



THE EDINBURGH PARTNERSHIP

LUNCH PRESENTATION

Thursday 28 September 2017

13.30 to 14.20



North East Locality Improvement Plan

How we developed the plan

- Building on 3 Local Community Plans & local intelligence- Meadowbank Stakeholders Event/ partner forums
- Wide and creative partnership approach to community engagement e.g. YouthTalk; Fire & Rescue home safety visits; streetwork; sheltered housing residents discussions; digital
- Focus on hardly reached groups e.g. visiting mosques; travelling people's site; health staff engaging BME communities
- Targeting geographic areas experiencing the poorest outcomes and inequality- face to face interviews

Views from more than 2,200 residents, stakeholders & groups



Draft NE Outcomes

Feedback from elected members, partners and stakeholders helped to further shape the draft LIP

Draft NE LIP includes 23 locality-wide outcomes and 43 partnership priorities targeted within the small areas

- All our young people reach their full potential
- People have more opportunities for work & affordable leisure facilities
- People feel part of their community
- The most vulnerable are supported and protected
- Loneliness & isolation are reduced
- The impact on children living in poverty will be reduced
- There is a vibrant & thriving community that is strong, clean, green, safe & healthy





North West Locality Improvement Plan

How we developed the plan

- Locality wide event and series of focus group and individual discussions
- 900 individual statements were received across five key themes:
 - Place;
 - Health & Social Care and Wellbeing;
 - Children, Young People & Families;
 - Community Safety;
 - Employment.
- Statements collated and made available via Survey Monkey and in paper format from mid-December 2016 - 27th January 2017. Participants identified and ranked the statements that were important to them

Development continued

- Further discussion at Neighbourhood Partnerships – August 2017:-
 - Air quality at St Johns Road
 - Development of Youth Engagement Partnerships
 - Inclusion of all community council areas in workplans
- Workplan development
- Employment, training & education sub group

South East Locality Improvement Plan



Engagement

- Conversations with 723 citizens through 71 events
- Workshops with wide range of partners on each theme
- Drew on many other sources, eg
 - Scottish Index of Multiple Deprivation data
 - Edinburgh People Survey
 - Public Life Street Assessments for town centres
- Special events and engagement in some small areas
- Online survey to test initial draft plan – over 100 responses
- Sessions with ward members
- Public drop in events
- Neighbourhood Partnership meetings
- Strong partnership involvement throughout

Priorities and actions

- Common themes – eg clearer information about local services and how to access them, support in the right place at the right time, environmental improvements, local events and community walkabouts;
- Some specific actions –
 - Braidwood Centre – make it the hub of the Dumbiedykes community, meeting needs of local people
 - Work with BioQuarter to identify opportunities for local people
 - Addressing needs of those street drinking, begging and rough sleeping in a way that has a sustained impact

South West Locality



How we developed the plan

Themes & outcomes

- Directly related to identified priorities from two phases of consultation: citywide and small areas of high deprivation.
- Considered demographics and socio-economic data.
- Actions focused on tackling inequalities, prevention and early intervention.

Engagement

- Consultation from Autumn 2016 to Summer 2017. 751 responses received, from a range of partners, across 5 key themes
- Via a survey, a range of workshops and face to face interviews with community members and service users.



Next steps

- *Taking actions forward*
 - Development of Workstream action plans.
 - Education and training workshops to ensure that elected members and partner organisations across the public, third and community sectors continue to be involved
- *Measuring success*
 - Workplans
 - Performance Reports
 - Annual Reports





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Thursday 7 December 2017

13.30 to 14.20



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

Thursday 7 December 2017

14.30-16.30



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Item 2



THE EDINBURGH PARTNERSHIP

The Edinburgh Partnership Community Plan 2018/23

(Local Outcome Improvement Plan)



Vision

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



1. Understanding Edinburgh

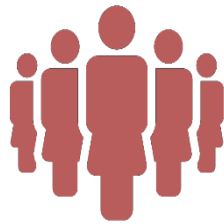


Insert info-graphics on key Edinburgh facts and figures



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NB - NW LIP info-graphics used as an example



Population
141,723



13,230
houses
planned



24,725
people over 65



24,375
children
under 16



By 2035 population
expected to be

181,
342



2. Background and Purpose of the Plan





Background

- Explain the LOIP vision and link to City Vision 2050.
- Reference Christie Commission (people, performance, prevention, partnership).
- Reference the public sector reform agenda + regionalisation + city deal.
- Reference the Programme for Government and key priorities.
- Reference Community Empowerment Act 2015 and CPP statutory guidance.
- Reference the EP strategic planning framework (diagram on the page 7).
- Reference Locality Working and Locality Improvement Plans.
- Reference the importance of work to improve community engagement and empowerment, and being citizen centred in all community planning work (see diagram on page 8).
- Indicate the impact of poverty and inequality on citizens and communities in Edinburgh.

The LOIP

- Indicate how all of the above sets significant challenges for the EP and the new community plan 18/23.
- Describe how the plan was co produced through the EPLOG, and EP Family.
- Indicate the purpose of the plan (to ensure the EP delivers effective community planning, reforms public services and empowers communities – with a specific focus on tackling poverty and inequality and environmental sustainability)
- Provide executive summary of the Plan, with a focus on outcomes and link to 'easy read' version and website for more information and to submit comments or contact people involved in delivering the plan.



The Strategic Planning Framework – Focussing on Key Priorities



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- Other plans and strategies:
- COMPACT Strategy 15/20
- Community Learning and Development Plan 18/23
- Police and Fire Plans
- College Regional Outcome Agreement
- SDS Strategic Plan
- NHSL Strategic Plan
- Housing Investment Strategy
- Public Protection Plans

**Locality Improvement Plans
17/22**

**Community
Justice
Outcomes
Plan
16/17**

**Children's
Services Plan
17/20**

**IJB / HSC
Partnership
Strategic Plan
17/20**

**Sustainable
Edinburgh
2020 / LDP +
SDP – Dates
TBC**

**Economic
Strategy
18/23**

**Community Plan (LOIP)
18/23**



Community Participation and Co-production



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3. Shared Values and Culture



- Indicate how the agreed values shape the EP culture across the whole family and define the way partnership business is done.
- Indicate the importance of the Board is agreeing the values and ensuring they are embedded across the EP family.
- The agreed values are:
 - Fairness and equality
 - Sustainability
 - Prevention
 - Transparency
 - Joint resourcing
 - Collaboration
 - Innovation
 - Citizen and community co-production



4. Insight into local needs, circumstances and opportunities





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- Indicate that a strategic needs assessment was undertaken by the EPLOG and Strategic Needs Assessment Group - SNAG (formerly the HSC Partnership JSNA Group) to inform the outcomes and other priorities in the plan.
- Reference the work of the SNAG and the lead and multi agency nature of the members and data analysed.
- The diagram at page 13 illustrates the different data sources that were used to inform the production of the new Community Plan 18/23.
- Indicate the importance of work with Edinburgh Living Lab to improve data quality, data literacy, open data and data driven innovation, and reference the recent conference and locality pilot projects.
- Indicate the link to City Deal proposals to become the 'Data Capital of Europe'.
- Reference the importance of data driven innovation in public service reform, community engagement and empowerment and enterprise activity in the private sector.





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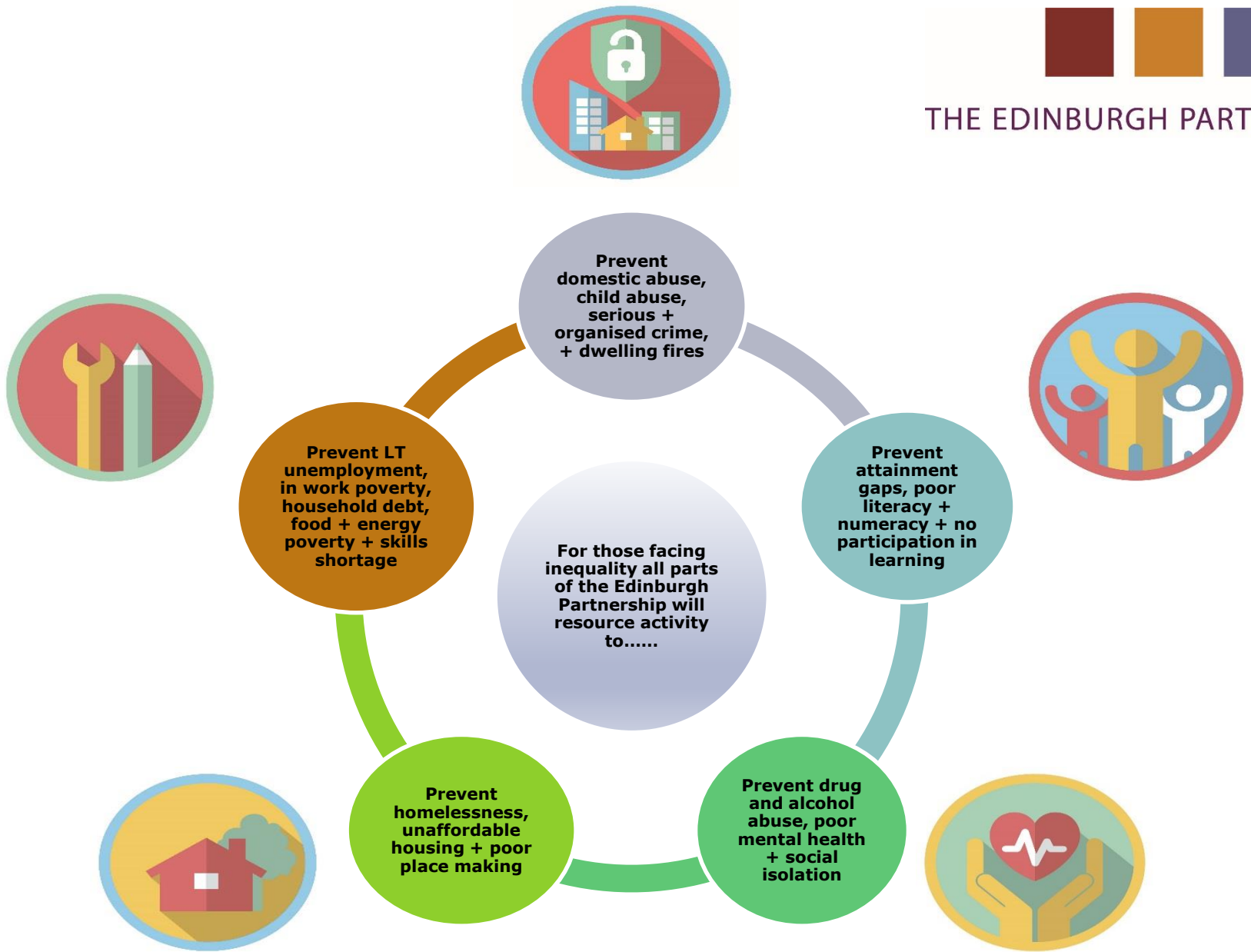


5. Focussing on key Priorities, Prevention and Resources





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6. Effective Performance Management





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Longitudinal studies of households facing inequality	Council Strategy and Insight strategic poverty measures	Poverty related attainment gap measures	Unemployment rates and patterns of unemployment measures	DWP data and other advice service measures
College SIMD 10 recruitment and retention measures	NHS health inequality measures in SIMD 20	Police crime + perception of crime measures in SIMD 20	Place making results in SIMD20	SDS Participation measures from SIMD 20
Edinburgh People Survey measures in SIMD 20	Access to childcare in SIMD 20 measures		Homelessness and access to affordable housing measures	Focus group measures defined by those affected by poverty and inequality
Child poverty measures	Mental health, drug and alcohol measures in SIMD 20	Hospital admissions by SIMD 20 measures	Community justice outcome measures in SIMD 20	Community body feedback measures in SIMD20



7. Shared Leadership, Governance and Accountability

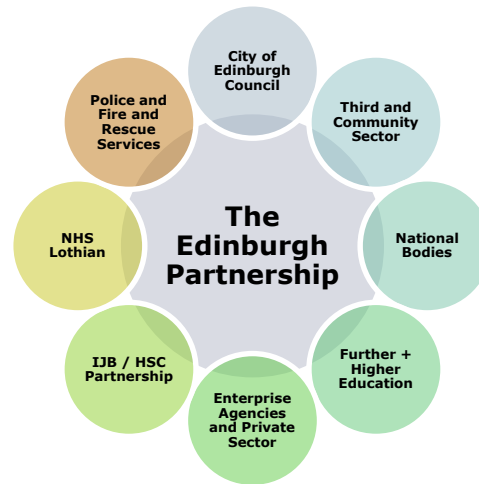


Background



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- Indicate that the governance of the Edinburgh Partnership is complicated (see diagram below), as it attempts to ensure public, private and third sectors agree and deliver shared plans and priorities, reform and change together, share resources, and empower communities.



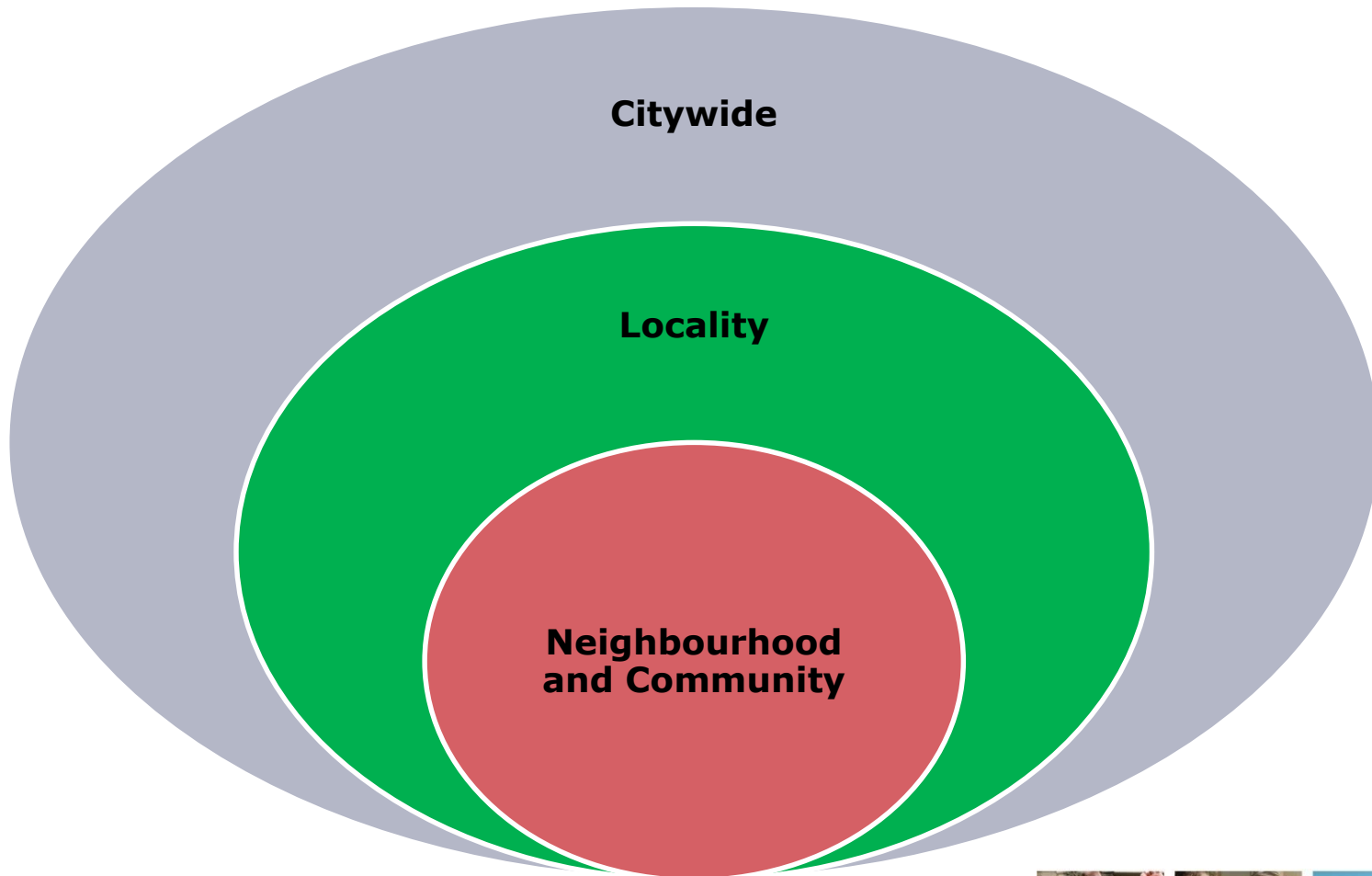
- Indicate that the EP is in essence a city partnership model consisting of three interconnected levels of governance (1. neighbourhood and community 2. locality 3. citywide).
- Reference the **Edinburgh Partnership Protocols** (link to website for a copy of the protocols) and its role in defining the principles and operational practices for all of the partners, in order to deliver effective community planning.



The Edinburgh Partnership Governance Framework



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Neighbourhood and Community Partnerships



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Locality Partnerships



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**Locality Committee / Locality
Leadership Teams /
Neighbourhood Partnerships**

**Community
Improvement
Partnership**

**Children's
Services
Management
Group**

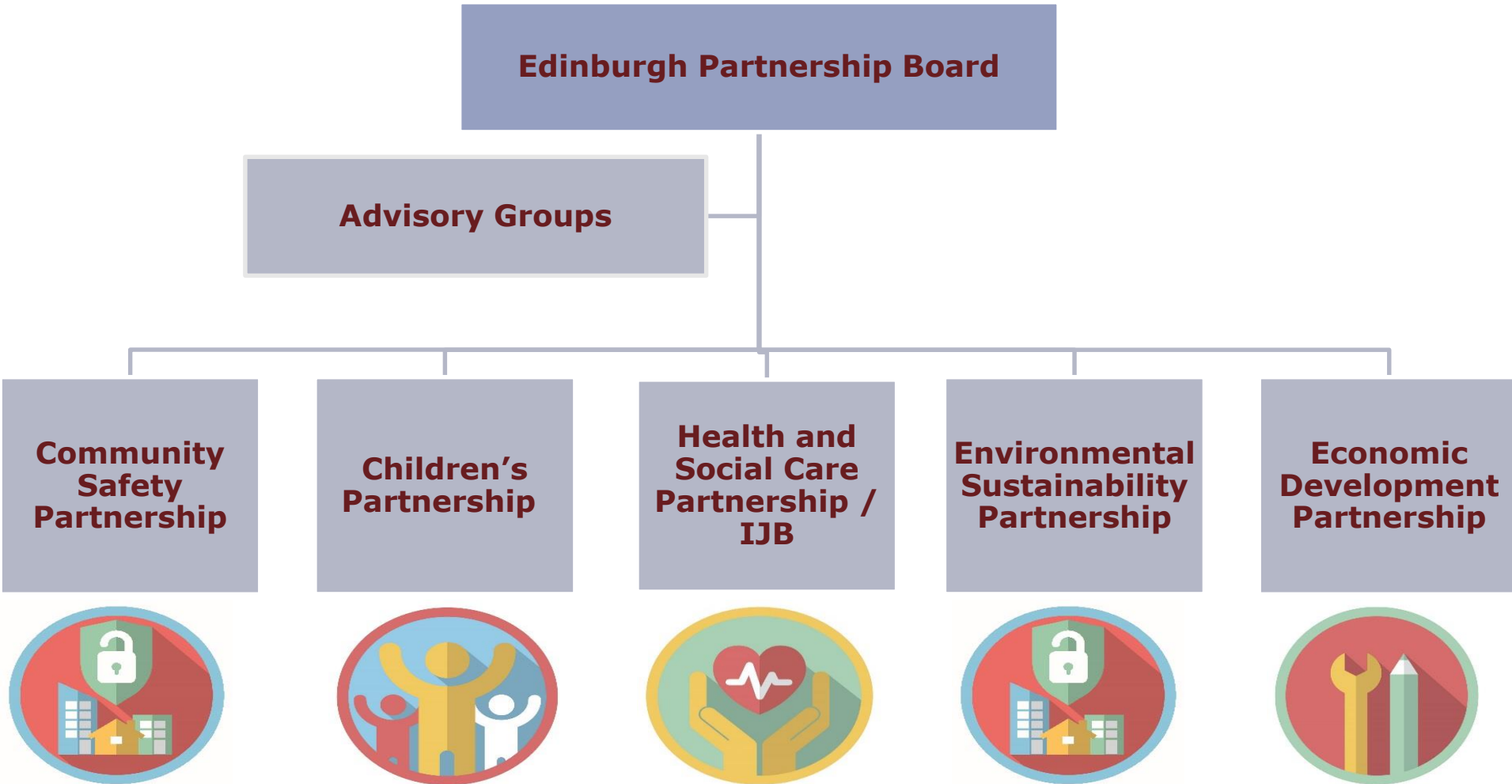
**Health and
Wellbeing
Partnership**

**Team around
the Place**

**Economy +
Employability
Network**



Citywide Partnerships



8. Reporting and Review





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- Indicate the commitment to hold an AGM for the Edinburgh Partnership 'family' in June of each year, to report progress on the LOIP, LIPs and other parts of the strategic planning framework, and to plan for the year ahead.
- Progress reporting will include measures in three areas:
 - How well do our **processes** work?
 - What **outcomes** have we achieved?
 - What **people** are telling us?
- The annual progress report will be co produced through the EPLOG and EP family, and ultimately approved by the Board.
- Ongoing scrutiny of delivery of each element of the strategic planning framework will take place through the Board, relevant strategic partnership, or locality governance arrangement.





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

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14.30-16.30

Item 4



Edinburgh Health and Social Care Partnership

HSC Strategic Plan and Partnership update

Edinburgh Partnership

7 December 2017



Working together for a caring,
healthier, safer Edinburgh

NHS
Lothian

• EDINBURGH •
THE CITY OF EDINBURGH COUNCIL

Key challenges

- Lack of capacity in the system to deliver the right care in the right place at the right time
 - Care at home
 - Care homes
 - GP lists
- Projected overspend in respect of both Council and NHS Lothian delegated services
- Responding to the recommendations of the inspection of services for older people



Statement of Intent



Developed by the Interim Senior Management Team

Doing the basics well



What are we going to do?

Identify, develop and deliver the basic organisational norms that allow the Partnership to operate more effectively

How are we going to do it?

- Define the values, behaviours and standards we expect from all staff at all levels in the Partnership
- Ensure that all staff
 - have SMART objectives aligned to the objectives of the Partnership, clear line management arrangements and a development plan
 - Understand the roles and responsibilities of the IJB, Health and Social Care Partnership, Council and NHS Lothian

When are we going to do it?

- By March 2018 we will have developed and rolled out a staff communication and engagement plan

Improving relationships



What are we going to do?

Improve our relationships with the Council, NHS Lothian, the voluntary and independent sectors and other partners, including other IJBs

How are we going to do it?

- Improve the timeliness and accuracy of our response to requests for information
- Be clear where our aspirations and capabilities align and differ from our partners, Council and NHS Lothian
- Support locality teams more effectively, as the “public face” of the Partnership
- Work with our partner IJBs to leverage working together wherever we can and learn from their successes and challenges

When are we going to do it?

This will be an ongoing process

Developing a performance framework



What are we going to do?

Develop a performance framework aligned to the Scottish Government's national outcomes and local priorities, against which the Partnership and its staff can be held to account

How are we going to do it?

- Establish organisational objectives for the Partnership that provide the basis for setting team and individual objectives
- Set out the metrics to be reported to the IJB and Health and Social Care Partnership Senior Management Team
- Report against the metrics clearly and concisely
- Emphasise personal accountability

When are we going to do it?

- The performance framework will be finalised by January 2018

Ensuring quality



What are we going to do?

Improve citizens' experience of our services by taking action in response to the 17 recommendations in the report of the joint inspection of services for older people published in May 2017

How are we going to do it?

- Review and prioritise each of the recommendations
- Sustain and where necessary accelerate progress made to date
- Engage with the inspection bodies as partners in our improvement journey
- Establish a robust programme of quality assurance

When are we going to do it?

- Establish and implement a project to address backlogs in assessments and reviews by March 2018
- Undertake an end-to-end review of the processes for assessment, review and the administration of direct payments by March 2018

Developing a financial framework



What are we going to do?

Establish a financial framework that is focused on best use of resources and well-managed financial accountability

How are we going to do it?

- Communicate the financial challenge, our options for delivery, and the risks to performance and quality, as widely as we can, including with the public
- Couch financial discussions with the IJB in terms of investment (and disinvestment) decisions
- Delegate financial resources as appropriate to localities whilst being clear on financial expectations and the accountability for delivery
- Re-establish the 'savings governance group' to monitor progress against agreed actions

When are we going to do it?

The savings governance group and monitoring framework have been established. The group is overseeing the delivery of a detailed programme of work

Develop strategies



What are we going to do?

- Produce strategic commissioning plans for the following priority areas: disabilities; mental health; older people and primary care
- The plans will:
 - set out demand and capacity, investment choices and the risks associated with each area
 - be underpinned by a financial framework and action plans to be delivered over 6 months, 1, 3 and 5 years

How are we going to do it?

- Each plan will be:
 - developed by a planning partnership made up of key stakeholders
 - overseen by a reference board chaired by an IJB member

When are we going to do it?

- Outline strategic plans will be presented to the IJB in Jan/Feb 2018
- The final plans will be completed by March 2019

Clarify and simplify governance arrangements



What are we going to do?

Simplify our governance arrangements to ensure they are focused on delivering our objectives and easily understood by our staff, partners and stakeholders

How are we going to do it?

- Clarify the differing roles of the IJB and the Health and Social Care Partnership and their relationships to the Council and NHS Lothian
- Review how the IJB and its sub groups fit together
- Review the internal governance of the Health and Social Care Partnership
- Ensure that the IJB and the Partnership both have a set of organisational objectives

When are we going to do it?

Work to clarify governance arrangements will take place by the end of 2017

Progress made

- Falls Pathway – 2 falls co-ordinators in post and assisting in the prevention of falls
- Quality Assurance Officers working on Quality Improvement programmes in each locality – focused on key processes
- A joint Quality Assurance Framework will be in operation by December 2017
- Detailed plans are in place for some savings proposals
- Outline strategic plans are on target to be presented to the IJB in January and February 2018
- New management scrutiny arrangements of adult protection decisions in place





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

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Item 6

**Edinburgh Affordable Housing
Partnership
Issues and priorities**

Edinburgh Partnership Board

7th December 2017

Keith Anderson

EAHP role and remit

- Formed in 1999 – all social housing providers (HAs, Co-ops and the Council) collaborating to;
- *“The partnership aims, at a strategic level, to share information and promote joint working to increase the provision of affordable homes within Edinburgh, continue to develop services which help to reduce inequality and support people to live independently”.*
- Approach is about issue identification/resolving, information sharing, collaboration and partnering initiatives.
- Collectively own and manage c 38,000 social/affordable (sub market) homes in the City = 16% of all households.

EAHP Membership

- All registered housing organisations, (housing associations and housing co-operatives) with property in the City = 22 providers plus,
- Edinburgh City Council, as housing provider and as the strategic housing authority plus,
- Scottish Federation of Housing Associations attending.
- Meeting 4 times a year, attended by senior staff and chaired by Brendon Fowler (Prospect).
- Has established sub groups with one currently on Housing, Health and Social Care, established in 2015, chaired by Fanchea Kelly (Blackwood).

EAHP Overall Focus

- Supporting and contributing towards delivering the City Housing Strategy objectives and outcomes, which are that;
 1. *People live in a home they can afford;*
 2. *People live in a warm, safe home in a well-managed neighbourhood; and,*
 3. *People can move home if they need to.*
- Supporting the vision of the Community Plan to reduce poverty and inequality and focus on income maximisation, increasing the supply/quality of housing and providing employability services.

Recent/ongoing key issues

- Welfare reform changes, impacts and mitigation (Dunedin/Canmore one of the UK national pilots on UC direct payments)
- Increasing the supply of affordable housing – land and subsidy for 20,000 new homes (increased from 16,000 this year)
- Input to H&SC strategy with “Housing contribution statement” including £300m investment for c3,000 new homes integrated with health, care and support services for people with complex needs.
- The strategy and services for tackling homelessness, and reducing insecure/unsuitable temporary accommodation.

We need more affordable homes

Not enough homes



Edinburgh will need between 3,800 & 4,600 new homes every year for the next 15 years.

Homes advertised through Choice have average of 158 bids

High private rents



Average monthly private rent in Edinburgh is £1,000 = rent will account for 45% of average income by 2020.

An affordable home = housing costs less than 30% of household income

Reducing incomes



The poorest households have experienced the greatest reduction (between £4k & £6k) in their household income since 2008

High house prices



Average house price in Edinburgh 2015/16 was £230,129 (38% higher than Scottish average). 6.12 times the average gross annual earnings in city

Homelessness



Homelessness presentations have reduced from 4,448 to 3,567 over the last 5 years, but the number of households staying in temporary accommodation has increased by 36.4%

Delivering New Affordable Homes



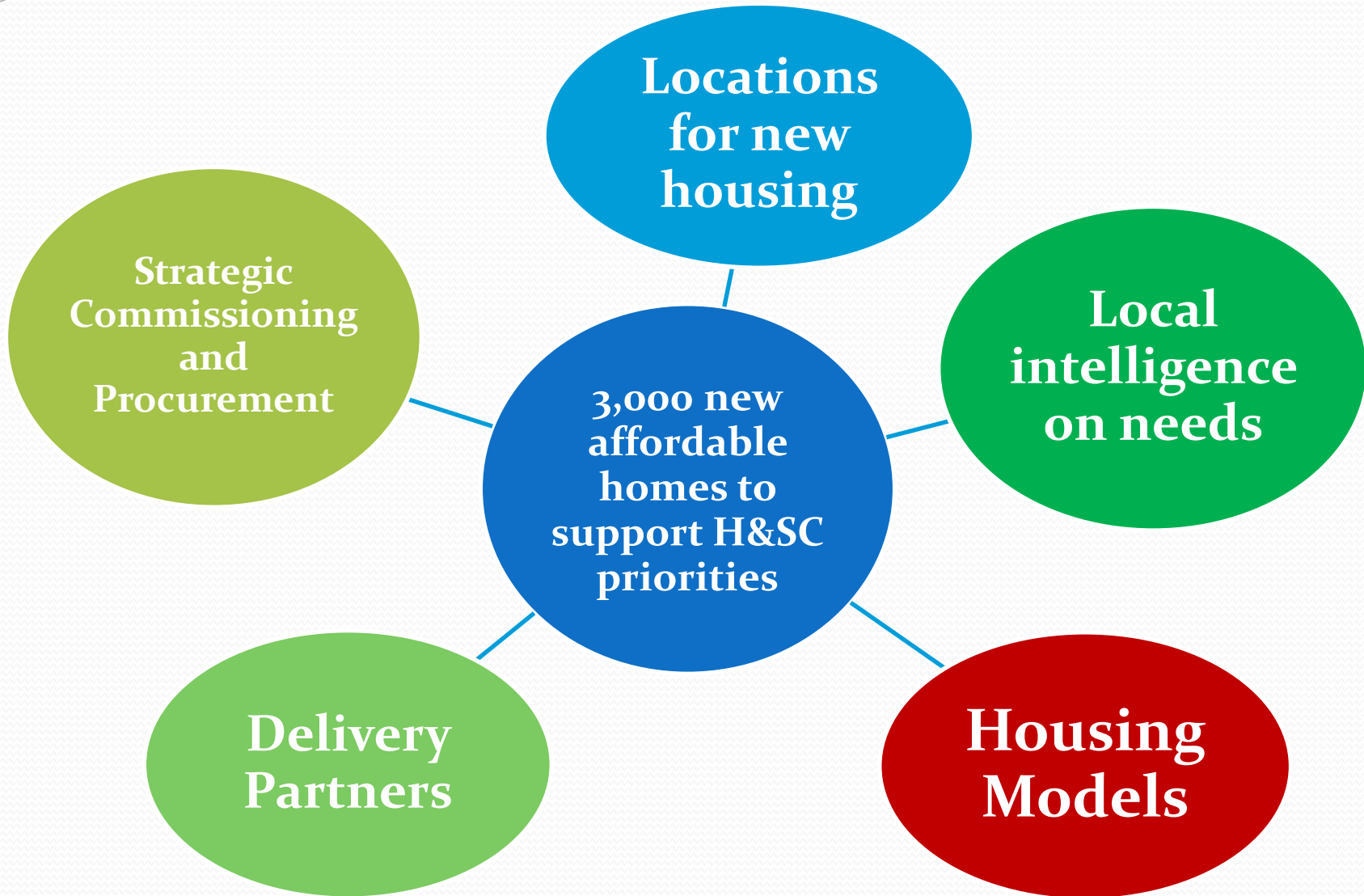
Management of **Affordable Housing Supply Programme (AHSP)** from Scottish Government and Council's **21st century homes programme** funded through HRA

Affordable Housing Policy requires 25% of homes in private housing developments to be affordable - helps deliver affordable homes with no or little funding.

Strategic partnership with NHS and other public sector landowners will be critical to secure delivery of **public sector land**.

Innovative delivery models have been developed to increase the supply of different types of affordable homes with partners.

What we need to work out



EAHP - Priorities to address

- Land supply issues – “de-constraining” sites with planning permission c 7,000 potential homes in the city.
- Strategic land agreement needed between CEC and NHS Lothian + with other major land owners
- Clarifying specific housing and support requirements for additional c 3,000 homes for “complex” needs
- Funding gap = SHIP (2018-2023) highlights new affordable programme of c 5,200 new homes and current gap in subsidy c £60m to deliver that.
- Emerging new (for Scotland) “Housing First” approach including for complex needs = reducing use of expensive B&B as temporary accommodation and “re-purposing” budget to support people to live independently.
- Full UC roll out in Edinburgh (from Oct 2018) and mitigations.



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