

Edinburgh Partnership Community Plan 2015/18 final draft for EPB



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Foreword

Welcome to the Edinburgh Partnership Community Plan 2015-18.

Community planning in Edinburgh has made good progress in recent years, helping to address the barriers and inequalities being experienced by many of the City's citizens. However, there is still much to do.

Community planning partners are experiencing an unprecedented and challenging period of public sector reform, fiscal restraint, and increasing demand for services. If community planning partners are going to survive in this context, and if our communities are going to thrive, then we all need to do things differently.

We need to improve cooperation through genuine and equal partnerships, at a citywide and neighbourhood level, and with people and communities at the heart of everything that we do.

We need to create an environment in the city where we engender a new 'cooperative contract' between partners, and with our citizens and communities, to make the most of our collective assets, strengths and talents.

Change and innovation are also critical aspects of this new approach. If we do not do this, we will fail to address the challenges that are ahead of us.

In this context, community planning partners have agreed the need to increase the scale of joint working, and improve the integration of local services. They have agreed that co-producing solutions between all partners will ensure the best conditions for improving outcomes for communities, and to change people's lives for the better.

Alongside the need to change the way we deliver services, the Commission on Strengthening Local Democracy has also laid out radical new proposals to re-empower Scottish democracy.

The Commission's report calls for a series of new approaches between citizens, communities, third sector, public sector, business and central Government, in order to reenergise local democracy, and build an society that shifts the balance of power and resources closer to local people and neighbourhoods.

In a nutshell, these proposals can enable local people to better address local priorities.

Finally, the preparation of this Community Plan has only been possible through the cooperation and dedicated efforts of the Edinburgh Partnership's partners. On behalf of the Edinburgh Partnership Board, I offer our sincere appreciation for their efforts in preparing this plan and to their ongoing commitment to community planning in the city.



Cllr Andrew Burns
Chair - Edinburgh Partnership Board

1. The Edinburgh Partnership's Vision for the City

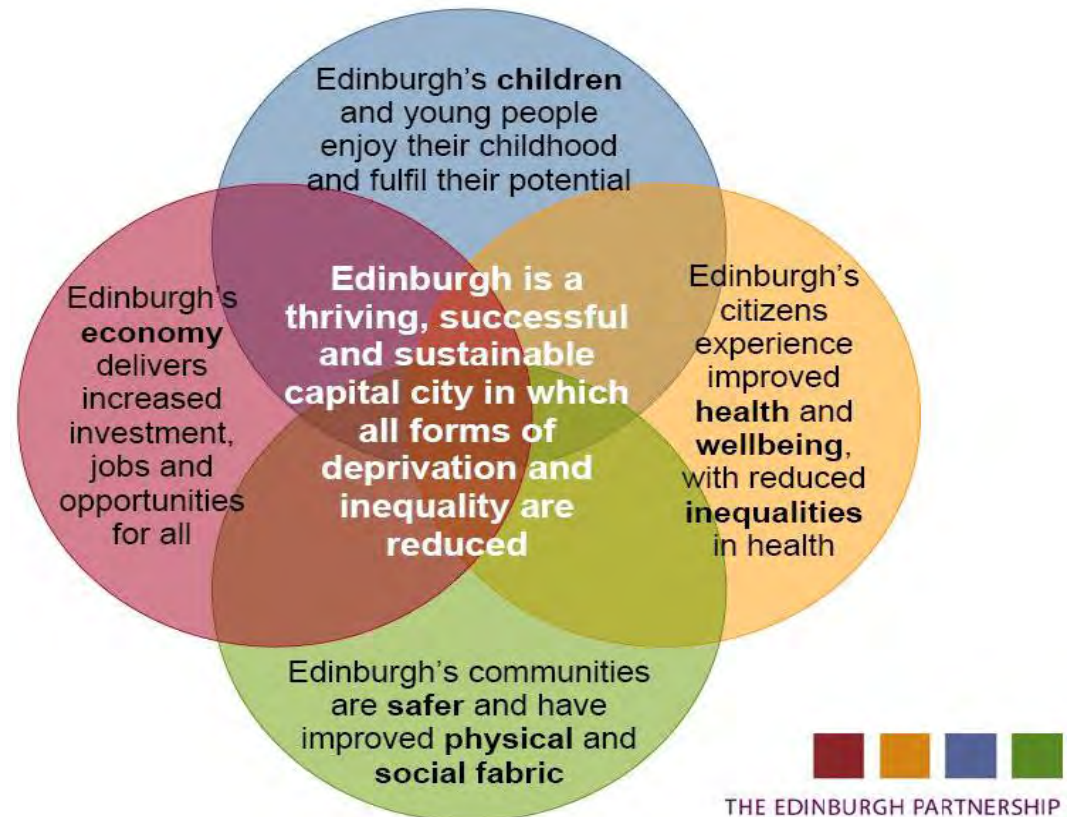
Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced

The Edinburgh Partnership Community Plan 2015-18 (Single Outcome Agreement 5) describes how the Edinburgh Partnership will deliver the community planning vision for the City.

It also identifies how the Partnership will deliver local community planning priorities, identified in Neighbourhood Partnership Local Community Plans (see Section 3), and the four strategic outcomes and accompanying 12 new strategic priorities (see Section 4).

The key ambition of the Community Plan is to improve public services, and deliver better outcomes for service users, citizens and communities. Specifically, the plan places a renewed focus on tackling all forms of deprivation and inequality, improving approaches to prevention, and improving neighbourhood partnership working.

The Community Plan also reflects a three year partnership commitment to meet increasing demands on services, within an environment of decreasing resources. Community planning partners believe this is possible by placing more focus on joint planning and resourcing, joint service delivery, and joint performance reporting.



The Edinburgh Partnership Vision and Strategic Outcomes

2. Introduction to the Edinburgh Partnership and the new Community Plan 2015-18

This section provides an overview of the background to the Edinburgh Partnership and the approach to community planning in the city, some major challenges facing the city, and the development of the new Community Plan 2015-18.



THE EDINBURGH PARTNERSHIP

Edinburgh has a long and proud history of partnership activity in the city that has delivered improvements in services and outcomes for citizens and communities.

Community planning in Edinburgh now benefits from the involvement of a diverse 'family' of partners. These include active citizens and community leaders, community representative bodies, public, private, and third sector organisations, all of whom are gathered together in a range of strategic and neighbourhood partnerships to deliver a shared vision.

All partners have their own interests to follow, services to deliver and businesses to run. These activities play an important role in building and supporting Edinburgh's diverse economy, improving health and wellbeing, ensuring the best start for children and young people, sustaining and improving the city's environment and making communities safer and resilient.

Over the last two years the Edinburgh Partnership Board set a challenge to the 'family' of partners and partnerships to create a new environment for community planning in the city and to develop a new community plan. The Board wanted to move away from an approach that reflected every partner's priorities, to an

approach which reflected shared priorities, and which aimed to tackle the truly 'wicked' issues in the city.

During 2014, the Edinburgh Partnership also reviewed its governance and operating arrangements, with the aim of improving the way that the Partnership would deliver this significant change, placing more focus on preventative action, and ultimately improving outcomes for people, especially those experiencing poverty and inequality.

As part of this review process, partners identified new strategic themes for specific and focussed attention:

- long term unemployment and low pay
- inequalities in health
- the balance of care
- alcohol and drug use
- vulnerable and at risk populations
- the city's infrastructure and environmental sustainability
- community safety and community resilience

Work has progressed to further explore these core themes. Now, the 'family' of partners have identified and agreed new citywide strategic priorities, aligned to the four community plan

strategic outcomes and city vision, and new actions that aim to break the 'cycles' which sustain poor outcomes for people and communities.



The twelve Neighbourhood Partnerships are firmly rooted in communities. The involvement of communities is central to the Neighbourhood Partnership approach across the city. Communities are actively involved in identifying local needs, priorities and in working collaboratively with partners to identify and deliver solutions.

As Advisory Committees of the Council, the Neighbourhood Partnerships are also embedded within the Edinburgh Partnership 'family', strengthening community involvement in the democratic process.

With a focus on achieving better outcomes through the engagement of communities, and promoting joint working, Neighbourhood Partnerships contribute directly to both the city and national agendas for change.

In addition to the work described above, the twelve Neighbourhood Partnerships also engaged extensively with citizens, communities and partners over 2014 to develop 12 new Local

Community Plans, which describe new local priorities and the ambition to improve neighbourhood partnership working.

A Changing Landscape

The publication of the Edinburgh Partnership Community Plan 2015-18 also comes at a time of unprecedented reform across the public sector in Scotland and in Edinburgh.

These significant and wide ranging changes have influenced the Edinburgh Partnership' approach to the development of this Plan, and have changed community planning arrangements in the city. Key changes include:

- the findings of the Christie Commission and the Statement of Ambition for Community Planning Partnerships
- the move to single Scottish Police Force and Fire & Rescue Service
- the integration of Adult Health & Social Care and Children's Services
- the Community Empowerment and Renewal Bill
- College Sector Reform
- Welfare Reform
- the Cooperative Capital Framework
- new Volunteering and Social Enterprise Strategies and
- the Council's BOLD (Better Outcomes Leader Delivery) Change Programme

The Statement of Ambition, which was agreed jointly in 2012 by the Scottish Government and COSLA, is particularly important and sets out a shared commitment to:

- renew the infrastructure of community planning across Scotland;

- support more effective integration and collaboration;
- provide a focus on prevention; and
- establish and sustain effective local level arrangements, that are supported by effective capacity building.

Community and Citizen Engagement

The Edinburgh Partnership's vision can only be fulfilled by involving people and communities in decisions that affect them. Engagement is therefore a core aspect of Edinburgh's community planning approach.

Through ongoing dialogue with individuals and communities, community planning partners are better placed to understand local needs.

To improve and increase the opportunities for engagement, communities need to be more empowered and this means building capacity and releasing assets. The Edinburgh Partnership is committed to taking a more integrated approach to supporting communities and citizens in the participatory processes.

The Edinburgh Community Learning and Development Partnership, and Neighbourhood Partnerships, have a key role in this regard. They are the focus for activity to bring together public, private and third sector agencies to support the dissemination and implementation of the Strategic Guidance for Community Planning Partnerships: Community Learning and Development.

In developing the Community Plan, specific engagement activity has been undertaken by the Strategic Partnerships and Neighbourhood Partnerships, through the Edinburgh Partnership

Family Gathering, and a range of Edinburgh Partnership in Conference events, to inform priorities.



In February 2015, Scotland's First Minister stated 'the innovation of the Third Sector, and the direct contact with the people it supports, is a valuable aspect to add to our public services.'

The Edinburgh Partnership recognises that a confident, well-supported and well-led third sector is essential to the delivery of the Community Plan. Specifically, the role of the third sector in delivering preventative approaches, and in reducing inequality and poverty, is critical.

Proud of its diverse spread of some 3,000 organisations (from International Non Governmental Organisations (NGOs) to thriving Social Enterprises to local, volunteer-run groups) employing an estimated 15,000 staff, the Capital's third sector continues to be a powerful contributor to community planning vision and outcomes.

Around one in three people within Edinburgh volunteer, giving their time in purposeful work whether it is gardening, counselling, fundraising or public relations. The Volunteer Centre Edinburgh recruits for 3,000 different volunteering roles.

The social value released through the third sector touches everyone's life, whether or not as direct

service beneficiaries, staff or volunteers. The sector is also critical to delivering a 'high-trust society', where respect for difference is fundamental.

The [Edinburgh Compact Partnership](#) sits as a vitally important part of the Edinburgh Partnership 'family'. It is committed to building social value and brings together the city's main public agencies, and its diverse third sector.



The Edinburgh Partnership Armed Forces Community Covenant involves many different partners, working together to meet the needs of regular and reservist serving personnel, veterans, service leavers' families and dependents (including carers). A full copy of the covenant can be found at: [Armed Forces Community Covenant](#).

The Edinburgh Partnership Armed Forces Community Covenant is supported by a detailed action plan. A new Community Covenant Action Plan is being developed for 2015/18, and it will align with the Edinburgh Partnership's four strategic outcomes. It will also build on the Scottish Government's Armed Forces [Commitments Paper](#) which sets out what the Scottish Government is doing to meet the needs of current, and former, servicemen and women and their families.

Edinburgh City and Regional Context

Edinburgh's success is largely based on its sustained good economic performance, which is also critical to the economic performance of the region and Scotland as a whole.

The [National Planning Framework 3](#) acknowledges that the city region "*supports many of our most important economic assets*", and that the city and South East Scotland region is a focus for economic growth and regeneration. Key economic development and infrastructure projects include:

- the concentrations of economic activity and growth in the City Centre and to the west of the City
- the existence of strategic transport routes which connect areas of economic activity with the rest of Scotland, and internationally, through Scotland's busiest airport
- a number of growing business sectors which are critical to the economy and the achievement of wider goals for both the city and the region
- radial road and rail transport routes, many of which are at, or close to, capacity during peak times
- large scale infrastructure projects such as the Borders Railways and enhanced rail services, for example, to Glasgow which will improve connectivity both within the area and to other parts of Scotland and beyond
- improving connectivity through high speed digital networks, which is essential to

enabling sustainable communities throughout the city

- the developing Leith Economic Framework and
- Edinburgh's 12 'gap sites' where major developments are coming forward.

As Scotland's Capital Edinburgh also:

- has a vibrant economy which attracts visitors from around the world
- is experiencing strategic scale development focused on West Edinburgh, South East Edinburgh, Edinburgh City Centre and Edinburgh Waterfront
- has seen the successful reintroduction of the tram linking Scotland's busiest airport with the City Centre and
- is anticipating the new Forth crossing which is currently under construction and will improve connectivity between Edinburgh and Fife and beyond.

Edinburgh's Changing Population

Edinburgh's population in 2012 was 482,640. The city region's population is expected to grow from around 1.25 million in 2014 to over 1.45 million by 2037. The number of households in the area will increase by around 158,000 to 2035.

The city's demographic is predicted to change with an increasing proportion of older and single person households. Significant investment in all types of infrastructure will be needed to maintain economic growth and sustain the quality of life in Edinburgh in light of this population growth.

Approximately 70% of Edinburgh's future population growth is accounted for by net migration (i.e. excess of inward over outward migration), and the remaining 30% by 'natural' change (i.e. excess of births over deaths).

- in-migrants tend to include a high proportion of young adults, and Edinburgh has a very young age profile compared with the Scottish average

Some age groups which require intensive use of public services are projected to increase more rapidly than the overall population growth. More specifically projections envisage:

- a 30% growth in the number of 5-11 year olds - well above the national average
- a 28% growth in those aged 85+ between 2012 and 2022 - below the national growth rate

Poverty, Inequality and Human Rights

Scottish Government publications show that the number of people in Scotland who live below poverty thresholds has risen in recent years, to one million individuals (19% of the population) in 2012/13.

Analysis of recently published Neighbourhood Partnership poverty profiles highlights that:

- Edinburgh is an affluent city with average household incomes estimated at 9% above the Scottish average, ranking it in the top quartile for Scottish incomes
- by contrast, the city also ranks in the poorest Scottish quartile for indicators of poverty. Some 22% of all households in

the city live on incomes below the poverty threshold, slightly above the Scottish average

- 18% of all households in the city live in material deprivation, or unable to afford several items regarded by a majority of the population as essentials of life today
- 24% of all Edinburgh households lived in fuel poverty in 2012. This equates to some 53,600 households in the city
- Edinburgh's childcare costs are 16% higher than the UK average for under five's which is a significant barrier for low income households who may need to allocate up to 50% of their income to childcare costs
- youth unemployment is of particular concern as prolonged periods of unemployment are known to have a lasting negative impact on future work patterns for those affected
- the rate of positive destinations overall for Edinburgh's school children is improving and a key priority for the Edinburgh Partnership is to maintain and advance this by helping young people into sustained work, education, volunteering or self employment. In this regard the 'Edinburgh Guarantee' and 'activity agreement' for vulnerable young people is critical.

Welfare Reform changes have and will continue to impact upon a large number of Edinburgh residents. In Edinburgh there are:

- approximately 123,000 people receiving Welfare Benefits
- 23,000 recipients of the Disability Living Allowance benefit who will have to be re-

assessed for Personal Independence Payments and

- around 9,000 Housing Benefit claimants who will move to universal credit by 2017.

The introduction of new approaches to the delivery of care through personalisation and self directed support represents a significant change in the way in which care is provided and funded. The changes aim to:

- provide more choices and tailored packages of care; and
- support improved independent living.

Confidence and self esteem play a key role in helping children to achieve their potential. Findings from research by Stonewall Scotland (2012) highlight that more than half of lesbian, gay and bisexual young people experience homophobic bullying behaviour in Scotland's Schools. Partners will work to ensure these issues which affect pupils' ability to achieve their potential are addressed at an early stage.

Equalities Human Rights Council research tells us:

- that half of young people in Scottish prisons have been in care, this is despite them representing just 1% of all Scottish children
- approximately 19.4% of children in the city are living in poverty and are susceptible to a cycle of deprivation and low aspiration.

Service users have highlighted that social isolation is a key factor affecting peoples' health and their quality of life. Many people experience this isolation, including:

- older people
- those providing care or receiving care
- those with a learning or physical disability
- those whose first language is not English
- those who are new to the city, who are refugees and/or asylum seekers.

The Poverty and Inequality Partnership has developed a new strategic approach to tackling such issues. Six poverty and inequality outcomes have been developed through engagement with a wide range of communities, neighbourhoods and partnerships:

- our children and young people' outcomes are not undermined by poverty
- all citizens achieve at least the minimum income for healthy living, fewer people live in poverty, and more people sustain employment, training or learning
- sustainably improved and safe neighbourhoods which benefit people in all income groups who live and work there
- sustainable and safe communities which are strong, resilient, and engage all income groups
- all citizens are able to enjoy their potential and live well without barriers from poverty and inequality, and
- improved wellbeing and life expectancy for all citizens and reduced inequality of health outcomes.

Further development is planned through the introduction of a new Poverty and Inequality Action Plan.

Children and Young People

The Children's Partnership's vision is that all children and young people in Edinburgh enjoy their childhood and fulfil their potential whatever their life circumstances.

Partners remain committed to working together, placing children, young people and families at the heart of their services and providing support when it is needed throughout childhood and the transition to adulthood.

The Children and Young People (Scotland) Act 2014 requires community planning partners to:

- help make Scotland "the best place in the world to grow up"
- strengthen children and young people's rights, and
- improve the services that support and protect children and families.

The Act is a wide-ranging piece of legislation covering the breadth of children's wellbeing, protection, rights, learning and care. There remains much work to do in order to produce the detailed regulations and statutory guidance to support full implementation. The Act provides an important legislative framework to best meet the needs of children.

Edinburgh's Approach to Prevention

Whilst accepting that definitional issues around prevention are not straightforward and that there are different types of prevention, the following high-level, working

definition has been agreed by the Edinburgh Partnership:

"Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money."
(Source CoSLA and Scottish Government)

Through consultation community planning partners are working to identify "wicked" or intractable issues for those living chaotic lifestyles and experiencing poverty and particularly, child poverty. The city's Total Place initiatives have been instrumental in this regard.

Based on this analysis, partners have identified the opportunity for further preventative work across a number of areas, specifically activity will be focussed on:

- improving the management of 'clients in common'
- improving the co-ordination and timing of service delivery (for example, at key life transition points)
- developing improved approaches to whole household or family support – using a similar approach to Getting it Right for Every Child
- to help improve outcomes and reduce demands on public services
- increasing the focus on neighbourhood and place-based actions and interventions, building on the approaches deployed in the Total Place initiatives, and
- addressing the needs of people with multiple and complex needs, including alcohol, drugs, domestic abuse, unemployment and reoffending.

A city Prevention Plan is in development and will complement the strategic priorities, commitments to action, and local community planning priorities, set out in this Community Plan.

The Edinburgh Community Plan 2015-18

This plan describes the Edinburgh Partnership's new approach to community planning in Edinburgh, taking into account the factors identified above.

It has been developed and agreed by all partners, building on the success of previous Single Outcome Agreements. It also:

- sets out the four agreed strategic outcomes, and 12 new strategic priorities and related actions and measures
- describes new neighbourhood partnership priorities identified in 12 new Local Community Plans
- indicates how risks will be assessed and addressed
- describes new partnership arrangements and
- delineates how progress will be monitored and reported.

The Plan places partnership and prevention at the heart of everything the partners do, and recognises that citizens and communities grow prosperous, as co-production and cooperation is improved.

It aims to place citizens and service users at the heart of the reshaping of services, and preventative approaches.

It aims to improve joint approaches to resourcing services, planning, people development and integrating services.

In essence, given the current significant challenges facing the city, it states that the only way these challenges will be addressed is through the Edinburgh Partnership.

3. Neighbourhood Partnerships and Local Community Planning Priorities

This section describes the City's approach to Neighbourhood Partnerships, local community planning priorities and plans to strengthen local partnership working.

NEIGHBOURHOOD PARTNERSHIP



The twelve Neighbourhood Partnerships (NPs) provide the local focus for community planning, play an important role in enabling inclusive and integrated partnership working, and improve community engagement in the City.

Their demonstrated success in strengthening the local democratic process and delivering better outcomes for communities is widely recognised.

They provide an established platform for progressing national and city transformation agendas. They also have a key role in addressing poverty and inequality, contributing to the City's prevention strategy, and the localities based approach to service planning and delivery.

A key focus for NPs is the development and delivery of Local Community Plans. The latest plans, covering the period 2014-17, articulate not only the vision and priorities for each area but embody what NPs are about: **real people, real place and real partnership**.

The Local Community Plans are developed and delivered to meet community identified needs and aspirations. The current plans have been informed by continuous community dialogue, which is the cornerstone of the NP approach, together with over 7,500 contributions as part of a dedicated engagement programme.

The focus of this work was the face to face engagement with members of the community, and NPs targeting their activity to ensure the widest possible input, particularly from people that traditionally do not participate.

This activity was complemented by a wealth of other local intelligence drawn from partner research, and engagement across the neighbourhoods, including the development of poverty and inequality profiles for each NP and drawing from the Edinburgh People's Survey, which reflects the views of over 5,000 residents in the city.

This has provided the NPs with a **real** understanding of **people and place**, which through **partnership** working will allow them to plan and deliver the changes communities want.

The priorities identified by communities and described in the Local Community Plans are

identified below, and also contribute to the delivery of city strategic outcomes and priorities:



Improving employment opportunities

- Supporting people into training, education or employment.
- Supporting positive job opportunities for young people, school leavers and people who are unemployed.



Building a healthier community

- Caring for the most vulnerable residents and combating social isolation in older people.
- Encouraging physical activity and healthy eating and promoting healthy lifestyles for all ages.

- Increasing awareness of mental health issues and mental wellbeing.

community connections and increasing community participation and influence.



Supporting children, young people and families

- Making sure children and young people get the best start in life by supporting activities and improving access to provision
- Enabling children and young people to develop their skills and become active citizens.

Approaches to delivering these priorities vary amongst NPs, reflecting the specific circumstances in each area. Each NP has therefore also developed an Action Plan, identifying how each of the priorities will be addressed to ensure **real change** happens, so that NPs can:

- achieve better use and deployment of resources, maximising the opportunities for pooling skills, resources and information
- increase joint working and encourage closer alignment and use of creative approaches to reshape services to address community needs and
- encourage co-ownership of priorities and solutions through collaborative working.

With NPs forming an important part of the community planning ‘family’ in the City, a key task is to ensure priorities identified by NPs influence and shape strategic and city level priorities, adding further strength to the role of local communities.

To support the delivery of the new Local Community Plans, and to enable the impact at a local level to be identified and reported, a refreshed performance framework has also been developed. This provides for a consistent approach to performance measurement, and enables the local contribution to the achievement of the city outcomes to be clearly demonstrated.

Agreed Common Areas to Improve Local Partnership Working

In response to current national policy drivers, the lessons learnt from the success of Neighbourhood Partnerships, the City’s three Total Place projects and the existing neighbourhood service management models, an agreement has been reached to further improve local partnership working.

Central to this new approach is approval of four new ‘common areas’ by partner agencies, aligned to the 12 Neighbourhood Partnerships (indicated in the map below).

These new ‘common areas’ will enhance existing local joint working arrangements, in the interest of creating; simpler access to public services for communities; devolved resources and decision making closer to the point of service delivery; improved community, service user and citizen engagement; improved coordinated planning over a single ‘patch’; the leanest operational management structures; and better outcomes for people and communities.

An initial feasibility assessment of four proposed ‘common areas’ was carried out by the Council, Police Scotland, Scottish Fire and Rescue Service and NHS Lothian. The response from this process was very positive, with all partners indicating that they could organise their planning and management of services around the four common areas proposed.

Additionally, and importantly, Edinburgh Voluntary Organisations Council and the Edinburgh COMPACT Partnership responded positively to the proposal, recognising the potential it offered to streamline existing processes and provide a more efficient model for third sector involvement.

In accepting the proposed approach a number of risks and issues were identified which will need to be managed in moving forward. These include:



Create safe, clean and strong communities

- Making neighbourhoods cleaner and greener through supporting environmental improvements and increasing the use of parks for sports and leisure.
- Creating a safe environment for all residents by tackling hate crime, antisocial behaviour, domestic violence and improving home and personal safety.
- Developing accessible transport for all communities and promoting safe and active travel.
- Supporting community cohesion by helping the community to create a feeling of belonging and pride in their area, promoting

- the potential short term impact on vulnerable people through changing case management arrangements and existing joint working relationships
- the potential for a 'postcode' lottery of service delivery within a more autonomous local area arrangement which will need to be addressed through clear lines of delegation, strong quality and standards arrangements and local performance management arrangements and
- it is also recognised that absolute alignment is not achievable, as some lower levels of operational geographies in use by agencies are well embedded and impractical to change, such as school and GP catchments and a 'best fit' approach will need to be adopted in these cases.

With all partners having agreed to align their operational and planning approaches on a 'best-fit' approach to the four 'common areas', a target implementation date of 1 April 2016 has been agreed, whilst recognising the need for flexibility, to enable all operational risks and issues to be appropriately addressed.

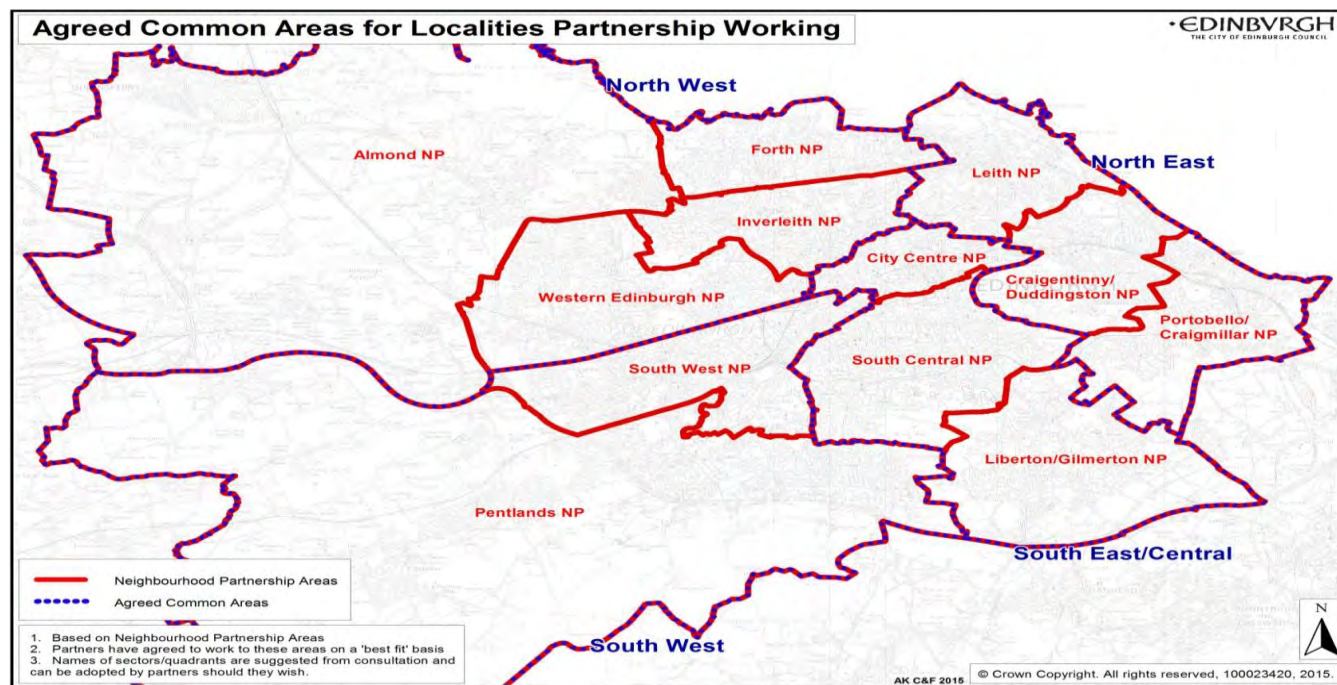
Key areas of activity over the 2014/15 period will therefore involve:

- improve information sharing to inform local needs profiles, building on the engagement work deployed by Neighbourhood Partnerships to develop new Local Community Plans. Critical to this process will be improving understanding of 'customer journeys' and mapping local service delivery activities across all partners
- develop a detailed analysis of current service activity in the council and the third

- sector to inform the BOLD redesign of locality services
- achieve more effective joined up early intervention based on customer and community need and
- develop joint local service planning and management arrangements, involving all community planning partners, building on approaches like the new Community Improvement Partnerships, which deploy multi agency responses to tackle local community safety priorities
- establish simpler joint local performance management arrangements, again building on the new performance management arrangements developed by Neighbourhood Partnerships
- further improve citizen, service user, community and third sector engagement in

- co-production activities and participatory budgeting
- explore new approaches to asset transfer and the co-location of services in accessible buildings and
- further develop Total Place approaches in Craigmillar, East Edinburgh and Wester Hailes.

The individual Neighbourhood Partnership Local Community Plans, and the four common areas to support locality working, can be viewed by clicking on the map below.



4. Strategic Partnerships and Strategic Community Planning Priorities

This section describes the new strategic community planning priorities and the strategic partnerships tasked with delivering these priorities. It indicates the evidence which has informed these new strategic priorities, and describes partner commitments to strategic action and prevention, and related indicators and targets. It also indicates the links to the Scottish Government's National Outcomes.

The Edinburgh Partnership's new Strategic Priorities

In light of the evidence described in this section of the plan, and the Edinburgh Partnership Board's ambition for community planning activity to tackle the city's truly 'wicked' issues, a new set of 12 strategic priorities have been agreed.

These priorities are described below. They are aligned to the EP's 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 re-offending
- Improving community cohesion, participation and infrastructure
- Increasing availability of affordable housing
- Reducing greenhouse gas emissions

Detailed evidence is provided below which has informed the development of this new set of strategic priorities.

In addition, each strategic priority is accompanied by a schedule containing the following information:

- A. Partners Commitment to Action
- B. Performance Indicators and Targets
- C. Links to the Scottish Government's National Outcomes

Where partner's commitments to action form contributions to addressing the city's new approach to Prevention, these are indicated by the letter 'P'.

The schedules presented will be developed further and will form the framework by which the Edinburgh Partnership Board will assess risks, monitor performance and report on the progress.

Further detail of the Edinburgh Partnership's Performance Monitoring Framework is set out in Section 5.

4.1 Community Planning Strategic Outcome - “Edinburgh’s economy delivers increased investment, jobs, and opportunities for all”

Strategic Priority - Reducing Unemployment and Tackling Low Pay

Evidence and Context

The [Scottish Government Economic Strategy](#) sets out an over-arching framework for how it aims to increase competitiveness and tackle inequality in Scotland. It focuses on four priorities:

- **investing** on people infrastructure in a sustainable way;
- fostering a culture of **innovation** and research and development;
- promoting **inclusive growth** and creating opportunity through a fair and inclusive jobs market and regional cohesion; and
- promoting Scotland on the **international** stage to boost trade and investment, influence and networks.

Within this context, local economic development partners will continue to work towards the delivery of a range of strategic priorities including supporting businesses, encouraging inward investment and international trade, supporting regeneration and infrastructure development, helping unemployed people into work or learning,

and promoting the development of the city's highly skilled workforce.

These priorities are articulated in key documents including the City of Edinburgh Council [Economic Strategy for 2012-15](#), the [Scottish Enterprise Business Plan](#), [Skills Development Scotland Corporate Strategy](#) and others.

Evidence suggests that unemployment and limited economic opportunities do more to create inequality and escalate social costs than almost any other factor. While the economy has now recovered to above pre-recession levels, the employment rate of people in Edinburgh still remains below its 2008 peak:

- there are approximately 20% more jobseeker's allowance claimants than pre-recession and
- young people are particularly vulnerable to long-term unemployment, especially if they leave school without entering a positive destination.

There is also significant evidence of in-work poverty in Edinburgh:

- average weekly earnings grew by 3.2% between 2012 and 2014 – below the level of inflation

- increasing pay, through encouraging initiatives such as the living wage, or hours worked, through to solutions such as flexible working and discouraging zero-hour contracts, will help to address this
- whilst Edinburgh incomes are higher than the Scotland average the cost of living is relatively high in the city.

Between 2008 and 2012 the city weathered the recessions better than the rest of Scotland and the UK. Edinburgh established itself as an attractive destination for investors, visitors and a highly skilled workforce. Projections of future prospects show the potential for steady economic growth over the long term.

However, the city's continued economic success is threatened by a number of challenges, including, including:

Poverty, disadvantage and inequality: Edinburgh is a successful city - most educated major city, second wealthiest, second most productive and average incomes 9% above the Scotland average. However, it is also an unequal city and the new injection of wealth is not being enjoyed by all:

- 22% of all households in the city (approx 105,000 individuals) live on incomes below the poverty threshold the fifth highest rate in Scotland
- 39,000 people are claiming benefits - 44% of whom have been claiming for over five years
- around 60,000 people earn less than the living wage
- continuing uncertainty about the impact of welfare reform, anticipated to be rolled out in 2015.

Youth unemployment: Pressures on young people are particularly high.

- 7.2% of all state school leavers were unemployed as of October 2014. This is a declining trend, but still a significant number
- an estimated 8% of all city residents aged under 25 are in receipt of out of work benefits.

Continuing slow growth: Recovery from the effects of the 2008-12 economic recession has been steady in 2014, but remains uncertain:

- recent forecasts for Scotland project low growth at current levels of approximately 2.2% over the next few years, with Edinburgh at around 3.2%
- a risk of deflation, which would have significant consequences on growth.

Strategic Partnership Responses

The Economic Development Strategic Partnership (EDSP) provides a link between the Community Plan, the Edinburgh Partnership and the strategic and operational plans for each EDSP member organisation.

The EDSP focuses on promoting economic resilience and prosperity in the city. The partnership has adopted a flexible, responsive approach by overseeing partners' activity and identifying gaps where collaborative action will add value.

The Partnership has identified the following for additional collaborative action:

Development and Regeneration:

- identifying opportunities for skills interventions at strategic development sites included in the Edinburgh 12 initiative
- coordinating town centre improvement activity through the City of Edinburgh Council's neighbourhood model.

Inward Investment

- engaging investors to offer support with their relocation and recruitment needs
- identifying opportunities to place those furthest from the labour market into investors' job opportunities.

Supporting Businesses

- through the recommendations of the Commission for Developing Scotland's Young Workforce assisting SME employers to engage with apprenticeship schemes and the accreditation of staff with informal learning
- promotion of social enterprises through the supply chain and
- raising awareness of business opportunities through ethical business practices, e.g. paying the Living Wage.

Helping people into work and learning:

- the ESDP has identified the need for further activity to promote skills, employability and labour market participation and
- for specific target groups, including young people, sharing knowledge of any upcoming new investments, to help identify opportunities into employment.

The ESDP will address these issues through the introduction of a Corporate Social Responsibility (CSR) framework "One City", to be launched in 2015. The CSR framework:

- is one of six priority outcomes for the Cooperative Council and a priority for the Compact Partnership

- CSR interventions will also address objectives for other strategic partnerships or cross-cutting partnerships
- the framework aims to improve both the take-up and effectiveness of CSR among Edinburgh's businesses, public sector and third sector organisations.

The framework's outcomes will help mitigate poverty, disadvantage and inequality across communities in the city, by:

- 1) increasing the number of employers who will provide CSR initiatives and become active framework contributors
- 2) securing employers participation in meaningful and valuable CSR initiatives
- 3) by supporting productivity benefits for businesses and communities through CSR, to enhance social value and creating new job opportunities
- 4) tackle poverty and inequalities issues by engaging businesses with areas of need for CSR intervention and through this process increase the employment and earnings capacity of the workforce.

The CSR framework sets a series of short and long-term targets against which performance will be measured. For most indicators short term targets reflect a modest aim to maintain performance at baseline levels. Longer term targets aim for more ambitious growth above baseline.

Nationally, 27% of adults experience significant difficulties with basic literacy and numeracy. A significant number of adults experiencing these difficulties remain an ongoing educational challenge in Edinburgh. Interventions have provided:

- learning opportunities to over 9,000 adults in 2014, by the Edinburgh Literacies Partnership
- for English for Speakers of Other Languages (ESOL) , classes for 1,044 people and community guidance events for 2,400 people.

Whilst the number of young people finding work continues to increase, actions to improve youth employability remain a priority:

- the Edinburgh Literacies Partnership will continue to work to address the issue of literacy and numeracy
- the Edinburgh Community Learning and Development Partnership will liaise with the EDSP regarding actions to address youth employability.
- Edinburgh College has identified young people as a priority. The College will retain a high level of funded activity to support young people aged 16-24 into work.
- the College has signalled a need to rebalance its curriculum with proportionately more resources allocated to supporting people to become

economically active. Rebalancing will include:

- reducing resources for programmes where there is little or no evidence of people making progress towards the labour market
- work with partners to reduce the number of people in the region with no or low qualifications. almost 30% of the city's population is not qualified to SCQF Level 5 or have the skills to match the jobs available or that will be available.

A. The Partners Commitment to Action

Strategic Priority - Reducing Unemployment and Tackling Low Pay

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
The establishment of a Corporate Social Responsibility (CSR) framework to make it easier for employers to engage in CSR activities. This will direct employers towards specific interventions well suited to them that will work to reduce unemployment and increase earnings capacity. The projects below will fall under this umbrella.		04/15	03/18	The City of Edinburgh Council's Economic Development Service will lead on this. Resources to be confirmed.	EDSP (lead), Compact Partnership, Children's Partnership, the Edinburgh Community Learning and Development Partnership, the Edinburgh Sustainable Development Partnership
To provide a range of programmes and interventions to increase and improve youth employability across the city	P	04/15	03/18	Agreed by ECLDP/EDSP	Edinburgh Community Learning Partnership & Economic Development Strategic Partnership
Identify opportunities for business involvement in school-based activity		04/15	03/18	CEC (Children and Families), Business representatives, Edinburgh Children's Partnership, Scottish Business in the Community, the Edinburgh Community Learning and Development Partnership.	Economic Development Strategic Partnership
Employability / skills-based opportunities		04/15	03/18	Edinburgh Guarantee, CEC (Employability and Skills team, Economic Development Service), Skills Development Scotland, Edinburgh College, Compact Board, Capital City Partnership / DWP	Economic Development Strategic Partnership

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Establish Edinburgh as Scotland's Living Wage City		04/15	03/18	EDSP partners, Trade Unions, Exemplar businesses and third sector employers, Compact Board	Economic Development Strategic Partnership - Cooperative Capital
Establish and promote community based opportunities for businesses		04/15	03/18	EVOC, COMPACT, Business representatives, Scottish Business in the Community	Economic Development Strategic Partnership - Compact Partnership
Develop and promote an easy method for businesses to donate or invest in CSR		04/15	03/18	Compact Board, EVOC, and others	Economic Development Strategic Partnership - One City Trust
To provide a range of community-based adult literacy and numeracy programmes across the city		04/015	03/18	Agreed by ECLDP	Edinburgh Community Learning Development Partnership
To provide a range of English to Speakers of Other Languages (ESOL) programmes across the city		04/15	03/18	Agreed by ECLDP	Edinburgh Community Learning Development Partnership
The college will recruit approximately 13,100 students per year from the City of Edinburgh, with 94% going to a positive destination.		04/15	07/18	Edinburgh College delivers this target	Edinburgh College
Multi agency approach, led by Edinburgh College WEACT to provide positive Job or Education destinations for the City of Edinburgh unemployed. Target of placing x clients per year		04/15	03/16	Edinburgh College leads on this project, with partnership funding from the City of Edinburgh College	Edinburgh College

B. Partner Performance Indicators and Targets

Strategic Priority	Partner/Partnership (sponsor/lead)	Definition and source	Baseline	Targets			
				2015/16	2016/17	2017/18	Long term
Reducing unemployment & tackling low pay	Economic Development Strategic Partnership	Unemployment rate - Jobseeker's allowance (JSA) claimants as a % of working-age population (NOMIS – September 2014) Source: Department for Work and Pensions	2.1% (Sept 14)	<3%	2.75%	2.5%	Maintain at 2% after 5 years
Reducing unemployment & tackling low pay	Economic Development Strategic Partnership	Youth unemployment – (JSA) claimants (aged under 24) rate Annual Population Survey)* Source: Department for Work and Pensions	1.9 % (Sept 14)	<3%	2.75%	2.5%	Maintain at 2% after 5 years
Reducing unemployment & tackling low pay	Economic Development Strategic Partnership	Low Pay - Earnings of the bottom 25 percentile of Edinburgh residents in Employment (full and part-time workers) Source: Annual Survey of Hours and Earnings. 2014 Prices	£274.70 pw	£285	£290	£295	£300.00 pw

C. Links to Scottish Government National Outcomes

- We live in a Scotland that is the most attractive place for doing business in Europe
- We realise our full economic potential with more and better employment opportunities for our people

Visit the Scottish Government [website](#) for further information on National Outcomes.

4.2 Community Planning Outcome – “Edinburgh’s citizens experience improved health and wellbeing with reduced inequalities in health”

Strategic Priority: Shifting the Balance of Care

Evidence and Context

Edinburgh’s demographic is expected to change:

- over the next 20 years, the number of people in the age groups 65-74, 75-84 and over 85 years, will increase significantly
- more people will be living with long-term conditions, disabilities and complex needs
- the Scottish Government has estimated these will affect one in three people over the age of 75.

With advancing age comes an increased individual need and demand for health, care and support services. The Scottish Government recognise the current arrangements are not sustainable and that creative and ambitious change will be required.

Capacity planning at all levels aims to achieve a radical shift towards preventive action. This will help individuals, families and communities to increase their resilience and reduce their need for services. Of particular focus are:

Complex conditions: increasing numbers of older people in Edinburgh have drug and alcohol problems and related health conditions. People with these conditions are at risk of stigma and discrimination, and often need high levels of care as they grow older.

Delayed discharge: from April 2015 the National Standard for Delayed Discharge will reduce from a maximum of four to two weeks for discharge from hospital. Combined with increasing demand from demographic change, this shorter timescale will pose challenges in assessing people and arranging appropriate health and social care to help them live in community based settings.

Housing stock: providing appropriate adaptations to allow people to live independently in homes above ground floor levels are complex. Edinburgh has the second highest proportion of flats in Scotland at 63%.

It is also important to note that older people are increasingly fit and active until much later in life, and continue to make a positive contribution to society. In addition, older citizens are particularly likely to act as unpaid carers and volunteers and it is vital to help sustain these key roles.

Integrated planning: The new Integration Joint Board (IJB) will make full use of financial and other resources available to it. The IJB is remitted to make health and social care investments in a way which best meets local needs. A new Strategic Plan is being prepared for the IJB and this will identify how services will be coordinated and optimised to impact positively on preventing crises and meeting needs.

Self-directed support: Increasing numbers of people will have the opportunity to control or arrange their care through the use of direct payments or individual budgets. These new arrangements will have a significant impact on the way services are commissioned and procured in the future.

Building our health and social care workforce Joint work is underway to raise the profile of care as a career choice, for example, through joint pre-employment training academies.

Strategic Partnership Responses

The Joint Older People’s Management Group oversees work streams to support the reconfiguration of services for older people. Membership of this group extends across the Council, NHS Lothian and third and independent sector providers. **Live Well in Later Life**, the

Joint Commissioning Plan for Older People 2012-2022, outlines the vision for the next ten years. The plan sets out how partners will improve outcomes for older people, their families and carers, and the approaches being taken to develop new models of care and support and reshape services.

The development of a preventative approach is a key theme. Work is underway in Edinburgh to develop support for people with lower levels of need to maintain their health and well-being reduce social isolation and build resilience

Strategic Priority: Reducing Alcohol and Drug Misuse

Evidence and Context

Drug and alcohol problems affect individuals and whole communities. Edinburgh faces a particular challenge around alcohol with the cost of alcohol related harm estimated at £221million per year.

This problem is not concentrated in a small minority of the population, as 43% of the adult population drinks more than the Scottish Government's recommended limits.

The national and local alcohol strategy places a strong focus on proactive policies that change the culture around alcohol, rather than simply interventions that are targeted at those who are dependent on alcohol. This includes:

- minimum pricing
- reducing the availability of alcohol
- delivering brief interventions across the population.

Edinburgh also faces an emerging challenge around the use of new psychoactive substances. These drugs are legal and available in a range of retail outlets across the city.

Further work is required to improve community planning partners' understanding of the scale of the problem and the impact these drugs are having on individuals, families and communities.

Other challenges that face the city are:

- reducing drinking levels amongst hazardous drinkers
- reducing alcohol related violence and anti-social behaviour, particularly linked to the night time economy and domestic abuse
- bridging the gap between the approaches to reduce alcohol availability and with approaches looking to the economic development of the city
- ensuring coordination of approaches and resources to where they are most needed
- reducing the impact that drug and alcohol use has on people's ability to parent effectively
- developing recovery oriented services
- shifting the balance of care to support people to sustain their own recovery

- improving the understanding of new psychoactive substances.
- the Scottish Government is looking to introduce minimum pricing to reduce the sale of cheaper alcohol
- building on existing work with the Edinburgh's Licensing Board and Licensing Forum, to assess the extent of overprovision of premises licensed to sell alcohol in the city
- work with partners through the Edinburgh Alcohol and Drug Partnership (EADP) Recovery Commissioning Collaborative to shift the balance of care to support people more effectively once they have stopped using drugs/alcohol
- work with the Children's Partnership to reduce the impact that alcohol and drug use by parents has on children
- work with Total Neighbourhood and the emerging Localities approach, to ensure that resources are directed to where they are most needed, to prevent and reduce the harm caused
- work with the Edinburgh Community Safety Partnership to reduce alcohol and drug related crime, particularly domestic abuse and other violent crime.

Strategic Partnership Responses

The EADP leads the development of the local strategy to address alcohol and drugs problems in the city. The Partnership has established subgroups, which focus on:

- developing recovery oriented services
- improving responses to families where children are affected by parental substance use
- new psychoactive substances
- developing community-based prevention services.

EADP is committed to working collaboratively with key partners to develop more effective services. This includes the involvement of people with lived experience of addiction and recovery in the development, design and delivery of services.

A high level strategy is being developed across all of the strategic partnerships to develop a shared approach to reducing alcohol related harm.

Strategic Priority – Reducing Health Inequalities

Evidence and Context

The Edinburgh Partnership acknowledges the need to continue action to reduce unequal health outcomes for people in the city. Dedicated resources from NHS Lothian, the City of Edinburgh Council and the Third Sector are being used to develop a shared preventative programme in local areas.

Significant inequality: The gap in average life expectancy between people living in the 15% ‘most deprived’ areas of the city (according to the SIMD) and the remainder of the city is 9.2 years for men and 5.1 years for women. Premature mortality (all deaths under 75yrs) is around twice as high in Edinburgh’s most deprived areas as in the city as a whole.

Complex and entrenched causes: A wide range of complex social and economic factors exist which are difficult to influence, particularly in the short to medium term.

National factors: Fundamental structural issues, many of which are beyond the reach of local partners, e.g. welfare and welfare reform matters.

Targeting of resources: Audit Scotland found that the resource allocation to NHS Boards and Local Authorities takes some account of deprivation. The new IJB will need to address this through its Strategic Plan.

Localised need: Local areas can experience a pattern of mutually reinforcing negative outcomes, but health inequalities are not limited to areas of multiple deprivation.

National focus: The consistent national commitment to tackle health inequalities is demonstrated by the changes to integrated health and social care services and the outcomes set for them. The expectation is that partners and

government at all levels will work with citizens to address inequalities.

Policy and service integration: The Edinburgh Partnership has a clear focus on tackling health inequalities. Clear strategic leadership and action planning will develop as part of preventive approaches through the new IJB.

Joined up local action: The move to increased locality working and the work of existing ‘placed based’ initiatives will help local information gathering and the co-ordination of responses.

Prevention: This key public sector priority underpins this Community Plan. Tackling health inequalities is essential to control the personal and financial costs of those citizens experiencing poor physical and/or mental health.

Physical activity: A core level of physical activity is an essential element in both physical and mental wellbeing. Work is underway to increase the level of physical activity across the city, to ensure that more people can reap the associated health benefits of an active lifestyle.

Low levels of physical activity in city lifestyles and the withdrawal from activity after leaving school have a particularly adverse effect on groups, such as younger women.

The promotion of active living such as walking and cycling, and activities offered by Edinburgh Leisure in community based programmes, leisure

facilities and schools, mean that Edinburgh is well placed to support an active life for all.

The city's outstanding natural environment offers many opportunities to enjoy walking, cycling and participating in physical activity and sport.

Mental health and wellbeing: One in four people in the UK will experience a mental health problem each year. One person in every hundred suffers from anxiety and depression.

The overall number of people with mental health problems has not changed significantly in recent years, but stress over things like money, jobs and benefits can make it harder to cope.

The Scottish Government's Mental Health Strategy for Scotland: 2012-2015 recognises that improving mental health and treating mental illness are two of its major challenges.

Strategic Partnership Responses

Tackling health inequalities has inter-dependencies with other strategic priorities and outcomes. To date, the strategic lead has been through the Edinburgh Community Health Partnership and its Health Inequality Standing Group (HISG). The lead role is anticipated to be transferred to the IJB.

The Health Inequalities Framework and Action Plan 2013-16, developed in consultation with a range of stakeholders, contains six objectives, to:

- enable people in Edinburgh to maximise their capabilities and have control over their lives
- create and develop healthy and sustainable places and communities
- strengthen the role and impact of ill-health prevention
- ensure a healthy standard of living for all; give every child the best start in life
- enable all children and young people to maximise their capabilities and have control over their lives
- create fair employment and good work for all.

The city's joint Health Inequalities Programme, which has a £3.4m budget provided by partners, provides innovative preventive work in local communities

The City of Edinburgh Council and NHS Lothian have agreed a joint strategy 'A Sense of belonging'. The outcomes required from this strategy are:

- more people will have good mental health
- more people with mental health problems will recover
- more people with mental health problems will have good physical health
- more people will have a positive experience of care and support
- fewer people will experience stigma and discrimination
- fewer people will suffer avoidable harm.

The Strategy aims to achieve these outcomes by progressing four linked 'Commitment to Change' areas:

- tackling inequalities and focusing on people who are more likely to experience difficulties
- building 'social capital' and wellbeing i.e.; support communities to use their experience and knowledge to improve well being and create a sense of belonging
- embed an ethos of recovery, which may not be in the same sense as recovery from a physical health problem, but means individuals stay in control of their life and have well-being
- providing excellent services, the right services, at the right time and in the right place by the right people.

Edinburgh's focus is to become the most active city in Europe by 2020. Strategies are in development to focus the efforts of the various stakeholders towards achieving these aims. Work includes implementing the Edinburgh Physical Activity and Sport Strategy and working collaboratively with NHS Lothian, Edinburgh Leisure and third sector agencies

A. The Partners Commitment to Action

Strategic Priority – Shifting the Balance of Care

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Reduce delayed discharge: Open Gylemuir House Care Home which will provide 60 interim care home beds in 2014-15 with the potential to increase to 120		12/14	03/16	Funding secured for 2014/15 for 60 beds. Funding for 2015/16 to be discussed with the Partnership.	Joint Older People's Management Group (JOPMG)
Reduce delayed discharge/ Shift the balance of care: Recruit to re-ablement teams to increase capacity in re-ablement		04/15	03/16	Short term funding only. Currently, the budget for 2015/16 provides for no growth in care at home.	JOPMG
Reduce delayed discharge/Shift the balance of care: Implement the new Care at Home contract to support providers to maintain business continuity and provide a more flexible and responsive service. (Option to extend to 10/19)		10/15	10/18	To be negotiated e.g. to take account of inflation.	JOPMG

Strategic Priority – Reducing alcohol and drug misuse

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Redesign and secure delivery of a more recovery oriented system of care		04/15	03/16	The Alcohol and Drug Partnership receives a ring fenced budget from the Scottish Government. <i>the 3 year funding cycle ends on 31st March 2015</i>	Edinburgh Alcohol and Drug Partnership
Work with Neighbourhood Partnerships to improve local input into licensing decisions and community responses to alcohol related harm		04/15	03/18	Existing staffing resources	Edinburgh Alcohol and Drug Partnership

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Develop and implement a high level strategy to reduce alcohol related harm	P	04/15	03/16	The Alcohol and Drug Partnership receives a ring fenced budget from the Scottish Government. the 3 year funding cycle ends on 31st March 2015	Edinburgh Alcohol and Drug Partnership

Strategic Priority - Reducing health inequalities

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Through its active travel forum and partners (e.g. NHS Lothian, Sustrans, etc), direct investment to bring about an uplift in active travel across Edinburgh's communities including in deprived areas		04/15	10/16	The Council's revenue budget to be supplemented by Scottish Government Smarter Choices Smarter Places funding	Transport Forum (lead partner City of Edinburgh Council)
Implement action plans for each outcome of the Poverty and Inequality Framework		11/13	11/15	New partnership group Staff resources in Integrated Joint Board No dedicated resource – mainstream service resources	Edinburgh Partnership Poverty and Inequality Partnership, working with all relevant partners and Strategic/Neighbourhood Partnerships
Deliver the Action Plan for Health Inequality 2012-15		04/15	12/15	Mainstream resources	Community Health Partnership (<i>from summer 2015 expected to be Integration Joint Board</i>) [Health Inequalities Standing Group]
Refresh the Health Inequalities Strategic framework and action plan, ending in 2015		04/15	03/16	Staff resources in Integrated Joint Board Mainstream resources	Community Health Partnership (<i>summer 2015 expected to be Integration Joint Board</i>) [Health Inequalities Standing Group]

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Identify prevention priorities and fund continuing co-productive programme with three year funding agreements 2016-2019	p	04/15	03/18	Joint Resources of £2.2m subject to budget outcomes from 2016-19	Integration Joint Board (from summer 2015, tbc) - Health Inequality Standing Group
Ensure that street design projects value the positive contribution from, and deliver, trees in the urban environment, to ensure positive well being, through the adoption of standards in the Council's street design guidance.		04/16	03/18	Capital scheme budgets for walking, cycling and general street renewal	Transport Forum (lead partner City of Edinburgh Council)
Development of Mental Health Re-ablement Service* Wayfinder Partnership and Public Social Partnership will implement a graded support model which focuses on person centred choices, providing a safe and secure base for people and meaningful activities.		04/15	06/15	Development of existing service budget	Edinburgh Mental Health Partnership, including Council, NHS Lothian, and Third Sector staff with service users and carers.
Third Sector mental health and well being services will meet the outcomes of "A Sense of Belonging", made available as part of the options of self directed support, in line with the Mental Health and Wellbeing Commissioning Plan.		04/15	03/16	Existing Mental Health Well Being Commissioning budget	Edinburgh Mental Health Partnership, including Council, NHS Lothian, and third sector staff with service users and carers.
Edinburgh Choose Life Steering Group Suicide prevention – implementation of multiagency commitments to develop services to support people suffering distress	P	04/14	03/16	Continuation of funding for suicide prevention	Edinburgh Choose Life Steering Group
To develop the role and reach of the Outlook Project in providing educational courses for adults accessing mental health services		04/15	03/18	Edinburgh Community Learning Development Partnership	Edinburgh Community Learning Development Partnership
To maximise the therapeutic impact of the new Royal Edinburgh Campus through a Public Social Partnership focusing on the impacts of external environment and arts to support people's mental health and wellbeing	P	04/15	12/17	Edinburgh and Lothian Health Foundation – other funding applications underway	Green Space: Art Space Public Social Partnership
Reproving inpatient psychiatric care in fit for purpose environment.		04/15	12/16	NHS Lothian and Scottish Government	Royal Edinburgh Campus Programme Board

Notes:

***Re-ablement:** In the context of demographic trends, re-ablement is particularly valued for its potential to reduce demand on care at home services. Professional support for this initiative derives from the theory that re-ablement responds to the wishes of the majority of people to retain independence and control over their lives. The added value of re-ablement is:

- Providing support to people at home to prevent hospital admission
- Preventing unnecessary lengths of stay/delayed discharges by providing direct support to enable the person to return home
- Providing ongoing assessment at home between 4-6 weeks – to increase understanding of the person’s needs in their own home and community

B. Partner Performance Indicator and Targets

Strategic Priority	Partner/Partnership (sponsor/lead)	Definition and source	Baseline	Targets			
				2015/16	2016/17	2017/18	Long Term
Shifting the balance of care	Older People’s Management Group	% of older people with high levels of need who are cared for at home Source: City of Edinburgh Council/NHS Lothian	34.6 (Sept 14)	Increase from baseline	Increase from baseline	Increase from baseline	Increase from baseline
Shifting the balance of care	Older People’s Management Group	No. people waiting more than two weeks for discharge to an appropriate setting Source: City of Edinburgh Council/NHS Lothian Note: delay threshold was 4 weeks at baseline, but delays from 2 weeks will be measured from 1 April 2015	68 (Sept 14)	Reduce to zero	Reduce to zero	Reduce to zero	Reduce to zero
Reducing alcohol and drug misuse	Alcohol and Drug Partnership	Rate of alcohol related hospital discharges per 100,000 population Source: NHS Scotland. Total number of discharges in 2013 was 2893. Edinburgh rate considerably below national average of 693.3	655.6 (2013)	Maintain at baseline level	Maintain at baseline level	Maintain at baseline level	Maintain at baseline level
Reducing health inequalities	Community Health Partnership (from summer 2015 - Integration Joint Board)	Gap in premature mortality rates between the most deprived areas and the Edinburgh average. ¹ Source: NHS Scotland. 3 year rolling average - baseline stat for 2009-12. Deaths from all causes under age 75: ratio of the age-sex standardised death rate in the ‘most deprived’ 15% areas of Edinburgh) to the city average	1.88 (2010-12)	Reduce the ratio/Narrow the gap	Reduce the ratio/Narrow the gap	Reduce the ratio/Narrow the gap	Reduce the ratio/Narrow the gap

Note:- ¹. In the light of the development of a national indicator set linked to Health and Social Care Integration, amendments to this indicator may be required over the next 6-12 months

C. Links to Scottish Government National Outcomes

- We live longer, healthier lives
- We have tackled the significant inequalities in Scottish society
- We have improved the life chances for children, young people and families at risk

Visit the Scottish Government [website](#) for further information on National Outcomes.

4.3 Community Planning Outcome - “Edinburgh’s children and young people enjoy their childhood and fulfil their potential”

Overall Evidence and Context

Edinburgh’s Children’s Partnership remains committed to working together to provide excellent universal services that build resilience and provide important protective factors.

[Edinburgh’s Integrated Plan for Children and Young People](#) supports all partners to improve service delivery and meet the duties of the Children and Young People’s Act through six strategic outcomes.

- Our children have the best start in life, are able to make and sustain relationships and are ready to succeed
- Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities
- Our children and young people in need, or with a disability, have improved life chances
- Our children and young people are physically and emotionally healthy
- Our children and young people are safe from harm and fear of harm, and do not harm others
- Our children’s and young people’s outcomes are not undermined by poverty and inequality

Strategic Priority - Improving early support

Evidence and Context

There is more that we can do to improve and extend help and support earlier so that all children reach their appropriate developmental milestones and fewer children need to be looked after.

The Scottish Government launched [The Early Years Collaborative](#) in October 2012 and aims to make Scotland the best place in the world to grow up in. In Edinburgh, a multi-agency team of Community Planning Partners committed to ensuring that every baby, child, mother, father and family in Scotland has access to the best supports available.

Knowing that there is a direct link between the experiences of early childhood and what happens in adult life, the more quickly we are able to identify concerns and offer support, the more likely it is that significant difficulties can be averted and the need for children to become looked after is reduced.

Strategic Partnership Responses

Partners will work together to strengthen universal early years services and build family

capacity and confidence, pre-birth and throughout early years and beyond.

The number of children in Edinburgh aged up to two is projected to rise over the next 5 years by around 10%. Funding has been provided by the Scottish Government to significantly increase access to care and learning and this is already being taken forward in the city.

Research shows that family engagement has a bigger influence on children’s attainment than other social, economic and family background factors.

Parent and carer support programmes, including Family Learning, will be prioritised and work will be taken forward by colleagues in CEC, NHS Lothian and the third sector to deliver the nationally endorsed Psychology of Parenting Programme across the city.

The provision of outreach resources and good quality local information for parents and carers will also support our aim to improve support at an early stage when families experience difficulties.

In addition, there is a commitment across partners to develop more accessible, affordable childcare which will support increased employment and training options whilst providing quality care and learning environments for children.

In Edinburgh, there are around 1,400 children and young people who are looked after at any one time. The numbers have shown a steady increase since 2007 and this increase was projected to continue for the following five years. Reducing the growth in the number of children who need to become looked after by supporting families earlier and more effectively when concerns are first identified is therefore a priority.

Additionally, there is significant work being undertaken to reduce the balance of care between those who are looked after and accommodated and those who are looked after at home by improving support for children and families at home, and in communities.

Children's needs are best met in stable family situations and therefore helping looked after children remain in their own family networks by supporting kinship care arrangements where these are assessed as safe and able to meet the child's needs is very important.

This work will enable greater investment in early and effective identification and prevention work.

Strategic Priority - Improving outcomes for children in need

Evidence and Context

Improving outcomes for our most vulnerable or disadvantaged children and young people, including those looked after or with a disability and those who are looked after is a key priority for the partnership. Currently these outcomes can be significantly poorer than those of their peers. For children who are looked after, these outcomes can vary by accommodation type and be even poorer for those looked after at home.

Whilst this is true across Scotland, the aim is to change the picture here in the city. On average a pupil in Scotland who is looked after, compared to their peer, will:

- have lower school attendance, particularly within the secondary and special sectors
- be six times more likely to be excluded
- be almost three times as likely to leave school aged 16 or under
- have an attainment level just over a fifth of other school leavers
- be a third less likely to have a positive destination from school, and
- be less likely to sustain a positive destination

The number of children and young people who have a disability can vary depending on the definition used. The Growing Up in Scotland Study 2013 estimates the proportion of children with a disability (or additional support needs) to be around 13% by 10 months of age and around 19% by age six.

We therefore know that a significant proportion of our children and young people in the city will have a disability or additional support needs.

Strategic Partnership Responses

It is the Children's Partnership's aim to support each and every child to fulfil their potential, whatever challenges they face.

Partners will encourage activities, allocate resources and support communities that provide a caring environment for children and young people in need or with a disability.

Through the city's [Corporate Parenting Action Plan](#) children's needs will be met in the most

holistic way by supporting and developing home and community settings which provide caring, inclusive environments.

Services and support which enable families to stay together and allow children in need, or with a disability to enjoy their childhood and lead meaningful lives will be prioritised and developed.

Intensive efforts are being made to ensure that health, care and education services, including those provided by the Third Sector, work better together and fit services round families and children and young people.

Strategic Priority - Improving positive destinations

Evidence and Context

Further increasing the number of young people entering and sustaining positive destinations when they leave school is a community planning priority shared by all partners.

Around 3,000 pupils leave City of Edinburgh Council schools every year with the majority moving into positive destinations of their choice. However, it is known that there is a strong correlation between under-achievement at school and unemployment and recognise the need to identify early those at greatest risk of being educationally disadvantaged and target collaborative support to ensure they too have the best chance of a positive destination.

Strategic Partnership Responses

Through the [Edinburgh Guarantee](#) (a partnership between the city's private, public and community interests and a priority within the city's Economic

Strategy) the proportion of school leavers in a sustained positive destination has increased by 7.9 percentage points since its launch in 2010.

Partners will strive to continue this improvement and, through the Schools College Partnership, increase the number of school leavers making informed career choices, increasing their employability skills and sustaining positive destinations. Along with finding innovative ways to develop youth literacies provision we want to continue to promote young people's engagement and participation in making decisions about matters affecting them.

By so doing the aim is to increase young people's life chances and provide opportunities to challenge and change the cycle of deprivation which some may have experienced throughout their childhood and transition into adult life.

A. The Partners Commitment to Action

Strategic Priority – Improving Early Support

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Develop deliverable and safe alternative(s) to secure accommodation for young women at risk		01/15	03/18	Would be part of a wider reprovisioning exercise across partner accommodation	Edinburgh Children's Partnership
Provide earlier support to families experiencing difficulties (with a specific focus on substance misuse and domestic violence) to reduce the need for children and young people to become looked after		04/15	03/18	Core budgets	Edinburgh Children's Partnership
Expand the range of foster care and placements available		current	12/15	Early Years Change Fund (until June 2015)	Edinburgh Children's Partnership
Evidence use of wellbeing indicators to consistently and holistically assess and meet needs across all children's service delivery		04/15	03/18	Core budget – additional Scottish Government funding available to increase capacity within health visiting services	Edinburgh Children's Partnership
Develop and deliver the Psychology of Parenting Project in Edinburgh (a cluster based approach to begin with, building to a whole-city approach)		04/15	03/18	Scottish Government funding to support roll out of the required training programmes Core budget required for ongoing implementation	Edinburgh Children's Partnership (Children and Families and NHS Lothian lead)
Increase access to early learning and childcare for all 3-4 year olds and eligible 2 year olds to 600 hours per year		04/15	03/18	Funding provided by Scottish Government	Edinburgh Children's Partnership (Children and Families lead)
Work with partners to develop a "Childcare Guarantee" based on the Edinburgh Guarantee to encompass childcare to support employment and training and universal breakfast and after-school club provision. Explore options for school holiday activity and care provision for children with additional support needs		04/15	03/18	No ring fenced budget identified	Edinburgh Children's Partnership

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
<p>Early Years Collaborative and Early Years and Early Intervention Change Fund aims to work in partnership to reduce the numbers of children who need to become looked after by supporting families earlier and more effectively. The stretch aims identified by the Scottish Government are</p> <ul style="list-style-type: none"> • Reduce the rate of stillbirths and infant mortality • Ensure children reach appropriate developmental milestone – by the time of the 27-30 month review, by the time the child starts primary school <p>Key theme groups are taking forward actions to deliver this:</p> <ul style="list-style-type: none"> • Early support for pregnancy and beyond • Attachment and child development beyond maternity services and the 27-30 month child health review • Continuity of care in transitions between services • Developing parenting skills through Family Engagement to support early learning • Addressing child poverty • Improving attainment at primary 4. 	P	04/15	06/15	No additional resource apart from support funding for workstream leads from central government.	Best Start in Life Group
<p>Improve the quality of our services and our potential for early intervention through regular (annual) engagement with children, young people and their parents through the following actions:</p> <ul style="list-style-type: none"> • Through the Edinburgh Children's Partnership, work to implement the consultation toolkit developed by the Children's Parliament for use with children and young people aged 3-25. <p>Carry out sessions across the city (using trained practitioners) to gather views on the development and delivery of health services and the impact of the planned integration of these with other children's welfare / social care services.</p>	P	04/15	03/18	Built into core budget and mainstream provision	NHS Lothian

Strategic Priority – Improving Outcomes for Children in Need

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Deliver all actions in the city's Looked After Strategy and Corporate Parenting Action Plan		current	12/15	Core budgets and Early Years Change Fund	Corporate Parenting Action Plan Children and Families (lead)
Raise the attainment levels of looked after children and young people through a range of targeted actions within school settings and as part of the Curriculum for Excellence		current	12/15	Core budgets	Corporate Parenting Action Plan Children and Families (lead)
Develop performance measures to allow monitoring of whether children with a disability are able to access the appropriate supports to enable them to experience improved outcomes		current	12/15	Core budgets	Edinburgh Children's Partnership
Redesign services for children affected by parental substance misuse. Action includes: <ul style="list-style-type: none"> Implementation of Needs Assessment recommendations Focussing on earlier and more effective intervention Developing more collaborative practice and joined up service delivery Improving the interface with adult treatment services 	P	12/15	03/16	Making best use of existing resources within EADP and core budgets	Edinburgh Alcohol and Drug Partnership (with Edinburgh Children's Partnership)

Strategic Priority – Improving Positive Destinations

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Further develop family engagement, including strong home-school partnerships and particularly for 'hardly reached' families		Current	12/15	Core budgets	Edinburgh Children's Partnership
Total Craigroyston is a "whole place" initiative which aims to: <ul style="list-style-type: none"> to improve outcomes for children and families in the 	P	04/15	03/16	Time-limited budget provision for coordinator some specific support activities	Total Craigroyston Steering Group

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
<p>Craigroyston Community High School neighbourhood</p> <ul style="list-style-type: none"> to promote service redesign to focus on early and effective identification and simplified processes and systems. <p>Actions to deliver the above include:</p> <ul style="list-style-type: none"> focus on play and nurture in the very early years, better supporting parents and carers around developing early literacy and family learning using the 27/30 month review to inform early preventative actions ensuring children arrive at school with the expected level of language and social skills. reduce the number of individualised interventions that families experience and coordinating support through improved information collation and sharing pilot “no exclusions” approach in Craigroyston High School to promote attendance and attainment 					
<p>Increase participation in youth work, particularly amongst Looked After and Accommodated Children, and in high-value achievement awards (e.g. Duke of Edinburgh's Award) by young people living in poverty</p>		04/15	12/15		Edinburgh Children's Partnership
<p>Provide a range of youth literacies (including financial literacy) programmes in deprived areas</p>		04/15	03/18		Edinburgh Community Learning Development Partnership
<p>Provide a range of learning opportunities for personal and social development for children and young people within deprived communities</p>		04/15	03/18		Edinburgh Community Learning Development Partnership
<p>Establish 'Science, Technology, Engineering and Mathematics' (STEM) Academy to progress the key recommendations from of the Developing Scotland's Workforce report</p>		04/15	03/18		Edinburgh Children's Partnership (Edinburgh College lead)
<p>Increase the number of young people, particularly those living in deprived areas, who enrol in Edinburgh College</p>		04/15	07/16	Edinburgh College	Edinburgh Children's Partnership (Edinburgh College lead)

B. Partner Performance Indicators and Targets

Strategic Priority	Partner/Partnership (sponsor/lead)	Definition and source	Baseline	Targets			
				2015/16	2016/17	2017/18	Long term
Improving early support	Edinburgh Children's Partnership	% of children who have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review Source: This is a stretch aim of the Early Years Collaborative.	79%	81%	83%	85%	
Improving early support	Edinburgh Children's Partnership	Number of children who need to be looked after (rate per 1,000) Source: City of Edinburgh Council	16.9 (Sept 14)	16.7	16.7	16.7	Reduce the rate of growth
Improving outcomes for children in need	Edinburgh Children's Partnership	Average tariff score of Looked After Children Source: SG. New qualifications were introduced in 2014 and the calculation for tariff score will change accordingly.	86 (Sept 14)	90	100	110	Narrow the gap compared with all pupils average
Improving positive destinations	Edinburgh Children's Partnership	Percentage of pupils living in the most deprived areas gaining 5+ awards at SCQF Level 6 Source: LGBF	8.7% (13/14)	12.6%	N/A	N/A	Narrow the gap compared with all pupils average. No targets set beyond 2015/16 due to the change in the exam system
Improving positive destinations	Edinburgh Children's Partnership	% of school leavers in a positive destination. Source: Skills Development Scotland. Data relates to follow up destination 6 months after leaving school	91% (12/13)	Exceed national average	Exceed national average	Exceed national average	Achieve and maintain top quartile performance

C. Links to Scottish Government National Outcomes

- We are better educated, more skilled and more successful, renowned for research and innovation
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens
- Our children have the best start in life and are ready to succeed
- We live longer, healthier lives
- We have tackled the significant inequalities in Scottish society
- We have improved the life chances of children, young people and families at risk

Visit the Scottish Government [website](#) for further information on National Outcomes.

4.4 Community Planning Outcome - “Edinburgh’s communities are safer and have improved physical and social fabric”

Strategic Priority – Reducing antisocial behaviour, violence and harm

Evidence and Context

Although violent crime and anti social behavior continue to fall across the country and in Edinburgh, the Edinburgh Community Safety Partnership (ECSP) remain committed to keeping people safe, and to prioritise actions to reduce violence, harm and antisocial behaviour at local levels.

Managing antisocial behaviour is a key priority for the ECSP. A significant challenge exists in relation to a small number of difficult and complex cases which are resource intensive and require quicker and more effective solutions, including establishing a monthly review panel for dealing with serious and persistent antisocial behaviour cases

The ECSP also remains committed to tackling hate crime in Edinburgh and work is ongoing to improve services for victims of hate crime, such as promoting the use of remote reporting sites across communities. The ECSP works to raise awareness of hate crime in communities and to

emphasise the importance of reporting and challenging hate crime.

ECSP partners: NHS Lothian, City of Edinburgh Council, Police Scotland, Scottish Fire and Rescue Service, and third sector agencies play a major role in tackling issues such as dwelling fires, victim recovery, and road safety and other forms of harm.

In addition to these themes the ECSP is committed to improving early detection of, and tackling the impacts of, serious and organised crime in the City.

Strategic Partnership Responses

In Edinburgh, partners are specifically committed to reducing violence. Alcohol is often a significant causal factor in violent crime whether indoors or in public spaces.

To tackle this, Police Scotland has established a national approach to dealing with alcohol-related violence and disorder, including:

- a specialist team working with the licensed trade to make premises and communities safer;
- a dedicated Domestic Abuse Investigation

Unit;

- a National Domestic Abuse Task Force, with specially trained officers to deal with perpetrators who pose the greatest risk of harm to victims.
- a Divisional Violence Reduction Unit to provide a flexible and visible team that can be deployed to hotspots and areas where the public wants reassurance or identifies a problem,

The commitment to reducing harm, violence and anti social behavior is reflected in the new Local Policing Plan, the new Local Fire and Rescue Service Plan, which were devised in co-production with the public and other community planning partners.

The recent development of Community Improvement Partnerships (CIPs), at both neighbourhood and city wide levels, will improve partnership working. CIPs aim to reduce local service duplication by ensuring a co-ordinated approach by partners involved in tackling local community safety priorities.

In terms of reducing dwelling fires the Scottish Fire Rescue Service delivers over 3500 home fire safety visits annually in Edinburgh.

Strategic Priority – Reducing Reoffending

Evidence and Context

Reducing reoffending is a key priority at national and local level.

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 approach also needs to enable support to people to pay back constructively for their crimes and build better lives for themselves, their families and communities.

Strategic Partnership Responses

The Edinburgh Reducing Reoffending Strategic Planning Group (ERRSPG) is a key mechanism for local service design and development.

It provide strategic oversight and a forum for the agreement of priorities and for co-ordinating the design and development of local services in response to local need and circumstances.

Sub-groups have been established to provide a focus on:

- families with complex needs
- women offenders

- prolific offenders
- young offenders.

These arrangements complement the Offender Management Committee, which has a performance management and quality assurance remit in relation to the management of high risk sexual and violent offenders.

Strategic Priority - Improving community cohesion, participation and infrastructure

Evidence and Context

This strategic priority covers a number of strategic interventions which will increasingly be influenced by the Scottish Government's Community Empowerment Bill.

Edinburgh COMPACT Partnership: The Edinburgh Partnership Board agreed in December 2013 a paper from the Compact Partnership entitled '[The Social Value City Wasn't Built in a Day](#)', which outlined an overarching approach to enhancing social value¹.

Although the paper was considered within the context of the [Royal Edinburgh Hospital Public Social Partnerships](#), the key points around Social Value Management² were clearly understood to have a broader impact. The [Edinburgh Compact Partnership's](#) intent is to mainstream a 'Social Value' approach.

In addition, the Compact Partnership also maintains oversight of the delivery of the city's [Social Enterprise](#) and [Volunteering](#) strategies, both of which contribute significantly to the delivery of this strategic priority.

The summer of 2014 to the Summer 2015 is being celebrated as '[Compact 10 – the Year of Thinking Dangerously](#)', and Compact Partners have developed a new Strategic Framework to take the Compact Partnership's work to the next level.

Community Learning and Development: The Scottish Government's Strategic Guidance for Community Learning and Development (CLD) requires that Community Planning Partnerships ensure CLD has a core role in delivering identified outcomes for communities.

CPPs are expected to ensure that systematic assessments of community needs and strengths provide the basis for community planning, and that this assessment is based on engagement and continued dialogue with communities, utilising CLD expertise, as well as analysis of other data.

Social isolation is increasingly recognised as a major issue for many people in communities, and manifests itself in several ways, not least poor health. Opportunities that encourage social interaction and enable people to come together are therefore essential.

Volunteering has a crucial role to play, as does improved access to local facilities. Community Access to Schools (CATS) will ensure that schools are available for community use for a wide range of purposes.

Collaborative Asset Management and Community Infrastructure: There is acknowledgement and awareness that some of our public and third sector property sector assets are:

- poorly placed
- in a deteriorating condition to continue to deliver the quality of service desired and
- that the benefits of co-locating services can directly deliver enhanced customer experiences.
- a holistic approach is required in order to secure public benefit through a smaller, cheaper, greener, smarter and more effective estate that is better aligned to support changing frontline public services.

The Edinburgh Partnership has confirmed its commitment to a more integrated public service that meets the unique needs of the city and its communities.

It is recognised that public property assets are an important part of this approach and a 'blueprint' for a collaborative asset management framework for the city was approved by the Edinburgh Partnership in August 2013.

The commitment to improve neighbourhood partnership working will ultimately manifest itself in changes to service delivery and property requirements.

A key objective for collaborative asset management will be to ensure that property assets fully complement either direct service delivery or the other Edinburgh Partnership social and economic objectives, including community cohesion and participation around assets.

Co-location with services and partners can deliver high returns in terms of customer benefit, revenue savings and service efficiencies. Case studies have included:

- Wester Hailes Healthy Living Centre (2013)
- Muirhouse Partnership Centre which will deliver Council and NHS services (anticipated completion 2016)
- East Neighbourhood Centre, modelled on new ways of working (Workstyle), is now delivering a wide range of services, including those from partner organisations.

Substantial progress has been made in approaching asset planning, along with principal partners NHS Lothian and Scottish Futures Trust, over the past 18 months.

A series of other collaborative initiatives are progressing in Leith, Muirhouse and

Fountainbridge and are reported in commitments to action.

The collaborative asset management framework recognises the Christie Commission imperative that public sector bodies must engage on collaborative work wherever practicable.

Strategic Partnership Responses

Building the capacity of individuals and communities to participate in a range of activities alongside professionals will be essential if Edinburgh is to become a co-operative capital with genuinely co-produced services.

Achieving this will require an asset-based approach to working with communities, leading to co-production. This method of working is core to Community Learning Development (CLD) practice, and one which it will seek to develop and strengthen further.

The COMPACT Partnership will continue to deliver key strategies to improve community cohesion, participation and infrastructure.

A further change to collaborative asset management will be required in light of the Community Empowerment (Scotland) Bill put forward in the Scottish Parliament on 11 June 2014. In future, this will allow community organisations to propose the transfer of public buildings and/or land to community control through arrangements for purchasing or rent. Consideration will have to be given:

- to the condition of any building to be transferred
- the funding opportunities that the third sector may be able access
- any associated issues for the public body.

The Edinburgh CLD Partnership will be at the forefront of this activity.

Strategic Priority - Increasing availability of Affordable Housing

Evidence and Context

Access to good quality, affordable housing has an impact on employment, people's health and wellbeing, educational attainment and ensuring successful and sustainable communities.

The Council and its partners work together to prevent homelessness. Homelessness presentations reduced by 17% between 2008/09 and 2013/14, with the Council and its partners focusing on preventative advice, information and support services. The reshaping of services to prevent homelessness is being progressed in collaboration with service providers, service users and stakeholders.

The number of affordable homes completed in the city has trebled from 411 in 2008/09 to 1,285 in 2013/14.

The funding invested in these homes during 2013/14 generated £107 million for the local

economy as well as supporting over 1,900 jobs, thus contributing to the Edinburgh Partnership's outcome on delivering increased investment, jobs and opportunities for all.

Housing priorities are identified and reviewed, with partners such as housing associations and the third sector, through the City Housing Strategy (CHS) which has three outcomes:

- people live in a home they can afford
- people live in a warm, safe home in a well-managed neighbourhood
- people can move home if they need to

The Council and its housing association partners provided housing for 516 people with a medical priority in 2013/14, through the Edindex partnership, using a Common Housing Register (between the Council and 20 housing association partners). People who need to be re-housed on leaving hospital are given additional priority to help prevent delayed discharge from hospital.

The level of demand for affordable housing development in Edinburgh means that there will be unprecedented pressures to extend into 'greenfield' areas around the city.

The demand for housing land within the city needs to ensure that strong and successful communities are created and as places where people can live, work and enjoy. The challenge is creating places for communities which:

- facilitates new housing development where need and demand arises
- assists with the delivery of affordable housing where it is needed
- delivers balanced, well designed, sustainable communities where people can access the high quality amenities and services they need
- values green infrastructure, creating, protecting and enhancing it for future generations
- delivers necessary infrastructure to support development.

Strategic Partnership Responses

The Local Development Plan is both informed by and informs the City Housing Strategy through the identification of sites to increase housing supply, and the inclusion of policies on affordable housing, sustainable building and design and place making.

CHS priorities are taken forward through city wide and local partnerships such as:

- Edinburgh Affordable Housing Partnership
- Edinburgh Homelessness Forum
- Homelessness Planning Group
- Edinburgh Housing and Energy Forum
- Private Rented Sector Forum

Five Limited Liability Partnerships (LLPs) involving the Council, Scottish Futures Trust and developers have been established to manage

National Housing Trust developments. The first five phases of this innovative partnership approach will provide over 500 affordable mid market rent homes, with four future phases set to provide a further 400 homes.

The 21st Century Homes Programme is a Council led programme but involves significant input from the private sector and other partners. The programme has been a catalyst for wider regeneration through providing infrastructure improvements, local investment, local jobs, training opportunities and community engagement through stakeholder development groups, helping to build community capacity. The homes are built to high sustainability targets, reducing heating bills and fuel poverty amongst tenants.

Improving energy efficiency and tackling fuel poverty remains a priority. The Edinburgh Housing and Energy Forum brings together partners from housing associations, Energy Saving Trust, the Scottish Government, the private sector and Changeworks.

Housing's contribution to the National Health and Wellbeing Outcomes will continue to be recognised as part of the health and social care integration strategic planning process. A sub group of the Edinburgh Affordable Housing Partnership has been set up to ensure housing association partners are involved in the integration discussions.

Tenants and service users are at the core of service development and review, with the new Tenants Panel widening opportunities for tenants to help shape services. Collaborative and partnership working is being strengthened as the development of co-operative housing arrangements is encouraged. For example, the Council is piloting a community co-operative approach in new 21st Century Homes developments. This aims to give tenants more say in the way their homes and surrounding environment are managed, empowering tenants and strengthening communities.

Strategic Priority – Reducing Greenhouse Gas Emissions

Evidence and Context

Sustainable Edinburgh 2020 highlights climate change as a key sustainability issue for the city.

With 75% of Europeans living in cities, ensuring that urban communities are resilient to the impacts of climate change is increasingly important. Homes in Edinburgh are responsible for around 36% of the city's carbon emissions.

Sustainable development is the core vision of the Edinburgh Sustainable development is founded on three “pillars”:

- economic wellbeing
- social justice
- environmental good-stewardship

A strong economy needs a strong society, and both of these depend on a healthy environment.

In the period since the publication of the Community Plan 2013-16, the Edinburgh Sustainable Development Partnership (ESDP) has been established.

The ESDP has adopted Sustainable Edinburgh 2020 as its own strategic framework, and has committed to oversee the city's Sustainable Energy Action Plan (SEAP) and Resilient Edinburgh, the city's new climate change adaptation framework. This provides the EP with a shared basis for addressing carbon management and climate change.

Strategic Partnership Responses

Over the next few years the ESDP will support the Edinburgh Partnership ‘family’ in addressing these issues through a range of activities.

The ESDP has requested partners commit to actions that reduce carbon emissions. These actions will contribute to the Sustainable Energy Action Plan for the city.

The ESDP will act as the main vehicle by which a climate change Adaptation Action Plan for the city will be developed and subsequently delivered in partnership with key stakeholders and local communities.

The Edinburgh Transport Forum comprises experts and citizens who consider the city's

transport needs, policies and strategies, including:

- Transport 2030 Vision
- Local Transport Strategy 2014-2019
- the Active Travel Action Plan sets out how we are going to encourage more people to travel more often on foot and by bike
- the Road Safety Action Plan commits us to providing a safe and modern road network where all users are safe from the risk of being killed or seriously injured
- the Public and Accessible Transport Action Plan sets out to encourage people in Edinburgh to use public transport more often, by enabling access to employment, health care, education and leisure, with efficient use of roads and reduced environment impacts

The forum has a key role to play with regard to reducing carbon emissions.

A. The Partners Commitment to Action

Strategic Priority - Reducing antisocial behaviour, violence and harm

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Reduce recorded crimes of violence in Edinburgh		04/15	04/16	Police	Police Scotland
Work with partners on the Multi-agency Domestic Abuse Policy and reduce domestic abuse related crimes		04/15	04/16	Police and partners through MATAAC	Police Scotland
Use priorities identified with communities to disrupt and detect violent offenders		04/15	04/16	Partners using Operation Wolf	Police Scotland & City Of Edinburgh Council
Work with the Licensing Trade to reduce violence relating to alcohol and licensed premises		04/15	04/16	Police, council and Edinburgh Partnership direction	Police Scotland & City Of Edinburgh Council
Further develop the multi agency ASB Review Group to reduce repeat ASB offending		04/15	03/18	Council employees with Police and Third Sector in attendance	Edinburgh Community Safety Partnership
Implement ASB Strategy and associated new ASB Policy and revised policy and procedures		01/15	01/16	Council and Police Scotland	Edinburgh Community Safety Partnership
Reduce hate crime across Edinburgh by encouraging the positive challenging of hate crime behaviour and improving approaches to dealing with persistent hate crime offenders		04/15	03/18	Hate Crime Strategic Development Group (HCSDG)	HCSDG, Edinburgh Community Safety Partnership/Police Scotland
Improving services for victims of hate crime by encouraging increased hate crime reporting and ensuring appropriate support is available to victims		04/15	03/18	HCSDG	Edinburgh Community Safety Partnership

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Implementation of a 20mph speed limit and school streets to improve conditions for walking and cycling and safety, in particular working with Transport Forum partners including Lothian Buses.		04/15	10/16	The Council's revenue and capital transport budget	Transport Forum (lead partner City of Edinburgh Council)
Fire Safety Initiative: 3 year part funded partnership initiative to examine Edinburgh specific preventative actions to reduce harm to those living at home and with vulnerabilities making them at high risk of fire. Part 1: referral pathways, part 2: H&SC staff training, Part 3: Provision of risk reduction measures	P	04/13	04/16	SFRS and CEC staff delivering all aspects of initiative	Edinburgh Community Safety Partnership
Edinburgh's Stair Aware Campaign	P	04/13	03/18	SFRS Community Action Team work alongside city housing providers and tenants to reduce the risk of deliberate dwelling fires.	Edinburgh Community Safety Partnership
Implement the SOCG Multi Agency Action Plan	P	04/14	03/18	Police Scotland E Division SOCG Unit / CEC Officers participating in the Multi Agency Group / Proceeds of Crime Funds	Edinburgh Community Safety Partnership

Strategic Priority: Reduce Reoffending

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Reduce violent reoffending		04/15	04/16	Police and partners through VOW	Police Scotland
Develop models of engagement with families with complex needs, drawing on the work of Total Place and Inclusive Edinburgh	P	04/ 2015	03/16	Partners have agreed through Reducing Reoffending in Edinburgh Strategic Plan 2014-17	Reducing Reoffending in Edinburgh Strategic Planning Group
Sustain the partnership model of effective practice with women offenders through the Willow service after the removal of additional Scottish Government funding in April 2015	P	04/ 2015	03/16	Partners have agreed through Reducing Reoffending in Edinburgh Strategic Plan 2014-17	Reducing Reoffending in Edinburgh Strategic Planning Group

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Work through the Community Improvement Partnerships to identify and address issues arising from prolific offending in local communities	P	04/ 2015	03/16	Partners have agreed through Reducing Reoffending in Edinburgh Strategic Plan 2014-17	Reducing Reoffending in Edinburgh Strategic Planning Group
Work with the Young People's Service to maximise the opportunities for diversion from compulsory measures through early and effective intervention, and ensure that there are robust transition arrangements for those young people who do move from the children's system to the adult system.	P	04/ 2015	03/16	Partners have agreed through Reducing Reoffending in Edinburgh Strategic Plan 2014-17	Reducing Reoffending in Edinburgh Strategic Planning Group

Strategic Priority: Improving community cohesion, participation and infrastructure

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Deliver a Collaborative Asset Management Programme which will assist in sharing of asset based services, improving quality and reducing costs of all participating agencies		04/15	03/18	Representatives from Corporate Property, CEC NHS Lothian and SFT	Edinburgh Collaborative Asset Management Group
Complete Locality based studies in Muirhouse, Leith, Wester Hailes and Craigmillar - building on the neighbourhood model of co-location and review of assets		04/15	03/16	Representatives from Corporate Property, CEC, NHS Lothian and Hubco	Edinburgh Collaborative Asset Management Group
Complete phased implementation of CEC access to NHS Lothian Staff bank for facilities workforce in two local pilot sites as initial steps towards increasing cost effectiveness of access to supplementary staffing for CEC, increasing access to a local and flexible workforce and developing integrated roles		04/15	03/15	Representatives from Corporate Property (facilities management), CEC,HS Lothian	Edinburgh Collaborative Asset Management Group
Align housing investment, planning policy and asset strategy to maximise new homes		04/15	03/18	Representatives from Corporate Property, Planning and Housing	Edinburgh Collaborative Asset Management Group

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
				and Regeneration	
Establish a City of Edinburgh Council Asset Transfer Policy		04/15	03/16	Various stakeholders across third sector and CEC	Asset Transfer Policy Co-production Steering Group
Continue the involvement of members of the public, alongside professional stakeholders, in participatory decision making in relation to the Council's Active Travel Action Plan, through regular meetings with decision makers in the city		04/15	03/18	Council staffing and administration	Active Travel Forum (lead partner City of Edinburgh Council)
To lead a city-wide approach to asset-based community development and co-production within CLD, including 'Skilled Citizens, Skilled Workers' - embedding the principles of co-production in practice.	P	04/15	03/18	Edinburgh Community Learning Development Partnership (ECLDP)	Edinburgh Community Learning Development Partnership
To provide a range of programmes to challenge and break down social isolation amongst adults and young people		04/15	03/18	Agreed by ECLDP	Edinburgh Community Learning Development Partnership
To increase the range and quality of volunteering opportunities across the city	P	04/15	03/18	Agreed by ECLDP	Edinburgh Community Learning Development Partnership
To maximise community access to local authority schools for a range of purposes		04/15	03/18	Agreed by ECLDP	Edinburgh Community Learning Development Partnership

Strategic Priority: Increasing availability of affordable housing

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
In 2015/16, the Council and its partners will deliver 1500 affordable homes		04/15	03/16	Affordable Housing Supply Programme and 21 st Century Homes programme National House Trust	Edinburgh Affordable Housing Partnership/CEC
Increase the number of National Housing Trust Limited Liability Partnerships from five to nine which will deliver 900 mid market		04/15	03/18	Council approved borrowing of just under £113 million for NHT programme	CEC /National Housing Trust (NHT) Limited Liability

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
rent homes					Partnerships
People assessed with a housing need are given a high priority for re-housing. To help prevent delayed discharge from hospital the Edindex Partnership will look at new ways of matching people awaiting discharge from hospital with housing that meets their assessed needs.		04/15	03/18	Edindex Partnership housing people through Edinburgh's common housing register	Edindex Partnership

Strategic Priority: Reducing greenhouse gas emissions

What action is proposed?	Prevention	Start by (MM/YY)	Completed by (MM/YY)	Confirmed resource	Partner/Partnership (sponsor/lead)
Share and align existing sustainable development plans for energy, waste and travel plans and identify further opportunities for a collaborative action plan		01/15	03/18	NHS Lothian Sustainability Manager, NHS Lothian Waste Manager, CEC Sustainability Manager	City of Edinburgh Council /NHS Lothian
Implement Sustainability and energy (Retrofit) – NHS Lothian actively engages with the programme led by CEC, including formal consideration of participation and inclusion of NHS properties. Support is being provided by Scottish Govt and Scottish Futures Trust		04/15	03/18	NHS Lothian Sustainability Manager, CEC Sustainability Manager	City of Edinburgh Council /NHS Lothian
Continue promotion of active travel and/or electric transportation (depending on decarbonisation policies re. electric supply)		04/17	03/18	Potential EU resources	Transport Forum (lead partner City of Edinburgh Council)
Partners implement actions that they can take to individually reduce carbon		04/15	03/16	Edinburgh Sustainable Development Partnership	Edinburgh Sustainable Development Partnership
Partners jointly implement bi-lateral and multi-lateral actions they can work on together to reduce carbon during 2016/17 & 2017/18		03/16 03/17	03/17 03/18	Edinburgh Sustainable Development Partnership	Edinburgh Sustainable Development Partnership

Facilitate during the development of the next Community Plan a holistic approach towards achieving a sustainable Edinburgh		04/15	03/18	Edinburgh Sustainable Development Partnership and Edinburgh Partnership	Edinburgh Sustainable Development Partnership
Develop and deliver Resilient Edinburgh: Climate Change Adaptation Action Plan for the city in partnership with key stakeholders and local communities		04/15	03/18	Edinburgh Sustainable Development Partnership	Edinburgh Sustainable Development Partnership
To provide a range of programmes to challenge and break down social isolation amongst adults and young people		04/15	03/18	Agreed by Edinburgh Community Learning Development Partnership	Edinburgh Community Learning Development Partnership
To increase the range and quality of volunteering opportunities across the city		04/15	03/18	Agreed by Edinburgh Sustainable Development Partnership	Edinburgh Community Learning Development Partnership
To maximise community access to local authority schools for a range of purposes		04/15	03/18	Agreed by Edinburgh Sustainable Development Partnership	Edinburgh Community Learning Development Partnership

B. Single Outcome Agreement Performance Indicator and Targets for Strategic Priorities

Strategic Priority	Partner/Partnership (sponsor/lead)	Definition and source	Baseline	Targets			
				2015/16	2016/17	2017/18	Long Term
Reducing antisocial behaviour, violence and harm	Edinburgh Community Safety Partnership (ECSP)	Rate of recorded violent crimes and offences Source: Police Scotland. Group 1 crimes, per 10,000 pop.	18	Reduce from baseline	Reduce from baseline	Reduce from baseline	Reduce from baseline
Reducing antisocial behaviour, violence and harm	Edinburgh Community Safety Partnership (ECSP)	Rate of recorded anti-social behaviour complaints per 10,000 population Source: City of Edinburgh Council	36.7	Reduce from baseline	Reduce from baseline	Reduce from baseline	Reduce from baseline
Reducing antisocial	Edinburgh Community	Number of dwelling fires Source: Scottish Fire and	525	Reduce from	Reduce from	Reduce from	Reduce from baseline

Strategic Priority	Partner/Partnership (sponsor/lead)	Definition and source	Baseline	Targets			
				2015/16	2016/17	2017/18	Long Term
behaviour, violence and harm	Safety Partnership (ECSP)	Rescue Service		baseline	baseline	baseline	
Reducing antisocial behaviour, violence and harm	Edinburgh Community Safety Partnership - SOCG Multi Agency Group	Average threat scores of Edinburgh SOCGs in top 20% nationally	15.25	Reduce by 20%	Reduce by 20%	Reduce by 20%	LT target is to reduce the threat score by 20% p.a. over the 2015/18 period
Reducing reoffending	Reducing Reoffending in Edinburgh Strategic Planning Group	One year reconviction rates Source: Scottish Government. One year reconviction rates and average number of reconvictions per offender, by community justice authority and local authority group: 2011-12 cohort	24.5% (2011/12)	To be below the Scottish level (29.2% for 11/12 cohort)	To be below the Scottish level (29.2% for 11/12 cohort)	To be below the Scottish level (29.2% for 11/12 cohort)	To be below the Scottish level (29.2% for 11/12 cohort)
Improving community cohesion, participation and infrastructure	Edinburgh Compact Partnership	Volunteering Rates Source: Scottish Household Survey. NB: Baseline estimates of 34% for Edinburgh are reported with a margin for error of 5 percentage points. This compares against a Scottish average of 29.4%, which itself is reported with a margin for error of 3 percentage points	29% (2013)	Maintain above Scottish national level (29% in 2012)	Maintain above Scottish national level (29% in 2012)	Maintain above Scottish national level (29% in 2012)	Maintain above Scottish national level (29% in 2012)
Improving community cohesion, participation and infrastructure	Edinburgh Compact Partnership	% of residents who feel that they can have a say on things happening or how Council services are run in their local area Source: Edinburgh People Survey	37% (2014)	Increase from baseline	Increase from baseline	Increase from baseline	Increase from baseline

Strategic Priority	Partner/Partnership (sponsor/lead)	Definition and source	Baseline	Targets			
				2015/16	2016/17	2017/18	Long Term
Increasing availability of affordable housing	City of Edinburgh Council with Edinburgh Affordable Housing Partnership and NHT partners	Number of new affordable homes completed Source: City of Edinburgh Council. Baseline data 2013/14 is actual affordable housing completions for that year. Includes high levels of National Housing Trust (NHT) completions. Targets are operational targets. Future phases of NHT expected to complete 16/17 & 17/18, giving higher targets in these years.	1,285 (2013/14)	800	1,000	1,000	Sustained increase of affordable housing completions
Reducing greenhouse gas emissions	Edinburgh Sustainable Development Partnership	CO2 emissions within the scope of local authorities, per capita Source: Dept of Energy and Climate Change. Data reported with a 2 year time lag. Further work required on target setting. Long term target is in line with national target to reduce level of emissions by 42% from 2005 level (7.6 tonnes per capita)	6.5 (2012)	reduce	reduce	reduce	42% reduction from 2005 level (7.6 tonnes per capita.) by 2020

C. Contribution to Scottish Government National Outcomes

- We live our lives safe from crime, disorder and danger
- We live in well-designed, sustainable places where we are able to access the amenities and services we need
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- We value and enjoy our built and natural environment and protect it and enhance it for future generations
- We reduce the local and global environmental impact of our consumption and production
- Our public services are high quality, continually improving, efficient and responsive to local people's needs

5. Edinburgh Partnership – Delivering Continuous Improvement

This section outlines the community planning partnership arrangements, the approach to delivering continuous improvement in community planning, including monitoring performance and reporting, and managing risk.

Partnership Arrangements

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

These revised new partnership arrangements aim to clarify the role and responsibilities of the 'family' of partnerships, improve approaches to community planning and enhance support to, and the role of, the Edinburgh Partnership Board. The diagram below indicates these new arrangements:

The Edinburgh Partnership - Partnership Arrangements 2015/2018



It is important to note that the primary focus of this 'family' of partnerships is to deliver the priorities described within this new community plan. In addition, the 'family' of partnerships is committed to continuous improvement.

Approach to Continuous Improvement

In 2013, the Edinburgh Partnership Board agreed its Partnership Improvement Action Plan. Improvement actions were identified as part of the Board's self assessment exercise.

In addition to the findings of the self assessment test, areas for improvement were identified from feedback provided by the National Community Planning Group.

Improvement actions were grouped around a number of improvement categories, including Leadership and Commitment; Governance, Scrutiny and Accountability; Community Involvement and Empowerment; Needs Assessment and Performance Management; Equalities and Sustainability.

It is the Edinburgh Partnership Board's intention to prepare a new Partnership Improvement Action Plan. It is anticipated that the content of this plan will be informed from feedback provided by the Scottish Government and the National Community Planning Group's

review of the Edinburgh Partnership Community Plan 2015-18.

There are also numerous national and local drivers for the further development of the community planning approach in Edinburgh.

These include the National Review of Community Planning and Statement of Ambition, which establishes Community Planning and SOAs as the vehicle for outcome based approaches to public sector reform in Scotland.

A key requirement is that CPP Boards monitor progress and performance, and ensure that this information is reported clearly to partners, local elected members and communities.

In 2013, Audit Scotland published its national report 'Improving Community Planning in Scotland'. The report identified shortcomings in the general performance of CPPs and highlighted that –

“Community planning was intended as an effective vehicle for public bodies to work together to improve local services and make the best use of scarce public money and other resources. Barriers have stood in the way of this happening”.

Audit Scotland recommended a number of critical areas for improvement, that all parties should focus on. These included:

- creating stronger shared leadership;
- improving governance and accountability;
- establishing clear priorities for improvement and using resources more effectively;
- putting communities at the heart of community planning and public service reform; and
- supporting CPPs to improve their skills and performance.

Performance Monitoring and Reporting Framework

The Edinburgh Partnership Board has established a framework for monitoring and reporting progress in the delivery of the Community Plan 2015-18.

Performance Report	Content
Annual Performance Monitoring Report Edinburgh Partnership Community Plan 2015-18 (June)	<ul style="list-style-type: none"> • Progress on community plan performance indicators and three year targets • Progress in delivering agreed 'commitments to action'

Six Monthly Highlight Monitoring Report Edinburgh Partnership Community Plan 2015-18 (Nov / Dec)	<ul style="list-style-type: none"> • Monitoring report community plan indicators • Progress Report delivery of 'commitments to action' • Risk Management Report • Progress Report Improvement Plan • Local Community Plan Monitoring Report
Occasional Strategic Partnerships / Advisory Group Highlight Reports	<ul style="list-style-type: none"> • Focus on highlighting complementary matters/ issues to EP Strategic Priorities

The framework, its associated indicators, targets and action monitoring have been constructed around the following key principles:

- strategic priorities and actions should be focus on 'wicked issues' for the city where there is a compelling need for concerted partnership effort to drive performance and achieve improved outcomes
- indicators selected to track progress across the community plan are high level and strategic in nature, and focus on measuring genuine change for the city's communities
- the number of indicators are proportionate to, and reflective of, the strategic priorities agreed by the Edinburgh Partnership

- indicators are statistically robust and reliable, with up to date information available for reporting within the period covered by the Community Plan and
- alongside monitoring community plan indicators, the Edinburgh Partnership Board will also consider the progress being made to deliver the community planning actions, set out in the Community Plan.

Risk Management

The Edinburgh Partnership Board will seek to manage risks which are relevant and appropriate to the successful delivery of the Community Plan.

The aim is to support better decision making through a good understanding of risks and their likely impact.

Active consideration has been given to identifying and managing both the Board's and the Edinburgh Partnership's exposure to risk which may have an impact on the successful achievement of the Strategic Priorities and Community Planning actions. Good risk management means:

- more confidence in the Edinburgh Partnership's ability to deliver its commitments;
- more confidence in community planning partners meeting their commitments and making informed decisions; and

- more confidence that valuable resources are utilised efficiently and effectively.

The Board's Risk management approach is linked to its Performance Monitoring Framework and will access reliable and up to date information about risks, establishing the right balance of control to deal with those risks, and ensuring that the Board's decision making processes are supported by an intelligent framework of analysis and evaluation.

Further Information

You can get further information about the Edinburgh Partnership Community Plan and copies of the plan in different formats and languages from:

The Edinburgh Partnership Community Planning Team
Waverley Court
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4 East Market Street,
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Tel: 0131 469 6149
Fax: 0131 529 6220
Email: community.planning@edinburgh.gov.uk

Up to date information on the Edinburgh Partnership and its work can be viewed at:

<http://www.edinburgh.gov.uk/communityplanning>



THE EDINBURGH PARTNERSHIP



HAPPY TO TRANSLATE

ترجمے کے لئے حاضر آئندہ کے ساتھ انوباد کر رہے

يسعدنا توفير الترجمة MOŻEMY PRZETŁUMACZYĆ 很樂意翻譯

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