plan is in place to ensure the capacity issues are addressed.

The **Scottish Prison Service (SPS)** has a Service Level Agreement (SLA) with the City of Edinburgh Council to deliver the prison-based social work service at HMP Edinburgh. While the SLA primarily relates to statutory responsibilities, there has been a long history of close working between the SPS and the City of Edinburgh Council. The social work team provided support around the introduction of women to HMP Edinburgh, most of whom are not statutory prisoners. Social workers work closely with other disciplines in HMP Edinburgh on risk assessment, sentence planning, education, health, and the delivery of programmes.

**The Positive Lifestyles Project** is a collaboration between Police Scotland and the Scottish Prison Service in HMYOI Polmont, working with through care officers and the third sector to divert young men on the cusp of, or involved in, Serious Organised Crime towards positive lifestyles and to prevent violence within the prison establishment. Prisoners vulnerable to the influences of Serious Organised Crime are identified and supported to achieve their aspirations and reduce the severity and frequency of their offending.

[Inclusive Edinburgh](#) was established to address problems faced by people with complex needs who may struggle with homelessness, unemployment, drug and alcohol problems, or mental or physical ill-health, who sometimes become involved in crime, and who are often the victims of violence. The Inclusive Edinburgh review examined the combined services delivered by statutory and voluntary sector partners to this group of vulnerable people, with a view to redesigning services so that partners can respond in a coordinated and psychologically-informed way. The majority of Inclusive Edinburgh cases have exhausted operational service options and require the concentrated effort of senior managers across partner agencies to achieve a breakthrough. The project aims to improve the life chances, health and well being of the most vulnerable, disenfranchised and disengaged citizens whose needs place significant demands on services, but for whom outcomes are mostly poor.

[NHS Lothian's Health Promotion Service](#) works with partners and organisations on health initiatives to reduce health inequalities in Edinburgh using a systems approach, which recognises the interaction and interdependence of external and personal factors that influence health. The service employs a range of methods to carry out health promotion work in neighbourhoods and localities.

A multi-agency partnership approach was adopted in the commissioning of the **Edinburgh and Midlothian Offender Recovery Service** for short-term prisoners from the two local authority areas, delivered by Lifeline. The service is funded jointly by the City of Edinburgh Council, Midlothian Council and NHS Lothian, and provides continuity of care, from the point of arrest, throughout an individual's stay in prison, and during the transition period from prison to community. The voluntary throughcare element recognises that transition from prison to community is a critical time, and the service includes prison gate pick up and support out of hours to help individuals manage the challenges they face when returning to their communities on release.

Effective transition planning for children and young people takes place through close working relationships between the City of Edinburgh Council's **Young People's Service** and adult criminal justice services, Police Scotland and the Scottish Children's Reporter Administration. Strategic direction is provided by the multi-agency young people's sub group of the Community Safety Partnership. The service is multi-disciplinary, working with young people up to the age of 18, including those subject to community payback or through care. Working within the [Whole Systems Approach](#), the Young People's Service can demonstrate an increase in referrals for early and effective interventions, as well as in the number of 16/17 year olds diverted from prosecution in the adult court.

#### **National indicator 8: Partners have leveraged resource for community justice**

Community justice partners in Edinburgh recognise the potential that exists within individuals, groups and organisations, and the contribution they can all make to improved community justice outcomes. Some examples of how partners have leveraged this potential are set out below.

- Developing information sharing protocols within the City of Edinburgh Council and between the Council and Police Scotland. Criminal justice social work crime categorisation has been linked with that of Police Scotland to achieve meaningful analysis of prolific offender demographics and crime categorisation. This has informed the development of the services described above, frequently delivered on a multi-agency basis.
- Co-location of services (e.g. Willow, Community in Motion, recovery hubs, Family and Household Support Teams). This has delivered financial and operation efficiencies, but more importantly, has provided more coherent services to communities, often avoiding service users having to repeat their stories or having to visit a number of sites to achieve a resolution to a problem.
- Edinburgh's Child and Adult Protection and Offender Management Committees have multi-agency quality assurance sub groups, where learning from case file audits, practice evaluations, initial case reviews and significant case reviews is shared across agencies. Action plans inform service improvements.

#### **National indicator 9: Development of community justice workforce to work effectively across organisations/professional/geographical boundaries**

Community justice partners in Edinburgh understand the development of the workforce as a joint responsibility.

- Learning and development opportunities on child and adult protection, sexual exploitation, human trafficking and [MAPPA](#) are jointly delivered by partners to the inter-agency workforce.
- The training plan for criminal justice social work staff in Edinburgh is developed and delivered across local authority boundaries, frequently on a multi-agency basis.
- Capacity and training has been built in to the Caledonian System men's programme to respond to the level of domestic abuse.

- The Willow service for women and the Drug Treatment and Testing Order service are both multi-disciplinary teams, with staff from the City of Edinburgh Council and NHS Lothian. Staff are co-located, locally managed and undertake joint training and development.
- The Alcohol Problem Solving Court pilot has included joint training of criminal justice social workers, NHS staff and third sector partners.
- A range of supports is in place to address the potential impact of work on criminal justice social work staff, particularly with regard to vicarious trauma. Staff have access to practice development sessions on self care, reflective group consultations, external support and consultancy from clinical psychology.

**National indicator 10: Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of [MAPPA](#)**

The City of Edinburgh Council is a key partner in the Edinburgh Lothians and Scottish Borders Strategic Oversight Group, which is chaired by Edinburgh’s Chief Social Work Officer. A MAPPA Operational Group reports to the Strategic Oversight Group, and brings together the Responsible Authorities to take forward priorities identified by the Strategic Oversight Group.

The Edinburgh Offender Management Committee (OMC) ensures that the statutory responsibilities placed on local partner agencies for the assessment and management of sexual offenders and those who pose a risk of serious harm are discharged effectively. Feedback for Edinburgh from the [thematic review of MAPPA](#) was very positive, and no issues were identified for Edinburgh specifically. The OMC reports to the Edinburgh Chief Officers’ Group – Public Protection, and each year provides an annual report and a [business plan](#).

The OMC ensures that there are comprehensive policies and procedures for the management of high risk offenders, which take account of key transition points between services and ensure effective partnership working. All policies and procedures are reviewed and updated on an annual basis. All key staff across agencies have been briefed on the new [MAPPA Guidance](#) published in March 2016. Arrangements for Category 3 cases have been introduced successfully.

**Outcome 2 priority areas for improvement actions**

Priority area (indicator)	Improvement action	Lead	Completion
7	Family and Household Support teams and frontline staff to develop a wider understanding the criminal justice sector, links to the wider community justice agenda and the support services available in localities.	Senior Management Team, Safer and Stronger Communities	30 Sept. 2017
7	Criminal justice staff to increase awareness of remit of Family and Household Support teams and interventions available, including the identification of opportunities for more effective support for individuals and families.	Sector Manager, Community Intervention	30 Sept. 2017
7	Develop closer links with Education to prioritise the prevention agenda (link between school exclusions and later offending in young people).	Youth Justice Sub Group	30 Sept. 2017
7	Further consolidate the Willow service model and build capacity across community justice to ensure that matters	Women’s Sub Group	31 March 2018

	relating to women in the criminal justice system are appropriately addressed.		
7	Evaluate the impact of the Inclusive Edinburgh initiative.	Senior Management Group, SSC	31 Dec. 2017
8	Maximise the best use of resources for community justice from all partners in a financially challenging climate.	ECSP through quarterly reporting	31 March 2018
9	Identify opportunities to widen staff participation from all sectors in training and development initiatives.	All partners	31 March 2018
9	Work towards a 'one person one plan' (one key contact) model to simplify a service user's journey through multiple interventions.	All Partners	31 March 2018
9	Map all mentoring and community navigating work to facilitate sharing evidence based best practice, and develop opportunities for shared learning.	Prolific Offenders Sub Group	30 September 2017
9	Develop a shared understanding across internal and external partners of the expectations for community justice, including a better understanding of each contributor's strategic role.	Prolific Offenders Sub Group	31 March 2018

### Outcome 3: People have better access to the services they require, including welfare, health and wellbeing, housing and employability

#### National indicator 11: Partners have identified and are overcoming structural barriers for people accessing services

**The Willow Service** (see above) was highlighted as an example of good practice by the [Commission on Women Offenders](#) and is being developed further to improve outcomes for women in the criminal justice system. Willow provides holistic support and facilitates access to services, including parenting support, employability, and health and wellbeing, based on risk and need in a psychologically informed environment.

A number of the services outlined under indicator 3 above, such as the Aid and Abet peer mentoring project, Violent Offenders Watch, the Edinburgh and Midlothian Offender Recovery Service, and the Alcohol Problem Solving Court, support people to access mainstream services such as GPs, health services and treatment to improve physical and mental wellbeing, substance misuse services and interventions to support recovery, and services to address other addiction issues, such as gambling.

Resource workers are integrated into the **Drug Treatment and Testing Order Teams**, focusing on supporting people subject to an order to access services in the community, as well as supports that will help them maintain a stable and offence free lifestyle after the end of statutory supervision. The Drug Treatment and Testing Order II pilot, which manages a lower level of substance misuse offending, which had been running in Edinburgh, has now been rolled out nationally. The pilot saw a higher proportion of women and young people being assisted to address drug misuse at an early stage.

**Skills Development Scotland (SDS)** works with young people aged 16 to 19 years to help them reach positive destinations. Those who are furthest from the employment market, including those with a history of offending behaviour, receive intensive support from an SDS work coach. An SDS adviser works within HMYOI Polmont and HMYOI Cornton Vale to support young people aged 16 and 17 who are within two months of their release to ensure a plan is in place to support their journey into work. SDS also runs a job club at the Council's Through Care and After Care (TCAC) team premises and the SDS work coach attends the TCAC drop in sessions.

The **Scottish Prison Service** facilitates a work placement programme for prisoners, and placements have been undertaken at Sue Ryder's in Seafield, NHS Western General Hospital and the Salvation Army.

The **visitor's centre at HMP Edinburgh** is run by Barnardo's Scotland on behalf of the Onward Trust. The centre recognises the importance of family contact for prisoners and the impact on families of the imprisonment of a family member, and has for several years provided valuable support to prisoners' families and visitors. It has been the model for similar facilities at other prisons. Prison staff, working in partnership with Barnardo's, now deliver parenting programmes to prisoners. The service is about to commence further work in the community, as well as exploring the possibility of prisoner work placements in the visitor centre.

A **complex needs employability** service, part of the Inclusive Edinburgh initiative, has been co-produced with service users, and the preferred bidder will be announced soon. The service will be up and running during 2017-18. The service will assist people to become employment-ready, as well as helping into employment those who are able to sustain work. Additional initiatives to bring down barriers to employment are referenced under national indicator 18.

Multi-agency work is underway to develop a **preventative approach to online offending** in response to the rising number of convictions for internet-based offending. A communications plan is being developed to support a pilot campaign, which will seek to divert and deter those who may be about to commit an offence by downloading or viewing indecent images of children. The deterrence messages will direct potential offenders to a self help resource as well as highlighting the consequences of offending. The campaign will also target those who may be concerned about a family member's behaviour and provide information on where to obtain help and advice.

Work is ongoing in schools to prevent children offending online as well as becoming victims of online offending behaviour, and clear messages are being developed to inform communities on how partners are addressing this issue.

Initiatives to address **access to housing** for prisoners recognise the crucial role of settled accommodation in assisting people to reintegrate into communities on release from custody.

- Sustainable Housing on Release for Everyone (SHORE) is an early intervention approach being developed for prisoners on remand or those serving short-term sentences to provide support with sustaining their tenancy/accommodation until release.
- Project Halt is a multi-agency group co-ordinated by Police Scotland looking to engage with prisoners with a history of housebreaking and support them to reduce their risk of reoffending. Sustainable accommodation is core to these plans.
- Multi-Agency Through-Care Service (MATS) is a multi-agency approach to pre-liberation plans for prisoners, which is being piloted in HMP Edinburgh. It brings together 11 agencies, including Scottish Prison Service Throughcare Support Officers, the voluntary sector (Four Square for housing advice, and Lifeline), Department for Work and Pensions, the Job Centre, Open Secret (a service for prisoners who have suffered abuse), Advocard, Cruise, Shine Women's Mentoring

Service, and employability and addiction support. The initiative will develop a pathway on release for short-term prisoners to support them to access the services they need, including housing.

- Develop Yourself Now and Move on (DYNAMO) arranges planned moves for young prisoners, who stay at Stopover upon release, transition to a Four Square supported training flat, and then move to a secure tenancy. During this time, the person is supported to engage with all relevant agencies.

### **National indicator 12: Existence of joint-working arrangements such as processes/protocols to ensure access to services to address underlying needs**

Identifying key transition points between services and ensuring effective partnership working are key objectives of the Offender Management Committee. This has resulted, for example, in the identification of **Community Justice Adult Support and Protection Leads**, who are first points of contact for any supervising officer who has concerns or is given information about an adult at risk who is subject to statutory supervision.

The [escalating concerns procedure](#) has been developed as part of [Inclusive Edinburgh](#) and is a multi-agency approach to collaborative, problem-solving interventions to manage individuals or groups presenting particular challenges in local communities who are not adults at risk as defined by the Adult Support and Protection (Scotland) 2007 Act, but who are at risk of harm. This includes those who have dangerous behaviours, which fall outwith the remit of MAPPA, and which make them hard to support or leave them unsupported in the community.

The **Edinburgh and Midlothian Offender Recovery Service** (see above), is delivered by Lifeline. In addition to providing support from point of arrest, through prison and beyond release, Lifeline also manages three addiction recovery hubs, which assist people to address their substance misuse. This approach is based on coordinated working between health services, local authorities, the Scottish Prison Service and other support services to ensure that people can benefit from appropriate pathways from custody to reintegration into communities.

The **Alcohol Problem Solving Court** (see above) uses community payback legislation to provide fast track alcohol assessments where a person's frequent offending behaviour is accompanied by alcohol misuse and, in appropriate cases, community payback supervision supports access to alcohol misuse services. Court reviews ensure judicial oversight of an individual's progress, in line with the drug treatment and testing order model.

The **Drug Treatment and Testing Order (DTTO)** delivers a service to Edinburgh, Midlothian and East Lothian. In common with the Alcohol Problem Solving Court, it is recognised that people with substance misuse problems have an immediate need for support and access to services, and should not have to wait a long time for assessment. The DTTO team has agreed a process with the court for the provision of rapid assessment reports so that the court can make as early a disposal as possible and the person can access services.

The DTTO team and the Willow Service each bring together on a single site staff from the City of Edinburgh Council and NHS Lothian, and have explicit pathways to a range of support services.

In November 2016, the Scottish Violence Reduction Unit introduced the **Navigator** system into the accident and emergency department of the Edinburgh Royal Infirmary. Supported by one year Scottish Government funding, Navigator staff work with health professionals on overnight and weekend shifts at the busiest times, recognising that to be with someone when they are injured, scared or angry and to be able to reach out a helping hand, makes a lasting difference. Interventions are tailored to the needs of the individual and engagement within the hospital is followed up after discharge, with links to local services where required.

There is a strong tradition of criminal justice working across local authority boundaries in Lothian and Borders. **Shared services** include court social work (Edinburgh, Midlothian, East Lothian), DTTO (Edinburgh, Midlothian and East Lothian), Caledonian (Edinburgh, Midlothian, East Lothian, and Scottish Borders), and the Community Intervention Service for Sex Offenders (all five local authorities). This allows for specialist interventions when required, effective sharing of skills and resources, and economies of scale, e.g. where there might not be sufficient volume of demand in one area to allow delivery of a service (e.g. groupwork).

### **National indicator 13: Initiatives to facilitate access to services**

Initiatives to ensure that people who have offended get the support they need, when they need it, in order to encourage desistance include, as highlighted throughout this plan, Willow, the Aid and Abet peer mentoring service, the Alcohol Problem Solving Court pilot, and the outreach service of the residential unit for high risk offenders.

Partnerships for the 'other activities requirement' under community payback orders have been developed with a variety of organisations, twelve of which provide other activity at this time to help facilitate **access to employment** (see national indicator 18 for more information).

Willow staff have played a critical role in shaping national developments regarding the future of the custodial estate for women. As part of the re-provisioning of the estate, five **community custody units are** to be established across the country, and there have been initial discussions between the Scottish Government, the Scottish Prison Service, and the City of Edinburgh Council regarding potential sites in Edinburgh. Based on research and the Willow experience, these units will have as much of an independent feel to them as possible, where women will carry out usual day to day activity and will have staged access to the local community for health services and employability in order to minimise the impact of imprisonment on the lives of the women and their families, including children.

The Scottish Prison Service has created the **Throughcare Support Officer role** to help individuals on their journey to desistance by working with them to prepare for the transition from custody to the community. Partners are working together to improve transitions and outcomes for at least the first twelve weeks following release, as this period is known to be critical and highest risk. In HMP Edinburgh, the co-commissioned Edinburgh and Midlothian Offender Recovery Service (see above) works with Throughcare Support Officers and other partners in this developing area.

### **National indicator 14: Speed of access to mental health services**

The [NHS Local Delivery Plan 2016-17](#) includes a target for 90% of patients to commence psychological therapy-based treatment within 18 weeks of referral. Available data includes the whole community and is available for the NHS Lothian geographical area. Figures published by the Scottish Government (June 2016) show that in the NHS Lothian area, 69.5% of patients commence psychological therapy-based treatment within 18 weeks of referral.

There is a link between mental health and reoffending. This is recognised by the Willow Service, which operates to a trauma-informed model and has psychological services on site. Accessing mental health services is also challenging for men with offending backgrounds and work underway to identify the level of need for mental health services among this client group, with a view to designing a pathway into mental health services. Already, the Edinburgh Payback Programme, a groupwork intervention for men subject to community payback orders, has been re-designed as a Men's Programme, and has drawn on lessons from the Willow service that can be applied to men.

The [Health and Social Care Integration Joint Board's Strategic Plan 2016-19](#) commits to redesigning mental health and substance misuse services to improve access. The Board's strategic approach

recognises the importance of prevention and the advantages of timely access to personalised mental health services to aid recovery and sustain wellbeing. A mental health locality partnership model will be implemented, focusing initially on the population in the North East of Edinburgh as this area has the highest percentage of people with longer term health issues. The model will maximise the opportunities of the [‘Gamechanger’ Public Social Partnership](#) to improve people’s health and life chances.

The Edinburgh Partnership’s Community Plan 2015-18 identifies improving Edinburgh’s citizens’ experiences of health and wellbeing and reducing inequalities in health as a priority. The preventative actions being taken to deliver on this priority are detailed in the [Edinburgh Partnership’s Prevention Strategic Plan 2015-18](#).

### National indicator 15: Speed of access to drug and alcohol services

The [NHS Local Delivery Plan 2016-17](#) includes a target for 90% of patients to access drug/alcohol treatment within three weeks of referral. Overall, in 2015-16 in Edinburgh, 86% of people waited less than three weeks to start drug/alcohol treatment. 5% waited longer than six weeks. The data includes the whole community.

The [Health and Social Care Integration Joint Board’s Strategic Plan 2016-19](#) details actions to deliver on reviewing treatments and recovery pathways for substance misuse services in collaboration with the [Edinburgh Alcohol and Drug Partnership](#). Further actions are set out below.

- Implement inpatient and community programmes ([Lothian and Edinburgh Abstinence Project \(LEAP\)](#)).
- Establish a model of care within [Recovery Hubs](#) using lived experience peer supporters.
- Explore new harm reduction and recovery approaches to engage more effectively with people receiving treatment for drug misuse through their GP.
- Develop and implement a stepped care approach to psychosocial and therapeutic interventions across recovery services.

### National indicator 16: % of people released from a custodial sentence (quantitative) who are:

- **Registered with a GP**
- **Have suitable accommodation**
- **Have had a benefits eligibility check**

There is no systematic process to collect this information consistently. Input is required from a range of partners to identify need and facilitate access to accommodation as required. The main data source is likely to be the Scottish Prison Service, and will include throughcare, housing, health boards and Scottish Prison Service exit surveys.

Data on the percentage of households presenting as homeless due to ‘discharged from prison’ is being used as a proxy indicator and shows that this has remained fairly constant over the last four years:

2012-13			2013-14			2014-15			2015-16		
Prison	All	% from prison									
152	4315	3,5%	127	4102	3,1%	118	4017	2,9%	122	3638	3,4%

The data does not necessarily include all people who presented as homeless who had been in prison. If people stay with family/others for the first few weeks after release, housing officers may record their cause of homelessness as ‘domestic ejection’.

The [Scottish Government's Code of Guidance on Homelessness](#) includes recommendations for partners in dealing with [prison leavers \(2.32\)](#) and sets out the local authority's accommodation duties towards applicants who are homeless or threatened with homelessness (chapter 9).

### Outcome 3 priority areas for improvement actions

Priority area (indicator)	Improvement action	Lead	Completion
11	Raise awareness of psychologically and trauma informed approaches to service delivery.	Women's Sub Group	31 March 2018
11	Map existing employability services assisting people to become employment ready and identify gaps in provision.	Sector Manager, Community Intervention	30 Sept. 2017
11	Develop the complex needs employability service.	Sector Manager, Community Intervention	30 Sept. 2017
12	Deliver year two of the Alcohol Problem Solving Court and identify other areas where the model might be applied.	Senior Manager, Community Justice/NHS Rep.	31 March 2018
12	Explore options for sustainability of the Navigator Programme.	Senior Manager, Community Justice//NHS Rep.	31 October 2017
12	Improve continuity in health intervention from DTTO to community management on expiry of DTTO.	Sector Manager, City-wide Services	31 March 2018
12	Work with other local authorities to maintain and enhance services across local authority boundaries.	Senior Manager, Community Justice/	31 March 2018
13	Develop a clearer understanding of third sector services, build closer links, and improve collaborative working to remove gaps in service provision.	EVOC/ECSP	31 March 2018
14	Improve speed of access to mental health services in Edinburgh.	NHS Lothian Rep.	31 March 2018
14	Design a pathway to make it easier for men with offending backgrounds to access mental health services.	Prolific Offenders Sub Group	30 Sept. 2017

15	Improve the speed of access to drug and alcohol misuse services.	NHS Lothian Rep.	31 March 2018
15	Establish baseline information for those within the community justice system accessing drug and alcohol services.	Prolific Offenders Sub Group	30 Sept. 2017
16	Liaise with NHS Lothian/Scottish Prison Service to establish baseline figures in relation to GP registration.	Prolific Offenders Sub Group	30 Sept. 2017
16	Liaise with Scottish Prison Service and community justice partners to establish accurate baseline information on prisoners having suitable accommodation and benefits check on release.	Prolific Offenders Sub Group	30 Sept. 2017

#### Outcome 4: Effective interventions are delivered to prevent and reduce the risk of further offending

##### National indicator 17: Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending

Interventions tailored with individuals to reduce their risk of further offending are outlined in Edinburgh's [transitional plan for the delivery of community justice 2016-17](#), some of which have been highlighted above. These include the Violent Offender Watch, supervised bail, diversion from prosecution, Drug Treatment and Testing Orders, the Community Intervention Service for Sex Offenders, Willow, the prison based social work team, the Positive Lifestyles Project, community payback orders, the Caledonian system, the residential unit for high risk offenders, the Offender Recovery Service, employability initiatives, the escalating concerns group, Community in Motion, the Young People's Service, Community Improvement Partnerships and the newly established integrated Family and Household Support teams.

The [Community Payback Order Annual Report 2015-16](#) in particular highlights how a range of partners work with criminal justice social work staff to assist offenders subject to community payback to make positive changes in their life. A range of interventions available to case managers supports behavioural and lifestyle change for offenders. Some examples are set out below.

The **Edinburgh Payback Programme** is for men to address general offending, including attitude and lifestyle issues, and reintegration work, which links people to services to support desistance after completion of the order. The programme also provides a module for road traffic offending. Drawing upon the successes of the Willow service, the programme has developed into a service for men where workers from criminal justice, health and other partners help men to address a broad range of needs, such as physical, mental and sexual health, abuse and trauma as well as confidence, self esteem and life skills.

The **Serious Offender Liaison Service (SOLS)** is based at the Orchard Clinic of the Royal Edinburgh Hospital and provides an assessment and consultancy service to criminal justice social work and partner agencies in relation to sexual offending.

The **Learning Disability Service** based at the Royal Edinburgh Hospital supports those with a learning disability who are subject to community payback. The service provides a wide range of support from art therapy to speech and language therapies. It also contributes to the intervention work with sex offenders with a learning disability to change their behaviour. Guidance on relationships and sexual health exists for those caring for people with learning disabilities, entitled [Making Choices Keeping Safe](#).

The **Scottish Prison Service** delivers activities and interventions that either address offending behaviour or support the needs of people in the care of the Scottish Prison Service. Examples include Alcohol Awareness, Drugs Action for Change, SMART Recovery, Constructs, Moving Forward Making Changes and the Youth Justice Programme targeting general offending behaviour in medium-high risk 16-17 year olds.

### **National indicator 18: Use of 'other activities requirement' in Community Payback Orders (CPOs)**

Partnerships for the 'other activities requirement' have been developed with a variety of organisations. There are options to suit all abilities and needs, being as inclusive as possible. Twelve organisations provide other activity at this time. Examples of the new additions in the past year are set out below.

- Skills Path works with people who have a recognised disability, developing skills and experience, and provides the opportunity for people to move on to paid employment in various sectors.
- Street Soccer Scotland is a non-profit social enterprise, which delivers a range of football related services to socially disadvantaged adults and young people. Through sport, people develop new skills and increase confidence, self-esteem and better self-efficacy. People are shown how to build a portfolio, gain SQAs in communication, and develop first aid skills.
- Veterans First Point has been developed by veterans for veterans. Funded by the Scottish Government and NHS Lothian, it provides a one-stop shop for veterans and their families, helping ex-service personnel to reintegrate to civilian life.
- Youth Build Edinburgh assists young people who experience considerable disadvantage to access sustainable employment and comprehensive training in construction.

Improvement actions for 2017-18 will be to develop other activity work further, not only providing additional opportunities for people, but raising the awareness of the benefits of unpaid work/other activity in local communities and amongst partners. Improved publicity for completed unpaid work projects, through on-site information or local networks will also raise the profile of the benefits to communities and to people undertaking the work.

### **National indicator 19: Effective risk management for public protection**

Partners in Edinburgh have established strong, multi-agency governance arrangements for public protection. Edinburgh's Chief Officers' Group – Public Protection is responsible for the leadership and performance management of the multi-agency aspects of public protection in the city. The Local Police Commander and the Chief Executives of the Council and NHS Lothian are members of the group. Five committees/partnerships (child protection, adult support and protection, offender management, alcohol and drugs, violence against women, multi-agency serious organised crime) manage performance and oversee the quality of services. The Edinburgh, Lothian and Scottish Borders Strategic Oversight Group monitors the operation of [MAPP](#) and makes changes to improve effectiveness where required.

As part of the City of Edinburgh Council's Transformation Programme, Housing and Regulatory Services are introducing a generic housing officer, responsible for a geographical patch of Council tenancies. This will enable housing officers to have oversight of changing household composition in the area and to ensure that the Responsible Authorities under [MAPP](#) routinely receive relevant information. This improves risk management with regard to allocating homes near known sex offenders and other offenders subject to MAPP.

The young people risk management case conference process, an arrangement similar to [MAPP](#), is being used to work with young people who pose a significant risk of harm.

Addressing human trafficking and counter terrorism ([Prevent](#) and [CONTEST](#)) have been added to the public protection remit. Inter-agency guidance has been developed for staff and training takes places on a continuous basis to raise awareness about these issues and enable staff to respond appropriately. Serious and organised crime in the city is addressed on a multi-agency basis.

### **National indicator 20: Quality of CPOs and DTTOs**

As highlighted in the [Community Payback Order Annual Report 2015-16](#), most people who carry out unpaid work recognise that this can be an opportunity to learn a new skill, often as part of a team, as well as giving something back to the community. Some people who have completed their unpaid work hours are now volunteers within the same project. Exit surveys carried out with people who have completed an order highlight positive outcomes in areas including reduction in drug and alcohol use, uptake of employment and training, improved relationships and stable accommodation. As in previous years, many people cite the importance of the relationship with their social worker in helping them to improve their life and stop offending.

Teams delivering community payback and DTTO are subject to the City of Edinburgh Council quality assurance processes, which include case file audits, practice evaluations and focused themed audits, such as violent offenders or [MAPPA](#). All of these processes result in improvement action plans, which are subject to ongoing monitoring. Lessons from Serious Incident Reports, Initial and Significant Case Reviews and actions from audits and practice evaluations are overseen by the Protection Committees' multi agency quality assurance sub groups.

### **National indicator 21: Reduced use of custodial sentences and remand (quantitative)**

- **Balance between community sentences relative to short custodial sentences under 1 year**
- **Proportion of people appearing from custody who are remanded**

The Scottish Courts and Tribunal Service is now represented on the Edinburgh Community Safety Partnership. A system will be established for the relevant data to be provided. The Scottish Prison Service provides figures on prison populations by local authority as a snapshot, which is used for planning purposes.

The Crown Office and Procurator Fiscal Service will link into local authorities' community planning processes on a sheriffdom basis. This will also include work to extend awareness and knowledge of prosecution diversions amongst procurator fiscals to maximise the best use of appropriate community justice interventions.

The Edinburgh Community Safety Partnership is committed to reducing the use of short-term custodial sentences by developing the services outlined in this plan, which enable early intervention when difficulties are identified, have a focus on prevention, and, when people are convicted, have a clear focus on the prevention of re-offending. An important part of this strategy has been to develop credible community-based alternatives to custody that have the support of the courts and local communities.

### **National indicator 22: The delivery of interventions targeted at problem drug and alcohol use (quantitative)**

In 2015-16, across Lothian, 28,972 [Alcohol Brief Interventions](#) were delivered against a target of 9,738. 12,179 of these were delivered in priority settings (primary care, maternity services, accident and emergency). A further 16,793 were delivered in wider settings, including higher education, dentistry,

criminal justice, sexual health services, young people’s services, and occupational health. Edinburgh continues to deliver on this pan Lothian target and no improvement goals have been set for the [Edinburgh Alcohol and Drug Partnership](#).

**National indicator 23: Numbers of police recorded warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, and community sentences (including CPOs, DTTOs and RLOs)**

1025 Community Payback Orders were imposed in 2015-16, compared to 1114 in the previous year, consistent with fewer criminal justice social work reports being requested by courts. The Community Payback Order Annual Report provides information on all aspects of community payback, including the nine possible requirements.

The annual aggregate return to the Scottish Government provides detailed information on criminal justice social work reports, bail, diversion, voluntary assistance and statutory throughcare.

All statistical information provided from these and other sources (such as the Level of Service, Case Management Inventory (LS/CMI)) is used to plan and develop services.

Improvement action for 2017-18 is to work with Police Scotland and the Crown Office and Procurator Fiscal Service to establish baseline figures.

**National indicator 24: Number of short-term sentences under 1 year**

Snapshot data is available regarding males and females in prison by local authority and sentence (undetermined sentence, remand, fine defaulters, less than 3 months, 3 months to less than 6 months, 6 months to less than 2 years, 2 years to less than 4 years, 4 years or over, including life). This information is being used to inform planning.

**Outcome 4 priority areas for improvement actions**

Priority area (indicator)	Improvement action	Lead	Completion
18	Further develop ‘other activity’ work to increase opportunities for those subject to Community Payback Orders.	Manager, CPO Unpaid Work Team	31 October 2017 (CPO Annual Report)
21	Establish baseline information and work with the Scottish Courts and Tribunal Service to obtain relevant data for comparison.	Sector Manager, City-wide Services	30 Sept. 2017
21	Work with the Crown Office and Procurator Fiscal Service to extend Procurator Fiscals’ knowledge of suitable prosecution diversions opportunities in criminal justice and the third sector.	Sector Manager, City-wide Services	30 Sept. 2017
23	Work with Police Scotland to establish baseline figures for police warnings and diversions.	Sector Manager, City-wide Services	30 Sept. 2017
23	Work with the Crown Office and Procurator Fiscal Service to establish baseline figures for fiscal diversions, supervised bail, and community sentences.	Sector Manager,	30 Sept. 2017

		City-wide Services	
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## PERSON-CENTRIC OUTCOMES

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**Outcome 5: Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed.**

**Outcome 6: People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities.**

**Outcome 7: Individuals' resilience and capacity for change and self-management are enhanced.**

**National indicators 25, 26 and 27: Individuals have made progress against the outcome.**

Local interventions designed to improve person-centric outcomes all follow a holistic approach addressing improved life chances, developing positive relationships and resilience at the same time. Consequently, the person-centric outcomes and related indicators are addressed jointly in this plan, as evidenced above. Outcomes are measured for individuals accessing community justice services. Examples are set out below.

The Caledonian System is the integrated approach to addressing domestic abuse. It combines a programme for male offenders with support services for women and children affected by domestic abuse, as both victims and witnesses. In the [evaluation of the Caledonian System](#) women reported that they felt safer and men who completed the programme were judged by case workers as posing a lower risk to partners, children and others by the end of the programme.

An evaluation of the **Edinburgh domestic abuse court** roll-out sought feedback from victims. It demonstrates the many successes of the domestic abuse court roll-out and the positive impact that can be achieved through effective support and intervention from all agencies and at every stage of the process.

The **Edinburgh Domestic Abuse Court Advocacy Service** (EDDACS) assists victims of domestic abuse to make informed choices relating to their circumstances, including person-centred work to improve confidence where victims are required to attend court at witnesses.

Performance information from **Willow** has demonstrated improvements in women's lives across a range of indicators, including improved mental health and engagement with services, improved problem solving skills, reduction in harmful behaviours to self and in alcohol and drug use, and a better understanding of the link between current difficulties and previous experiences of trauma. Many have been helped to resume care of their children.

The [Care Inspectorate report](#) on the residential unit for those who pose a risk of serious harm (July 2016) highlights that 'service users were supported to access housing, employment/training, health and finance and that outcomes for service users were positive.'

The positive outcomes for people subject to **community payback** are summarised in the exit questionnaires completed at the end of each order. Positive outcomes are cited in many areas, including employment and training, relationships and accommodation, and a reduction in drug and alcohol use.

The **Community Interventions Service for Sex Offenders (CISSO)** delivers the accredited programme for convicted sexual offenders: Moving Forward Making Changes. A national outcome evaluation is being planned for 2017. No control group is available therefore the evaluation will assess progress made towards short- and medium-term outcomes, which are expected to contribute towards the long-term outcome of decreasing offending behaviour.

**Scottish Government reporting:** Performance information for the [Caledonian system](#) is reported to the Scottish Government. An [evaluation of the programme](#) was conducted in 2016, which accompanies a [summary of the key findings](#).

An [annual report on the delivery of social work services in Edinburgh](#) is also submitted. This is a requirement of each local authority to enable [monitoring of the national social work landscape](#).

[Edinburgh's Community Payback Order Annual Report 2015-16](#) is published online; along with other local authorities' annual reports it informs the [Scottish Government Summary of Community Payback Order Local Authority Annual Reports 2015-16](#).

### Outcomes 5, 6 and 7 priority areas for improvement actions

Priority area (indicator)	Improvement action	Lead	Completion
25	Identify opportunities within existing pathways for vulnerable people to have access to health, wellbeing or other relevant interventions.	All	31 March 2018
27	Examine services proven to improve outcomes for individuals and consider whether the successful models can be replicated elsewhere.	Prolific Offenders Sub Group	31 March 2018

### Alignment to National Outcomes and Community Planning

The Edinburgh Community Justice Outcomes Improvement Plan supports the [Scottish Government's National Outcomes](#) to: tackle the significant inequalities in Scottish society; live our lives safe from crime, disorder and danger; and build strong, resilient and supportive communities. It is being developed in line with the Edinburgh Community Planning Partnership's vision: Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced.

The Edinburgh Partnership works towards four strategic outcomes:

- Edinburgh's economy delivers increased investment, jobs, and opportunities for all (strategic priority: reducing unemployment and tackling low pay)
- Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health (strategic priorities: shifting the balance of care; reducing alcohol and drug misuse; reducing health inequalities)
- Edinburgh's children and young people enjoy their childhood and fulfil their potential (strategic priorities: improving early support; improving outcomes for children in need; improving positive destinations)
- Edinburgh's communities are safer and have improved physical and social fabric (strategic priorities: reducing antisocial behaviour, violence, harm; reducing reoffending; improving community cohesion, participation and infrastructure; increasing availability of affordable housing; reducing greenhouse gas emissions)

Development of the Community Justice Outcomes Improvement Plan has identified four key themes, which align with the vision for community justice in the National Strategy, and cut across a number of Edinburgh’s strategies and improvement plans listed at Appendix 1.

- Making communities safer through reducing crime and antisocial behaviour
- Reducing inequalities by improving access to services (health, housing, welfare)
- Building strong and inclusive communities
- Improving individuals’ resilience and life chances by creating more opportunities for participation in society (access to employment, education)

Public consultation events have highlighted those themes important to local communities and the Community Justice Outcomes Improvement Plan will feed into the development of the four Locality Improvement Plans, which will be in place by October 2017, and into the Edinburgh City Vision 2050.

### Governance Arrangements

Edinburgh’s Community Safety Partnership (CSP) has developed the Community Justice Outcomes Improvement Plan on behalf of Edinburgh’s Community Planning Partnership. Statutory partners approved the Plan on 1 March 2017. The CSP has responsibility for implementing and monitoring the Plan, including delivering the improvement actions for the structural and person-centred outcomes. The CSP will report progress under the national indicators to the Edinburgh Partnership annually, in addition to carrying out an annual review of the Plan. Edinburgh’s reporting structure for community justice is set out below.



### Participation statement

The Community Justice Outcomes Improvement Plan has been developed with the full participation of community justice partners and the third sector. Partners who contributed to the Plan’s development are listed at Appendix 2.

Feedback from the following activities was used to inform the Plan:

- online public consultation using survey questions and inviting comments
- Community Safety Partnership workshops to explore priority areas
- a short life community justice working group to gather input from partners
- consultation with people with offending backgrounds and their families
- consultation with victims and witnesses of crime and their families

The third sector is represented on the Community Safety Partnership and was included in the short life working group. Additional consultation events are planned with service users and the third sector in 2017/18 to support the Plan’s review and further development.

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## **Appendix 1: Sources**

[Scottish Government National Performance Framework](#)

Edinburgh Partnership Community Plan 2015-18

[Edinburgh Partnership Prevention Strategic Plan 2015-18](#)

[Integration Joint Board Strategic Plan 2016-19](#)

[The City of Edinburgh Council Business Plan 2016-20](#)

[Edinburgh Local Policing Plan 2014-2017](#)

[Antisocial Behaviour Strategy 2016-19](#)

[Local Fire and Rescue Plan for the City of Edinburgh 2017-20](#)

[Edinburgh Alcohol and Drug Partnership Strategy and Delivery Plan 2015-18](#)

[Integrated Plan for Children and Young People 2015-18](#)

## **Appendix 2: Partners**

The partners are members of Edinburgh's Community Safety Partnership (CSP):

Elected member and chair of the CSP

Chief Social Work Officer, the City of Edinburgh Council

Senior Manager, Community Justice, City of Edinburgh Council

Senior Manager, Integration Joint Board for Health and Social Care

Programme Manager, Edinburgh Alcohol and Drug Partnership

Chief Superintendent, Police Scotland

Area Manager, Scottish Fire and Rescue Service

Governor, HMP Edinburgh, Scottish Prison Service

Strategic Programme Manager, NHS Lothian

Chief Executive, Edinburgh Voluntary Organisations Council

Area Manager, Skills Development Scotland

Procurator Fiscal, Crown Office and Procurator Fiscal Service

Scottish Courts and Tribunals Service



## THE EDINBURGH PARTNERSHIP

### Edinburgh Partnership Reducing Inequalities Priorities

#### Recommendation

- i. The Board is recommended to consider and note the progress made to date in identifying priorities for joint effort across public and third sector partners towards reducing inequalities. Individual members of the partnership are asked to ensure that relevant resources are prioritised to take these actions forward.

#### Main Report

1. The Partnership will commit our **joint efforts** and **public sector resources** to actions that attempt to undo the underlying structural inequalities in power and resources that exist within our City. These actions are based on provision of high quality universal services including education, housing, and employment, and economic policies that support social mobility and prevent high wage differentials.
2. Health Scotland recommends action to tackle inequalities should cover a spectrum that:
  - mitigates the immediate experience of inequality;
  - seeks to prevent ongoing experience of inequality
  - seeks to undo the fundamental causes of inequality
3. The Edinburgh Partnership must identify actions that prevent individuals and communities experiencing the effects of inequality on health and wellbeing using targeted health improvement activities, community development activities that increase social capital in deprived areas, and improvements to the physical environment in deprived areas. The Partnership should agree actions that mitigate or reduce the severity of the health and social consequences of social inequalities by ensuring that people who are socially disadvantaged and have higher health needs receive a level of service provision that reflects their needs. Regular engagement with communities of place and interest around Edinburgh should inform the development of services that are proportionate to need.
4. The four Edinburgh localities will shape these priorities according to needs defined by communities in their areas. There should be clear reference to the Partnership priorities within Locality Improvement Plans where public engagement is a strong feature.
5. The Partnership has agreed to focus its **joint efforts** on the following priorities:
  1. Income Maximisation
  2. Education
  3. Housing
  4. Employability

6. These priorities and associated Partnership actions do not stand in isolation. Many actions to address income and housing will be reliant on employment, for example.

### Income Maximisation

7. Income maximisation in this context relates to services and initiatives that are geared towards helping Edinburgh citizens maximise their income whether the money comes from employment, social security payments or through better overall financial management (a key lesson around poverty work is that 'poor' people are not, as a rule, poor at managing their money. They just don't have enough. There is also the 'poverty premium', i.e. being poor costs more because of lack of access to cheap credit, not being able to buy in bulk, being on expensive utilities tariffs etc) . In some city localities, more than 25% of the population are income deprived. This work includes, but is not restricted to, benefits maximisation, access to credit, housing rights and welfare rights. Services are commissioned and delivered by both CEC and NHS Lothian and a range of third sector partners deliver these services and also run standalone income maximisation services. How can we extend these, e.g. in schools, community centres?
8. NHS Lothian has recently reviewed its service provision in healthcare settings and CEC is involved in a similar exercise. There is not, however, a shared approach to service provision as yet. A shared approach, which does not necessarily mean shared budgets, would potentially mean that duplication of services is avoided, services are located in areas of greatest need while specific populations in need might be supported more effectively.
9. The provision of income maximisation services should include a crisis element for people facing immediate financial problems; benefits system expertise; housing system expertise; and resources devoted to helping people achieve longer term financial stability.
10. Income maximisation services are primarily about mitigating the impacts of poverty and inequality. They need to be complemented by other initiatives that focus on fundamental determinants of inequality, notably living wage and the opportunities for public sector commissioning and procurement to ensure that employees working conditions and remuneration do not contribute to poverty. Many of the Edinburgh Partnership's employability initiatives will also address problems related to income.

Action	Target population	Mitigation	Prevention	Undoing
Review income maximisation, welfare advice and benefits services to avoid duplication and ensure good coverage of	People with low incomes People on benefits In-work poor	Yes	Yes	

Action	Target population	Mitigation	Prevention	Undoing
areas and populations of need				
Edinburgh as living wage city	In-work poor		Yes	Yes

## Education

11. Scottish Government has committed to reducing the attainment gap and every local authority is taking forward work in this area using improvement methodology. There is a need for those on the frontline and in education management to have a sound understanding about what can impact on children and young people's ability to engage fully with our current education system. The life circumstances of too many of our children and young people mean that they have poor school attendance and do not benefit from the protective factors that school engagement can provide them with. Others feel that they are not welcome at school and sometimes disengage. In addressing inequalities in attainment, consideration should be given to ensuring high quality universal services where children's rights are at the heart of all we do. This includes community based services such as access to libraries, youth work and additional support where needed alongside relevant school and college based education.

Action	Target population	Mitigation	Prevention	Undoing
One in Five	Children from homes with low incomes	Yes	Yes – changing school practice to avoid extending inequalities	
Community Entitlement – building protective environments	All children but particularly those in disadvantaged areas	Yes – through ensuring that “one good adult” relationship exists in local communities	Yes - through ensuring that “one good adult” relationship exists in local communities	Yes - through ensuring that “one good adult” relationship exists in local communities
Pupil Equity Fund	Children and young people in primary and secondary school	Yes – could fund things to help children attend and stay engaged in school	Yes – through additional support to children who need support from “one good adult” through school and youth work partnerships in local areas	

Action	Target population	Mitigation	Prevention	Undoing
New Approaches to Engagement with parents	Parents/carers whose children's attendance/attainment could be improved	Yes – builds stronger relationships and home learning environment	Yes- builds stronger relationships and mutual understanding, and develops the home learning environment as appropriate	Yes – builds stronger relationships and mutual understanding, and develops the home learning environment as appropriate

## Housing and Planning

12. Healthy homes and neighbourhoods are a basic necessity. Badly designed, poorly heated, damp homes are bad for health and expensive to maintain. 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.

13. There are opportunities to strengthen partnership working to help increase the supply of affordable homes in the city, ensure an integrated place making approach and reduce inequality, which is increasingly driven by high housing costs and income pressures and uncertainty.

- **Housing supply:** The Council and its Registered Social Landlord (RSL) partners have made a commitment to deliver 16,000 new affordable and low cost homes in Edinburgh over the next 10 years. There are further opportunities to work with Edinburgh schools and colleges to link housing investment to employability strategies building on that which is already underway. Increasing the number of affordable and low cost homes can also meet the needs of key workers, including those in the health and social care sector as well as providing homes for older people and those with more complex health needs.
- **Placemaking:** the Place Standard has been developed by Scottish Government and NHS Scotland to ensure housing and other development is part of a coherent approach to place making. The Spatial Planning team within CEC has outlined an approach to using the Place Standard as part of its locality development work. Local Place Standard training has been arranged to allow Locality Improvement Planning to be responsive to the needs of communities and involve a wide range of services.
- **Affordability and Digital Inclusion:** As well as increasing the supply of affordable and low cost homes, the Council, and many Registered Social Landlord partners, are working to help tenants reduce their cost of living through projects and initiatives designed to maximise income. These initiatives go beyond simply focusing on housing costs. This includes initiatives on digital inclusion and improved use of technology, which could help improve access to jobs and support independent living for example.

Action	Target population	Mitigation	Prevention	Undoing
Place Standard pilot	Pilot areas in each locality – needs based assessment		Medium to longer term changes to locality	
Health, Social Care and Housing – support the development of housing-led digital strategy to improve health outcomes	Tenants in areas with high levels of health inequality		Support independent living and improve health and wellbeing outcomes, including reducing social isolation	Reduce need for hospital stays and/or frequent GP visits and reduce delayed discharge from hospital
Edinburgh Construction Academy – key partners to investigate. Important to link to ‘Construction Working Group’, Joined up for Business Strategy and Edinburgh Jobs Strategy	Young people and adults in areas of deprivation seeking employment		Providing access to good jobs from a young age	

## Employability

14. Fairly paid, fulfilling work is very important to overall wellbeing and ensures that people are able to participate more fully in society. Considerable effort is underway to improve the number of jobs available to people in Edinburgh across all ages, with a particular effort being made around getting young people into employment through supported employment opportunities. There are opportunities to work together across the public sector to increase our impact in this area. For example, All in Edinburgh (supported employment service), the Integrated Employability Service (all age Employability hubs delivered by Edinburgh College and Community Renewal) and the new Complex Needs service (employability support for people with drugs, alcohol and/or offending issues) are key priorities.

<b>Action</b>	<b>Target population</b>	<b>Mitigation</b>	<b>Prevention</b>	<b>Undoing</b>
Deliver the new Youth Employment Action Plan for the city	S4/S5 school leavers not intending to go to Higher Education	Yes – try to capture young people who might struggle to find the apprenticeship or entry job they need	Yes – longer term employment stability	
Deliver the new Complex Needs Service	People with drugs, alcohol and/or offending issues	Yes	Yes	Yes
Mental health training for Youth Employability staff and specific mental health support for young people	16-19 year olds who struggle to retain Positive Destination	Yes – through reducing number of unsuccessful placements	Yes – through getting young people into jobs that can be sustained due to mental health support provided	
Developing Young Workforce pilot in South West with SDS, Edinburgh College, schools and CAMHS	Secondary school age	Yes – to avoid young people dropping out of college placements	Yes	
Edinburgh Procurement Standard – embed Living Wage in all public sector contracts.	All contractors working with Edinburgh Partnership stakeholders	Yes – increases money in households	Yes – through increasing income of a low paid group of workers	Yes – through increasing income of a low paid group of workers

## **Ways of working**

15. Creating a partnership focus and joint effort on inequalities requires the Partnership organisations and individuals to adopt new ways of working and a clearer focus on prevention. We need to see ourselves as part of a broad, yet focussed public and third sector effort to reduce inequalities in Edinburgh. This requires us to think and act outwith our current organisational boundaries, to problem solve together and share resources for greater effect across a number of cross-cutting challenges. It is

proposed that the priority actions identified in this paper will enable to further develop those ways of working through working together on shared common goals.

16. The Christie Commission highlighted the importance of prevention activity being prioritised within public and third sectors. What Works Scotland spells this out clearly in its response to the Scottish Parliament’s finance committee:

- The key element to any distinctively preventative measure is that the measure should reduce or eliminate the need for future interventions. In essence, prevention is defined in contradistinction to reactive policy making.

17. This is a useful way of thinking that the Partnership could adopt to renew its commitment to preventative action across the public and third sectors and to build prevention into the design and delivery of our public services.

## Conclusion

18. Reducing inequalities is the focus of many of our discussions in Locality Leadership Teams, the Edinburgh Partnership Lead Officers Group and other Community Planning structures across the city. A common understanding of key issues is emerging but clearly defining our additional partnership actions is still at an early stage. The actions offered in this paper are those that have begun or can begin now, with existing partners and resources. They will be refined over the course of the next few months, in particular following the Edinburgh Partnership Board Away Day in April.

<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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On behalf of Edinburgh Partnership Lead Officer Group



## THE EDINBURGH PARTNERSHIP

### The National Standards for Community Engagement

#### Executive Summary

1. This report advises the Board of the publication of revised National Standards of Community Engagement.
2. The adoption of the new Standards is recommended. It should be recognised that the seven standards are complementary to the Community Empowerment (Scotland) Act, and a programme of support and promotion is proposed.

Michele Mulvaney  
Community Engagement and Partnership Development Manager

#### Recommendation

1. The Board is recommended to:
  - i. note the revised National Standards for Community Engagement; and
  - ii. adopt the Standards and development of a programme of promotion and support.

#### Main Report

##### Background

2. The National Standards for Community Engagement were first launched in 2005. The Standards set out good practice principles to help public bodies and communities to work more effectively together. These original Standards were developed by Communities Scotland with the involvement of over 500 people from communities and agencies across Scotland.
3. With the increased policy focus on community empowerment, participation and the introduction of the Community Empowerment (Scotland) Act 2015, the Scottish Government commissioned the Scottish Community Development Centre to review and update the Standards. The Standards provide an important tool in implementing the duties contained within the Act.

##### The Revised Standards

4. The revised Standards were launched in September 2016 following an extensive programme of engagement, involving community, third sector and public body representatives.
5. Through this process the Standards were simplified, reducing from ten to seven. They are based on the principles of equality, recognising the diversity of people and communities; a clear sense of purpose; effective methods for achieving

change; building on the skills and knowledge of those involved; and a commitment to learning and continuous improvement.

6. The seven standards are:

- Inclusion – We will identify and involve the people and organisations that are affected by the focus of the engagement.
- Support – We will identify and overcome any barriers to participation.
- Planning – There is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions.
- Working Together – We will work effectively together to achieve the aims of the engagement.
- Methods – We will use methods of engagement that are fit for purpose.
- Communication – We will communicate clearly and regularly with people, organisations and communities affected by the engagement.
- Impact – We will assess the impact of the engagement and use what has been learned to improve our future community engagement.

7. The Standards are designed to support and inform community engagement practice and to improve the impact achieved. They are complementary to existing practice and can be used by all bodies or groups working with communities.

#### Supporting use of the Standards

8. With the Standards adopted and in place, it is proposed to develop a programme of support and promotion working with partners, with the aim of raising awareness and embedding their use as a key part of engagement practice. This activity will be complementary to the work underway in relation to the duties under the Community Empowerment (Scotland) Act.

9. In developing the programme, a review of the existing usage of the Standards will be carried out. This will inform the approach and potentially provide case studies which can be used as part of the promotional activity. The resource implications of the usage of the Standards will also need to be considered, particularly in relation the support standard, with the opportunity to explore the development of specific guidance to ensure a consistency of approach in addressing the barriers to participation.

10. Following the publication of the Standards, the Scottish Community Development Centre is producing a range of accompanying resources to support their use across Scotland. It is proposed to use these resources, as appropriate, to inform the development of the support programme.

11. Progress reports will be made available on the development and delivery of the programme of work periodically.

#### Conclusion

12. The Standards are of relevance to all partners and are pertinent for the partnership's engagement activities.



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  
Community Engagement and Partnership Development Manager

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Contact details: Telephone No 0131 469 3541  
Email Address Michele.Mulvaney@edinburgh.gov.uk

Hyperlink to:

- Background Paper – [National Standards for Community Engagement](#)



**LUNCH PRESENTATION**

**Thursday 30 March 2017**

**13.00 to 13.50**



# South East Locality (including City Centre)



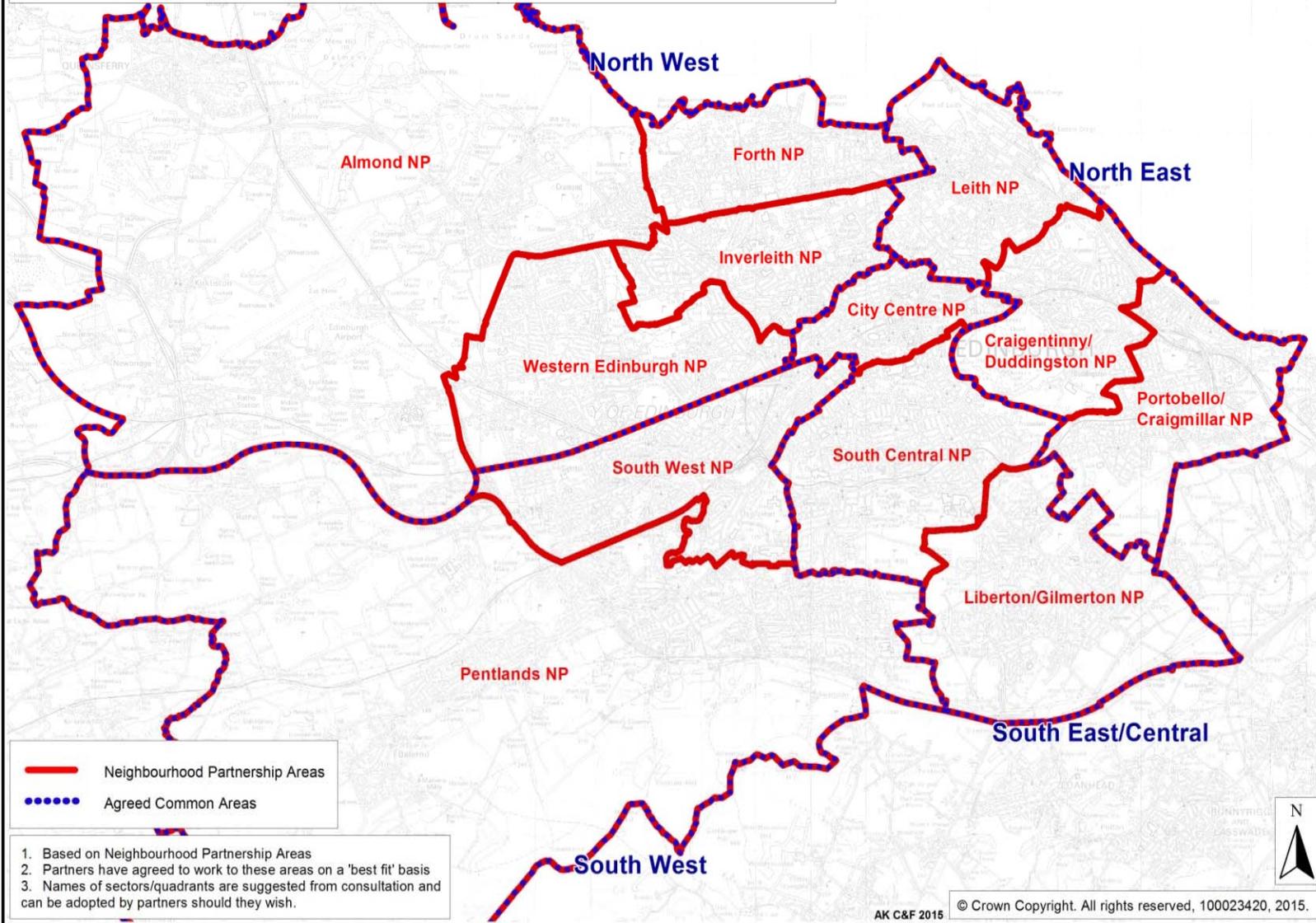
Developing our Locality  
Improvement Plan 2017/20



# What we will cover?

1. Introduction to SE Locality
2. Locality Improvement Plan 2017/22 contents
3. Neighbourhood Partnership and Locality Leadership Team arrangements
4. Phase 1 locality wide engagement results
5. Phase 2 engagement
6. Community Engagement and Empowerment – Future Operating Model for Neighbourhood Partnerships

# Agreed Common Areas for Localities Partnership Working



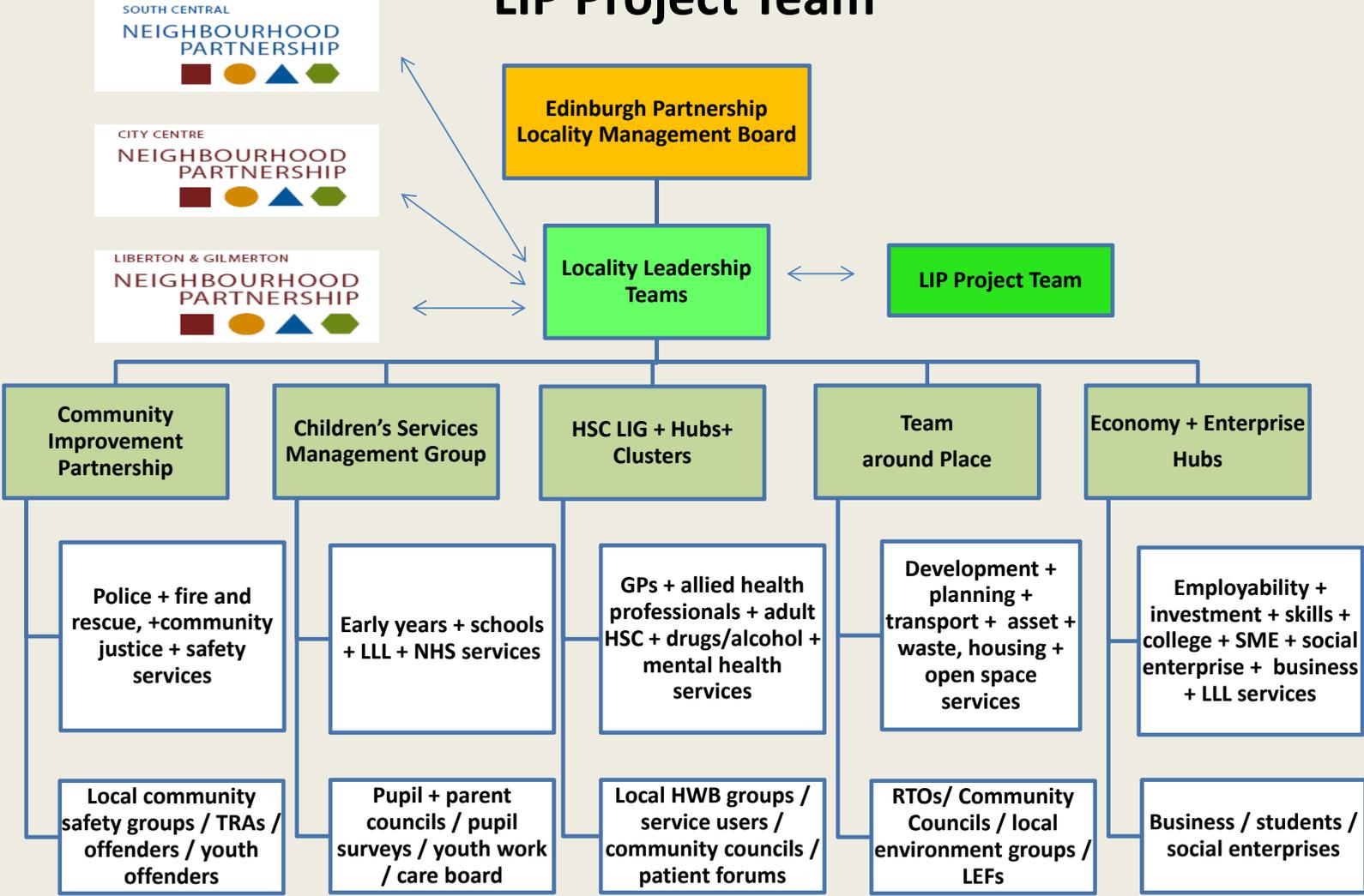
# South East Locality

- 126,000 residents (inc 22,500 in City Centre and 8,500 full time students)
- 91% satisfied with “neighbourhood as a place to live” & 87% feel safe after dark
- 30% households private lets, 15% social lets
- 16% household income less than £15k - but average is £40,500.
- 50% take no, or less than 1 hr, exercise p/w
- 9.4% drink alcohol every day

# South East Locality Leadership Team - membership

- City of Edinburgh Council
- Health & Social Care Partnership
- EVOC
- South East Voluntary Sector Forum
- Police Scotland
- Fire & Rescue Service
- University of Edinburgh
- Edinburgh College
- Skills Development Scotland
- NHS Lothian

# Locality Leadership Teams + Neighbourhood Partnerships + LIP Project Team



# Locality Improvement Plans 17/22

Section 1 – Values, city vision, city priorities, context to locality working

Section 2 – Community engagement and empowerment

Section 3 – Insight

Section 4 – Locality wide outcomes (social / economic / environmental)

Section 5 – Small area outcomes in areas of deprivation (social / economic / environmental)

Section 6 – Resources (teams / assets / commissioning / finances / information)

Section 7 – Governance and partnership

Section 8 – Reporting and review

## **Phase 1 LIP Engagement – Oct 16 to Dec 16**

Develop locality wide aspirations, priorities and actions informed by community aspirations and public sector reform agenda.

Engagement linked in with planned or existing events, activities, and groups i.e. minimise engagement fatigue.

Seek outcomes that can be delivered over five years.

Widespread use of short and personal conversations with people using two simple and open questions (what is good? What could be better?).

Drawing out the multi-partner topics and priorities.

Phase 1 Engagement Overview	South East
Number of events attended	71
Number of citizens engaged	726
Number of comments generated	1041

<b>Edinburgh Mosque</b>	<b>Youth Talk Awards</b>
<b>South Edinburgh Voluntary Sector Forum</b>	<b>People First</b>
<b>Police Scotland (Foot Patrols)</b>	<b>Libraries</b>
<b>Scottish Fire and Rescue Service (Home Visits)</b>	<b>GP surgeries</b>
<b>Community Centres</b>	<b>Coffee, Cake Connect</b>
<b>Liberton Gilmerton Gender Based Violence Event</b>	<b>Online</b>

## Phase 1 Locality Wide Priorities for the South East + City Centre (Draft)

<b>Improved Environmental Sustainability</b>	<b>Develop the transport and active travel infrastructure</b>
	<b>Improve facilities to recycle and reduce waste</b>
	<b>Enhance the built environment and civic spaces</b>
<b>Improved Economic Sustainability</b>	<b>Increase employment opportunities for young people</b>
	<b>Create opportunities to learn transferable skills for work or self employment</b>
	<b>Work better in partnership with local businesses</b>
<b>Improved Social Sustainability</b>	<b>Enable C+YP + families to develop the services that help them fulfil their potential</b>
	<b>Ensure C+YP receive early intervention to support their needs</b>
	<b>Increase access to childcare provision that reflects the demands of different lifestyles</b>
	<b>Address anti-social behaviour in a positive manner</b>
	<b>Let people report and have local issues resolved with ease</b>
	<b>Make communities feel safe and connected</b>
	<b>Improve access to health &amp; social care services</b>
	<b>Increase opportunities to learn about healthier lifestyles</b>
	<b>Support independent living at home for those with additional care needs</b>

## Phase 2 Approach

Deliver focused engagement with communities and citizens in specific geographical areas, and with specific communities of interest, that experience poverty, inequality and disadvantage.

Deliver engagement through specific themes (e.g. income, fuel and food poverty; place; health; employability).

Identifying longer term community asset based approaches to prevention and intervention.

**Two main data sources have been used to inform geographic areas:**

\* Scottish Index of Multiple Deprivation (SIMD)- information from August 2016

\* Local partnership modelling of poverty and low income rates on a small area basis

## **South East Locality – LIP Small Areas**

Ward 16- Liberton/Gilmerton

Gracemount

Southhouse /Burdiehouse

Hyvots

Moredun – focussed around 6 multis

Ferniehill/Fernieside

Ward 15- Southside / Newington

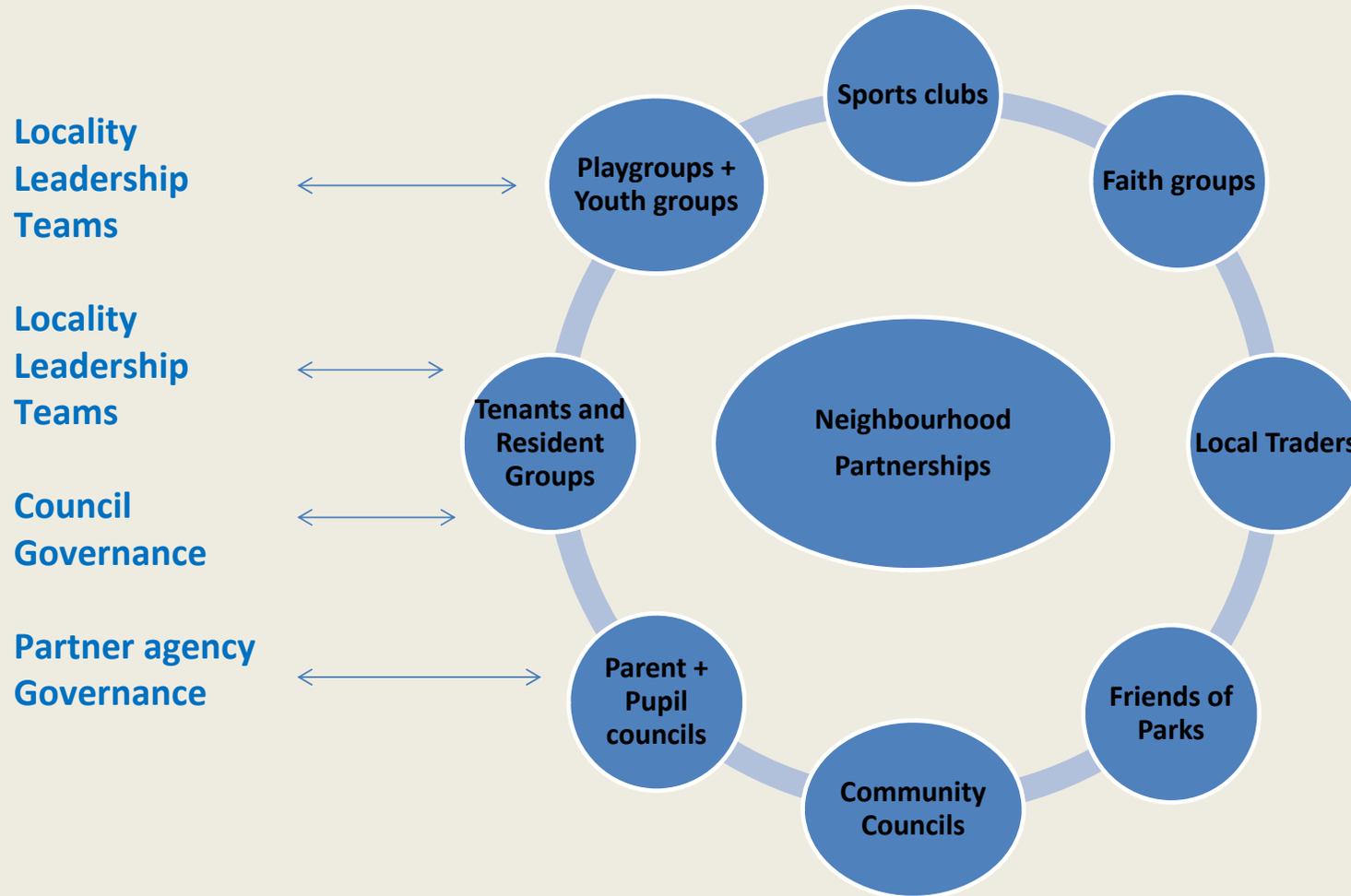
Dumbiedykes

Southside Corridor

# The City Centre

- Unique asset for all of Edinburgh, diverse and developing, complementary and competing
- Complex array of partnerships, projects and stakeholders with various governance arrangements
- Iconic sites, iconic events, iconic developments
- Residents feeling increasingly marginalised, social and safety concerns, social isolation
- Environmental pressures
- Public asset and estate
- LIP small area status – specific and tailored engagement activity for Phase 2

# Future Operating Model – Community Engagement and Empowerment - Neighbourhood Partnerships



# Possible Form and Function

- 17 ward level Neighbourhood Partnerships
- Membership - Community sector anchor organisation representatives and all ward elected members + officers attend to support
- Wider community sector individual membership
- Improve communication across community sector
- Link to partner agency governance arrangements and LLTs and Sub Groups
- Assist in delivery of LIPs + scrutiny of LIP delivery
- Activities focus on participatory budgeting + capacity building + community clean ups + asset transfer + participation requests + community events
- Non bureaucratic arrangements, engaging and informal but project delivery focus



## LUNCH PRESENTATION

**Thursday 30 March 2017**

**13.00 to 13.50**



# **B O A R D M E E T I N G**

**Thursday 30 March 2017**

**14.00 to 16.30**



## Item 5

# Strategic Planning Framework 2016/17 to 2027/28

## Appendix 1



# Strategic Planning Framework - Contents

## Community Plan and Locality Improvement Plans



# Strategic Planning Framework – Cycle



A = approve as a result of primary legislation / E = endorse as a result of statutory guidance

Plan	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	
Community Plan (A)	2015/18		2018/23					2023/28					
Local Com Plans (A)	2014/17	Local Community Plans and other locality plans will all be merged into Locality Improvement Plans as of October 2017											
Locality Imp Plans (A)		2017/22					2022/27						
C+YP Plan (E)	2015/18	2017/20			2020/23			2023/26					
HSC Plan (E)	2016/19			2019/22			2022/25			2025/28			
Drug + Alco Plan (E)	2015/18		2018/21			2021/24			2024/27				
Economic Strategy (E)	2012/17	TBC but likely 2017/22						TBC					
Local Dev Plan (E)	2016/21						New LDP will be linked to the outcomes of new national planning legislation						
Housing Inv Plan (E)	2012/17	2017/22					TBC						
Sustain Edinburgh (E)	2012/20		SE2020 will be merged into Com Plan 2018/23 as of April 2018										
Police + F+RS Plan (E)	2014/17	2017/18	2018/23					2023/28					
CLD Plan (A)	2015/18		2018/21				TBC						
Com Jus Out Plan (A)	2016/17	TBC by national guidance, currently on an annual review and publication cycle											
COMPACT Plan (E)	2015/20						TBC						



# Strategic Plan - Outcomes



Plan Title	Summary of Current or Proposed Strategic Outcomes
Community Plan 15/18	Economy, investment and jobs / health and wellbeing and health inequalities / safer and stronger communities / children and young people enjoy their childhood and fulfil their potential
Community Plan 18/23	Social sustainability / economic sustainability / environmental sustainability
Local Community Plans 14/17	Health and wellbeing / economy and jobs / children and young people / clean, green and safe
Local Improvement Plans 17/22	Social sustainability / economic sustainability / environmental sustainability
Children + Young People's Plan	Best start in life / improving attainment + achievement / physical and mental health and wellbeing / child poverty / C+YP empowerment
HSC Strategic Plan	Improved health and wellbeing / tackling health inequalities / safe from harm / support to live in the community / support for carers / improved quality of life / dignity + positive service experiences / engaged workforce / efficient use of resources
Drug and Alcohol Plan	Children and young people's health and wellbeing are not damaged by alcohol and drugs / Individuals and communities affected by alcohol and drugs are stronger and safer / Fewer people develop problem drug/alcohol use and more people (and their families) are in recovery.
Economic Strategy	Edinburgh attracts new investment in development and regeneration / Edinburgh's economy attracts and sustains job opportunities / Edinburgh residents are able to access job opportunities





## THE EDINBURGH PARTNERSHIP

Plan Title	Summary of Current or Proposed Strategic Outcome
Local Development Plan	Growth of the City / new and quality homes / sustainable transport and access to jobs and services / environment and climate change / strong, sustainable and healthy communities
Housing Investment Plan	Affordable housing for people and families on low incomes / improve place making / better education, training and employment opportunities for tenants
Sustainable Edinburgh	maintain a good quality of life for all its citizens while consuming minimum resources / leading knowledge, demonstration and development centre for sustainable development / trademark – the “Sustainable City” – attracting visitors, industry and investors / significant new employment opportunities in low carbon and green technologies / preserved and enhanced its biodiversity, landscape and coastal environments
Police Plan and Fire and Rescue Service Plans	Police = Public safety / reducing anti social behaviour / serious and organised crime / acquisitive crime. Fire and Rescue = reduction of Dwelling Fires / reduction in fire casualties and fatalities / reduction of deliberate fire setting (not including Dwellings) / reduction of fires in other buildings / reduction of Unwanted Fire Alarm Signals / reduction of road traffic collisions
Com Justice Outcomes Plan	Communities improve their understanding of and participation in community justice / partners plan and deliver services in amore strategic and collaborative way / better access to services / effective interventions to reduce re offending / person centred outcome – life chances are improved + positive relationships are developed + individual resilience is improved
COMPACT Plan	Future thinking / resourcing and investment / community planning and reach / thriving third sector
Community learning and development plan	Improved life chances for people of all ages, through learning, personal development and active citizenship / Stronger, more resilient, supportive, influential and inclusive communities.



**For more information contact:**

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Locality and Partnership Manager  
City of Edinburgh Council**

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# **B O A R D M E E T I N G**

**Thursday 30 March 2017**

**14.00 to 16.30**

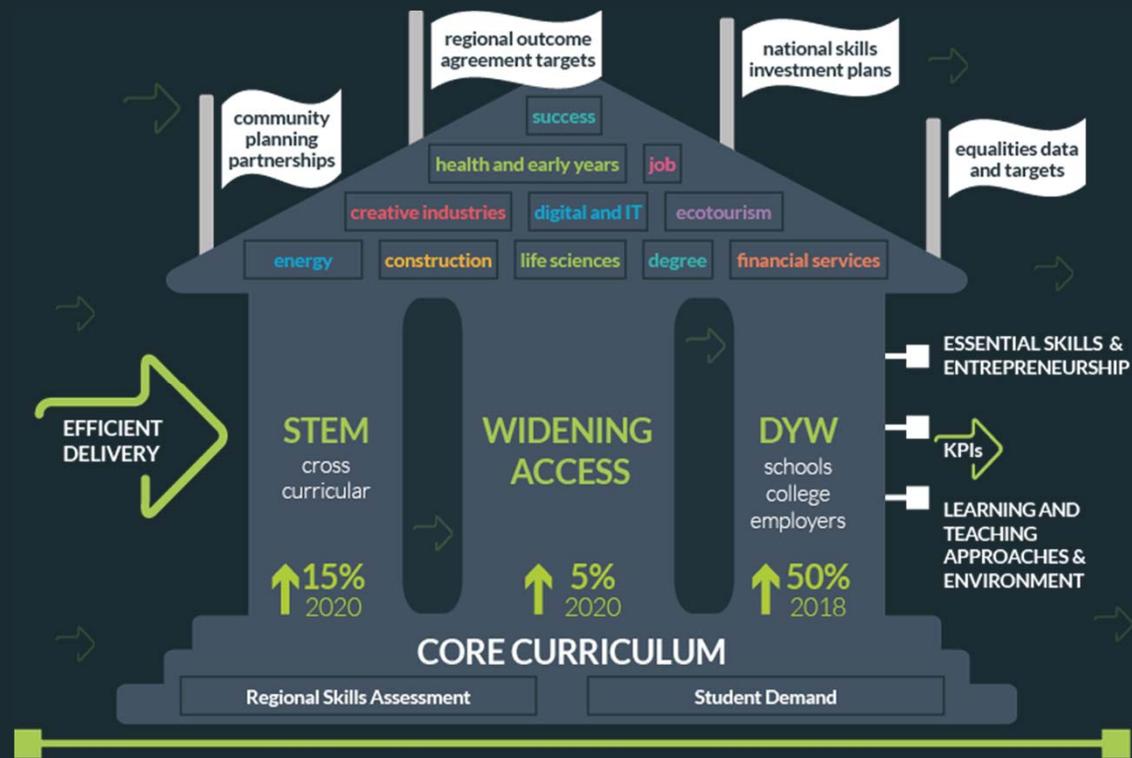


# CURRICULUM PLANNING AND DESIGN

Jon Buglass, Assistant Principal

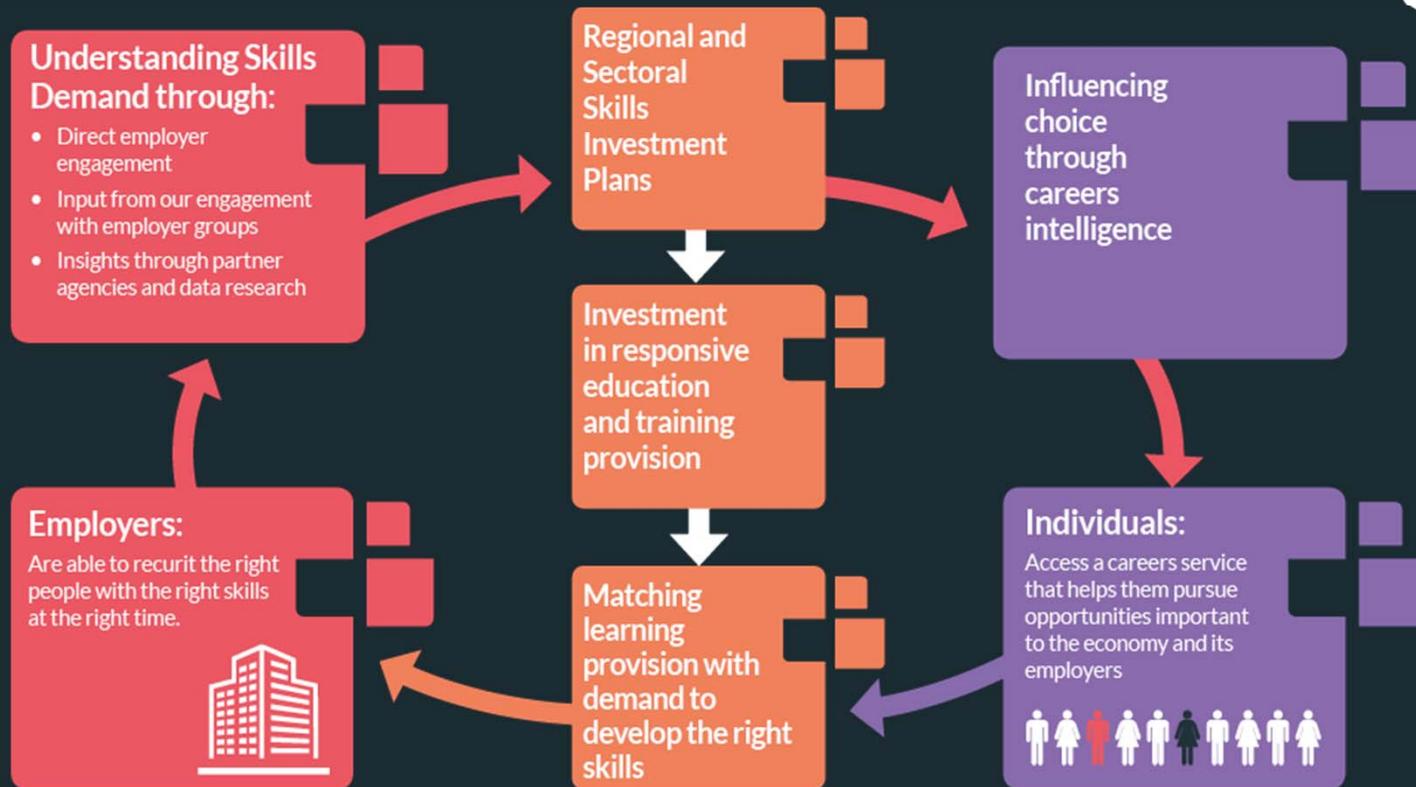
For the future you want

# BUILDING THE CURRICULUM



For the future you want

# REGIONAL SKILLS PLANNING MODEL



For the future you want

# REGIONAL SKILLS ASSESSMENT DATA



## Schools

The secondary school roll in 2015 was 18,163, 6.5% of Scotland total

92% school leavers had a positive destination in 2015, in line with the national average

## Modern Apprenticeships

MA uptake increased by 8% from 2014/15 to 1,610

- 6% of national total in 2015/16

Sports, Health and Social care is the most popular MA framework group, 15% uptake

- Gender segregated - 79% female

74% MA achievement rate 2015/16

For the future you want

# WHAT DO THEY COVER?



- Economic Performance, Profile of the Workforce, People and Skills, Education and Training (MAs, Schools, FE and HE), Other Economic Activity, Skills Mismatches and Forecasting
- Underpinned by the 2016 data matrix of 7 workbooks, containing data on over 100 social and economic indicators
- With data at various spatial levels: Regions; City Region Deal; Local Authority
- The matrix only draws upon official datasets (including APS, BRES, UKCES, UK Business Counts, Census, Scot Gov datasets) and partner data (SFC, SDS, SE, HIE).
- The data matrix is found here:  
[www.skillsdevelopmentscotland.co.uk/what-we-do/partnerships/regional-skills-assessments/](http://www.skillsdevelopmentscotland.co.uk/what-we-do/partnerships/regional-skills-assessments/)

For the future you want

# WHAT WILL THE REGION LOOK LIKE? LOOKING FORWARDS



**7%**

increase in jobs in  
Edinburgh & Lothians by  
2022 - nearly twice the  
national average

**1000**

more senior phase learners  
in the region in 2018

For the future you want

# WHAT DOES THE REGION LOOK LIKE?

## SKILLS PRIORITIES



IT &  
DIGITAL



HEALTH &  
SOCIAL WORK



REAL  
ESTATE



FINANCE &  
INSURANCE



CREATIVE  
CRAFT & DESIGN



CONSTRUCTION



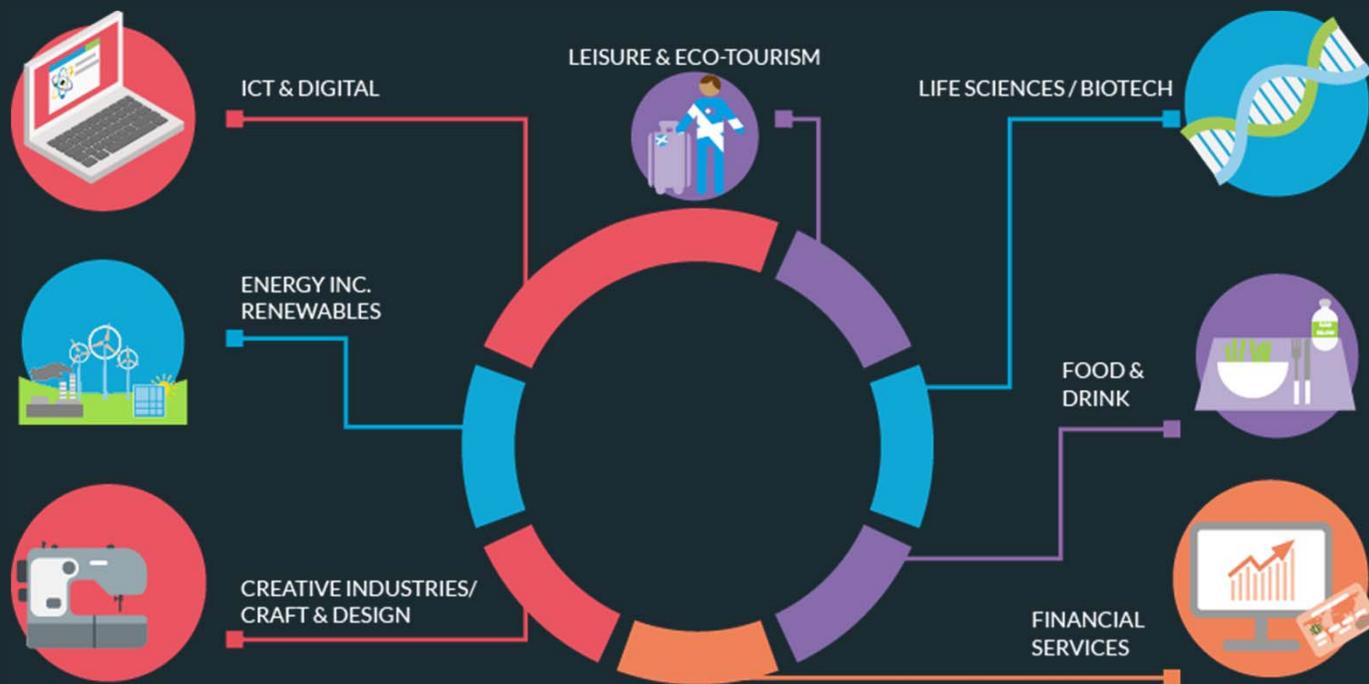
ELECTRICITY  
& GAS

STE(A)M AND  
FINANCIAL  
SERVICES  
ARE DRIVERS OF  
REGIONAL SKILLS  
PRIORITIES

For the future you want

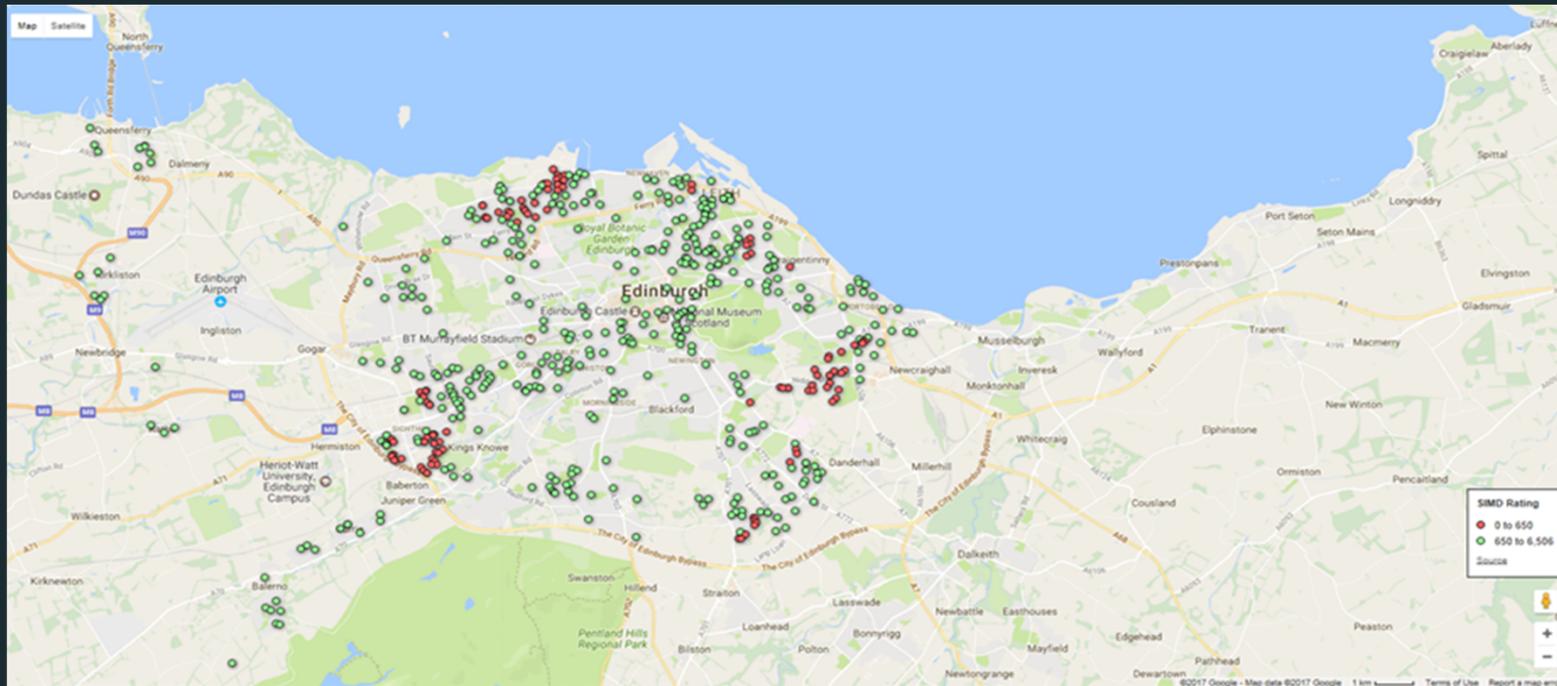
# WHAT DOES THE REGION LOOK LIKE?

## AREAS OF ECONOMIC GROWTH (EDINBURGH/EAST OF SCOTLAND)



For the future you want

# COLLEGE STUDENT PROFILE DATA



<https://fusiontables.google.com/DataSource?docid=1nONMcQCC8ISSVUWmJ7BcGAfOgBbq-K7Ay407XEiQ#map:id=7>

For the future you want

# WHAT WILL THE COLLEGE LOOK LIKE?



2015-16  
31% HE v 69% FE



2017-20  
29% HE v 71% FE



2015-16  
29% PT v 71% FT

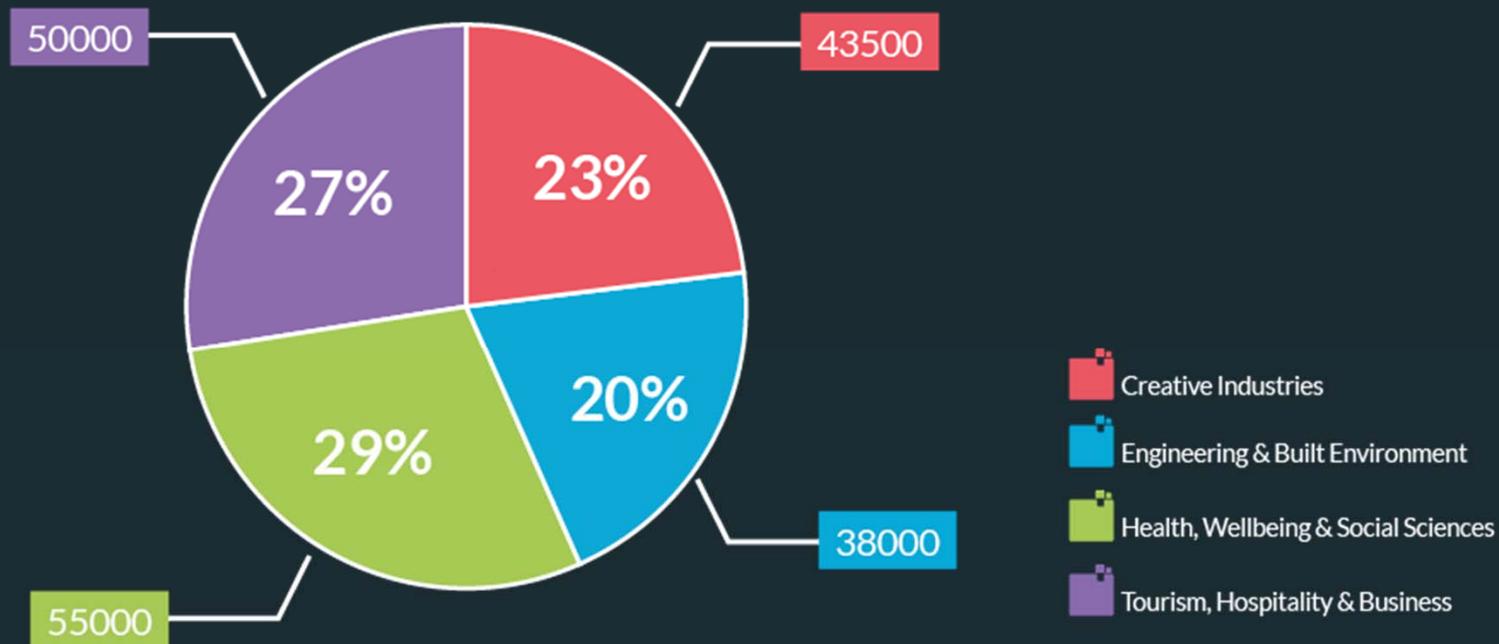


2017-20  
20% PT v 80% FT

For the future you want

# WHAT WILL THE COLLEGE LOOK LIKE?

## 17/18 PLANNED BREAKDOWN



College Total: 186500 | 100%

For the future you want

# WHAT WILL THE COLLEGE LOOK LIKE?

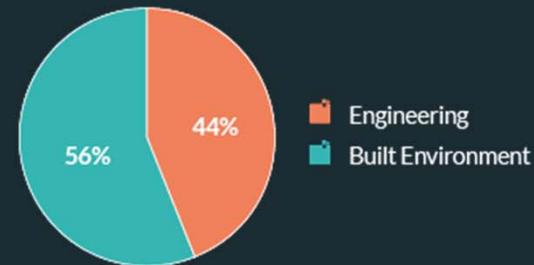
## DEPARTMENTS



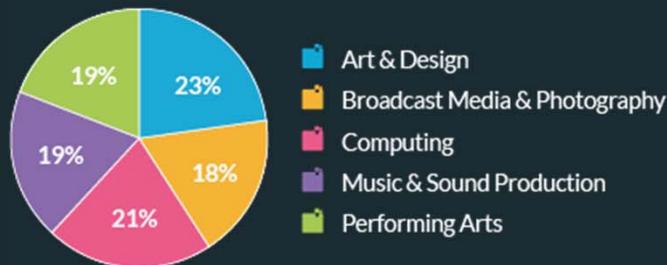
### Health, Wellbeing & Social Science



### Engineering & Built Environment



### Creative Industries



### Tourism & Hospitality Academy



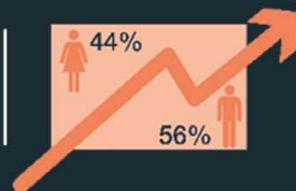
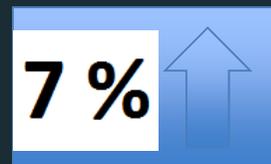
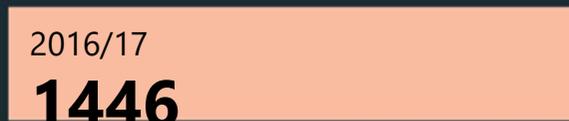
For the future you want

# WHAT DOES THE REGION LOOK LIKE?

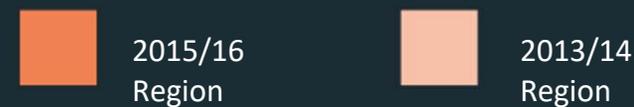
## GROWTH IN MODERN APPRENTICESHIPS



### College



### Region +1000



For the future you want

# INNOVATION IN THE CURRICULUM: STEM



AUTOMATION & INTELLIGENT SYSTEMS



DESIGN & DIGITAL TECHNOLOGIES



HEALTH, WELLBEING & LIFE SCIENCES



SUSTAINABLE ENERGY & CONSTRUCTION



Tech skills with an enterprising outlook and management expertise?  
**exactly what we need!**



COMPUTING & BUSINESS ANALYTICS



INCLUSION OF ENTERPRISE AND PROJECT MANAGEMENT IN THE STEM OFFERING WILL INCREASE EMPLOYABILITY OUTLOOK

For the future you want

# INNOVATION IN THE CURRICULUM: DEVELOPING STEM: FUTURE DIRECTION



automation & robotics	GRAPHIC DESIGN & DATA VISUALIZATION	healthcare technologist
SPECIAL EFFECTS PRODUCTION	integrated care	PROFESSIONAL SOUND & VISUAL TECHNOLOGY
sports science & human performance	applied science	autonomous transportation
energy management & enviro-technologies	intelligent housing design	assets & facilities management
waste management	SOFTWARE DESIGN & GAMIFICATION	BUSINESS ANALYTICS
DIGITAL MARKETING	cyber security	nutrition & dietetics
GREEN IT	sensors & micro-controllers	e-health independent living
APPLICATIONS DEVELOPMENT	SOCIAL MEDIA DEVELOPMENT	rapid food testing

For the future you want

# DEVELOPING THE CURRICULUM



## *Manifesto link?*

- Robotics and Engineering NC Level 5
- NPA Electronics and NPA Sound Production L6
- Intro to STEM L4
- Cybersecurity
- HND Web Technologies and Digital Marketing
- Product Design

For the future you want

# DEVELOPING THE CURRICULUM SENIOR PHASE PROVISION / SCP



- Flexible senior phase pathways
- Increased vocational opportunities
- Expanded Foundation Apprenticeship offer
- Academies

For the future you want

# DEVELOPING THE SCP CURRICULUM FLEXIBLE SENIOR PHASE PATHWAYS



- NPA Sound Production – Forrester Cluster
- NPA Photography – Musselburgh/Portobello
- Introduction to Technical Theatre – Broughton/Leith
- Access to Creative Industry Academy
- Access to Engineering – Castlebrae Model
- Dental Health
- Get Ready for Work in Travel and Tourism

For the future you want

# DEVELOPING THE DYW CURRICULUM FOUNDATION APPRENTICESHIPS 17/18



- Business Skills
- Civil Engineering
- Creative and Digital Media
- Engineering
- Financial Services
- Information Technology – Software Development
- Social Services and Healthcare
- Social Services Children and Young People

For the future you want

# DEVELOPING THE DYW CURRICULUM UNIVERSITY ACADEMIES



**Nat 5 Health & Social Care and/or  
Higher in Health & Social Care**

(no formal qualifications required; selection based interview)



**IPA Film & Media;**

**IPA Acting & Performance and Professional Theatre Preparation**

(studying towards a minimum of 1 Higher (ideally English) and grade C  
or above in English at Nat 5)



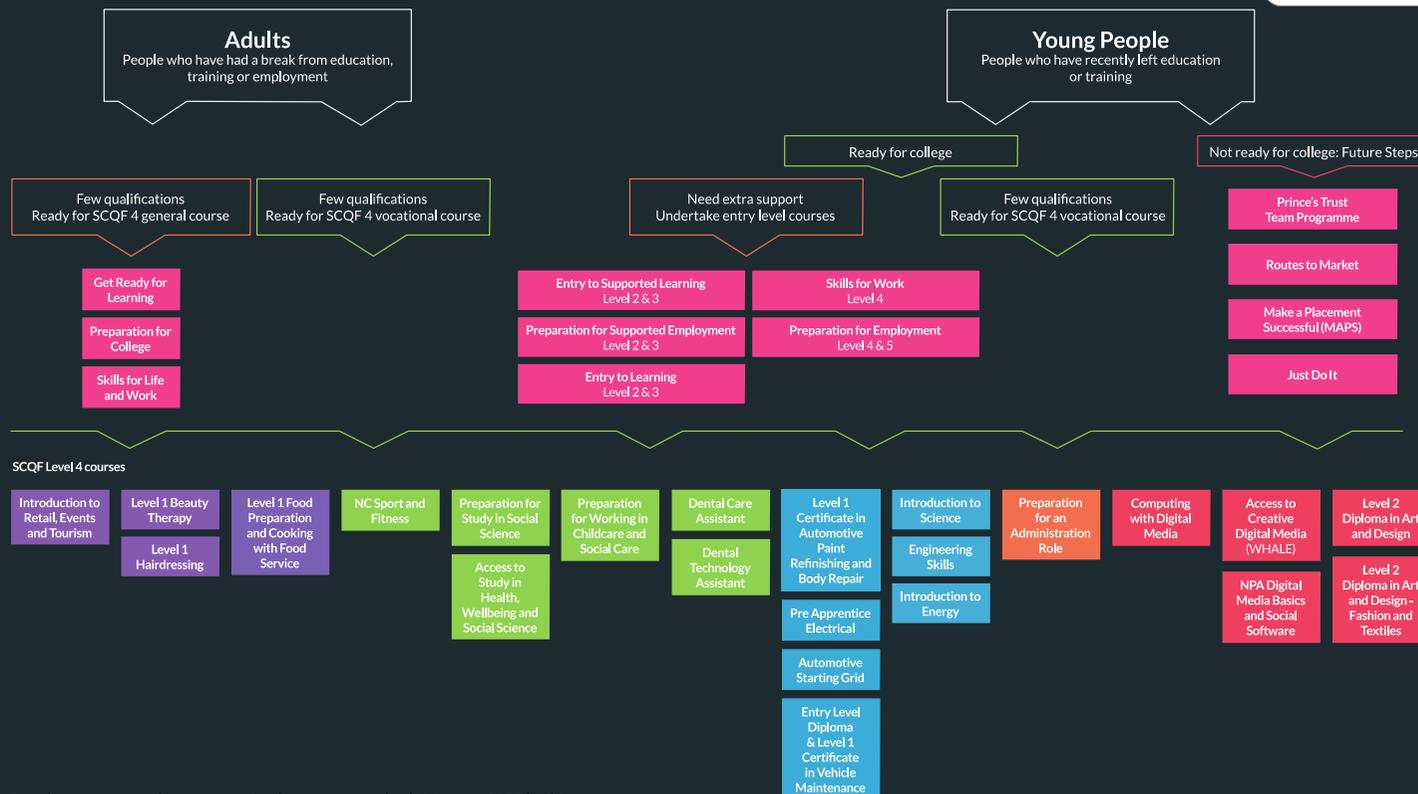
**IPA Travel and Tourism / Events** subjects with a hospitality  
component

(studying towards a minimum of 1 Higher)

For the future you want

# DEVELOPING THE CURRICULUM

## NEW ENTRY COURSES FOR 17/18



Some learners may be able to progress directly to a course at a level higher than SCQF level 4. ESOL learners can access ESOL courses in college or in the community. It is recommended that learners take an ESOL test to identify the most appropriate course for them.

For the future you want

# DEVELOPING THE CURRICULUM

## DRIVING FORCES



- Access and Inclusion
- Student Demand
- Regional Skills
- STEM
- DYW Agenda
- Apprenticeships

For the future you want



# **B O A R D M E E T I N G**

**Thursday 30 March 2017**

**14.00 to 16.30**