



## EDINBURGH PARTNERSHIP BOARD

**Meeting** Monday, 24 September 2018  
**Time** 12.30 to 14.30 (lunch available from 12.00)  
**Venue** Eltham Suite, Eric Liddell Centre, 15 Morningside Road

### AGENDA

Apologies and Introductions

- 1 **Minutes** of the previous meeting of 7 June 2018
- 2 **Matters Arising**
  - **Poverty Commission**
- 3 **City Vision – Presentation**
- 4 **Local Outcome Improvement Plan (Community Plan)**
- 5 **Community Planning Governance Review and Consultation**
- 6 **Community Planning Budget 2018/19**
- 7 **Community Justice Outcomes Improvement Plan**
- 8 **Any Other Business**
- 9 **Date of Next Meeting – 30 October 2018**

**THE EDINBURGH PARTNERSHIP BOARD**

**Thursday 7 June 2018: 14.00 – 16.30**

Grassmarket Centre, Edinburgh

**MINUTE**

Present:

Board members

Cllr Adam McVey	(Chair) City of Edinburgh Council
Ella Simpson	(Vice-Chair) EVOC
Jackie Grant	Edinburgh Affordable Housing Partnership
David Bewsey	Secretary, Edinburgh Association of Community Councils
Cllr Cammy Day	City of Edinburgh Council
Cllr Ricky Henderson	City of Edinburgh Council
Cllr Melanie Main	City of Edinburgh Council
Richard Thomas	Police Scotland
Brian Houston	NHS Lothian
Grant McDougall	Skills Development Scotland
David Rennie	Scottish Enterprise
Alex Craig	Edinburgh College
Ewan Aitken	Edinburgh Chamber of Commerce
Cllr Hal Osler	City of Edinburgh Council
Keith Langley	Scottish Fire and Rescue Service
Cllr Ian Whyte	City of Edinburgh Council
Jan Bert van den Berg	Equality and Rights Network

Advisers

Lesley Fraser	Scottish Government
Andrew Kerr	Chief Executive, City of Edinburgh Council

In attendance

Paula McLeay	City of Edinburgh Council
Laurence Rockey	City of Edinburgh Council
Michele Mulvaney	City of Edinburgh Council
Dona Milne	NHS Lothian
Miranda Matoshi	City of Edinburgh Council
Becky Cropper	City of Edinburgh Council
Peter Strong	City of Edinburgh Council

## **1 Minutes**

The minute of the Edinburgh Partnership Board meeting of 8 March 2018 was approved as a correct record.

## **2 Matters Arising**

2.1 The Estates Strategy was raised, it was confirmed that an MOU was in draft and had been shared with partners but that there had not yet been a further meeting.

## **3 Community Plan**

Dona Milne and Grant McDougall gave a presentation on the development of the next Local Outcome Improvement Plan. This set out the initial priorities for addressing the agreed theme of poverty and inequality.

There was discussion around the prioritisation of ‘thorny issues’ such as adverse childhood experiences, and the value of using the plan to hold each other to account. It was noted that success needed to be judged on the outcomes achieved, realistic but ambitious targets and on how the plan might evidence the value of preventative spend. There was further discussion about the responsibilities of localities. The issue of health inequalities within the plan was raised.

### **Decision**

To note the update on progress.

## **4 Poverty Commission**

Paula McLeay gave a presentation on the establishment of an Edinburgh Poverty Commission seeking endorsement and agreement that the Board would take on the recommendations of the Commission within its Local Outcome Improvement Plan.

There was broad support and welcome for the Commission expressed, although reassurance was sought that the Board would not wait upon the conclusions of the Commission to make progress. Further reassurances were sought around the lessons learned from previous Commissions and ensuring that this work did not duplicate activity already progressed. Specific attention was requested around identifying barriers to change. The importance of embedding lived experience at the heart of the Commission was emphasised

as being the key to driving effective policies and change that improves outcomes. The importance of aligning this work to the intelligence and priorities contained in the Locality Improvement Plans was discussed.

### **Decision**

- 1) To support the establishment of an Edinburgh Poverty Commission.
- 2) To agree that the recommendations proposed by the commission will be used to inform the implementation of the new Community Plan (Local Outcome Improvement Plan).
- 3) To agree the principles for identifying an area to support the agile project.
- 4) To agree the composition of membership and that a chair will be sought from Edinburgh's business community.
- 5) To note that progress is dependent upon CEC officers identifying sufficient resources to support this type of commission and that officers will be in touch to discuss this further.

## **5 Community Safety – Motorbike Crime**

Chief Superintendent Richard Thomas, Miranda Matoshi and Becky Cropper gave a presentation on motorbike criminality. This covered the context, multi-agency response and prevention activity across the city. Key challenges were identified including the need to increase the range of partners contributing and the need to focus on the causes rather than symptoms.

There was a discussion on the importance of youth work and of preventative action. The need to look at case studies and synergies across the agenda was also referenced.

### **Decision**

- 1) To request a progress update in one year.
- 2) To feedback ideas on members for the CIP.

## **6 Edinburgh Partnership Review – Governance and Partnership Working**

A discussion paper on the review was considered briefly. This set out three ideas for a possible governance model which included suggestions for the potential roles, membership and relationships across the structures.

Given pressures of time, the paper could not be discussed in detail.

### **Decision**

For separate sessions to discuss the review to be arranged for members out with the meeting cycle.

## **7 Any Other Business**

7.1 It was noted that a discussion on looked after children should be scheduled for a future meeting.

## **8 Date of Next Meeting**

6 September 2018



# THE EDINBURGH PARTNERSHIP

## Briefing note : Edinburgh Poverty Commission

### Executive Summary

This briefing gives an overview of the progress to-date in establishment of an Edinburgh Poverty Commission, including:

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

Contact: Paula McLeay, Policy and Insight Senior Manager,  
Chris Adams, Strategy Manager (City Strategies)  
(email: [Paula.Mcleay@edinburgh.gov.uk](mailto:Paula.Mcleay@edinburgh.gov.uk),  
[chris.adams@edinburgh.gov.uk](mailto:chris.adams@edinburgh.gov.uk) )

### Main Report

#### Edinburgh Poverty Commission

During June 2018 the Edinburgh Partnership Board approved proposals for the establishment of an independent Edinburgh Poverty Commission. The purpose of the commission will be to define the long-term actions and responses needed to reduce poverty and inequality in Edinburgh. In doing so, the commission will:

- Take a strategic overview of the scale, scope, and nature of poverty in Edinburgh and the effectiveness of activity currently undertaken to address poverty
- Hear and respond directly to the experiences of citizens who live on low incomes in Edinburgh
- Build on existing research, and the learning achieved by other commissions across the UK to find best practice examples of interventions and approaches to be adopted in Edinburgh
- Make recommendations to the Edinburgh Partnership and City of Edinburgh Council on a programme of actions and activities needed to reduce, prevent, and mitigate the effects of poverty and inequality in Edinburgh, and, in doing so,
- Inform the implementation of the Edinburgh Partnership Local Outcome Improvement Plan and the Council Change Strategy.

#### Appointment of a commission chair

A key first step in the project has been the identification of an independent chair for the commission. This chair will lead the work of the commission, working closely with the Depute Leader of the Council as vice-chair.

It is proposed that Dr Jim McCormick is appointed as chair of the Edinburgh Poverty Commission.

As an Associate Director Scotland with the Joseph Rowntree Foundation (JRF), an independent organisation working to inspire social change through research, policy and practice, Dr McCormick is widely recognised as one of the most prominent and well-respected independent policy researchers working to address poverty in the UK. He has a strong track record of working with Government, public sector agencies and the voluntary sector on research, policy advice, and the design of practical solutions to reduce, prevent, and mitigate the effects of poverty in the UK.

Dr McCormick is chair of the independent Disability and Carers Benefits advisory group reporting to the Cabinet Secretary for Social Security in the Scottish Government. He is member of the Social Security Advisory Committee (SSAC) advising the UK Department for Work and Pensions and is an advisory board member of Business in the Community Scotland. In 2018 he is a Churchill Fellow looking at the impact of mentoring programmes for young people facing disadvantage, in the USA, Canada and New Zealand.

He provides a strong record of work to support poverty and fairness commissions in Scotland and was an active participant in recent commissions held in Fife, Perth and Kinross, and Renfrewshire. In addition to this, Dr McCormick was part of a UK wide panel facilitated by the Carnegie Trust in 2017 to assess the potential for fairness and poverty commission approaches to drive and enable change in local areas.

At the meeting of City of Edinburgh Council on 28 June 2018, it was agreed that the formal appointment of the commission chair will be made by the Corporate Policy and Strategy Committee. A report seeking approval for the formal appointment of Dr Jim McCormick as chair is being taken to the Corporate Policy and Strategy Committee of 2 October 2018.

### **Project timeline**

The project timeline is built around an inception meeting of the commission in November 2018, followed by four full commission meetings held during 2019. A final report with recommendations for action will be agreed and published by December 2019.

Key components of the project plan include:

- Establishment of an independent commission of 9 to 11 members, with representation across a strong cross-section of expertise, including business, the third sector, public sector agencies, local and national government. Decisions on commission membership will be made by the chair.
- Implementation of the project communications plan, including development of web presence, branding, press materials, and social media activity



- Development of a strong programme of expert witness testimony and evidence to support the discussion and deliberations of the commission
- Development of a programme of engagement with communities across the city to ensure that people with experience of poverty have their voices heard by the commission and by policy makers. This work is being scoped at present and will complement and build on other work planned in the city, including the 1001 voices programme run by EVOC and the Get Heard Scotland project run by the Poverty Alliance, and
- Development of a focused programme of action research carried out within a selected area of the city. This programme of work will seek to adopt good practice learned from the experience of Poverty Truth Commission approaches followed in Glasgow and other areas and will invite local citizens living in poverty in an area of the city to work with locality service providers in the co-design and piloting of potential coordinated place based solutions.

### **Project Resources**

Led by the City of Edinburgh Council Policy and Insight team, work is underway across all components of the project plan to engage with partners and colleagues (including colleagues in Locality Leadership Teams), to develop proposals, and to secure the capacity and resources needed to make the project a success.

In particular:

- An approach has been made to the Scottish Government to support city-wide citizen engagement activities, and the delivery of action research elements of the project. Similar approaches are being made to other bodies to explore options for funding support – these discussions are at an early stage and the Board will be updated once further detail is available.
- Engagement with academic contacts across key research institutions in Scotland is underway to secure support in development of relevant research and baseline evidence
- In kind commitments of project support have been gathered from council colleagues, locality teams, and partner agencies such as NHS Lothian, Capital City Partnership, and others. As the project develops these resources will form a virtual team to support the work of the commission.

### **Role of Edinburgh Partnership Board**

Strong engagement with the Edinburgh Partnership Board through the life of the commission will be critical to the success of this project. Edinburgh Poverty Commission is cited as a key enabler within the Local Outcome Improvement Plan (LOIP), and leadership from the Board is needed to ensure that recommendations made by the commission strongly influence the delivery of the LOIP.

Towards this it is proposed that:





- All members of the Board are available to provide expert witness evidence to individual themed meetings of the commission when appropriate
- Board members act as ambassadors for the work of the commission, ensuring calls for evidence and requests for input issued by the commission are shared and promoted among partnership networks
- Reports on progress and draft recommendations arising from the commission process are discussed by the Board following each of the four main meetings of the commission
- Following publication of final recommendations, the Edinburgh Partnership Board commit to production of a formal statement setting out how the outputs of the commission will be used to support the implementation of the LOIP.

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# THE EDINBURGH PARTNERSHIP

Consent or Decision

## Edinburgh Community Plan

### Executive Summary

1. In December 2017, the Edinburgh Partnership Board considered proposals for the development of a new Edinburgh Local Outcome Improvement Plan (LOIP), or Community Plan. This meeting, and further discussions held in March and June 2018, agreed that the plan should be prepared as a streamlined document, focused on a limited number of shared priorities which only joint working can improve or progress.
2. This report now provides a first draft of a new Edinburgh Partnership Community Plan. The plan aims to set the strategic direction for community planning in Edinburgh, sets out three priority workstreams as the focus of joint working and leadership by the Edinburgh Partnership Board. Over the period of this plan, the board will deliver actions to ensure that citizens across all parts of Edinburgh have:
  - Enough money to live on,
  - Access to work, learning and training opportunities, and
  - A good place to live.
3. Further development of this draft is underway, including review and consultation with community planning partners. Following this period of review, it is proposed that a final plan is prepared for approval by individual statutory partners, and collectively by the Edinburgh Partnership Board by end October 2018.
4. Contact: Michele Mulvaney, Strategy Manager (Communities)  
(email: [michele.mulvaney@edinburgh.gov.uk](mailto:michele.mulvaney@edinburgh.gov.uk))

### Recommendation

1. The Board is recommended to:
  - i. consider and comment on the first draft of the new Edinburgh Local Outcome Improvement Plan; and
  - ii. agree that, subject to further development and consultation, a final version of the plan should be considered for approval by Edinburgh Partnership Board on 30 October 2018.

# Main Report

## Background

1.1 At its meeting of 7 December 2017, the Edinburgh Partnership Board considered proposals for the development of a new Edinburgh Community Plan (LOIP) and agreed that the plan should be prepared as a streamlined document, focused on a limited number of shared priorities which only joint working can improve or progress. Further discussions by the Board at its meetings of March and June 2018, agreed that:

- The new plan should focus on priorities and actions which address poverty and inequality
- Should focus on 'thorny issues' which require collective action by partners, and
- A report on progress on development of the plan should be brought to the Edinburgh Partnership Board meeting of September 2018

1.2 To take these recommendations forward, a working group of lead officers from community planning partners and third sector groups across the city was established. This group, led by colleagues from NHS Lothian, has undertaken engagement activity to identify priorities and actions, and to lead development of a new community plan for approval by the relevant statutory partners and collectively by the Edinburgh Partnership Board during October 2018.

## The Community Plan

1.3 This report provides a first draft of a new Edinburgh Community Plan. The purpose of this plan is to:

- Set the strategic direction for community planning in Edinburgh
- Describe the shared priorities of the Edinburgh Partnership Board the actions they will take towards achieving those priorities, and
- Describe how the Board will measure progress and success.

1.4 In doing so, the plan aims to provide a framework within which every member of the Edinburgh Partnership Board can make an active contribution to meeting shared priorities. This plan seeks to build upon actions included in a range of other city-wide strategies, plans and programmes, all of which have a critical impact on the ability of the Edinburgh Partnership Board to deliver its vision for the city. Critically, however, this plan does not seek to duplicate these documents, but instead aims to articulate the additional actions needed, the additional leadership, integration, and collaborations required from the Edinburgh Partnership Board.

## A focus on poverty and inequality

1.5 The plan builds on the recognition that while partners work on a number of strategic issues together in many ways, poverty and inequality in Edinburgh is the



single most important challenge faced by all members of the Edinburgh Partnership, and the challenge which is most critical to the meeting of priorities set out in strategic partnership and agency plans across the city - whether they relate to outcomes for children and young people, for health and wellbeing, for the economy, or for housing and placemaking. More than that, these are issues which cannot be addressed effectively by any one partner or partnership alone - the drivers of, and solutions to issues of poverty and inequality are entrenched and complex, and require significant partnership effort and investment to resolve.

### Three priority workstreams

- 1.6 Through a process of consultation partners identified three priority workstreams to focus the work of the Edinburgh Partnership Board. Over the period of this plan, the board will deliver actions to ensure that citizens across all parts of Edinburgh have:
- **Enough money to live on:** Family income is often used as a key indicator of resources available and, by extension, of the ability of citizens to maintain an acceptable standard of living. Within this context, this workstream includes actions to maximise the income available to poor households, and to ensure that citizens have enough money to live on.
  - **Access to work, learning and training opportunities:** Worklessness remains the single most important predictor of poverty - 74% of households in which no adult is in work live on incomes below the poverty threshold. This workstream aims to provide new targeted services to help citizens in Edinburgh access the work, learning, and training opportunities they need to maintain a good quality of life.
  - **A good place to live:** The places people live, work, and play, and the connections with others those places help form, all have a significant impact on the health and wellbeing of citizens, and the way they experience the effects of poverty. This workstream aims to articulate the additional actions the Edinburgh Partnership Board needs to take to ensure people in the city are able to access a good, affordable, and well designed, place to live.
- 1.7 The plan sets out a programme of work for the board under each of these priorities. This programme will further develop over time in response to the needs of communities, and in response to the recommendations and actions proposed by the **Edinburgh Poverty Commission** during 2019.
- 1.8 To deliver these actions, the board will exercise the significant levers of change and influence only it can provide. The Edinburgh Partnership Board will;
- Provide high profile leadership to ensure that these priorities are embedded throughout the work of all partners across the city
  - Create new opportunities for partner integration and collaboration to tackle these shared challenges



- Build on work already in place across the partnership network to identify and create new projects and partnership actions, and
- Seek out new ways to combine partnership assets to drive change and deliver improved outcomes.

### Next steps

1.9 This report represents a first draft of a new Edinburgh Community Plan with further development planned following review and consultation with community planning partners.

Following this period of review it is proposed that a final plan is prepared for approval by individual statutory partners and collectively by the Edinburgh Partnership Board by end October 2018. Board members views are sought on the direction of travel set out in the document, and on the priorities identified.

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

Michele Mulvaney – Strategy Manager (Communities)

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# **Edinburgh Community Plan 2018 - 2028**

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## Foreward

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- Work, learning and training opportunities
- A good place to live

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Appendix 2: Community planning in Edinburgh

Appendix 3: Key partnership strategies and plans

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# Forward

*Text to be insert*

- *Introduction from Chair*
- *Brief statement from Partners  
(reason why this plan is important to them)*

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# 1. Our Vision

## Purpose

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

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

The purpose of this plan is to:

- set the strategic direction for community planning in Edinburgh over 10 years
- describe the shared priorities the Board are working to achieve
- describe what we are going to do to achieve those priorities
- describe how we are going to measure our progress on these priorities.

In doing so, the plan aims to provide a framework within which every member of the Edinburgh Partnership Board can make an active contribution to meeting our shared priorities.

## Partnership Vision

In developing this plan, the Edinburgh Partnership Board has set out a clear vision to guide its work together:

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

In setting this vision, this plan aims to set the direction needed for community planning partners in Edinburgh to begin to meet the long-term aspirations for the city set out by the Edinburgh 2050 City Vision project, and to support the local priorities and aspirations set out in Locality Improvement Plans across each area of the city.

To help meet this vision, community planning partners across the city already work together across a number of strategies, partnerships and areas of policy, including the joint planning of services for:

- Local communities, through Locality Improvement Plans established for each area of the city,
- Children and young people, through the Edinburgh Children’s Services Plan
- Health and Wellbeing, through the Edinburgh Integration Joint Board, and the Edinburgh Health and Social Care Partnership Strategic Plan
- Economic Development through the Edinburgh Economy Strategy and the Edinburgh and South-East Scotland City Region Deal
- A vibrant third sector, through the Edinburgh Compact Partnership Strategic Framework and Action Plan,
- Placemaking and sustainable communities, through the City Housing Strategy, City Mobility Plan, and Local Development Plan
- Safer communities, through the Criminal Justice Outcome Improvement Plan, and
- Environmental sustainability, through the Sustainable Edinburgh 2020 Framework.

Appendix 2 to this document provides an overview of and link to the key partnership plans and strategies in place to guide this work, as well as the corporate plans of key partners such as Scottish Enterprise, Police Scotland, and others.

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

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

In order to focus the work of the Board, this community plan concentrates on a small number of key priorities in which additional joint action is needed, and which provide the greatest potential to address poverty and inequality in our city.

Edinburgh is well recognised as an affluent and a growing city, but is also a city with wide levels of inequality and home to some of the most excluded communities in Scotland. Average incomes within the city are high, and the city has never had more people in work than it does in 2017/18. What this masks is that more than one in five of all children in Edinburgh grow up in poverty, with this ratio rising to more than one in three in some parts of the city.

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

Placing poverty and inequality as the key focus of this plan is consistent with guidance provided through the Fairer Scotland Duty, and the requirement for public

bodies take action to reduce inequalities of outcome caused by socioeconomic disadvantage. The focus is similarly consistent with the direction provided by the new Public Health Priorities for Scotland, which encourage public services, third sector, community organisations and others, to work better together to address the drivers of inequalities in Scotland's health, and, in doing so, encourage new preventative approaches to improving wellbeing.

## Three priority workstreams

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

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

- **Enough money to live on:** Family income is often used as a key indicator of resources available and, by extension, of the ability of citizens to maintain an acceptable standard of living. Within this context, this workstream includes actions to maximise the income available to poor households, and to ensure that citizens have enough money to live on.
- **Access to work, learning and training opportunities:** Worklessness remains the single most important predictor of poverty - 74% of households in which no adult is in work live on incomes below the poverty threshold. This workstream aims to provide additional targeted services to help citizens in Edinburgh access the work, learning, and training opportunities they need to maintain a good quality of life.
- **A good place to live:** The places people live, work, and play, and the connections with others those places help form, all have a significant impact on the health and wellbeing of citizens, and the way they experience the effects of poverty and inequality. This workstream aims to articulate the additional actions the Edinburgh Partnership Board needs to take to ensure people in the city are able to access a good, affordable, and well designed, place to live.

Across all three of these workstreams, the plan sets out a programme of work for the board under each of these priorities. This programme will further develop over time in response to the needs of communities, and in response to the recommendations and actions proposed by the **Edinburgh Poverty Commission** and the **Commission on Prevention** during 2019.

To deliver these actions, the board will exercise the significant levers of change and influence only it can provide. The Edinburgh Partnership Board will;

- Provide high profile leadership to ensure that these priorities are embedded throughout the work of all partners across the city
- Create new opportunities for partner integration and collaboration to tackle these shared challenges
- Build on work already in place across the partnership network to identify and create new projects and partnership actions, and
- Seek out new ways to combine partnership assets to drive change and deliver improved outcomes.

The remainder of this document sets out the actions and activities the board will lead on under each of these three workstreams. Each workstream sets out:

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

## 2. Our Priorities

### Priority 1: Enough money to live on

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

#### ***What do we know?***

Evidence shows that poverty rates in Edinburgh are stubbornly high, that rates in some parts of the city are as high as any in Scotland, but that action to improve incomes can have a significant impact on citizen's lives.

- Over 80,000 Edinburgh's citizens live on incomes below the UK poverty threshold. 22% of Edinburgh's children grow up in poverty, with a number of wards showing poverty rates at more than 30%
- Employment remains the best way for families to improve their income, but having a job does not always ensure that people have enough money to live on. 56% of people in poverty in Edinburgh live in a family where at least one adult is in work, and this ratio has risen sharply in recent years
- Research highlights that harsh debt recovery practices, benefits delays, gaps or sanctions, health and disability related financial problems, and food, fuel and housing costs are the main drivers for financial insecurity.[1]
- Additional actions, led by the public and third sector, can be effective in increasing the amount of money that families have to live on. This can include support to maximise incomes, advice on benefits, advice on reducing costs, as well as direct measures to 'poverty proof' public services (such as reducing the cost of the school day).
- These actions can provide a significant impact for citizen's, as well as delivering efficiencies for service providers:
  - A Social Return on Investment analysis on services in Edinburgh and Dundee concluded that every £1 invested generated around £39 of health, social and economic benefits.
  - Analysis has shown that for every £1 invested around £15 of financial gain is generated from a mixture of increased income e.g. welfare benefits, income maximisation, rescheduled debts, one off payments or written off debts.

- A recent project aimed at increasing uptake of Healthy Start Vouchers in Leith reported 'securing on average £4,500 per client during 2015/16.'<sup>[3]</sup> Families involved in the recent Dalry school cluster project gained on average £4,000 per household.

### ***What are we doing now?***

Community planning partners at present provide a range of services to improve the financial position of low income families. These include services provided by the City of Edinburgh Council, NHS Lothian, voluntary sector organisations, housing providers and others. These providers offer services from welfare advice, income maximisation, debt advice, emergency grant and loans, and housing advice and support services.

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

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

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

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

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

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

- More co-ordinated and avoid duplication: shared service standards will be established to ensure residents get highest quality service wherever they access services and services will be available across the city

In delivering these services, income maximisation is primarily viewed as a means to mitigate and reduce the effects of poverty and low income and to avoid crisis brought on by debt and poor financial management skills. Within this workstream, partners will work to develop a prevention programme built around locality and cluster teams.

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

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

Outcome measures:

- Percentage of children in poverty
- Number of residents with incomes below the poverty threshold

Action specific measures:

- Use of food banks
- Money achieved for people using services

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

Worklessness remains the single most important predictor of poverty - 74% of households in which no adult is in work live on incomes below the poverty threshold. This workstream aims to provide additional targeted services to help citizens in Edinburgh access the work, learning, and training opportunities they need to maintain a good quality of life.

### ***What do we know?***

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

- Only 69% of young people with care experience secure a positive destination on leaving school, compared to a city average of 93%

- Increasing educational attainment levels helps improve outcomes in adulthood, but school attainment rates for pupils in deprived areas are less than half those of the city average
- The recently published 15–24 Learner Journey (May 2018) found that some young people felt that the focus on attainment and qualifications within schools was not giving them the skills required to succeed in life, learning and work. As a result, some felt ill-prepared for life after school and this had a negative impact on their learner journeys. This was found to be particularly true of young people from socially disadvantaged backgrounds, who may have limited support to develop life skills at home.
- Over the last year, work has been undertaken to map service provisions against client data as well the co-production of services with stakeholders, service providers and service users. These have highlighted a gap in provision around two key areas.
  - Multiple agencies are often working with members of the same family but not wholly joined up or connected. Systemic failure occurs where individuals and families in priority localities are consistently losing out or not fully engaged.
  - Those in prison face challenges that require a clearer partnership approach to avoid homelessness, substance abuse and reoffending. Support for people with convictions needs to be coherent and holistic.
  - Care experienced young people feel unable to fully engage and benefit from the current Edinburgh employability offer with a focus on young people

### ***What are we doing now?***

Edinburgh's employability offer is structured around an Employability Pipeline, as set out and agreed by the Scottish Government and in line with all other local authorities. The Job Strategy Group ensures this offer is a joined-up partnership approach, avoids duplication and identifies gaps and market failure and offers solutions. Whilst this approach works for many, there are still some people within the city who continue to face challenges and disadvantage that can only be tackled through new partnership efforts.

One example of where this approach has worked is an employability service for individuals with complex needs (substance misuse, homelessness and involvement with criminal justice services). This is a community-based approach and the project reports a good level of success with the individuals supported.

The Making It Work Edinburgh family project, led on by Capital City Partnership in association with One Parent Families Scotland, has produced a learning evaluation



with next steps after a four-year service showing the need for a long-term intensive family focused employability project to tackle child poverty. Recognition of supportive pathways, including volunteering, are critical for change and long-term success.

Statutory bodies, employability providers and employers have also come together to develop a cohesive strategy in supporting people with convictions in Edinburgh into work and thereby reducing recidivism. This group is currently mapping current provision and developing a strategic response.

Employability services for young people are extensive, with the Developing Young Workforce and Edinburgh Guarantee creating opportunities between schools, colleges and employers. Activity Agreement hubs offer volunteering engagement for more marginalised young people, alongside third sector employability programmes. Youth work supports young people's achievements leading to increased educational attainment, employability and health and wellbeing, offering the opportunity to form a relationship with a trusted adult outwith the home which we know is important for many of our children and young people, including those who have experience Adverse Childhood Experiences.

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

These projects show the potential of targeted partnership working to address gaps in service provision, and support citizens with complex needs. Through the delivery of this community plan, the Edinburgh Partnership Board will work together to provide new targeted support to help people whose needs are not met by other programmes. This will include delivery of additional support for:

- **Excluded Families:** There are approximately 60 families needing partnership support to help them in to work. In the past, efforts to support them have not met their needs due to short term funding. These families are not able to take up the existing employability offer as they have a high level of need compounded with often chaotic experiences. In some instances, there is a wider family network with little experience of regular work. We will provide long-term sustained pre-employability action to address this, ranging from young people in school to adults who have never worked.
- **People on release from prison:** we will develop stronger links between community justice and employability services so we can offer a systematic, holistic, joined up and long-term sustained partnership approach to working with people released from prison.
- **Young people with care experience:** we will recognise, promote and support wider achievement among young people with care experience and those living in poverty. In doing so, we will work to improve engagement and improved school attendance by broadening the range of quality educational

experiences offered to children and young people with care experience; ensure that children and young people have access to trusted adults in their local community who can provide additional support when needed; and, ensure effective coordination of children's services in each locality with a focus on prevention and restorative practice.

During the life of this plan we expect that through ongoing dialogue with communities experiencing inequality and poverty, additional excluded groups will be identified and partnership actions developed.

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

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

Outcome measures:

- Percentage of households with no adult in employment

Action specific measures:

- Percentage of young people with care experience who secure a positive destination on leaving school compared to a city average
- School attainment rates for pupils in deprived areas compared to city average

## **Priority 3: A good place to live**

The places people live, work, and play, and the connections with others those places help foster, all have a significant impact on the health and wellbeing of citizens in Edinburgh. Most specifically, the quality of place people in which people live - the environmental surroundings, the design of housing, the accessibility to work and services, the sense of community – can have a profound effect on the way people experience the effects of poverty and low income. This is most evident in the way high housing costs can work to trap people in poverty and reduce the opportunity to progress. This workstream aims to articulate the additional actions the Edinburgh Partnership Board needs to take to ensure people in the city are able to access a good, affordable, and well designed, place to live. We believe people are safer when they know more about the risks they face and have the capacity and resilience to help themselves. Equally people are safer where, through community corroboration, participation seeks to continually improve services, in new and innovative ways.

### ***What do we know?***

Evidence shows us that

- Housing in Edinburgh is expensive and a major contributor to poverty and inequality. The average house price is six times the average gross annual

earnings in the city, making Edinburgh the least affordable city in Scotland to buy a home.

- Housing costs in Edinburgh have continued to rise and the number of new homes being built is not meeting housing need and demand, particularly for those on lower incomes. High housing costs pose a risk to the longer term economic growth of the city and widen the inequality gap. Young graduates and workers in key sectors such as construction and health and social care need access to affordable homes.
- Those areas where poverty is highest also show lower than average satisfaction with their neighbourhood as a place to live, and lower than average perceptions of their neighbourhood as a safe place to be after dark.
- Engagement with communities to help define priorities in the Local Improvement Plans clearly identified place making as important to local communities. Communities expressed a shared desire for improving various services within their localities including more integrated transport systems and improved use of civic space.

### ***What are we doing now?***

The Council and its Registered Social Landlord (RSL) partners have made a commitment to deliver 20,000 new affordable and low-cost homes in Edinburgh over 10 years. There is a commitment to support Edinburgh Health and Social Care Partnership's Strategic Plan priorities through investment to build around 4,500 affordable homes, integrated with health and social care services, to meet the needs of older people and people with complex physical and health needs.

These are ambitious goals, and show a commitment by the Edinburgh Partnership to encourage investment in new and existing housing to drive place-led development and bring about wider economic and social benefits. However, additional support from partners is essential in helping to deliver these commitments. In particular, additional work is needed to ensure the provision of land for housebuilding, and to deliver a new approach to placemaking, working with communities to create sustainable places with well-located and co-located services.

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

Through the delivery of this community plan, the Edinburgh Partnership Board will work together to:

- Maximise land available to deliver 20,000 affordable homes commitment over 10 years (including provision of 4,500 homes to meet health and social care priorities), and maximise the value and outcomes from Edinburgh's public-sector estate and deliver opportunities for accelerated investment through strategic partnership and review of public sector assets. Towards this,

drawing on the approach undertaken at city region level the Edinburgh Partnership has established a land and property group. Membership is drawn from the Edinburgh Partnership partners that hold strategic land and property assets including the Council, NHS Lothian, Police Scotland, Scottish Enterprise, Scottish Fire and Rescue Service, Edinburgh College and Universities. This group will seek to deliver opportunities for accelerated investment through strategic partnership and review of public sector assets

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

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

We will monitor the following to see how we are doing:

Outcome measures:

- Satisfaction with neighbourhood as good place to live

Action focused measures:

- Delivery of affordable homes target

## **3. Our Approach**

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

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

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

We recognise for us to deliver we will need to strengthen and improve all aspects of the way we work, building and capitalising on our existing practice. We plan to establish new governance arrangements that will improve our decision making and increase transparency and accountability.

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

- Improve how we share information about people, performance, and services.
- Use data and insight more effectively to drive change in the way we design and deliver services.
- Work collaboratively to develop and support staff from all our organisations to work together, ensuring they have the appropriate skills and knowledge to deliver our ambitions and work effectively with communities.
- Take a practical approach to change, identifying, and maximising opportunities for rationalisation, collaborative working, and integrated service delivery.
- Develop a clear understanding of levels of expenditure on each priority, using this information to combine budgets to reshape services.
- Commit resources to support the administration and facilitation of community planning in the city.
- Support our accountability through a consistent approach to performance management and progress monitoring and reporting.
- Recognising that at times, legislative imperatives change priorities and impact on outcome development.

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

**Appendices (to follow)**

Appendix 1: Edinburgh Partnership Board

Appendix 2: Community planning in Edinburgh

Appendix 3: Key partnership strategies and plans

DRAFT



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

### Executive Summary

1. The Edinburgh Partnership Board, at its meeting on 7 December 2017, agreed to carry out a review and consultation of community planning governance arrangements. As agreed at this meeting, and subsequent discussions in March and June 2018, the work programme involved two phases, an initial review the findings from which informed a formal consultation which ran from 16 July to 9 September 2018.
2. Key drivers informing this work included the Community Empowerment (Scotland) Act 2015, which replaced the previous legislation governing community planning, and revisions to the Council's governance framework. Recognition was also given to the launch of the Scottish Governments Local Governance Review and the future potential impact of this to a new governance model in the city.
3. This paper provides a summary of the findings from the consultation, full details of which are set out in Appendix 1, together with options and proposals for the future governance arrangements.
4. Contact: Michele Mulvaney, Strategy Manager (Communities) (email: [michele.mulvaney@edinburgh.gov.uk](mailto:michele.mulvaney@edinburgh.gov.uk))

### Recommendations

1. The Board is recommended to:
  - i. note the findings from the consultation process as set out in the paper included as Appendix 1;
  - ii. consider the options and agree recommendations 1 to 7 as set out in paragraphs 1.7 to 1.16 of the report; and
  - iii. agree to the next phase of work being tasked to the Edinburgh Partnership Lead Officers' Group as directed by the Review Project Board.

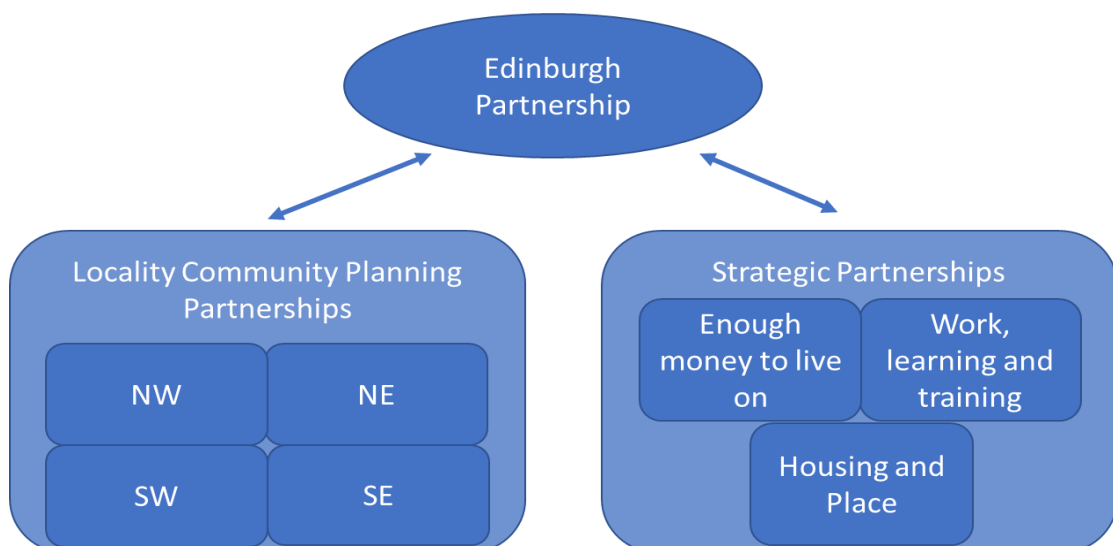
# Main Report

## Review

- 1.1 The Board at its meeting on [7 December 2017](#) agreed to a review and consultation of community planning governance arrangements, with the work to be taken forward by a Project Board comprising Edinburgh Partnership members.
- 1.2 Community planning arrangements at all spatial levels were within scope: city; locality and neighbourhood. The review phase, which sought the views of stakeholders involved in the current governance structures, identified weaknesses in the existing arrangements particularly in relation to transparency, connectivity and community participation. To this end, the aim was to identify a simplified and streamlined model of working that would:
  - provide a shared understanding and clarity of purpose;
  - maximise stakeholder influence/participation; and
  - provide greater accountability and transparency.
- 1.3 Through the review phase the effectiveness, strengths and challenges of the current arrangements were assessed and the opportunities for change/improvement identified.

## Consultation

- 1.4 The findings from the review provided the basis of the consultation which ran from 16 July to 9 September 2018. The consultation set out proposals for a simplified model of governance comprising:





- 1.5 The consultation was framed around five key themes covering the Edinburgh Partnership; arrangements at city-wide/strategic and locality/neighbourhood levels; resourcing and community participation.
- 1.6 A total of 80 responses were received, from a range of stakeholders. A breakdown of participants is provided in the paper at Appendix 1.

### **Findings and Recommended Action**

- 1.7 This section provides a summary of the findings from the consultation. Where no clear outcomes have emerged options are presented to promote discussion. Each section contains recommendations for agreement based on an assessment of the consultation findings.

#### Theme - Edinburgh Partnership

##### **Recommendations**

- 1 - To develop a refreshed remit for the Edinburgh Partnership Board focused on the delivery of the community plan.**
- 2 - To develop a refreshed membership reviewing best practice across community planning partnerships.**
- 3 - To develop a communications approach for the Edinburgh Partnership which takes account of the suggestions from the consultation**

- 1.8 The Edinburgh Partnership is a legal requirement. The focus of review and consultation was on how to make the partnership more effective, to address the key principles set out in 1.2 above. On this basis, the review identified the need to revise the remit to reflect the statutory responsibilities placed on community planning partnerships, and specifically the Local Outcomes Improvement Plan and Locality Improvement Plans, and to refresh the membership. In terms of making it more effective, a key issue identified in the consultation was the need for improved communications with a variety of solutions being proposed. This was considered important to increase the transparency and accountability of the partnership.

#### Theme - City-wide/Strategic Arrangements

##### **Recommendation**

- 4 - To support option 2 as set out below.**

- 1.9 Views were divided on the proposal for establishing strategic groups based on the community plan priorities. There was support of the need for a model which provided oversight of the community plan and fulfilled the other statutory duties of the Edinburgh Partnership in respect of community justice, children's services and community learning and development. Given this, and the aim of streamlining and simplifying arrangements, the options set out below could be considered.



Option 1 - To establish three strategic groups based on the thematic priorities of the community plan. The arrangements relating to the other statutory requirements of community justice, children's services and community learning and development, could be supported but not retained formally as part of the governance arrangements. In retaining the partnerships on this basis, consideration would need to be given to their accountability to the Edinburgh Partnership.

Option 2 - To establish three strategic groups based on the thematic priorities of the community plan and retain the existing community safety, community learning and development and children's services partnerships as part of the governance framework. This option would require the remit and membership of the existing partnerships to be refreshed, taking account of the need to clarify and strengthen the accountability/reporting to the Edinburgh Partnership.

Option 3 – To retain the existing community safety, community learning and development and children's services partnerships with these groups assuming responsibility for relevant areas of the new community plan and to establish a further partnership grouping with responsibility for priorities of the plan not covered through these three partnerships. As above, this would require the remit and membership of the existing partnerships to be refreshed.

In adopting any of these models, other partnership groups could continue as appropriate, and agreed separately by partners, whilst not forming part of the governance arrangements.

#### Theme – Locality/Neighbourhood Arrangements

#### **Recommendation**

#### **5 - To support option 3 as set out below.**

- 1.10 This aspect of the consultation proved the most complex with a diverse range of views and issues being expressed.
- 1.11 There was strong support for streamlining the current arrangements, with the proposal for establishing four Locality Community Planning Partnerships being recognised by just over 60% of participants as a way to achieve this. However, issues were raised about how communities could meaningfully influence these partnerships, given the size and diversity of the four localities.
- 1.12 There was also no clear view regarding arrangements at a sub locality level. The proposal to leave this for local determination was considered to present potential issues in terms of its workability for partners and consistency of approach. Similarly, there was no clear view regarding the future of Neighbourhood Partnerships. Some participants felt they should be retained, but refreshed, and others agreed that they should no longer form part of the community planning governance arrangements.



1.13 An area of concern raised both during the review and consultation process, was the relationship of community planning governance arrangements to the Council's governance framework. This related not just to the role of Neighbourhood Partnerships but to the Locality Committees. Whilst the latter were out with the scope of the consultation, their remit and relationship to community planning governance arrangements was considered confusing and an area of potential duplication.

1.14 Based on these findings, the following options could be considered:

Option 1 – To agree to establish four Locality Community Planning Partnerships and remove all existing arrangements at the sub locality level. In doing this recognition would need to be given to the issues noted above with further work required on the remit, membership and operation to ensure they offered a workable solution that provided for meaningful community participation.

Option 2 – To establish the four Locality Community Planning Partnerships and retain the existing arrangements at sub locality level whilst further development work is undertaken. This would allow more time for the role of Neighbourhood Partnerships to be considered, taking account of their dual function as part of the Council's governance framework, together with the resource and deliverability implications of the sub locality arrangements to be considered.

Option 3 - To continue with the existing locality/neighbourhood arrangements for a further period to allow for work to be carried out to determine the governance model at this level. This would enable the concerns identified in the consultation to be considered more fully, including the relationship to the Council's governance framework. This is subject to review in December 2018 and will include Locality Committees and Neighbourhood Partnerships. This approach is not without risk, particularly in terms of meeting partner and community expectations, and will have resource implications in the short-term.

Theme - Resourcing of Governance Arrangements

#### **Recommendation**

**6 - To carry out a resource assessment, including models of support, and inform agreement of partner contributions.**

1.15 Participants agreed that resourcing should be shared across the public bodies. The specific requirements need to be determined based on the final model. It was identified that this should take account of the different types of resources required and support options.

Theme – Community Participation

#### **Recommendation**

**7 - To develop a community participation strategy.**



- 1.16 There was strong acknowledgement of the need to strengthen community participation, with this focused on ensuring opportunities were provided for all voices to be heard and in ways that suited communities and citizens. Most participants agreed that a community participation strategy was needed, with this to be co-produced with communities.
- 1.17 The Edinburgh Partnership Board is asked to consider the recommendations set out above. Fuller details of the consultation findings to support the discussion are set out in the paper attached as Appendix 1.

### Next Steps

- 1.18 To enable the further work to be carried out to implement the Board's decisions, it is proposed to remit responsibility for this to the Review Project Board with specific tasks to be progressed by the Edinburgh Partnership Lead Officers' Group.

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

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

## **Consultation Findings Summary report**

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## Executive Summary

The Edinburgh Partnership recognised that the existing community planning arrangements in the city are complex with the model comprising three levels: city, locality and neighbourhood. The Edinburgh Partnership Board agreed to undertake a review and consultation of the governance arrangements with the aim of identifying a simplified and streamlined model of working that would:

- provide a shared understanding and clarity of purpose;
- maximise stakeholder influence/participation; and
- provide greater accountability and transparency.

The work has been undertaken in two phases.

A review phase, which sought the views of stakeholders involved in the current governance structures, identified weaknesses in the current arrangements particularly in relation to transparency, connectivity and community participation.

The findings of the review phase were used to inform the questions posed in the consultation phase. This report gives a summary of the findings from the consultation phase.

There was strong support for the need to strengthen community participation, with this focused on ensuring opportunities were provided for all voices to be heard and using a mixture of methods that suited communities and individuals. Most participants agreed that a community participation strategy should be developed, with this to be co-produced with communities.

There was some support for the proposal for four Locality Community Planning Partnerships. Issues were raised about how these partnerships could meaningfully involve and represent all the diverse communities within each locality. There was also no clear view regarding the proposal for Neighbourhood Partnerships to no longer fulfil a role as part of the community planning governance arrangements. The proposal to leave arrangements at a sub locality level for local determination was seen to offer opportunities to put in place groups which would work best for different communities. However, it was also seen to present issues in terms of its workability for partners and consistency of approach.

Participants were divided on the proposal for strategic groups based on the community plan priorities. There was support for strategic groups to have oversight of the community plan priorities and fulfil the other statutory duties of the Edinburgh Partnership in respect of community justice, children's services and community learning and development. However, opinions varied on whether groups should be based on the community plan themes or on the statutory duties.

Improving communication was seen as key for increasing transparency and accountability of the Edinburgh Partnership. Participants felt this should be two-way communication which increased understanding of topics under consideration and decisions made. Inclusion of progress against actions and how the community were involved in decision making in all discussions would increase accountability.

Participants felt that resources to support the governance model should be established and then allocated out among the public bodies. Resources could be staff as well as money.

## Background

This report provides a summary of the responses received during the consultation phase of the Edinburgh Partnership review and consultation of Governance and Community Planning Arrangements.

Community planning brings together public agencies, the third sector and communities to work together to plan and deliver services which make a real difference to people's lives. The Edinburgh Partnership is the forum by which these partners oversee this work for the city.

The Edinburgh Partnership recognises that community planning processes are currently complex and can be improved. In this consultation, the Edinburgh Partnership wanted to hear people's views on:

- how to make the community voice louder in decision-making processes
- how the governance arrangements can be improved to:
  - o make it clear how decisions are made and by whom
  - o make partnership working stronger
  - o make the connections between the different levels of partnership working in the city better

### *Review phase activity*

Stakeholders from across the community planning 'family' of partnerships were engaged during the review phase. The review phase asked stakeholders to assess the effectiveness, strengths and challenges of the current arrangements and opportunities for change/improvement, together with different ideas for the future model. The findings of this phase identified weaknesses in the current arrangements particularly in relation to transparency, connectivity and community participation. The findings of the review phase were used to inform the questions posed in the consultation phase.

### *Consultation method*

The consultation was available through the Council's Consultation Hub from the 16 July to the 9 September 2018. In recognition that some consultees would not want to use an online method, a paper based version was also made available. The consultation link and paper document was circulated widely through the community planning networks. Additional publicity was undertaken through social media messaging, and information posted on partners websites and through newsletters.

### *Use of this report*

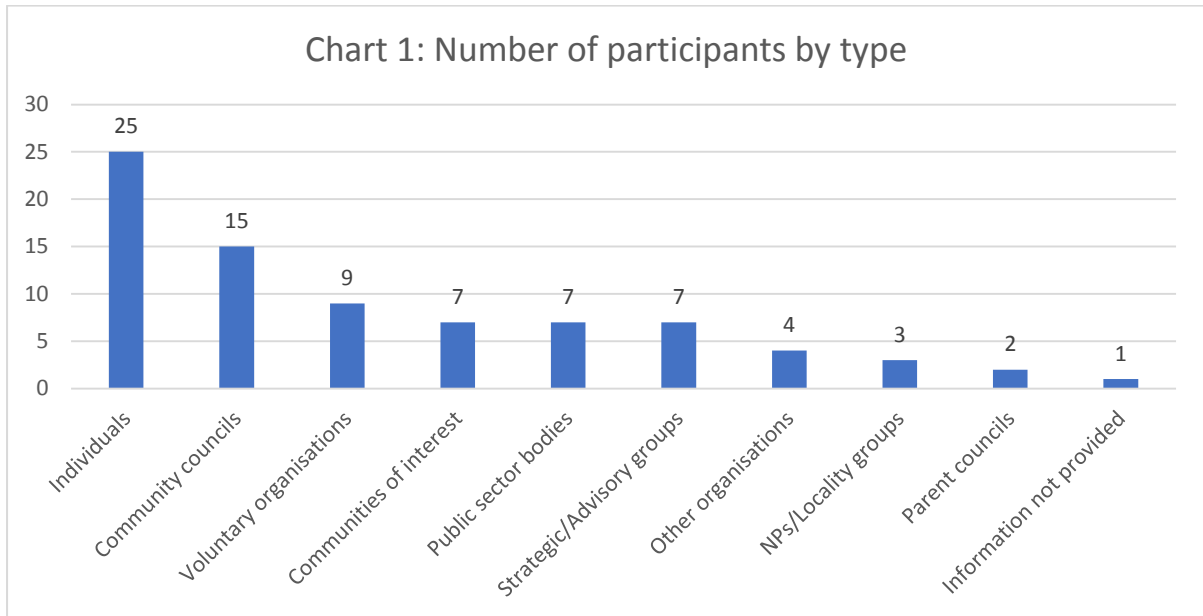
It is intended that this report will be used by the Edinburgh Partnership to inform their discussion on a new governance arrangement for community planning.



## Responses

80 responses were received – 74 participants used the consultation document to submit their responses, a further 6 responses were submitted in other formats such as written summaries of group meeting discussions. Participants could respond to as many of the questions as appropriate. Responses were a mix of individual and group responses.

Chart 1, below, shows the groups which are represented in the responses:



After individuals, community councils were the largest group responding.

## Main report

This report provides a summary of the responses received grouped under five main headings of the consultation:

- Strengthening community participation
- Locality/Neighbourhood arrangements
- Citywide/Strategic arrangements
- Edinburgh Partnership effectiveness
- Resourcing of governance arrangements

### Strengthening Community Participation

Participants were clear that the new governance arrangement should strengthen community influence in community planning. However, there was concern that the removal of Neighbourhood Partnerships would reduce community influence by distancing the community voice further from where decisions were made.

98.6% of responses gave support for community representation within the new governance arrangement. However, they recognised that it is challenging for any individual to be representative of all the groups in Edinburgh. The value of real life stories as part of decision making discussions was raised as was the concern that these messages were distilled as they progressed up the current structure. Participants felt that one way to assure communities of being represented was if representatives reported on how they had consulted with the communities they are there to represent.

Participants felt that all community groups need to be given the opportunity to influence decisions and that additional effort should be made to engage with groups in areas experiencing inequality and other seldom heard groups to amplify their voices.

A flexible approach to membership was felt might be more effective with community representatives changing depending on the areas being considered and decisions being made. Clear remits for all groups would help community groups to identify and agree who should represent them at the different levels.

It was mentioned that representation will only be needed if decision making powers remain at higher levels within this structure, and some participants were supportive of devolving decision-making powers down to more local levels.

There was also support for a shift in culture to reaching out to listen to the community voice rather than communities having to attend formal meetings to be heard.

Participants felt that one way to increase community engagement was for communities to get clear messages about:

- how and what they can influence
- the purpose behind what they were being asked to be involved in

Feedback on where community have influenced decisions previously would also increase engagement from communities.

Participants felt that some community engagement can currently feel 'tick boxy' with decisions already being made rather than involving communities at a point in time where they could influence decisions.

Participants proposed that multiple methods should be used to ensure that all groups that want to engage were given the opportunity to do so in a way that was easiest for them. A variety of different methods were suggested such as posters on noticeboards, short videos rather than lengthy reports, and online debates through social media. There was also support for making better use of the links into the communities that already exist such as through community councils or through front line staff already working with communities (from voluntary sector and public bodies). Expansion of methods that are currently working, e.g. youth talk model, was also suggested.

When asked which groups should be represented at locality/strategic/EP levels, participants provided an extensive list of groups. These groups covered both communities based on geographies and groups focusing on specific themes or areas of interest but were expressed as 'all the active groups in an area'.

Participants felt that ongoing dialogue which was two way between communities and the partnerships at the various levels was important going forward and might support a shift to preventative actions as issues are identified as they emerge. It was hoped these would be open conversations with communities about how decisions are made, raising the other factors that may impact on EP ability to deliver but also allowing the space for innovative solutions to be considered and tested.

#### *Participation strategy development*

Over 80% of responses gave support for the development of a participation strategy. Many of the suggestions above for increasing community participation were felt to belong in any participation strategy. In addition, participants also felt it should include an implementation plan; a communication plan to raise understanding about community planning; clarity about what support is available to help communities to engage; and a section on how monitoring of progress and impact will be undertaken. This should be a document that all partners commit to and written in plain English.

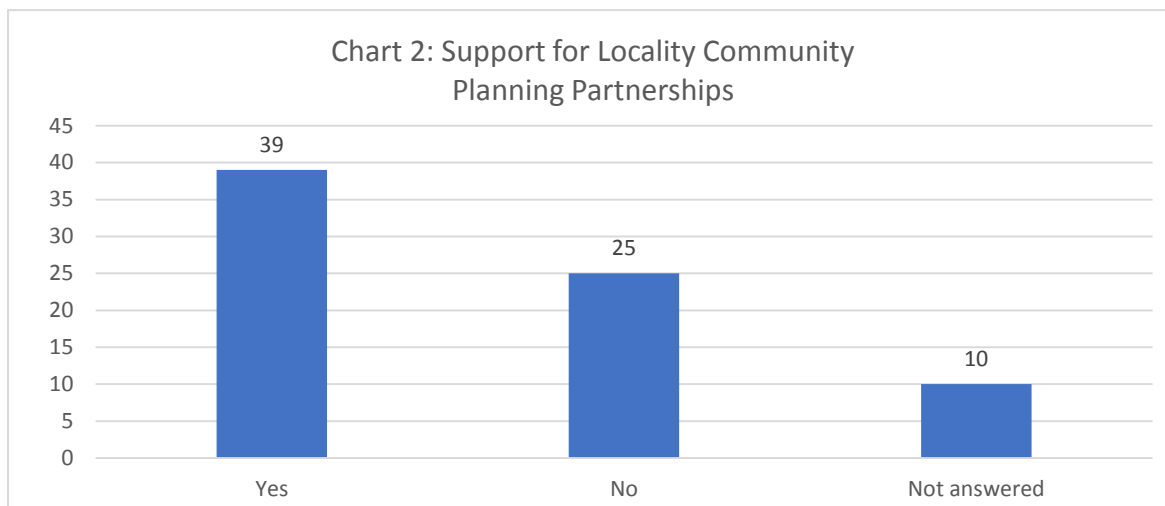
Participants thought that community groups should be involved throughout the development of this strategy.

One concern raised was that there would not be resource to implement this strategy. It was also noted that the current local democracy review may have a large impact and so delaying the development of a local strategy should be considered.

### **Locality/Neighbourhood Arrangements**

#### *Development of four locality community planning partnerships (LCPPs)*

Participants were divided on the proposal to develop four LCPPs (see chart 2 below)



Of those who responded, just over 60% were in support of LCPPs. Participants felt that there were some issues which were relevant for all local groups that could be more effectively dealt with at a locality level.

Each locality covers many different communities and participants did not feel that this geography was meaningful for them and there was concern that some voices may be lost to stronger ones.

Participants who did not support the creation of LCPPs felt that groups based on a smaller geography are needed to link into local issues. Views were split on whether that should be at Community Council or Neighbourhood Partnership level. Participants were concerned that the development of LCPPs as well as the proposed removal of Neighbourhood Partnerships would increase the distance between communities and the decision-making.

Participants felt that the membership of LCPPs should:

- ensure all relevant local groups are represented and if they can not all be given a place on the partnership then representatives must represent them all.
- all statutory bodies need to be in these partnerships
- members are able to be agree and progress actions (particularly around the delivery of the Locality Improvement Plans) for the organisations they represent.

One barrier felt to impact on this at present was the inflexibility about allocation and apportioning of funds between services.

One concern raised was the political nature of some of the discussions held. It was felt that sometimes elected members were unable to fully reflect what their communities were telling them due to their political viewpoint. It was felt that community planning should be apolitical.

Participants felt that the links between locality/strategic groups and into the Edinburgh Partnership within the current governance structure were poor and that better communications would reduce duplication of effort and increase transparency. Furthermore, participants felt unclear about the relationship between these groups and the Council's Locality Committees.

Groups within the current structure have agendas that cover both partnership working and services provided by a single partner e.g. Council services. Participants felt this led to confusion about the purpose of the groups.

### *Neighbourhood Partnerships*

Comments about Neighbourhood Partnerships (NPs) were found across several sections of the consultation document. Responses were split on the proposal to remove NPs from the governance arrangements.

Some participants felt that a group based around the NP geography was essential to any governance arrangement. Participants were not clear whether the current formal set up of these groups was required. However, these groups were seen to give community groups ongoing dialogue with partners about issues, but it was acknowledged that not all community groups were involved presently.

Others felt that even more local groups would be better placed to give intelligence about local opinion than NPs which did not represent all communities within their areas. One suggestion was enhancing community councils, with support, to undertake this role.

Finally, a suggestion was made that NPs be retained until whatever is replacing them is in place so the community do not lose the community influence they currently have.

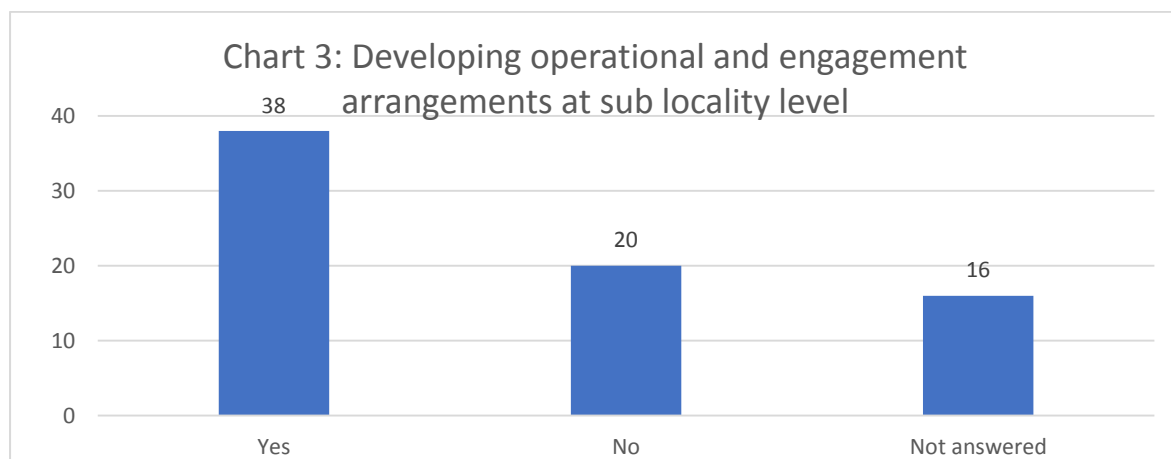
Many of the methods suggested in earlier sections, to increase community participation, were also suggestions for how LCPPS might work together which were not formal meeting-based formats. Some further suggestions given were:

- pop up sessions
- simple 1-page surveys for quick engagement
- creating community hubs
- and linking into other events already happening.

Participants felt that a mixture of methods should be used to give everyone the opportunity to be involved in ways that work for them.

### *Flexible sub locality group development*

65% of participants supported the flexible development of sub groups under the four LCPPs (see chart 3).



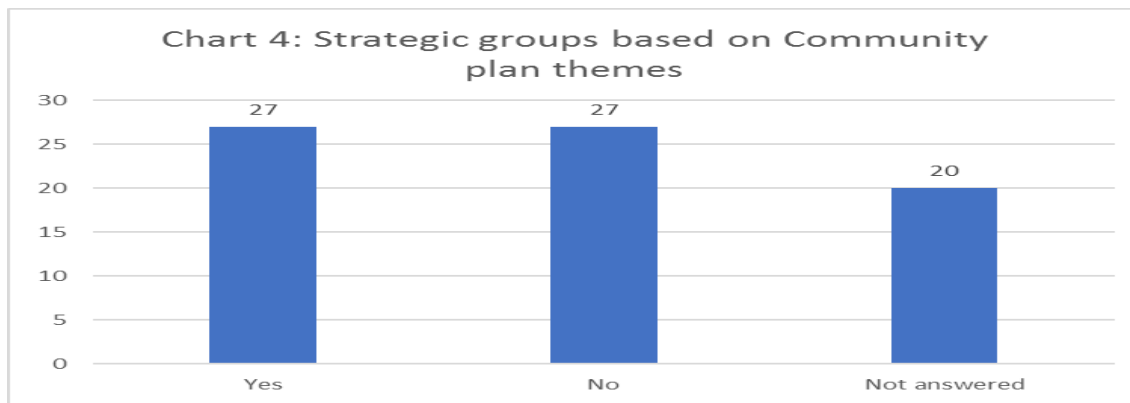
Participants felt that this flexibility could be beneficial allowing different localities to set up groups that worked best for this local groups. They did not see this as workable for citywide groups/partners/service providers.

Participants suggested that a consistent approach to how the sub level groups were agreed should be adopted which would give reassurance that groups were not excluded. However, it was noted that this might result in NPs being reformed.

A concern raised was that this approach might be agreed but not implemented.

### Citywide/Strategic Arrangements

Participants were divided on the proposal that strategic groups would be based on the Community Plan priorities (see Chart 4).



Several participants wanted more details on what the community plan themes were before they gave an opinion.

Participants felt that the proposed 'form would follow function' was logical but concern was raised about other issues currently considered by the Edinburgh Partnership which did not fit under the new priorities.

One suggestion was that the current strategic groups that fulfil community planning legislative duties are retained and that a single citywide group is set up to oversee the delivery of the Community Plan priorities. Another suggestion was that the Community Plan priorities were placed under the locality structure and that the LCPPS would oversee the LIPs and the LOIP priorities.

Participants gave the following comments about retaining the existing strategic groups:

- **Sustainability Partnership**  
This group covers a cross cutting theme that needs consideration by all the community planning groups. It is an area that also requires both a longer term and broader (national) focus which is part of the remit of the group. One suggestion is that this group remit becomes advisory for the Edinburgh Partnership and all other partnership groups.
- **Community Safety Partnership**  
Concern was raised that if this group's remit was subsumed into a group with an issue with higher profile, then community safety might be dropped off the agenda. However, it was noted that the inclusion of community safety into a broader group may offer up chances of wider partnership working

The partnership working covered by the existing strategic partnerships are broader than community planning, a concern was raised about what would happen to this partnership discussion if these groups were disbanded.

## **Edinburgh Partnership - effective, accessible and transparent**

Participants thought that the new governance arrangement is one way in which the Edinburgh Partnership will clarify how communities are being listened too. They also felt that the EP should provide strong leadership by committing to shared values and a common culture which they would then champion through the organisations they represent.

Participants also felt that communication was key to improving transparency and gave several suggestions to improve two-way dialogue:

- progress reports should include a section on how community have influenced decisions and what else was done to include seldom heard voices
- timeous sharing of papers would allow discussions within community groups and partners organisations to be fed into EP considerations
- Invites of EP board members into the LCPPs and strategic groups and LCPP/strategic group representation at EP meetings

Participants also gave various suggestions on different methods of communication such as webcamming of meetings, raising the profile through the media, and a more visible and active online presence. Creating opportunities to hear real stories to inform their discussions should also be created to strengthen the link between community groups and the Edinburgh Partnership.

It was acknowledged that Edinburgh Partnership members had other pressures and priorities to juggle and so a focused approach to what they commit to should allow them to deliver.

## **Resourcing new governance arrangements**

Participants felt that if the governance arrangements are streamlined as part of this review then the resources required would be less. They also felt that some of the suggested methods of community participation, such as the use of online methods of engaging with communities, could reduce costs.

Participants felt that resources required should be calculated and then each partner should be expected to supply their part. This may not be money but could be staff instead. Allocating staff into a virtual team could be both a networking opportunity to staff as well as a learning opportunity. A further suggestion was for a rotation of roles around the partners. For example, secretariat tasks could be rotated on an annual basis.

Participants were concerned that part of the burden of resourcing support would be placed on community groups and third sector organisation.

A stocktake of all resources and tools available to the partnership should be undertaken so that the most effective way of using these could be agreed. One suggestion was that consideration be given to whether work place experience or apprenticeships might be offered to fill some of these roles.

Participants noted that resources are needed to ensure that community participation is done and as this is a legislative requirement, the Scottish Government should be providing funding for community planning.



# THE EDINBURGH PARTNERSHIP

## EDINBURGH PARTNERSHIP COMMUNITY PLANNING BUDGET 2018/19

### Executive Summary

1. This report provides the Board with an update on the Edinburgh Partnership Community Planning Budget up to September 2018 and seeks agreement on proposals to utilise remaining spend.

### Recommendations

2. The Board is asked to:
  - i. note the levels of revenue expenditure estimated to 31<sup>st</sup> September 2018;
  - ii. agree to utilise the remaining Partnership resource to
    - a. meet the running costs of the EP Board
    - b. resource EVOG and Volunteering Edinburgh to continue activities supporting community engagement and infrastructure which would otherwise conclude with the ending of the Council Social Justice Fund.
    - c. contribute to running costs associated with the Poverty Commission

### Main Report

#### Background

3. Historically, the community planning budget accrued yearly contributions from the Police, Fire and Rescue Service and the NHS of £10k from each partner. The Council support has been through an in-kind contribution. These annual contributions supported a range of partnership activities including:
  - i. Holding Edinburgh Partnership conferences (EPiC's);
  - ii. A Smarter Partnerships Development Fund;
  - iii. Partnership meetings, including summit meetings; and
  - iv. Community engagement support.
4. Over time, income exceeded expenditure and surpluses in the budget accumulated. In 2013, the budget surplus (then sitting at £215k) created a 'key opportunity' to use the budget differently. Consequently, a proposal was approved to establish a three year community planning budget to support the delivery of the new community plan. Funds were to be used specifically to:-
  - i. Enable strategic partnerships and cross cutting initiatives to deliver community plan outcomes;
  - ii. Trial innovative collaborative approaches and embed engagement;
  - iii. Support the costs of EP Conferences;
  - iv. Enable the EP to develop and deliver its work plan;
  - v. Strengthen performance reporting and identify resources employed in collaborative work;



- vi. Support EP engagement through an honorarium for board member for equality and rights; and
  - vii. Provide support costs for a Community of Place Board Member (Edinburgh Association of Community Councils) and holding a yearly seminar programme.
5. Early in 2014, agreement was reached to remit the Lead Support Officers to re-profile the budget for the three year Community Plan period 2015-18. The budget was declared as £130,800 and it was agreed to have a 'core' budget of £75k and an 'enabling' budget of £55,800. The Funding Group sought delegated responsibility from the Board for assessing and recommending projects to be awarded enablement funds via the newly reformed and re-titled 'Funding Officers Group'.
6. In early 2015, agreement was reached to invite structured applications for Enabling Grant Funding from designated Strategic Partnership Groups and Advisory Groups in support of the EP Community Plan 2015-18 Strategic Outcomes and Priorities. In addition to supporting the key aims of the community plan – projects could include promotional initiatives and conferences. Examples of Enabling Fund Supported Projects:-

<b>Description</b>	<b>Allocated</b>
Edible Edinburgh: Feeding the 5000 (Sept 2013)	£ 5,000
European Programme Audit (Sept 2013)	£ 8,400
Edinburgh Safe Zone (Dec 2103)	£15,000
Total Craigmoynton Young People in Muirhouse (Jan 2014)	£ 5,000
Compact 10 (Including Compact Voice) (Mar 2014)	£20,000
Inclusive Edinburgh – TNE Single Male Households (Aug 2014)	£15,000
EADP Fundraiser (Mar 2015)	£20,000
Total Place Westerhailes Event – contribution (March 2015)	£1,000
Keep Safe (Aug 2015)	£2,000
Carbon literacy (Feb 2016)	£8,000
Participatory Budgeting (May 2016)	£13,000
EPiC Conference on Inclusive Growth (Aug 2016)	£3,500
Solar Coop Panels (Nov 2016)	£1,500
Local Improvement Plan Development £7.5k per Locality (Feb 2017)	£30,000
Police Scotland Aid & Abet Project – (Jun 2018)	£4,250

7. On 8 March, the EP Board received an update on budget spend to date. The Board agreed that the final combined 2017/18 year-end partnership revenue underspend, estimated at £44,421 was to be carried forward into 2018/19 and utilised to
- i. support EP Board and EP Lead Officer Group meetings
  - ii. costs associated with progressing the Edinburgh Partnership governance review and consultation process.
8. The resources utilised during that time and for these purposes have been relatively minimal. The budget - estimated to 31 September 2018 – currently sits at £43,202. The Board is asked to consider utilising this resource to

- i. Meet running costs of the EP Board
- ii. resource EVOG and Volunteering Edinburgh to continue activities supporting community engagement and infrastructure which would otherwise conclude with the ending of the Council Social Justice Fund.
- iii. contribute to running costs associated with the Poverty Commission

### **Running Costs of the Board**

- 9. The running costs of the Board are relatively small and relate to room bookings where we cannot obtain a place within a partner organisation building and lunch as appropriate. It is suggested that £2000 be held back for this purpose.

### **EVOG and Volunteering Edinburgh**

- 10. The Council Social Justice Fund was a 5 year fund which was provided to EVOG and Volunteering Edinburgh to support community engagement infrastructure and activity such as voluntary sector forums. The Social Justice Fund was provided in addition to the Council's Third Sector Interface grant. The fund was due to close in March 2018 but the Council took a decision to extend funding for a further 6 months. This was done to enable the Edinburgh Partnership review to conclude and therefore inform future funding outcome agreements to support community empowerment.
- 11. The emerging conclusions from the review of the Edinburgh Partnership consultation may require more time to agree a way forward, particularly in relation to local arrangements. The council, having extended the SJF once, does not have the resources to do so again.
- 12. Given that it is in no one's interests to lose the capacity and resource provided to support community participation and community empowerment without a clear agreement around what is and isn't required from TSIs into the future, the paper asks the Board to agree that £24,840 of the remaining Edinburgh Partnership Fund be used to extend EVOG (£14,250) and Volunteering Edinburgh's (£10,590) funding until 31 March 2019. This would protect current capacity and skills until the Board is clear on its future priorities and ways of working and could support the implementation of any changes agreed. If this is not agreed, the funding and the provision would cease as planned at the end of September.
- 13. Key to this discussion will be a future Partnership Board paper on how community planning partners who collectively and individually rely on community infrastructure to support community engagement might also – in the longer term - contribute financially to those arrangements.
- 14. This would leave £16,362 in the Edinburgh Partnership Fund and the EP Board is asked to consider that this be allocated to support the running of the Edinburgh Poverty Commission – subject to clarification of any requests for support or honorarium to the board member for equalities and rights and the Community of Place Board Member (EACC).
- 15. The Edinburgh Partnership Board agreed at its June meeting to support the creation of an Edinburgh Poverty Commission and to take on board the recommendations of the Commission thereafter. Resourcing the Commission was highlighted at the

meeting and since then, officers have sought funding from a number of key partners including the Scottish Government. Those discussions are in varying stages of agreement and a report will be provided to the Partnership on the final arrangements for and funding of the Edinburgh Poverty Commission in October.

16. However, it is suggested that above and beyond any specific contributions from the City of Edinburgh Council, Scottish Government and other associated partners, the remaining amounts in the Edinburgh Partnership Fund can be used to support the running costs of the Commission. Full account will be given to the Partnership of wider resources secured and of estimates of planned expenditure at the next Board meeting. Full account of the budgets expenditure will be provided in March 2019.

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

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# **Community Justice Scotland**

Ceartas Coimhearsnachd Alba

**Annual Report Template**  
**Community Justice activity for period**  
**1 April 2017 – 31 March 2018**

## 1. COMMUNITY JUSTICE PARTNERSHIP / GROUP DETAILS

Community Justice Partnership / Group	Edinburgh Community Safety Partnership, Edinburgh
Community Justice Partnership / Group Chair	Councillor Amy McNeese-Mechan
Community Justice Partnership / Group Coordinator	Rona Fraser/Shirley McLaren/Suzan Ross
Publication date of Community Justice Outcome Improvement Plan (CJOIP)	April 2017

<b>Governance Statement</b>	
The content of this Annual Report on community justice outcomes and improvements in our area has been agreed as accurate by the Community Justice Partnership / Group and has been shared with our Community Planning Partnership through our local accountability arrangements.	
Signature of Community Justice Partnership / Group Chair:	Date:
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## 2. GOVERNANCE ARRANGEMENTS

Please outline below your current governance structure for the community justice arrangements in your area
<p>The Edinburgh Community Safety Partnership (ECSP) is a sub group of Edinburgh’s community planning partnership; the Edinburgh Partnership, and the strategic group responsible for co-ordinating a multi-agency response to promote community safety and reduce reoffending. The ECSP has responsibility for developing and implementing the Community Justice Outcomes Improvement Plan (CJOIP), on behalf of the Edinburgh Partnership, and monitors progress under the CJOIP improvement actions. It reports on CJOIP activity/performance to the Edinburgh Partnership annually.</p> <p>The Edinburgh Partnership (community planning) is currently establishing a new governance framework to take account of the shift to locality working, and the establishment in early 2018, of locality committees. The revised structure is due to be</p>



implemented in October 2018 and this will be accompanied by the launch of Edinburgh’s Locality Outcome Improvement Plan (LOIP). The LOIP takes account of and has links to, all individual partner plans within the community planning framework as well as the strategic and improvement plans of the Edinburgh Partnership’s sub groups, of which the ECSP is one.

### 3. PERFORMANCE REPORTING

SECTION A - National Outcomes				
Describe the progress you made in respect of the seven national outcomes, your use of the common indicators and any comments you want to highlight,				
	National Outcome	Progress Reporting	Common Indicators used	Comments
1	<b>Communities improve their understanding and participation in community justice</b>	<p>In 2017, we undertook four community engagement events: one with victims and their families and three with service users. The events focused on people’s experience of being subject to a Community Payback Order (CPO) or other form of supervision, experience of other criminal justice social work (CJSW) services, and what suggestions they might have for developing community justice services. We are repeating these engagement events in August 2018, and are extending their reach to include families visiting relatives/friends in HMP Edinburgh, and people on statutory supervision who are being supported in the CJSW accommodation service.</p> <p>Discussions are taking place with the Council’s</p>	<p>National indicator – activities carried out to engage with communities as well as other relevant constituencies            Linked to local priority/improvement action 1 – explore more effective ways of engaging hard to reach groups</p>	<p>Results of the August 2018 engagement sessions are being collated and are available on request</p>



		Quality Assurance Team as to how we might engage with service users who have disengaged with our services, to identify what we could have done differently that would have enabled them to comply with their orders.		
		<p>A communication plan is in place for service user and stakeholder feedback which includes:</p> <ol style="list-style-type: none"> <li>1. On-line questionnaire</li> <li>2. Exit questionnaires for service users</li> <li>3. Liaison with the Sheriff leading the Alcohol Problem Solving Court to gather information on the experiences of service users involved</li> </ol> <p>Discussions with the Council's Quality Assurance Team to establish more routine service user engagement are ongoing, and a service user engagement strategy is being developed to ensure that engagement is both meaningful and actively informs service delivery.</p>	National indicator – consultation with communities as part of community justice planning and service provision Linked to local priority/improvement action 2 - develop and implement a communications plan for community and service user engagement to include wider reporting of success stories in community justice	<p>The Communications Plan is available on request and information from the exit questionnaires is being analysed in September 2018. Further information on the service user experience of the Alcohol Problem Solving Court is available on request.</p> <p>Quotes from service user exit questionnaires for community payback are included in the <a href="#">Community Payback Order Annual Report 2016/17</a></p>
		The Edinburgh People Survey 2017 contains a question on how common residents believe violent crime to be in their local area; 86% of respondents stated that violent crime was not common in their area, consistent with the previous two years.	National indicator – perceptions of the local crime rate	<a href="#">Edinburgh People Survey</a> (page 149)
		Victim Support Scotland (VSS) has protocols in place to receive referrals from Police Scotland and the Crown Office however, there are no formal protocols for receiving referrals from other agencies. Therefore, an area for improvement for VSS is developing protocols to increase the number of referrals received from other agencies. Last year Victim Support Edinburgh City received 175 referrals from other agencies accounting for 3% of total referrals. VS has a target to increase this by 3% and	National indicator – participation in community justice, such as co-production and joint delivery Linked to local priority/improvement action 4 –all partners will as far as possible ensure that victims of crime receive the support they need, by referring to VSS and/or other partners as appropriate	Comparison figures showing the numbers of people supported over the past three years are available on request.





		a lot of work has been carried out by service managers to ensure that other agencies are aware of the service and how it can potentially help them to support victims and witnesses of crime. VS is working proactively with Social Bite, Cyrenians, and Streetwork; visiting their premises to meet with service users/ potential service users and encouraging third party reporting where victims of crime are reluctant to engage or report their experiences.		
		In 2017, a communications plan was developed to raise awareness of community payback among communities, promote its benefits, and increase interest in, and referrals for unpaid work. Target audience; ECSP partners, community councils, neighbourhood partnerships, charities and citizens. A web suggestion page on the Council's website invites suggestions for unpaid work opportunities, and unpaid work staff frequently meet with external agencies/ partners/applicants to discuss potential projects.	National indicator – level of community awareness of/satisfaction with work undertaken as part of a CPO Linked to local priority/improvement action 5 – highlight benefits to communities of unpaid work projects and raise the profile of those undertaking it	Feedback received as part of an annual formal community payback consultation informs decisions on new projects. Additional information, including quotes from the beneficiaries of unpaid work, is contained in the <a href="#">Community Payback Order Annual Report 2016/17</a>
<b>2</b>	<b>Partners plan and deliver services in a more strategic and collaborative way</b>	The Family and Household Support (FHS) service has just begun to embed following a period of review. Over the coming year community justice plans to work more closely with FHS through: <ol style="list-style-type: none"> <li>1. Community in Motion (CIM) through a community justice early intervention and prevention strategy (a priority for development)</li> <li>2. Stronger Families</li> <li>3. Stronger Children</li> <li>4. Multi Agency Risk Assessment Conference (MARAC)</li> </ol>	<b>National indicator and local priority - services are planned for and delivered in a strategic and collaborative way</b> Linked to local priority/improvement action 7 - criminal justice staff to increase awareness of FHS teams and interventions available, including the identification of opportunities for more effective support for individuals and families	Stronger Families is in its infancy and more information will become available once it is fully established.  Further information on Stronger Children which began in 2017, available on request
		Action developed in several ways:  Review of Outcomes – over the past year the Youth	<b>National indicator and local priority – services are planned for and delivered in a strategic and</b>	The subsequent Action Plan from the Audit now sits with the Children's Services



		<p>Justice Sub Group has undertaken a multi-agency casefile audit of 8 young people with significant levels of offending. The result highlighted several issues, including numerous adverse childhood experiences. This also included reduced attendance at school/education for some children, resulting in a reduction in protective factors for those children.</p> <p>Additionally, work is progressing to identify all children who may be at risk of exclusion from education for both offending and welfare concerns. This work is supplemented by youth justice social workers undertaking an audit of open cases and assessing these young people for adverse childhood experiences; enabling a more holistic understanding of children who are at most risk of exclusion from education and who may also present as the most challenging . This information will be used to target those considered most at risk of exclusion and isolation.</p> <p>Partnerships and Resources – strong working relationships have been developed between youth justice services and educational psychology, who are involved in working with young people who have additional needs. The Exclusion Manager (an educational psychologist), attends the Youth Justice Strategy Group in Edinburgh and multi-agency meetings in relation to children being excluded from school; contributing to risk management assessment and planning where required. This ensures children are not excluded for longer than necessary when there may be a risk of harm to others. Additionally, educational psychologists have also been trained in completing offence focussed risk assessments to inform their work where violence towards education</p>	<p><b>collaborative way</b>  Linked to local priority/improvement action 8 – develop closer links with Education to prioritise the prevention agenda (link between school exclusions and later offending in young people)</p>	<p>Partnership; a multi-agency partnership of senior managers in Police Scotland, CEC, SCRA, NHS Lothian and third sector agencies.</p>
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		staff or pupils may be an issue.		
		Training is being delivered and specialist support being offered to staff working in Homelessness and Housing Support Services to improve retention in housing for service users with complex needs, and reduce risk to them and others; sustaining vulnerable people in housing. This is being resourced jointly by CJSW and NHS staff at Willow.	<b>National indicator and local priority – development of community justice workforce to work effectively across organisations/ professional/ geographical boundaries</b> Linked to local priority/improvement action 12 – identify opportunities to widen staff participation from all sectors in training and development initiatives	Numbers receiving training are available on request, along with training evaluation impact when complete.
		In 2017, the Council completed its tendering process for a new Peer Mentoring and Support Service which launched on 1 September 2017. It is available to people aged 16 years and over who are involved in the criminal justice system or who may be due to finish supervision and require a period of support beyond this. The service is delivered by Sacro.	<b>National indicator and local priority - development of community justice workforce to work effectively across organisations/ professional/ geographical boundaries</b> Linked to local priority/improvement action 14 – map all mentoring and community navigating work to facilitate sharing evidence based best practice, and develop opportunities for shared learning	Numbers using the service are available on request.
		Representation on the Prolific Offenders Sub Group has expanded to include the Scottish Prison Service, Homelessness and Sacro; recognising the value that these organisations can bring.  The Sector Manager Community Intervention Team (CIT), and Team Leader CIT North, have developed positive working relations with partners including the Scottish Fire and Rescue Service (SFRS) and the third sector.  Community Intervention Senior Social Workers are linked to their respective local Community Improvement Partnerships and attend as required.	<b>National indicator and local priority - development of community justice workforce to work effectively across organisations/ professional geographical boundaries</b> Linked to local priority/improvement action 15 - develop a shared understanding across internal and external partners of the expectations for community justice, including a better understanding of each contributor's strategic role.	



3	<p><b>People have better access to the services they require, including welfare, health and well-being, housing and employability</b></p>	<p>Willow have provided a new model of “coaching” with training and support being offered to housing providers who are supporting the most complex and challenging service users. Willow identify those individual women that services are finding it most difficult to maintain in temporary accommodation, who are at high risk of custody and hospitalization, and provide training for the whole team including; managers, joint meetings to develop a psychological formulation that informs a shared plan all staff adopt across the agencies, and ongoing advice and guidance in relation to the individual woman’s care.</p> <p>Community justice is also piloting a new trauma informed approach to service planning and delivery across men’s groupwork services. This involves using research and evidence to focus on developing trauma leadership, staff training, routine enquiry of trauma prevalence, symptoms and mental health difficulties, as well as evaluating the impact of environmental factors and existing policies and procedures.</p>	<p><b>National indicator and local priority – partners have identified and are overcoming structural barriers for people accessing services</b> Linked to local priority/improvement action 16 – raise awareness of psychologically and trauma informed approaches to service delivery.</p>	<p>More information about numbers receiving this training and its impact are available if required.</p>
		<p>The Encompass complex needs employability service was developed in 2017/18.</p>	<p><b>National indicator and local priority – partners have identified and are overcoming structural barriers for people accessing services</b> Linked to local priority/improvement action 18 – develop the complex needs employability service</p>	<p>Activity under this improvement action is linked to improvement action 17, included in the person centric outcomes section, where the work of Encompass is explained.</p>
		<p>The Alcohol Problem Solving Court pilot has been evaluated and a steering group is looking at how the recommendations can be implemented, as well as working to mainstream the model.</p>	<p><b>National indicator and local priority – existence of joint working arrangements such as processes/protocols to ensure access to services to address underlying needs</b> Linked to local priority/improvement</p>	<p>The evaluation report and recommendations are available on request.</p>



			action 19 - deliver year two of the Alcohol Problem Solving Court and identify other areas where the model might be applied.	
		In 17/18, on completion of their order: <ol style="list-style-type: none"> <li>1. 31 service users were successfully returned to the care of their GP.</li> <li>2. 21 service users had their care transferred to the local hub</li> <li>3. 50 service users were no longer on prescription.</li> <li>4. 8 were transferred to Prepare, Lothian and Edinburgh Abstinence Programme (LEAP) or harm reduction team.</li> </ol>	<b>National indicator and local priority – existence of joint working arrangements such as processes/protocols to ensure access to services to address underlying needs</b> Linked to local priority/improvement action 21 –improve continuity in health intervention from Drug Treatment and Testing Order (DTTO) to community management on expiry of DTTO.	Data collection for this action as shown in the progress reporting column, is a new development in 2017/18.
		In early 2018, the ECSP held a development session and workshops focussing on ways to build upon existing successful relationships with the third sector and further embed partnership working arrangements. The session was hosted by the 'Strengthening Engagement' project run by the Criminal Justice Voluntary Sector Forum. The event highlighted a number of recommendations which are being considered by the ECSP and will be taken forward in 2018/19.	National indicator – initiatives to facilitate access to services Linked to local priority/improvement action 23 – develop a clearer understanding of third sector services, build closer links, and improve collaborative working to remove gaps in service provision	This activity is a work in progress; recommendations and feedback from the Strengthening Engagement session will be taken forward once approved by the ECSP.
		Housing options and homelessness services have been reviewed within HMP Edinburgh, and HMYOI Polmont. This work dovetails with the introduction of Sustainable Housing on Release for Everyone (SHORE) standards, and their implementation from April 2018. It has been agreed that Four Square will engage with anyone coming in to prison to establish their housing situation, and they will consider early intervention measures in line with the SHORE standards.  Any prisoners subject to Multi Agency Public	National indicator - % of people released from a custodial sentence: <ol style="list-style-type: none"> <li>1. Registered with a GP</li> <li>2. Have suitable accommodation</li> <li>3. Have had a benefits eligibility check</li> </ol> Linked to local priority/improvement action 29 - liaise with the Scottish Prison Service and community justice partners to establish accurate baseline information on prisoners having suitable accommodation and benefits	This work is ongoing and will be carried forward in 2018/19



		Protection Arrangements (MAPPA) will be overseen by the Housing Sexual and Violent Offender Liaison Officer (SAVOLO) Prison Outreach Officer. The Officer will also take responsibility for engaging with all prisoners who may present as homeless and due for release, eight weeks ahead of their liberation date. This allows for a homeless assessment and an EdIndex form to be completed at the earliest possible opportunity.	check on release	
4	<b>Effective interventions are delivered to prevent and reduce the risk of further offending</b>	<p>A program of guidance and training is being delivered to SFRS staff to ensure their effective engagement with young people identified by Police Scotland and Young People's Service (YPS) social work, as having an unhealthy interest in fire, or who have been involved in fire related antisocial behaviour. There is also a targeted programme of group sessions in Edinburgh's high schools managed by Education, SFRS and the third sector; engaging with young people who have difficulty in education and are identified as on the cusp of low level offending. The programme delivers awareness raising on the impacts of antisocial behaviour and highlights the dangers of fire related antisocial behaviour.</p> <p>Additionally, SFRS, Police Scotland and YPS social work deliver one to one inputs to young people identified as having committed driving offences.</p> <p>Home safety visits are carried out jointly by CJSW and SFRS to people who have recently been released from prison, to provide safety advice and minimise risk in the home.</p>	<p>National indicator – targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending</p> <p>There was no specific corresponding local priority/improvement action linking directly to this indicator</p>	Progress reporting shows examples of prevention work undertaken
		Opportunities for those subject to community payback have been further developed and there is an extensive range of activities available from different providers to suit all age groups. Examples	National indicator – use of 'other activities requirement' in CPOs Linked to local priority/improvement action 30 – further develop 'other	



		include; Street League football academy for 16-24 year olds, British Red Cross one day first aid course, Apex Steps Service offering individual employability support, Aid and Abet mentoring programme for those who have previously been in custody, and School of Hard Knocks Rugby Academy supporting those who are unemployed to move into education, employment and training.	activity' work to increase opportunities for those subject to CPOs	
		Information sharing has been negotiated with the Scottish Courts and Tribunals Service through access to its portal, and meeting with Sheriff Clerks have been re-established and take place every six weeks.	National indicator – reduced use of custodial sentences and remand (quantitative) <ul style="list-style-type: none"> <li>1. Balance between community sentences relative to short custodial sentences under 1 year</li> <li>2. Proportion of people appearing from custody who are remanded</li> </ul> Linked to local priority/improvement action 31 – establish baseline information and work with the Scottish Courts and Tribunal Service to obtain relevant data for comparison.	
		This work is ongoing and developing through quarterly meetings with the Procurator Fiscal service and other involved parties. Quarterly meetings are also held with other local authority diversion services and their Procurator Fiscal	National indicator - reduced use of custodial sentences and remand (quantitative) <ul style="list-style-type: none"> <li>Linked to local priority/improvement action 32 – work with the Crown Office and Procurator Fiscal Service to extend Procurator Fiscal's knowledge of suitable prosecution diversion opportunities in criminal justice and the third sector</li> </ul>	
		Work is ongoing with Police Scotland to arrange information transfer	National indicator – number of police recorded warnings, police diversions, fiscal measures, fiscal diversions, supervised bail, and community	





			sentences (including CPOs, DTTOs and RLOs) Linked to local priority/improvement action 33 – work with Police Scotland to establish baseline figures for police warnings and diversions	
		An audit is ongoing to ascertain that the required data is being captured and is accurate.	National indicator - number of police recorded warnings, police diversions, fiscal measures, fiscal diversions, supervised bail, and community sentences (including CPOs, DTTOs and Restriction of Liberty Orders (RLOs)) Linked to local priority/improvement action 34 – work with the Crown Office and Procurator Fiscal Service to establish baseline figures for fiscal diversions, supervised bail and community sentences	
5,6,7	<b>Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed</b>	As outcomes 5, 6 and 7 are related, progress reporting is not specific to one area and cuts across all three. Where local activity reported is also linked to other local improvement actions and national indicators, this link is listed in the common indicators column.	National indicator – individuals have made progress against the outcomes	
	<b>People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities</b>  <b>Individuals resilience and capacity for change and self-management are</b>	Referral pathways and assessment approaches at Willow have been further developed to help clarify when a woman's risks and needs can be matched to a case manager in another part of Community Justice, such as Bail Supervision or Community Intervention Teams. This reduces the risk of women having to wait to receive a service at Willow; improving access to Willow health, psychology, and group work services. This is also supported by the provision of training for staff working across community justice teams and third sector partner organisations, providing advice	<b>National indicator and local priority –services are planned for and delivered in a strategic and collaborative way</b> Linked to local priority/improvement action 9 – further consolidate the Willow service model and build capacity across community justice to ensure that matters relating to women in the criminal justice system are appropriately addressed	Further information which shows that more women are able to access services sooner than in previous years is available on request.  Willow service user feedback is also available.





	enhanced	and support to teams, building capacity, and supporting trauma informed practice out with Willow.		
		<p>The Edinburgh and Midlothian Offender Recovery Service (EMORS) delivers a continuum of support from arrest referral through to prison treatment for substance misuse, and back into the community. The service is commissioned jointly by the City of Edinburgh Council, NHS and Midlothian Council and supports people in HMP Edinburgh from Edinburgh, Midlothian and East Lothian. It provides service users with one allocated individual or team point of contact to allow trust to develop between EMORS and the service user. The prison treatment element of the service is delivered by the NHS which is currently carrying out a health needs assessment in HMP Edinburgh to ensure that people in prison receive effective health interventions.</p> <p>EMORS uses the Recovery Outcomes Web developed by the Scottish Government and partners to measure changes in a person's life as a result of its intervention. Scoring is mutually agreed between service users and staff.</p>	<p><b>National indicator and local priority – development of community justice workforce to work effectively across organisations/ professional/ geographical boundaries</b></p> <p>Linked to local priority/improvement action 13 – work towards a 'one person, one plan' (one key contact) model to simplify a service user's journey through multiple interventions</p>	<p>Service user feedback has shown that consistency is highly valued by people with lived experience of the criminal justice system and that having one point of contact supports more positive engagement with services.</p> <p>EMORS case studies are available showing service user journeys through the different elements of the service.</p> <p>Information on numbers of service users working with EMORS is available, along with service user survey results and comments.</p>
		<p>In 2017/18 the Council tendered for a new employability service for people living with complex needs. As a result, Access to Industry is delivering a new project entitled Encompass, to enable people who are furthest removed from the labour market, including those with homelessness and/or community justice backgrounds, to build their employability skills, gain access to opportunities and where appropriate, move into employment. The project provides a safe and supportive environment for service users to grow, develop and reach positive destinations.</p>	<p><b>National indicator and local priority – partners have identified and are overcoming structural barriers for people accessing services.</b></p> <p>Linked to local priority/improvement action 17 - map existing employability services assisting people to become employment ready and identify gaps in provision</p>	<p>Reports on evaluation and performance are available</p>



		A Fireskills Employability Programme has been established by SFRS, with courses being delivered in HMYOI Polmont throughout 2018. The Programme upskills students in communication, teamwork and discipline to help with their transition into employment and also works with the young people to encourage responsible attitudes to secondary fires, antisocial behaviour, fire related antisocial behaviour and hoax calls.		
		Community Justice Groupwork Services are piloting routine screening for complex trauma symptoms in men and developing an increased range of interventions, including a Trauma Psychoeducation Course for male survivors of complex trauma. In addition, this can be accessed by men at an earlier point in their contact with the criminal justice system, those without a criminal conviction, through a new referral pathway currently being tested involving multi-agency working with police, colleagues in FHS, and Women's Aid.	National indicator – individuals have made progress against the outcome. Linked to local priority/improvement action 35 – identify opportunities within existing pathways for vulnerable people to have access to health, wellbeing or other relevant interventions	The development of referral processes and assessment pathways at Willow allowing women to access support sooner also supports this local priority/improvement action.
		The Alcohol Problem Solving Court mentioned earlier, has been evaluated and consideration is being given as to how the model may be mainstreamed in other areas.  The Prolific Offender sub group of the ECSP, contributed to the development of the concepts behind the CIM proposal and CJSW has provided additional section 27 funding in respect of Restorative Justice/Practices and a Restorative Justice pilot ran until 31 March 2018. Discussions took place on its sustainability and a proposal was presented to the Governance Board on 20 February 2018 where it was agreed in principle, for a Senior Social Worker post to be established in the Community Intervention Team North, with the responsibility for taking forward the CIM initiative.	National indicator – individuals have made progress against the outcome Linked to local priority/improvement action 36 - examine services proven to improve outcomes for individuals and consider whether the successful models can be replicated elsewhere	



		<p>The post holder is now in place and has responsibility for the CIM team, with individual governance arrangements being implemented with each agency/service. It has also been agreed that CIM tertiary provision will focus on non-statutory cases, working in conjunction with partners, including FHS teams to engage earlier with families.</p> <p>Hate Crime – the Anti-Discriminatory Awareness Programme Training (ADAPT) programme training is being delivered to 30 CJSWs, the YPS, and FHS staff. Training for Trainers is also being delivered so that new staff are trained as required. A Senior Practitioner has been appointed and the model is currently being developed.</p> <p>Peer Mentoring and Support Service –1 ½ peer mentors are now in post and recruiting for volunteers is ongoing. The volunteer role will complement the mentor role. The service employs a person centred approach, to build and encourage the creation of recovery capital. It also providing robust routes into a range of support services and networks; helping individuals to access support that is right for them.</p> <p>Encompass –referrals continue to be on the increase, with the majority of those coming from CJSW, both in the community and in prison. Encompass has also been delivering Construction Skills Certificate Scheme card training in HMP Edinburgh which as proved very popular and is sustaining people in employment beyond 13 weeks (above target).</p> <p>A mapping exercise is being undertaken for prisoners (sample size 100), leaving HMP Edinburgh to establish the address to which they were</p>		<p>This is a work in progress between the Council's</p>
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	liberated.		Housing Support Service and SPS
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## SECTION B - Local Priorities

### 1. Local Priorities: *What* were your local priorities for 2017/18? (please list below)

Edinburgh's local priorities were captured by the improvement actions listed below. We have focussed our reporting on those areas where there has been meaningful progress and change rather than reporting rigidly on every action or where the activity was part of ongoing core business.

1. Explore more effective ways of engaging hard to reach groups
2. Develop and implement a communications plan for community and service user engagement to include wider reporting of success stories in community justice
3. Evaluate the initiatives/pilots and use these evaluations to inform the strategy for community justice services
4. All partners will as far as possible ensure that victims of crime receive the support they need, by referring to Victim Support Scotland and/or other partners as appropriate
5. Highlight benefits to communities of unpaid work projects and raise the profile of those undertaking it
6. Family and Household Support teams and frontline staff to develop a wider understanding of the criminal justice sector, links to the wider community justice agenda and the support services available in localities
7. Criminal justice staff to increase awareness of the remit of Family and Household Support teams and interventions available, including the identification of opportunities for more effective support for individuals and families
8. Develop closer links with Education to prioritise the prevention agenda (link between school exclusions and later offending in young people)
9. Further consolidate the Willow service model and build capacity across community justice to ensure that matters relating to women in the criminal justice system are appropriately addressed
10. Evaluate the impact of the Inclusive Edinburgh initiative
11. Maximise the best use of resources for community justice from all partners in a financially challenging climate
12. Identify opportunities to widen staff participation from all sectors in training and development initiatives
13. Work towards a 'one person one plan' (one key contact) model to simplify a service user's journey through multiple interventions
14. Map all mentoring and community navigating work to facilitate sharing evidence based best practice, and develop opportunities for shared learning
15. Develop a shared understanding across internal and external partners of the expectations for community justice, including a better understanding of each contributor's strategic role
16. Raise awareness of psychologically and trauma informed approaches to service delivery



17. Map existing employability services assisting people to become employment ready and identify gaps in provision
18. Develop the complex needs employability service
19. Deliver year two of the Alcohol Problem Solving Court and identify other areas where the model might be applied
20. Explore options for sustainability of the Navigator Programme
21. Improve continuity in health intervention from DTTO to community management on expiry of DTTO
22. Work with other local authorities to maintain and enhance services across local authority boundaries
23. Develop a clearer understanding of third sector services, build closer links, and improve collaborative working to remove gaps in service provision
24. Improve speed of access to mental health services in Edinburgh
25. Design a pathway to make it easier for men with offending backgrounds to access mental health services
26. Improve the speed of access to drug and alcohol misuse services
27. Establish baseline information for those within the community justice system accessing drug and alcohol services
28. Liaise with NHS Lothian/Scottish Prison Service to establish baseline figures in relation to GP registration
29. Liaise with Scottish Prison Service and community justice partners to establish accurate baseline information on prisoners having suitable accommodation and benefits check on release.
30. Further develop 'other activity' work to increase opportunities for those subject to Community Payback Orders
31. Establish baseline information and work with the Scottish Courts and Tribunal Service to obtain relevant data for comparison
32. Work with the Crown Office and Procurator Fiscal Service to extend Procurator Fiscals' knowledge of suitable prosecution diversions opportunities in criminal justice and the third sector
33. Work with Police Scotland to establish baseline figures for police warnings and diversions
34. Work with the Crown Office and Procurator Fiscal Service to establish baseline figures for fiscal diversions, supervised bail, and community sentences
35. Identify opportunities within existing pathways for vulnerable people to have access to health, wellbeing or other relevant interventions
36. Examine services proven to improve outcomes for individuals and consider whether the successful models can be replicated elsewhere.

The improvement actions listed above were aligned with the national outcomes and national indicators, which enabled identification of the national priority areas reflected most often in Edinburgh's local priorities. This showed that the following themes emerged as the most important within the local priorities:

- A. Planning and delivering services in a strategic and collaborative way
- B. Developing a community justice workforce to work effectively across organisations/ professional/geographical boundaries
- C. Establishing joint working arrangements e.g. protocols to ensure access to services to address underlying needs
- D. Partners identifying and overcoming structural barriers for people accessing services.



**2. Local Priorities: *How* did you identify each of your priorities?**

ECSP members established a short life working group to consider shared priorities within community justice and develop improvement actions to support those priorities identified. The group was led by community justice senior management and all ECSP members were involved and consulted throughout the process. An ECSP workshop was also held with partners to obtain feedback to help inform development of the priorities as well as responses to consultations with people with offending backgrounds, victims and witnesses of crime, and the wider public.

**3. Local Priorities: *How* did you measure each priority?**

Each priority was supported by individual improvement actions. Priorities were measured by the extent to which the aspirations of the improvement actions were achieved. The four priority themes are highlighted in bold within the 'common indicators' column in Section A and the specifics of how those priorities were measured are noted in the corresponding 'comments' column.

**4. Local Priorities: *What* progress did you make in relation to each priority?**

Progress made under the improvement actions supporting the local priorities is detailed in the main report.

**5. Local Priorities: *What* are the areas you need to make progress on going forward?**

The ECSP has identified the following priorities where it needs to make progress and those will be a focus of Edinburgh's revised CJOIP for 2018/19:

- Increasing community engagement and establishing closer working links with Edinburgh's localities
- Developing and delivering trauma informed leadership – this includes training across service areas and training evaluation
- Developing an early intervention /prevention strategy so that opportunities to support vulnerable people can be identified earlier and positive interventions implemented sooner
- Improving engagement with the third sector and revising the ECSP's work and communication in this area
- Delivering services which demonstrate a greater focus and awareness on men's mental health and its impact on behaviour (related to trauma informed practice)
- Accessing and sustaining housing for people in the criminal justice system
- Improving communication with partners and more meaningful reporting into ECSP where we demonstrate more clearly our outcomes/the impact of our interventions and services – positive and negative
- Increasing meaningful service user engagement which actively informs service development and delivery; supported by the development of a service user engagement strategy.

**SECTION C - Good Practice**



Please outline *what went well* for you in terms of community justice in your area

- Development of the Sustainable Housing On Release for Everyone (SHORE) quality standards supported development of a clearer pathway aimed at preventing homelessness amongst people in the community justice system. Joint training has taken place with Council staff working in Homelessness and Housing Support and the Scottish Prison Service residential staff on implementing the standards
- The strengthening of links between community police officers working with the FHS service in the localities and Council staff working within housing and tenancy management. Closer partnership working has enabled police officers to alert housing staff to any concerns which could impact on a person's housing status/ability to sustain housing; allowing for appropriate intervention at an earlier stage
- Development of training and tailored support to staff working in Homelessness and Housing Support services to improve sustainability in housing for people in the criminal justice system, many of whom have complex needs
- The development of the 'one person, one plan' approach as evidenced by the work of the Willow Project mentioned in the main report, and the recently launched Peer Mentoring Service also mentioned above, is working towards this model.
- The embedding of the Family and Household Support (FHS) service and establishment of multi functional teams to deliver a 'one stop shop' of community safety, family support and housing/tenancy sustainability support. The FHS service represents a key element of the prevention strategy by engaging with individuals and families holistically, and working with partners to deliver its service in a strategic and collaborative way (one of our priorities), to achieve the following:
  - prevent homelessness by reducing the number of evictions
  - support people to sustain their accommodation and reduce the instances of enforcement action for antisocial behaviour and rent arrears
  - reduce vandalism and antisocial behaviour
  - intervene at the earliest opportunity; engaging with the whole family and focussing on prevention
  - increase school attendance and attainment and encourage children and young people to thrive and reach their full potential
  - break the cycle of social isolation and deprivation
  - reduce inequality and increasing people's access to real opportunities to improve their lives for example, through addressing their need for education, health, housing, safety and financial inclusion
  - promote community safety so that individuals and families feel safe in their environment
  - embed a restorative approach for example, expanding the use of mediation in neighbour disputes
  - encourage community engagement as part of promoting stronger and more resilient communities
- The development of a sign posting service for women experiencing domestic abuse in the North West Edinburgh locality. The





service employs interventions such as housing management transfers at an earlier stage; before a case reaches MARAC level

- The Community In Motion (CIM) initiative mentioned above has three stages of intervention; primary, secondary and tertiary. The primary element includes a 'Turn Your Life Around' project where individuals who have lived through adversity and managed to turn their lives around, present their messages of resilience and hope to become positive role models; sharing their stories with staff, pupils and families in local schools and communities. The project currently has twelve volunteers who have been through a programme of training and mentoring and are allocated to six primary and secondary schools in Edinburgh and now has a senior social worker post attached to it. [TYLA's](#) website contains more information on the project including teachers' and pupils' testimonials
- The continuation of the Restorative Approach/Restorative Justice project beyond the pilot which was completed on 31 March 2018 and the securing of a senior social worker post to develop and deliver the work as part of the CIM initiative. Currently, Restorative Justice may be made available following certain types of sentencing, primarily those involving community supervision and where appropriate.
- The development of restorative practice as an improved response to hate crime within a community justice setting, the roll out of ADAPT programme to CJSW, the YPS, and FHS staff, as well as the securing of a senior practitioner position to further develop this work.

## SECTION D - Challenges

Please outline what were the challenges for your partnership/group in terms of community justice in your area **and** identify any you see going forward

- The introduction of the General Data Protection Regulation (GDPR) has presented a challenge to some aspects of partnership working in that new information sharing agreements have had to be developed between partners and/or existing ones updated and this has caused delays in the sharing of information. Partners have expressed a willingness to continue to share information but in some cases, uncertainty over GDPR is causing partners to err on the side of caution and not share information. Work is ongoing to resolve any outstanding information sharing issues
- Establishing the best way for community justice to link into the localities and the locality improvement plans; this includes balancing the priorities of community justice and those of local communities which, while related, may not be the same. The wider ECSP is also currently reviewing its priorities and considering how best to link effectively with locality working. This is a work in progress and will also be influenced by the outcome of the review of governance structures in the Edinburgh Partnership (community planning) which is due for completion, and with recommendations to be implemented in October 2018. The Edinburgh Partnership is developing its Local Outcome Improvement Plan and it is the intention, where possible, to align it with the timelines





of individual partner strategic plans and future CJOIPs; supporting activity and reporting across the shared landscape

- Lifeline, the provider of EMORS fell into administration creating uncertainty for staff and leaving fewer staff employed to deliver the service while recruitment was suspended during the transition period. This situation was resolved when Change Grow Live took over the Lifeline contract and became the new service provider. Additionally, due to funding structure complications, there was uncertainty on whether the full amount of EMORS funding would continue to be committed beyond 2019; posing a threat to the model (a continuum of care from arrest to prison and back into the community delivered jointly by EMORS and the NHS). However, partners collective dedication to preserving the model, led to funding being agreed beyond 2019; in recognition of EMORS success and the benefits it provides to service users
- The embedding of FHS took longer than anticipated due to the extent of change that needed to be implemented for successful amalgamation of three individual service areas which traditionally used different computer systems and employed varying work practices. This has involved rolling out an extensive staff training programme for staff to learn and be confident in their newly expanded roles, as well as dedicated and strong leadership to cement the principles and priorities of the new FHS service
- Establishing baseline information for some of the improvement actions has proved challenging and as a result remains a work in progress in some areas
- Engaging hard to reach groups is an ongoing challenge, given that developing a range of different services in itself does not guarantee engagement; more information is required on the reasons for non engagement to inform service development. To address this, trauma informed practice continues to evolve and remains a work in progress and a priority going forward.

## SECTION E - Additional Information

Please add any additional information that you think appropriate in the context of your annual report





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