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

Dear Colleague

Edinburgh Partnership Themed Meeting

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

Edinburgh Local Development Plan - Update

Date, location, and time
- Thursday 28 September 2017
- European Room, City Chambers,
- 13.15pm Light Lunch
- 13.30pm to 14.20pm - Presentation by David Leslie, City Wide Senior Manager and Chief Planning Officer

The City of Edinburgh Council has adopted its first Local Development Plan, which will guide the growth of the city over the next 10 years.

The Local Development Plan sets out five aims which are intended to be a spatial expression of the Community Plan. The Plan also sets out a spatial strategy for the city which includes significant levels of new housing, as well as centres for employment uses and services, and greenspace.

The level of growth requires significant enhancement of infrastructure to ensure it is sustainable and will result in better, fairer places. This issue was considered by the EP Board during the preparation of the Local Development Plan. Now that it is formally adopted and being delivered, it is time to again consider what this growth means for Partnership organisations.

Please join us for an overview of the Edinburgh Local Development Plan, including its regional context, its delivery, and the process for its replacement.

EP Board members ONLY have a follow-on meeting 14.30pm to 16.30pm

Yours faithfully

Councillor Adam McVey
Chair of the Edinburgh Partnership
Chair of the Edinburgh Partnership

EDINBURGH PARTNERSHIP BOARD

THE EDINBURGH PARTNERSHIP

Meeting **Thursday 28 September 2017**
Time 14:30 – 16:30 (lunch and lunchtime presentation from 1330 – 1415)
Venue European Room, City Chambers, High Street, Edinburgh

AGENDA   C = Consent Item

Item			Owner
Welcome, Apologies and Introductions			

1	C	**Minutes** of i) 30 March and ii) 15 June 2017 for approval	Chair
		Matters Arising:	
1.1		Draft Edinburgh Partnership Protocols	Nick Croft

Edinburgh Partnership - Locality Working
2 Locality Improvement Plans - report   Paul Lawrence
3 Open Data and Living Lab - verbal   Cat McGill / Sally Kerr

Edinburgh Partnership - Community Plan/Local Outcome Improvement Plan 2018/23
4 Progress Update - presentation   Nick Croft

Edinburgh Partnership – Community Plan 2015/18
Economy delivers increased investment, jobs, and opportunities for all
5 New Economy Strategy – progress and next steps - verbal   Laurence Rockey /
                                                            Paul Lawrence

Citizens experience improved health and wellbeing, with reduced inequalities in health
6 Edinburgh's Alcohol Strategy 2017-2022 - report   Nick Smith

Children and young people enjoy their childhood and fulfil their potential
7 Delivering the Edinburgh Children's Services Plan 2017/20 -   Shulah Allan
  report

Edinburgh's communities are safer and have improved physical and social fabric
8 Local Fire Plan for Edinburgh - report   Kenny Rogers
9 Proposed Changes to Edinburgh Community Learning and   John Heywood
  Development Partnership - report

EP – Governance, Joint Planning, Resourcing and Risk Management
10 Future of ESOL Funding - verbal   John Heywood / Nick
                                                         Croft

Local and National Updates
11 C Edinburgh Local Development Plan – Update   David Leslie

Any Other Business
12 Forward Programme of Board Dates 2018 and 2019 - report   Nick Croft

Date of Next Meeting
13 Thursday 7 December 2017, 14.00 – 16.30, European
   Room, City Chambers. Lunchtime Presentation TBC

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THE EDINBURGH PARTNERSHIP

THE EDINBURGH PARTNERSHIP BOARD

Thursday 30 March 2017: 14.00 – 16.30

Eric Liddell Centre, 15 Morningside Road, Edinburgh, EH10 4DP

MINUTE

Present:

Board members
Cllr Andrew Burns   City of Edinburgh Council (Chair)
Ella Simpson   EVOC (Vice-Chair)
Shulah Allan   NHS Lothian
Cllr Gavin Barrie   City of Edinburgh Council
Danny Logue   Skills Development Scotland
Alex Craig   Edinburgh College
Lt Col Doug Mackay   Commander, Edinburgh Garrison
Lesley Jackson   Scottish Enterprise
Hal Osler   Edinburgh Association of Community Councils
Charlie Jeffery   Higher Education Representative, Edinburgh Universities
Cllr Cameron Rose   City of Edinburgh Council
Paul Wilson   Equality and Rights Network

Advisers
Kenneth Rogers   Scottish Fire and Rescue Service
Kenny MacDonald   Police Scotland
Jan-Bert van den Berg   Compact Partnership
Lesley Fraser   Scottish Government
Michelle Miller   City of Edinburgh Council
Andrew Kerr   Chief Executive, City of Edinburgh Council
Tim Davison   Chief Executive, NHS Lothian

In attendance
Jon Buglass   Edinburgh College
Nick Croft   City of Edinburgh Council
Nicola Elliott   City of Edinburgh Council
Gavin King   City of Edinburgh Council
Dona Milne   NHS Lothian
Laurence Rockey   City of Edinburgh Council

Observing
Jane Cullingworth   University of Glasgow (PhD student)

Apologies were received from: -

Eleanor Mitchell   Scottish Enterprise
Brian Houston   Chair, Lothian NHS Board

1   Minutes

The minutes of the Edinburgh Partnership Board meeting of 8 December 2016 were approved as a correct record.

1.1   Matters Arising – Affordable Credit and Edinburgh partnership Away Day

The away day would take place on 21 April, with 10 out of the 16 members having responded already. It would cover city vision, Locality Improvement Plans and governance.

2   Locality Improvement Plan – Project Update

Nick Croft provided an update on the development of Locality Improvement Plans, including the phase 1 engagement process that had previously been agreed by the Edinburgh Partnership in December 2016.

The main areas of activity and the details of the findings of the phase 1 process were outlined.

Decisions

i.   To note the progress on the development of the Locality Improvement Plans.
ii. To agree to receive an update on progress at a future meeting.

3   Locality Working – Annual Report 2016/17

Michele Miller explained that significant progress had been made across all seven work streams of the locality programme. There were a range of key challenges though for 2017/18 which included improving the quality of locality service delivery, agreeing Locality Improvement Plans, strengthening locality governance and partnership arrangements, and progressing health and social care and children and young people's service integration.

Decision

i.   To note the progress, and progress partnership discussions on strengthening locality governance and partnership arrangements.

4 Edinburgh Partnership Development Budget 2016/17 Year End Report

Nick Croft provided details of the Edinburgh Partnership Community Development Budget, outlining the anticipated expenditure for 2016/17 and the proposed budget allocations for 2017/18.

Decisions

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

5 Edinburgh Partnership – Strategic Planning Framework 2016-2028

Nick Croft provided an update on the Strategic Planning Framework 2016-2028. The Framework indicates all those strategies and plans which the Board is mandated to approve or endorse.

Of specific note is the role of the Edinburgh Partnership Board in coordinating the development, approval and delivery of the Community Plan and Locality Improvement Plans.

Nick indicated that in respect of the current Community Plan 2015/18, this would run until 31 March 2018, and would be replaced by a new Community Plan 2018/23 (the local outcome improvement plan) as of 1 April 2018. The development of the new Community Plan 2018/23 would be discussed at the Board away day in April 2017.

The Edinburgh Partnership Lead Officers Group had previously indicated that further work was required to simplify the Strategic Planning Framework and start to align all strategic plans to the Edinburgh City Vision 2050.

The following issues were highlighted in discussion by the Board:

- It was important that the Edinburgh partnership retained a key role in questioning and challenging and not just approving or endorsing strategies and plans.
- It would be useful for the Edinburgh Partnership strategic partnerships to have a role in shaping the new economic strategy.

Decision

i. To approve the proposed work to simplify the Strategic Planning Framework and align all plans with the City Vision 2050 priorities.

6   Governance Review

Gavin King outlined some of the matters that will be discussed as part of the away day on the review of the Edinburgh partnership's governance.

The following matters were highlighted:

- Currently agreed elected member representation from the City of Edinburgh Council and changes post May 2017 when elections had taken place;
- Higher education/further education group had been considering how best to support the;
- Police and Fire & Rescue Services were now national bodies and there was a clear shift in governance and oversight. In light of this there was a strong case for the leads to be full Board members at strategic level; and
- Edinburgh was the only city where all public services had agreed to work to co-terminus boundaries.
- Locality leadership teams were developing very close and effective relationships and partnership working. There was an opportunity to build on the work of Neighbourhood Partnerships and Locality Leadership Teams, to further strengthen locality decision making arrangements.

Decision

i. To have an in-depth conversation about future governance at the upcoming Board away day, and to create a future governance framework that would form part of the new Community Plan 2018/23.

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

Shulah Allan outlined the draft strategic outcomes, improvement objectives, revised governance and partnership arrangements, and ambitions to develop a child and young person friendly culture in the City. The Board were asked for comments with a view to a final plan being endorsed at the meeting in June 2017.

The following comments were raised by Board members:

- The emphasis on prevention was very helpful and could help guide improvements in adult services;
- Various members noted the strong partnership connections in the Plan and welcomed the opportunity to improve partnership working;
- Related events, like City Vision 2050 young person's engagement, were being held by member organisations which could help shape the plan;
- Early years and schools have a major role to play in tackling child poverty and poverty related attainment, and private schools should not be missed out from the plan.

Decision

i. To note the comments by Board Members.

8   Edinburgh College – Curriculum Planning and Design

Jon Buglass, Assistant Principal at Edinburgh College, gave a presentation outlining the College's plan for building their curriculum.

He explained that building the curriculum was based on the efficient delivery of three pillars, Science, technology, engineering and mathematics (STEM), widening access and Developing the Young Workforce (DYW). Additionally, how Edinburgh College understood the demand on skills from employers in the region combined with regional skills assessment data from schools and on modern apprenticeships was outlined. Work had been undertaken to ascertain in terms of economic growth and skills priorities what the region looked like and what it would look like in the future. All this data had been analysed to guide how the College should change to meet these demands. This included the make-up of the College departments, along with the growth in modern apprenticeships and what skills, apprenticeships and courses were necessary to be developed to meet these new demands.

In response to the presentation, the following matters were discussed:

- There was more work that partners could undertake in promoting inclusion and equality;
- Edinburgh College would welcome support from partners in the development of the new Access and Inclusion Strategy;
- How the strategy integrated with the skills element of the City Deal.

Decision

i. To note the presentation.

9 Community Justice Outcomes Improvement Plan

Michelle Miller asked the Board to endorse the Community Justice Outcomes Improvement Plan. The responsibility for the plan would transfer over to community planning partnership from 1 April 2017. The Plan for 2017/18 set out the ongoing work of partners to prevent and reduce offending by addressing the underlying causes.

Decision

i. To endorse the Community Justice Outcomes Improvement Plan 2017-18.

10 Edinburgh Partnership Reducing Inequalities Priorities

Dona Milne outlined the work undertaken to identify priorities to reduce inequalities, which would be included in the new Community Plan 2018/23 (local outcome improvement plan).

The Partnership had previously agreed to focus its joint efforts on household income maximisation, education, housing and place making, and employability. The report explained the progress and proposed many new ways of working.

In discussion, the following matters were raised:

- Support from partners was essential to changing the way work was undertaken in this area and achieving more from the Partnership's joint efforts;
- It was important to link the work on employability to labour supply shortages in the public sector e.g. health and social care and childcare;
- Some quick wins were possible on advice services and household income maximisation, and the Scottish Government would be in touch to help take this forward;
- There were clear links with the work of all strategic partnerships and plans, and Locality Improvement Plans;
- A meeting of relevant partners would be useful to improve partnership work on modern apprenticeships.

Decisions

i. To note the progress made to date in identifying priorities for joint effort across public and third sector partners towards reducing inequalities and to ensure this work is included in the new Community Plan 2018/23 and Locality Improvement Plans.

ii.   To agree that a report showing examples of the joint efforts of the Partnership should be submitted to the Board meeting in December 2017 as part of the progress report on the development of the new Community Plan.

iii. To prioritise resources to take the actions of the report forward.

11   Participation Requests - Verbal Updates

The Council offered to work with any public agencies on their experiences with participation requests and how it had prepared for the new legislation.

Decision

i.   To note the update and to contact the Council is support or advice is required.

12   Revised National Standards for Community Engagement

Nick Croft provided details of the publication of revised National Standards for Community Engagement. These had been adopted earlier this week by the City of Edinburgh Council and were complementary to the Community Empowerment (Scotland) Act 2015.

Decisions

i.   To note the revised National Standards for Community Engagement;

ii. To adopt the Standards and development of a programme of promotion and support.

13   Any other business

Ella Simpson led a thank you from the partnership to the Chair, Councillor Andrew Burns who was standing down at the upcoming election in May.

Councillor Burns thanked Nicola Elliott and Nick Croft for their work in supporting the Partnership, thanked Ella Simpson and Vice-Chair and thanked all partners for their involvement and engagement.

14   Date of Next Meeting

Decision

Thursday 25 June 2017.

THE EDINBURGH PARTNERSHIP BOARD

Thursday 15 June 2017: 14.00 – 16.30

Main Hall, Craigentinny Community Centre, 9 Loaning Road, Edinburgh, EH7 6JE

MINUTE

Present:

Board members
Ella Simpson   Vice-Chair (in the Chair)
Cllr Adam McVey   City of Edinburgh Council
Cllr Cameron Rose   City of Edinburgh Council
James Russell   Skills Development Scotland
Alex Craig   Edinburgh College
Lt Col Doug Mackay   Commander, Edinburgh Garrison
Lynne Cooper   Scottish Enterprise
Paul Wilson   Equality and Rights Network

Advisers
Andrew Kerr   Chief Executive, City of Edinburgh Council
Kenneth Rogers   Scottish Fire and Rescue Service
Bob Paris   Police Scotland
Jan-Bert van den Berg   Compact Partnership
David Bewsey   Secretary, Edinburgh Association of Community Councils
Michelle Miller   City of Edinburgh Council

In attendance
Nick Croft   City of Edinburgh Council
Kirsty-Louise Campbell   City of Edinburgh Council
Wendy Dale   Edinburgh Health and Social Care Partnership
Saty Kaur   City of Edinburgh Council
Jo McStay   City of Edinburgh Council
Gosia Szymczak   City of Edinburgh Council

Observing
Jane Cullingworth   University of Glasgow (PhD student)

Apologies were received from: -

Charlie Jeffery   Higher Education Representative, Edinburgh Universities
Stephen Garland   Scottish Government
Brian Houston   Chair, Lothian NHS Board
Eleanor Mitchell   Scottish Enterprise
Laurence Rockey   City of Edinburgh Council

1 Minutes

The minutes of the Edinburgh Partnership Board meeting of 30th March have not yet been circulated. These would be circulated for approval with the June meeting minutes.

1.1 Matters Arising - Lothian Armed Forces and Veterans Project

A verbal update was provided on the Lothian Armed Forces and Veterans Project. The four Lothian Councils and NHS Lothian, with funding from the Armed Forces Covenant Fund, were running a project designed to support veterans and services personnel that faced issues related to housing, employability, education and health.

2 Update on Locality Improvement Plans 2017/22 - presentation

Michelle Miller delivered a presentation on the development of the plans. This included an overview of the background and engagement that had taken place in the Localities to identify outcomes for the plans. Initial engagement (Phase 1) had been completed to identify the locality wide outcomes and actions. The outcomes sit under five thematic priority areas:
- Health and wellbeing
- Children, young people and families
- Community safety
- Place
- Employability

This engagement findings would be analysed alongside statistical data to inform the plans. The next phase would be to engage with people living in areas of inequality. The areas were identified using SIMD data and poverty profiles to define small areas within the plan.

Each locality received funding from the EP Enabling Fund to commission the carrying out of the second phase of engagement.

The plans would be tested during the summer with elected members and Neighbourhood Partnerships, and would be subject to approval from Locality Leadership Teams, Council Committee and partner governance bodies. The plans would be brought to the Edinburgh Partnership Board for approval on 28 September 2017.

Councillor McVey raised concerns regarding the scope for input from elected members and community councils. Michelle Miller addressed his concern highlighting workshops and breakfast briefings which had taken place previously and added that elected members and community councils would be

consulted again at the testing stage. Councillor Rose confirmed he had been consulted.

Decisions

i.   To note the update.
ii. To agree that a consistent approach should be applied when engaging with elected members and community councils on Locality Improvement Plans.

3   Community Empowerment – verbal update

Kirsty-Louise Campbell advised the Board of a participation request by Portobello Community Council (PCC) in response to the proposed sale and development of the land at Westbank Street (also known as the Pitz). PCC requested involvement in the decision-making process regarding what the land would be used for should the sale go ahead. Teams from the Council had met with PCC to design an engagement programme that involved the local community. The bidders would be given a report on the results of the community engagement and asked to revise their bids to take account of the feedback. A further evaluation session would take place with the community to look at the revised bids and a report submitted to Finance and Resources Committee identifying the preferred bidder at the end of the year.

Decision

i.   To note the update.

4   Edinburgh Partnership Community Plan 2015/18

City Economy Strategy Proposals - presentation

Kirsty-Louise Campbell outlined that the Economy Strategy sat amongst the wider landscape of the Community Plan, Locality Improvement Plans, the 2050 Edinburgh City Vison, and the importance of the City Region Deal for building an Edinburgh Economy Strategy. The Scottish Government and the UK Government Industrial Strategy were cited as examples of drivers for the Economy Strategy.

The Strategy focussed on delivering inclusive growth for Edinburgh in line with the key foundations of the Scottish Government Economic Strategy. There would be an emphasis on addressing poverty and inequality to promote inclusive growth across the city. Citizens should be connected to economic growth through education and skills development to shape the pattern of growth in Edinburgh.

The Strategy development would be driven through the Council and partnerships. A draft outline would be devised by late June 2017 with consultation and engagement projects planned for July to September 2017. A final draft would be submitted to the Board for approval between October and December. It was commented that it was important that the Economic Strategy was consistent with the City Region Deal.

Decisions

i. To note the proposals and recognise that the Strategy was in its early stages and further consultation would be carried out with various partners.
ii. To agree that the Third Sector Strategy Group would be consulted on the City Economy Strategy proposals.

5   Health and Social Care Partnership – verbal update

Wendy Dale provided an update to the Board on the work of Edinburgh Health and Social Care Partnership (EHSCP). The strategic plan set out key objectives and the move towards a locality model for managing provisions. Locality management teams were responsible for four teams and each locality had a hub which aimed to provide care in the community out with hospital. Each locality had two cluster teams, alongside teams which focussed on mental health and substance misuse. Health and Social Care management had adopted a multi-agency approach, and the Integration Joint Board (IJB) was required to set out how to fulfil plans to deliver better services.

A Care Inspectorate report noted some weaknesses which would be addressed in the upcoming annual report. Overall, where people were receiving services, they were happy with them, however there was a lack of resource meaning services could not reach everyone who needed them. Triage teams which met daily had been formed to help address this and to take a personal approach to care.

The number of people experiencing delayed hospital discharge had reduced. Alternatives to hospital treatment were being explored, particularly with learning disability and mental health. There had been an increase in substance misuse involving the injection of psychotic substances which was also being addressed.

The EHSCP continued to face challenges with bringing two teams together such as running two sets of Human Resources (HR) and finance systems, as well as capacity issues and staff shortages. It was recognised that there was contention between public and private sectors for staff in lower-paid roles

which reduced the number of people available to take up roles in health and social care.

Councillor Rose noted that there were inconsistencies in service delivery as some services were being delivered well while others were deteriorating causing vulnerable people to continue to be at risk. It was proposed that a locality based approach should offer an alternative way of working and simplify the process, thus improving service delivery.

Decisions

i.   To note the update.
ii. To note that a performance report would be brought to the Board on 28 September 2017.

6   Edinburgh Children's Services Plan 2017/20 - report

Nick Croft presented the draft Edinburgh Children's Services Plan 2017/20 and sought endorsement of the Plan from the Board. The Plan also requires the approval of the NHS and Council.

The Plan is required because of Section 3 of the Children and Young People's (Scotland) act 2014. The Plan must demonstrate how outcomes for children are improved, children's rights are respected, and service integration is progressed.

The Plan has been co-produced over the last year by a multi-agency project team. There was engagement with children, young people and families and analysis of recent engagement activity linked to the Edinburgh City Vision 2050 project and Locality Improvement Plan engagement.

The Plan aspires to create a child friendly City where children's rights are respected. It describes five new strategic outcomes and 23 associated improvement objectives; streamlined governance arrangements linked to the Edinburgh Partnership Board and locality working; a new performance framework; and commitments to improve service integration and participation practice.

The Board was advised that there had been some concern amongst Children's Partnership members regarding the latter stages of the development of the Plan, and a perceived lack of consultation specifically with NHS partners. A meeting had been arranged with the NHS to discuss concerns and further amendments were made as appropriate.

Once endorsed by the Board, and approved by the NHS and Council, the Plan will be submitted to the Scottish Government.

Decision

i. To endorse the Edinburgh Children's Services Plan 2017/20.

7   Edinburgh Police Plans 2017-18 - report

Bob Paris presented the Edinburgh Police Plans 2017-18 report. Although the report would usually cover a three-year period, the current report covered an interim one year to allow the next Plan to coordinate fully with the new Council administration.

The report focussed on the responsibility of the Police to keep people safe, delivering sustained excellence, protection and crime prevention for communities. The intention was for the Police and Fire Scrutiny Committee (or equivalent) to provide input and for the Plan to be revised once the new Community Plan had been completed. Alcohol and drug substance abuse, missing persons and mental health remained priorities, and the Police recognised work would need to be carried out with other groups (i.e. Edinburgh Health and Social Care Partnership (EHSCP) and Integration Joint Board (IJB)) to tackle these. Citizens were engaged and were particularly concerned with theft, housebreaking, anti-social behaviour, motor vehicle crime and road safety.

Serious and Organised Crime remained focussed on street crime and crime through licensed premises. A Counter Terrorism Week was currently taking place which aimed to increase public awareness of terrorism and domestic extremism. The Plan also included an enforcement phase and community empowerment phase to tackle anti-social behaviour.

The aim was to coordinate the engagement stage to include all relevant plans to give a consistent message to communities and prevent confusion regarding what each plan was for. Considering the recent Council elections, the Scottish Government had given some flexibility in terms of the timescale for statutory plans to be submitted.

Discussion took place regarding how much of the Plan would have been implemented as a result of the Council Service Level report. It was explained that the equivalent of 54 officers would be lost if there was no plan in place. The plan and priorities would remain the same however the effectiveness would be reduced.

Decision

i. To note the report.

8   Domestic Abuse Service Redesign: developing a coordinated community response – report

Michelle Miller provided an update on the service redesign which was a follow-on from the city-wide multi-agency response on domestic abuse services of around four years ago. It was noted that all partners had a positive history of commitment to domestic abuse services but that individual services required a single set of objectives to follow.

The report identified seven work streams of the review of domestic abuse services. Consultation had taken place with agencies, staff and service users to gather their views.

The redesign aimed to deliver a more effectively coordinated service and make these services coherent, simpler and more visible for service users to access. Michelle Miller commented on the examples of good practice that had been identified of coordinating work in an effective way leading to less fragmentation between services.

Decision

i.   To note the report.

9   Revised Partnership and Governance Protocols June 2017 - report

The revised partnership and governance protocols were presented to the Board. The new protocols reflected the updated partner agencies involved in the Partnership, and included the Police and Fire and Rescue Service as full members of the Board.

Nick Croft indicated that further work was required on the protocols, because of changing locality and community / neighbourhood arrangements within the Partnership, the statutory community planning guidance from the Scottish Government, and the need to clarify relations between Partnership governance arrangements, and partner agency governance arrangements including Council Committees and Elected Members.

This work would likely run into late 2017, and early 2018, and would feature as part of the new Community Plan 2018/23 to be approved at the March 2018 Board meeting. A draft version would be presented to the Board in September 2017, which would be subject to further co-production work with all partners.

Decisions

i.   To approve the revised protocols.

ii. To undertake further work on the protocols with all community planning partners, and to present a draft to the next Board meeting in September.

10   Board Away Day - New Community Plan 2018-23 (Local Outcome Improvement Plan - LOIP) – report and presentation

Nick Croft outlined the key findings of the Board Away Day of 21 April 2017, which was designed to initiate work on the new Edinburgh Partnership Community Plan 2018/23 (LOIP), required because of the Community Empowerment Act 2015.

Nick reminded the Board that the assessment of the Edinburgh Partnership Lead Officers Group, was that the current Community Plan 2015/18 meets the requirements for LOIPs, as indicated in the Community Empowerment Act 2015, and associated Scottish Government statutory guidance. Consequently, at this meeting, the Board agreed to ratify the current plan as the LOIP until 31 March 2018, after which the new Community Plan (LOIP) 2018/23 would replace this.

Nick then presented to the Board the rationale for the new Community Plan (LOIP) 2018/23, and the underpinning values and principles, which were:

- Fairness and equality
- Sustainability
- Prevention
- Transparency
- Joint resourcing
- Collaboration
- Innovation
- Citizen and community co-production

Nick then outlined the proposed core themes of the plan, which included:

- Introduction
- Values and Principles
- Community Participation and Empowerment
- Strategic Needs Assessment
- Strategic Outcomes, Priorities, Actions, and Measures
- Resources and Assets
- Partnership and Governance
- Performance Reporting

Given the Board away day outcomes, and recent discussions with Board members and community planning partners in localities, Nick outlined the proposal to align the strategic outcomes of the new plan to the five core

themes of the Locality Improvement Plans (e.g. community safety / children, young people + families / health and wellbeing / place and housing / economy, jobs and household income).

Nick indicated that the proposed engagement process to develop the new plan would take place from June 2017 – February 2018. The methodology of the engagement would be (i) to review data and research related to the core themes, including an analysis of current community plan performance, (ii) analyse LIP and City Vision 2050 engagement and other recent citizen and community engagement activities, and (iii) run a series of innovative engagement events with stakeholders. The purpose of this engagement would be to identify and agree detailed preventative actions, shared resource requirements and performance measures aligned to each of these core themes.

Nick indicated that a presentation on progress would take place at the Board in September and December, and that a final draft of the Plan was due to be completed for approval by the Board in March 2018.

Decisions

i.   To ratify the current Edinburgh Partnership Community Plan 2015/18 as the LOIP until 31 March 2018, and thereafter approve a new Edinburgh Partnership Community Plan (LOIP) for 2018/23.
ii. To agree the proposed new Community Plan (LOIP) 2018-2023 values and principles, and core themes.
iii. To agree that the new Community Plan (LOIP) 2018/23 strategic outcomes would mirror those of the Locality Improvement Plans.
iv. To agree to the engagement methodology and timetable for producing the new Community Plan (LOIP) 2018/23, to receive a further presentation on progress at the September and December meetings of the Board, and to approve a final draft of the Plan in March 2018.
v.   To agree that a summary version of the draft Plan would be produced and provided to Community Councils, and other community bodies, to ensure that they could contribute to the development new Plan.

11   Edinburgh Partnership Community Plan Progress Report – June 2017

Gosia Szymczak presented the Edinburgh Partnership's key performance findings of the Partnership against the Key Performance Indicators of the EP's Community Plan.
It was noted that good progress had been made on all four partnership strategic outcomes.

Further work would be undertaken to investigate and analyse the data behind the Key Performance Indicators.

Decision

i.   To note the update.

12   Ward Boundary Changes - presentation

Kirsty-Louise Campbell advised the Board of the key changes to the Edinburgh Ward Boundaries that were implemented after the Local Government Elections of 4 May 2017. There had been an increase in the number of councillors from 58 to 63. There would be a particular focus on advising community councils of how the ward changes would affect them.

Bob Paris highlighted that the police systems have not yet been updated to reflect the ward changes which means that in the meantime police data requires manual intervention to ensure it is accurate.

Decision

i.   To note the key changes to the Edinburgh Ward Boundaries.

13   Any other business

In light of the recent fire at Grenfell tower block in London, Kenneth Rogers advised the Board of the investigation which was taking place to determine the cause of the fire and the reasons why it had spread unusually quickly. It was expected that the outcome of the investigation would impact the fire safety advice given to residents of tower block buildings and this would be reviewed once completed. The Fire and Rescue service would cascade any information received to the Board.

14   Date of Next Meeting

Thursday 28 September 2017.

The Edinburgh Partnership Protocols

DRAFT

For engagement and co-production between September 2017 and March 2018

1. Background

1.1 The Edinburgh Partnership, established in 2004, is the community planning partnership for the city of Edinburgh (www.edinburgh.gov.uk/communityplanning).

1.2 The Edinburgh Partnership Protocols explain who supports and is involved in the Partnership, what the Partnership aspires to achieve, how the Partnership organises itself, and how the Partnership delivers effective community planning community.

1.3 The Edinburgh Partnership's vision is that:

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

1.4 The Edinburgh Partnership is made up of partners (described at section 4 below), who organise themselves into different partnership groups at a citywide level, locality level and community / neighbourhood level (see section 5 below), to deliver effective community planning in the city.

1.5 The principles of effective community planning (as described in the Scottish Government's statutory community planning guidance), to which the Edinburgh Partnership subscribes, are:

- Community participation and co-production.
- Tackling inequalities.
- Shared leadership.
- Governance and accountability.
- Understanding local community needs, circumstances, and opportunities.
- Focussing on key priorities.
- Focussing on prevention.
- Resourcing improvement.
- Effective performance management.

1.6 The ambitions of the Edinburgh Partnership are defined in its Strategic Planning Framework. The strategic planning framework is informed by the citizens and communities of Edinburgh, political parties, partner organisation plans and governance arrangements, Scottish Ministers and the Scottish Government, the UK Government, and other international jurisdictions and organisations:

- Community Plan (Local Outcome Improvement Plan).
- Locality Improvement Plans (Locality Plans).
- Community Justice Outcome Plan.
- Children Services Plan.
- Health and Social Care Strategic Plan.
- Environmental Strategic Plan (including the Local Development Plan).
- Economic Strategy Plan.
- Other related strategic plans delivering social, economic, and environmental benefit in the city, as agreed by the Board **TBC.**

2 Community Participation and Co-production

2.1 The Edinburgh Partnership will work with community bodies to ensure that they can participate in, and contribute to, community planning in the city. The Partnership will ensure there is a clear understanding of the needs and aspirations of communities of 'place' and 'interest' to inform its strategic planning framework and the business of the Edinburgh Partnership. Council elected members have a key role in ensuring the views of citizens and communities are represented in the Edinburgh Partnership.

2.2 The Edinburgh Partnership will ensure effective participation activities with communities of 'place' and 'interest', in line with national community engagement standards, and will engage in co-production work where community bodies wish to do so, to assist in the development and delivery of effective community planning.

2.3 The Edinburgh Partnership will work with community bodies to enable effective scrutiny of performance and progress across the Edinburgh Partnership 'family'. Community bodies are defined by the Community Empowerment (Scotland) Act 2015, and can include community councils, registered tenant organisations, resident organisations, parent council's pupil councils, sports associations, community development trusts, friends of parks associations, allotment associations, neighbourhood watch groups, and community centre or community group management committees.

2.4 To ensure there is participation and co-production activity with communities of 'interest', the Edinburgh Partnership will support the Edinburgh Equality and Rights Network (www.edinburghequalityandrightsnetwork.org.uk). Members of this network will be supported to engage in community planning activities, and with community planning partners, and to help define priorities within the strategic planning framework. This network will also elect, or select, a representative, or rotating representatives, to a seat on the Edinburgh Partnership Board.

2.5 The Edinburgh Partnership will report annually, in June of each year, on the progress made, challenges faced, and future improvement action related to community participation and empowerment. This report will be an element of the community plan and locality improvement plan annual report.

3 Tackling Inequalities

3.1 The Edinburgh Partnership will have a strong understanding of households and communities which experience inequalities of outcome, that impact on their quality of life. The Partnership will place a focus on listening to, and responding to, those affected households and communities, and will regularly undertake data analysis to better understand the extent and impact of inequality in the city.

3.2 The Edinburgh Partnership will build capacity in communities affected by inequalities to enable those communities of 'place' and 'interest' to participate in community planning. It will enable these communities to meet and discuss their aspirations and concerns, and to influence the work of the Edinburgh Partnership.

3.3 All elements of the strategic planning framework will include references to engaging with communities and households affected by inequalities, and will define outcomes and actions to address such inequalities.

3.4 At a locality and community neighbourhood level, specific work will take place to engage with those households and communities in small areas (as defined in Locality Improvement Plans) and members of the Edinburgh Equality and Rights Network, to improve outcomes.

3.5 The Edinburgh Partnership will report on an annual basis, as part of the annual Community Plan and Locality Improvement Plan performance reports, on progress and challenges with respect to tackling inequalities.

4 Shared Leadership

4.1 The Edinburgh Partnership is supported by the following organisations, partnerships, and networks;

- Armed Forces based in Edinburgh
- City of Edinburgh Council (including political group representatives and officers)
- Edinburgh Association of Community Councils
- Edinburgh Equality and Rights Network
- Edinburgh Chamber of Commerce
- Edinburgh College
- Edinburgh Integration Joint Board and Edinburgh Health and Social Care Partnership
- Edinburgh Third Sector Interface (Edinburgh Voluntary Organisations Council, Edinburgh Social Enterprise Network and Volunteer Edinburgh)
- Edinburgh Universities (Edinburgh University / Napier University / Herriot Watt University / Queen Margaret University)
- Historic Environment Scotland
- NHS Lothian
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue Service
- Scottish Natural Heritage

- Skills Development Scotland
- South East of Scotland Transport Partnership
- Sports Scotland
- Visit Scotland

4.2 All these partners recognise and respect that there are differing governance arrangements, priorities, and approaches amongst partners, which can often conflict, and impact on effective community planning. However, they also recognise the value of the partners coming together to learn about, discuss, improve, and scrutinise their respective business; to demonstrate shared leadership; to support partnership activity; to share resources; and most importantly, to deliver agreed partnership priorities.

4.3 All the partners agree to organise themselves into the Edinburgh Partnership 'family', and to reflect these agreements in the Edinburgh Partnership Protocols, in order to ensure the delivery of effective community planning.

4.4 This 'family' consists of three partnership categories;
:
- Citywide – The Board, Strategic Partnerships, and Strategic Advisory Groups
- Locality - (currently under review).
- Community / Neighbourhood - (currently under review).

4.5 The Council, NHS Lothian, enterprise bodies, Police Scotland, and the Scottish Fire and Rescue Service have specific responsibilities to take a lead role in ensuring all reasonable steps are taken to ensure the Edinburgh Partnership 'family' is effective (Section 13 of the Act).

4.6 The partners and their representatives come together on an annual basis, in June of each year, to agree the Edinburgh Partnership Protocols, including Governance and Accountability arrangements.

5   Governance and Accountability

5.1 The partners which support the Edinburgh Partnership 'family' understand that effective community planning requires clarity about governance and accountability, across all three categories of the partnership 'family'.

Citywide Category

The Edinburgh Partnership Board

5.2 All the partners agree that the accountable body for the Edinburgh Partnership 'family', responsible for the delivery of effective community planning in the city, is the Edinburgh Partnership Board. The Board will work with all the constituent parts of the 'family', and all those constituent parts will work with the Board, to ensure the delivery of effective community planning in the city

5.2 The Board may choose, under the terms of the Community Empowerment (Scotland) act 2015, to trigger a Ministerial order-making power to establish the partnership as a legally distinct body, and to establish a corporate body (a Board) to manage community planning business, or manage assets that will enable the delivery of effective community planning.

5.3 The Board is responsible for overseeing, developing, monitoring and reporting performance on all matters relating to effective community planning, and the strategic planning framework.

5.4 The Board is responsible for putting in place effective administrative and partnership structures (to support the Edinburgh Partnership 'family'), and operational arrangements which support the principles of effective community planning.

5.5 The City of Edinburgh Council Political Party Group representatives have a specific responsibility to ensure that the views of citizens and community bodies in their wards are represented at all levels of community planning, including the Board, and that these citizens and community bodies are informed about the work of the Edinburgh Partnership.

5.6 All partners who support the Edinburgh Partnership (see above at Section 4) agree who shall sit on the Edinburgh Partnership Board. Membership is reviewed and agreed annually by all the partners at their annual meeting in June.

5.7 Each Board member is an equal partner, and the values of shared priorities, shared resources, collaborative action, collective responsibility, and shared accountability apply to each Board member, and all Board business. In this regard, the Board members will always strive to reach a full consensus when agreeing or endorsing Board business. Consequently, voting at the Board should only be undertaken as a last resort. In such instances, a simple majority rule will apply.

5.8 Board members should adhere to the 'Nolan 7 Principles of Public Life'.

5.9 The Edinburgh Partnership Board Members (as of September 2017) are listed below.

Organisation	Name
Leader City of Edinburgh Council (and Scottish National Party Group member)	Councillor Adam McVey (Chair May 2017 to April 2022)
Armed Forces representative - Commander Edinburgh Garrison	Lt Col Douglas Mackay
EaRN Ambassadors for Equality and Rights	Rotating
Business Sector Representative - Chamber of Commerce	Liz McAreavey

Chair of Lothian NHS Board	Brian Houston
Community of Place Representative - Edinburgh Association of Community Councils	David Bewsey
Edinburgh Police Scotland Commander	Chief Supt Kenny MacDonald
Local Senior Officer City of Edinburgh, Scottish Fire and Rescue Service	Kenneth Rogers
Further Education Sector Representative	Alex Craig
Higher Education Sector Representative	Charlie Jeffery
Chair Integration Joint Board Health and Social Care	Councillor Ricky Henderson
City of Edinburgh Council Scottish Labour Party Group Member	Councillor Cammy Day
Edinburgh Affordable Housing Partnership	Keith Anderson
City of Edinburgh Council Scottish Green Party Group Member	Councillor Melanie Main
City of Edinburgh Council Scottish Conservative and Unionist Party Group Member	Councillor Iain Whyte
City of Edinburgh Council Scottish Liberal Democrat Party Group Member	Councillor Hal Osler
Scottish Enterprise	Eleanor Mitchell
Skills Development Scotland	James Russell
Edinburgh Third Sector Interface Representative	Ella Simpson (Vice Chair May 2017 to March 2019)

5.10 The Chair of the Board will be the City of Edinburgh Council Leader, and the term of office will be the lifetime of the political administration at the City of Edinburgh Council. The vice-chair of the Board will be elected by board members on a biennial basis.

5.11 The Board can appoint permanent advisors to the Board, to assist in the delivery of effective community planning, and the strategic planning framework. Board advisors have no voting rights, but are expected to contribute to Board business. The Board advisors (as of September 2017) are:

Chair of the Compact Partnership	Jan-Bert van Den Berg
Chief Executive of NHS Lothian	Tim Davison
Chief Executive of the City of Edinburgh Council	Andrew Kerr

Chief Officer of the Integration Joint Board Health and Social Care	Michelle Miller (acting)
Council Chief Social Worker Officer	Michelle Miller
Scottish Government Location Director	Lesley Fraser
Section 13 Community Planning Lead Officers	**TBC**

Strategic Advisory Groups

3.10 The Board will agree to a set number of advisory groups that will become members of the Edinburgh Partnership 'family'. These groups will advise the 'family' on the delivery of effective community planning, the delivery of the strategic planning framework, and matters of specific policy and service delivery of relevance to community planning. The strategic advisory groups (as of September 2017) are:

Strategic Advisory Group	Chair
Edinburgh Alcohol and Drug Partnership	Michelle Miller – City of Edinburgh Council
Edinburgh Community Learning and Development Partnership	Ian Brook – Edinburgh TSI
Edinburgh Partnership Lead Officer Group (including the Strategic Needs Assessment Group)	Nick Croft – City of Edinburgh Council
Locality Management Board	Paul Lawrence – City of Edinburgh Council
Chief Officers' Group	Andrew Kerr – City of Edinburgh Council
Compact Partnership	Jan-Bert van Den Berg - COMPACT

Strategic Partnerships

3.11 The Board will agree a set number of strategic partnerships that are responsible for delivering effective community planning, the delivery of relevant priorities described within the strategic planning framework, and advice on policy and service matters. The current strategic partnerships (as of September 2017), are:

Strategic Partnership	Chair
Economic Development Strategic Partnership	TBC
Integration Joint Board for Health and Social Care	Councillor Ricky Henderson
Edinburgh Children's Partnership	Shulah Allan
Edinburgh Community Safety Partnership	TBC

Edinburgh Sustainable Development Partnership	TBC

Locality Category

TBC during late 2017

Community and Neighbourhood Category

TBC during early 2018

6. Understanding Local Community Need, Circumstances, and Opportunities

6.1 The Edinburgh Partnership is committed to understanding the differing needs, circumstances, and opportunities for communities in Edinburgh. This understanding is based on appropriate data and evidence from all partners, and importantly, citizen and community perspectives articulated through effective community participation and empowerment activities.

6.2 The Edinburgh Partnership has established a Strategic Needs Assessment Group (formerly the IJB - Joint Strategic Needs Assessment Group), which is a sub group of the Edinburgh Partnership Lead Officers Group to ensure that data, and analysis of data, is shared between all community planning partners, and that this data and analysis informs the strategic planning framework and the business of the Edinburgh Partnership.

6.3 In addition, the role of the Strategic Needs Assessment Group includes work to improve the quality of data, the quality of data analysis, the presentation of data (e.g. including more use of infographics), approaches to open data, and approaches to using data to empower communities and inform participation activities.

6.4 The Strategic Needs Assessment Group will work with the Board, strategic advisory groups, strategic partnerships, and locality and community / neighbourhood community planning arrangements, to inform their work.

7. Focus on Key Priorities

7.1 The key priorities of the Edinburgh Partnership are defined in its Strategic Planning Framework.

7.2 The Edinburgh Partnership strategic planning framework, (as of September 2017), includes the:

- Community Plan (Local Outcome Improvement Plan).
- Locality Improvement Plans (Locality Plans).
- Community Justice Outcome Plan.
- Children Services Plan.
- Health and Social Care Strategic Plan.
- Environmental Strategic Plan (including the Local Development Plan).
- Economic Strategy Plan.

- Other related strategic plans delivering social, economic, and environmental benefit in the city, as agreed by the Board **TBC.**

7.3 All elements of the strategic planning framework are informed by the citizens and communities of Edinburgh, political groups at the Council, partner agency plans and strategies, partner governance arrangements, Scottish Ministers and the Scottish Government, the UK Government, and other international jurisdictions and organisations.

7.4 The Edinburgh Partnership will develop a series of performance measures across the strategic planning framework, to ensure the value of partnership activity can be clearly articulated, and the impact of partnership activity can be demonstrated. The Edinburgh Partnership Lead Officers Group (a strategic advisory group), is responsible for this work and for producing and publishing performance reports.

7.5 The Edinburgh Partnership Board will ensure effective scrutiny takes place across the partnership 'family' on the delivery of key priorities, and the publication of performance measures.

8. Focus on Prevention

8.1 The Edinburgh Partnership recognises that improving approaches to prevention and early intervention is critical to effective community planning, and is integral to all components of the strategic planning framework.

8.2 The Edinburgh Partnership recognises that a strong emphasis on prevention and early intervention will improve outcomes for all citizens and communities, but specifically those citizens and communities facing inequalities.

8.3 The Edinburgh Partnership is committed to working with local communities to co-produce preventative and early intervention projects and services, and to focus resources where they will have the greatest benefit.

9. Resourcing Improvement

9.1 The Edinburgh Partnership understands that the collective use of resources to deliver shared priorities is a critical feature of effective community planning, and the delivery of the strategic planning framework.

9.2 All elements of the Edinburgh Partnership 'family' will demonstrate strong leadership by working with all partners to improve the collective use of resources, to improve outcomes and tackle inequalities.

9.3 The Edinburgh Partnership Board will play a critical role in reviewing whether or not partners' deployment of resources remains appropriate for meeting the ambitions of the strategic planning framework, and will recommend corrective action where necessary.

10. Effective Performance Management

10.1 The Edinburgh Partnership is committed to continuous improvement through regular analysis and reporting of performance information, related to each element of the strategic planning framework.

10.2 The Edinburgh Partnership Board will play a central role in analysing performance reports, providing for effective scrutiny and challenge of performance reports, and recommending action to address poor performance, and/or publicise good performance.

Locality Improvement Plans

Executive Summary

1. The production of Locality Improvement Plans (LIPs) is a requirement of the Community Empowerment (Scotland) Act 2015. They are a key component of the Council and partners approach to localities working and provide a means of achieving more effective public sector integration and of strengthening the meaningful involvement of communities.

2. Considerable work has been undertaken across the Partnership in developing the LIPs and in stakeholder engagement. The plans now have the support of many partner agencies.

3. Edinburgh Partnership members under the legislation are individually and collectively required to approve the LIPs by 1 October 2017. On this basis, the LIPs have been subject to consideration through individual members' governance arrangements.

4. Within this context the LIPs were considered by the Council's Culture and Communities Committee on 12 September 2017. The Council decided to defer the matter until 14 November 2017 resulting in the deadline not being met. The reason for this decision was that Councillors wished to consider the LIPs alongside proposals for locality governance, which are still in development. In light of this decision, the Edinburgh Partnership is asked to defer consideration and endorsement of the LIPs to the 7 December 2017 meeting. This will allow time for the Council to align the plans within the proposed governance and scrutiny arrangements currently in preparation.

    Paul Lawrence, Executive Director – Place (paul.lawrence@edinburgh.gov.uk)

Recommendation

1. The Board is recommended to:

    i. Agree to defer consideration and endorsement of the LIPs until 7 December 2017.

Main Report

2. Locality Improvement Plans (LIPs) are a legislative requirement of the Community Empowerment (Scotland) Act 2015 and provide a framework for supporting the delivery of improved locality working across the city.

3. Under the legislation, locality planning is designed to achieve better outcomes for the individuals and communities, both of place and interest, experiencing the

greatest inequality, based on an understanding of their needs, circumstances, and aspirations.

4. The arrangements for the LIP development were agreed by Council in September 2016 and the Edinburgh Partnership in December 2016. The approach aims to build on the work of the Neighbourhood Partnerships (NPs) which have provided the basis for co-ordinating community planning activity at a neighbourhood level since their establishment in 2007.

5. The LIP development followed a phased process involving a range of partners. Phase 1 focused on locality wide engagement to identify the issues and priorities for the whole area. Phase 2 was designed to target the small geographic areas, and individuals and communities, experiencing the poorest outcomes.

6. Working drafts of the plans were tested with a broad range of stakeholders during August 2017. This included the NPs, Locality Leadership Teams and Locality Committee Working Groups, with feedback from this process informing the plans.

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

Paul Lawrence, Executive Director – Place

Contact details: paul.lawrence@edinburgh.gov.uk)
0131 529 7325

THE EDINBURGH PARTNERSHIP

Edinburgh Partnership Community Plan 2018/23

(Local Outcome Improvement Plan 2018/23)

Brief…..

Co-produce a radical and innovative plan, which reduces poverty and inequality, empowers communities, and creates a sustainable city.

Agreed Structure

THE EDINBURGH PARTNERSHIP

Section
1. Introduction
2. Values and Principles
3. Community Participation and Empowerment
4. Strategic Needs Assessment
5. Strategic Outcomes, Actions, Resources and Measures
6. Partnership and Governance and
7. Performance Reporting

1. Introduction

- City + national + European + international context
- Edinburgh City Vision 2050
- Christie + public service reform agenda
- National legislative + policy drivers
- Previous plan performance and lessons learnt
- Summary of the new plan ambitions

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2. Values and Principles

The ambitions can only be delivered if we get the culture right….

- Fairness and equality
- Sustainability
- Prevention
- Transparency
- Joint resourcing
- Collaboration and co-production
- Innovation

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3. Community Participation + Empowerment

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We commit to improving our approach to:

- participation in community planning
- national community engagement standards
- participation requests + asset transfer + right to buy
- participatory budgeting + co-production
- community learning and development
- access to community assets
- capacity building
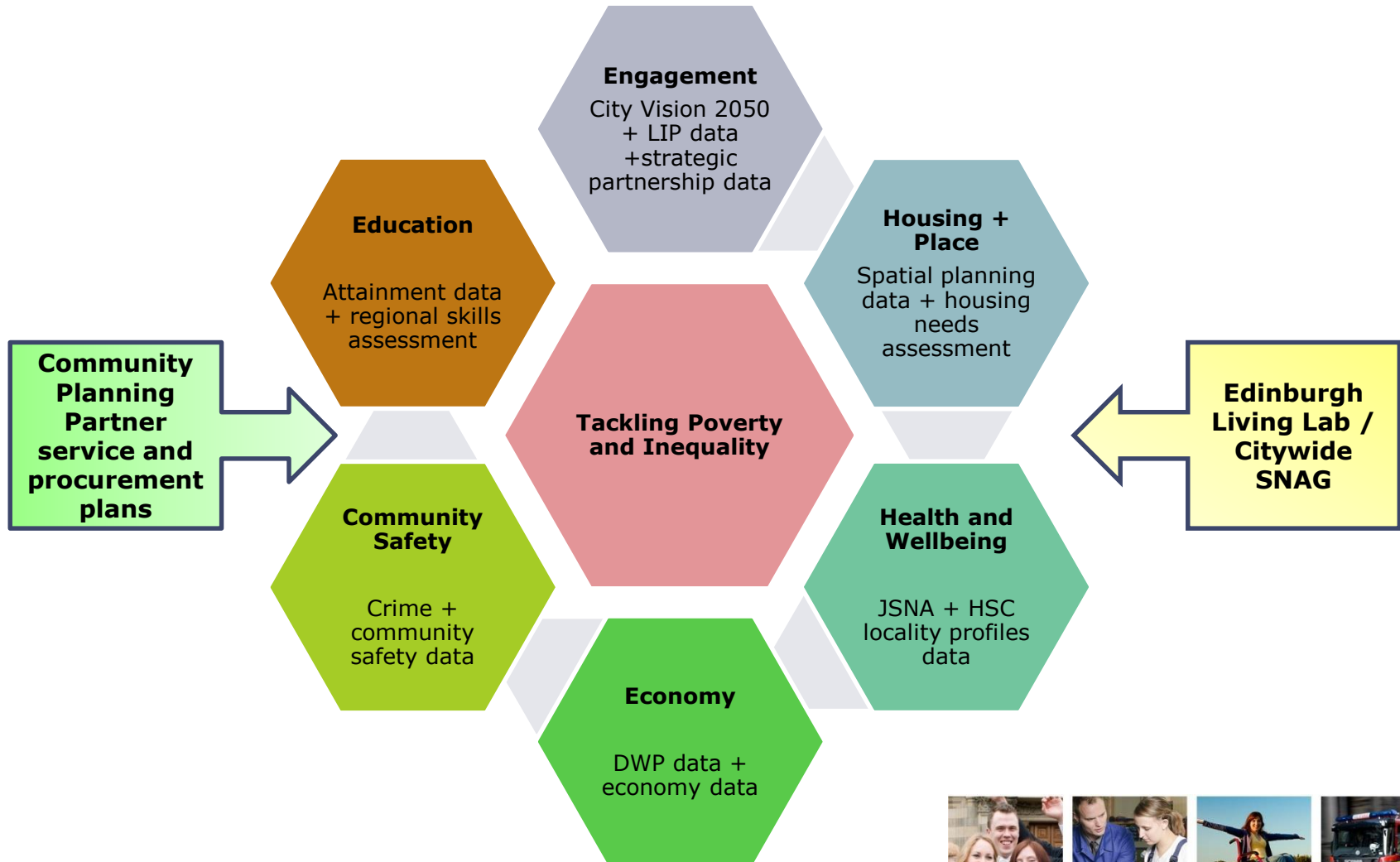- Placing the citizen and community 'voice' at the centre of the performance framework

4. Strategic Needs Assessment

Engagement
City Vision 2050 + LIP data +strategic partnership data

Housing + Place
Spatial planning data + housing needs assessment

Education
Attainment data + regional skills assessment

Community Planning Partner service and procurement plans

Tackling Poverty and Inequality

Edinburgh Living Lab / Citywide SNAG

Community Safety
Crime + community safety data

Health and Wellbeing
JSNA + HSC locality profiles data

Economy
DWP data + economy data

5. Outcomes

Improve safety

Improve education + learning

Improve employment and household income

For those people, families and communities facing poverty and inequality…

Improve housing and place

Improve health and wellbeing

Local Outcome Improvement Plan

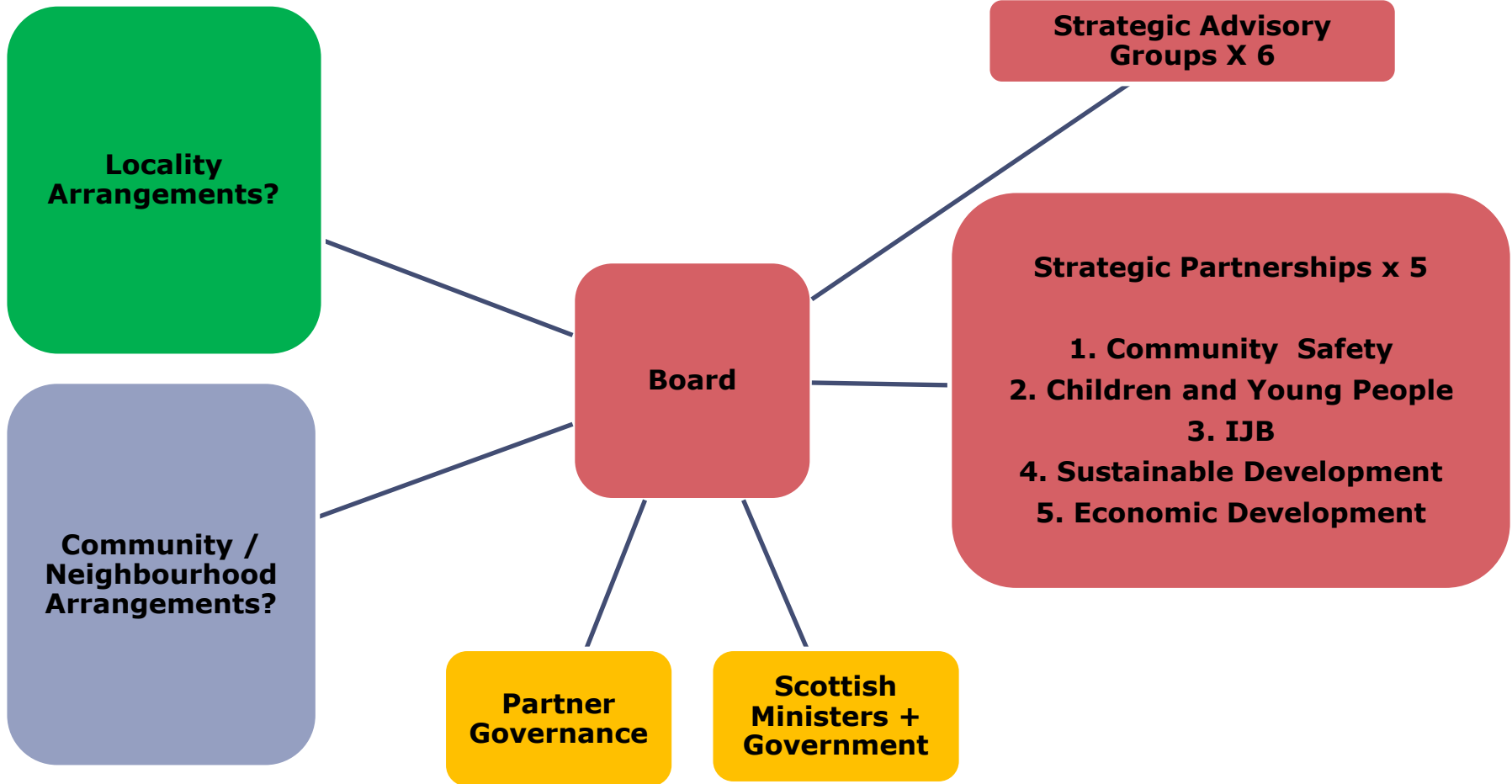| Outcomes	Objectives	Actions	Resources	Measures	Accountability
For those people facing poverty and inequality we will…	To deliver these outcomes we will prevent…	To deliver these objectives we will work with citizens, communities, public, third and private sectors to…	To deliver these actions we will allocate the following resources…	To know if we have made an impact we will measure…	These partnerships will take lead responsibility for delivery of the outcomes, objectives, actions, and resources, and measuring impact …

6. Partnership and Governance

Neighbourhood and Community

Locality

Citywide

The Board

Locality Arrangements?

Community / Neighbourhood Arrangements?

Board

Strategic Advisory Groups X 6

Strategic Partnerships x 5

1. Community Safety
2. Children and Young People
3. IJB
4. Sustainable Development
5. Economic Development

Partner Governance

Scottish Ministers + Government
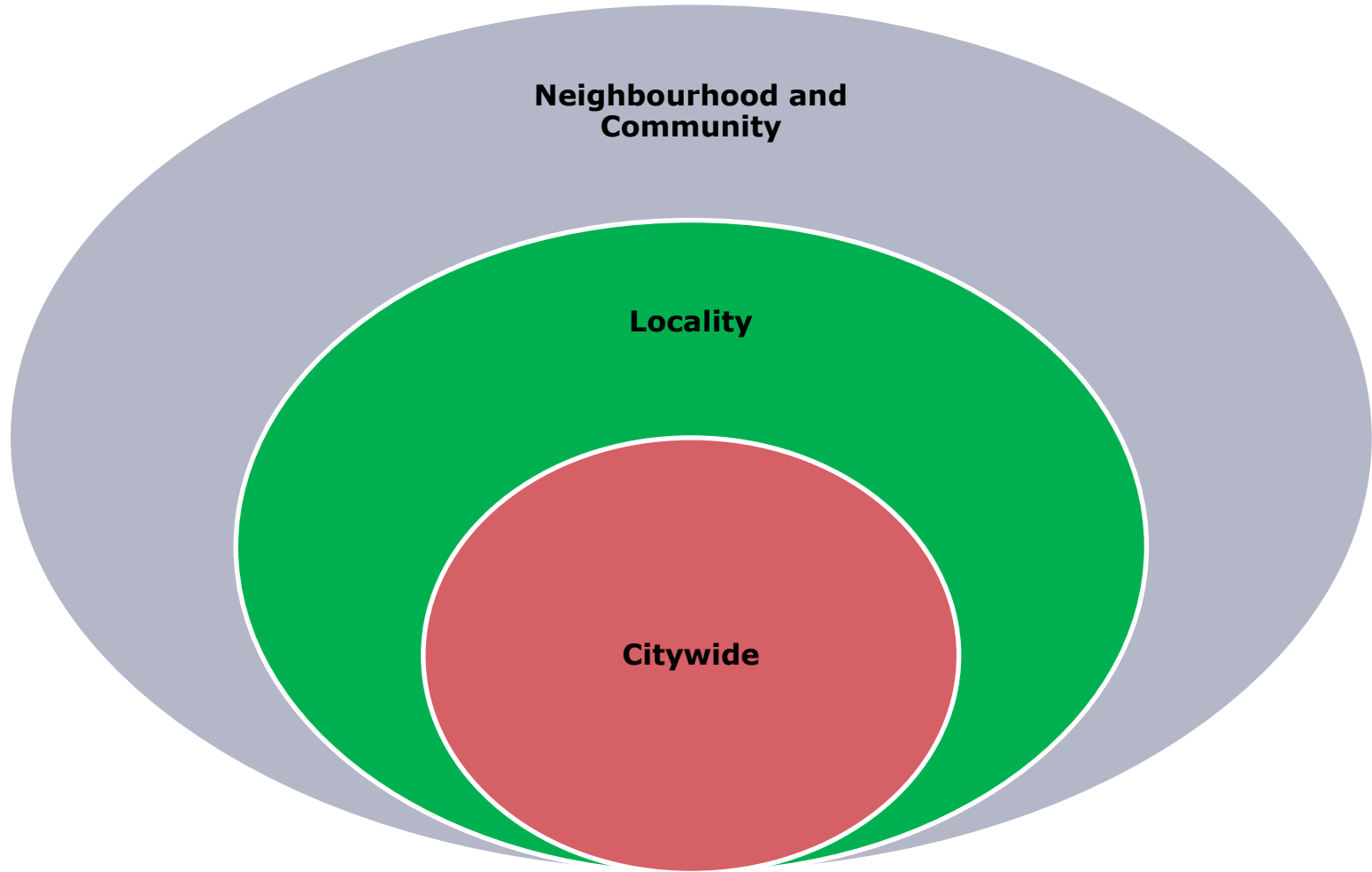
6. Performance Reporting and Review

- People / Outcomes / Process – POP methodology
- Annual performance report June (linked to LIPs + annual statement on participation and empowerment)
- Quarterly Board reports on strategic planning framework
- Full review October 2022 – March 2023

Further Information:

Edinburgh Partnership Lead Officers Group

nick.croft@edinburgh.gov.uk

Economy Strategy

September 2017

Process

1 **Scoping**

2 **Draft & co-produce**

3 **Approvals & Endorsements**

Project Planning

Policy Drivers

State of the economy

Engagement findings

SWOT analysis

Expert Advisor consultation

Elected Members

CLT and SMTs

Economic Development Partners

Strategic Partnerships

Business Groups

Council – January 2018

Edinburgh Partnership

Edinburgh Business Forum
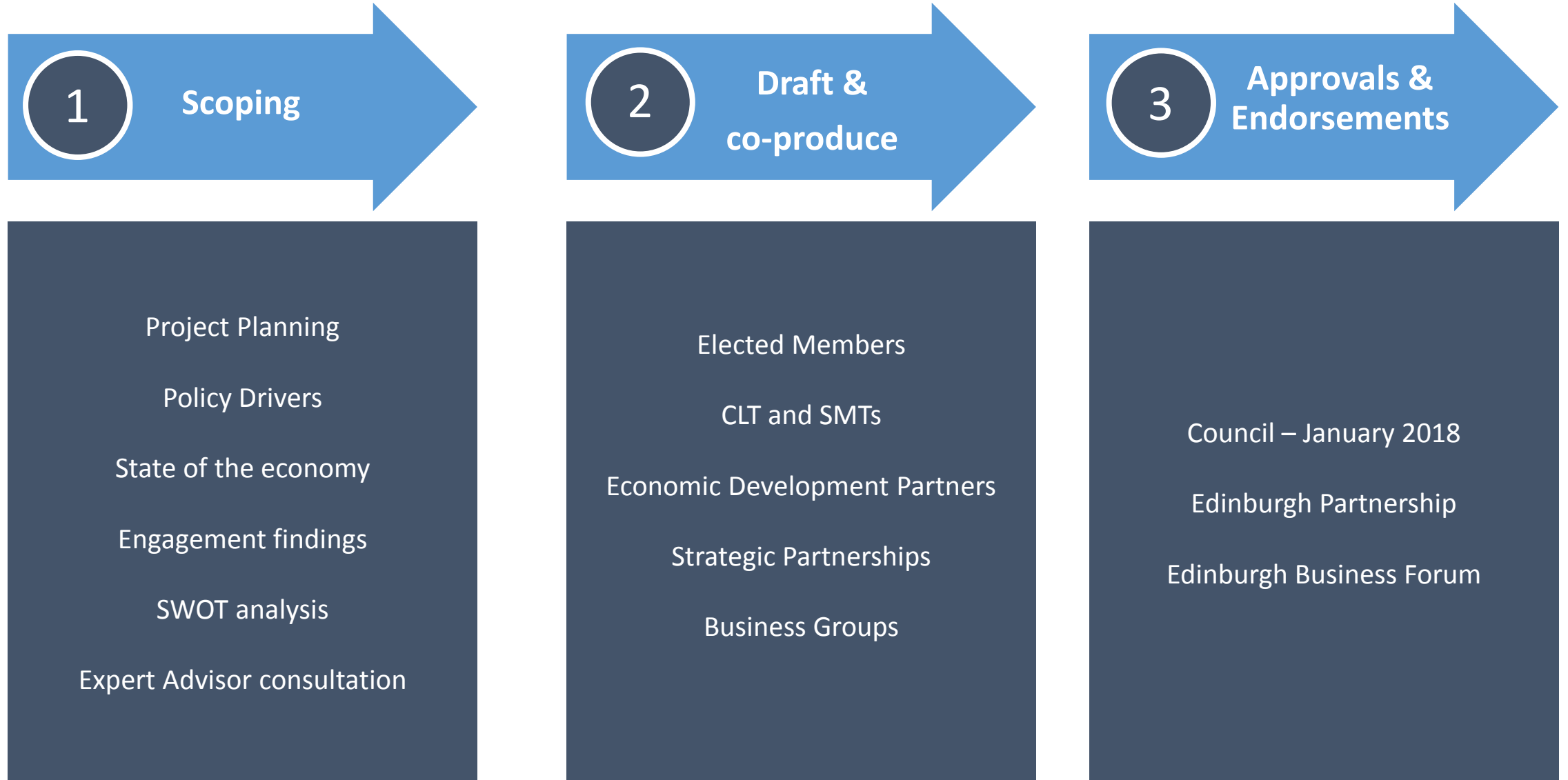
Starting principles

Strategy for the city	Practical and deliverable
Multi-agency and Multi-disciplinary	Agile and responsive
Creating the conditions for growth	Tackling inequality and poverty

Innovation and Inclusion

People	Places	Business
An economy that works for all our citizens	*Successful places that meet the needs of a future economy*	*A successful economy that delivers new innovation and new jobs*

Contacts

Laurence.Rockey@Edinburgh.gov.uk

Head of Strategy and Insight

Edinburgh's Alcohol Strategy 2017-22

Executive Summary

1. At its meeting on 16 June 2016, the Edinburgh Partnership Board agreed to produce a city-wide strategy to reduce alcohol related harm. The Board recognised the role that alcohol plays in the recreational, social and economic development of the city, however, was concerned by the current levels of harm in relation to violent crime, community safety, child welfare and health and wellbeing.

2. The Board invited its membership to identify priorities for this strategy at the meeting on 8 December 2016, providing officers with the framework for developing a full strategy.

3. This paper summarises the strategy and seeks approval from the Edinburgh Partnership.

Recommendations

1. The Board is recommended to:

   i.   approve the Alcohol Strategy for Edinburgh as set out in Appendix 1
   ii. consider its own role in influencing the Scottish Government in its activity to address the affordability, availability and acceptability of alcohol.

Main Report

2. The role that alcohol plays in the social, recreational, economic development of the city is well recognised. For example, Edinburgh has a long tradition of brewing beer and has an internationally renowned nightlife scene and cafe culture, with some of the best restaurants and bars across the UK and beyond. However, alcohol related harm has increased significantly in Edinburgh and across Scotland over the past 20 years, which is directly linked to an increase in the consumption of alcohol.

3. Over the same period, the price of alcohol has decreased relative to income, and 73% of alcohol is now bought from off-sales (supermarkets, off-licenses, grocery stores), as opposed to being purchased and consumed in pubs, bars and restaurants. On average, each adult in Scotland now drinks the equivalent of eight litres of pure alcohol per year compared with seven litres in England. 97% of this increased level of consumption is directly attributable to off sales.[1] Edinburgh has 13 off-sale outlets per 10,000 population compared to a national average of 9.

4. Deaths directly attributable to alcohol and alcohol related hospital stays have more than doubled in Edinburgh between 1995 and 2005. Since this time, there has been a reduction of approximately 20%, which experts link to the global recession of 2008. Alcohol is also one of the main factors in harm to children and in violent crimes, such

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[1] [1] http://www.healthscotland.scot/media/1202/27345-00-alcohol-consumption-and-price-in-scotland-2015-may2016.pdf

as domestic abuse, and sexual and physical assault. A sample of all serious assaults for the nine month period April to December 2015 (302 crimes) 59% were recorded with an alcohol aggravator; 16% were recorded as happening within a licensed premises.

5. It is estimated that addressing alcohol-related harm costs our city £221 million per year. In contrast, the Council spends £240 million per year on educating children.

6. There is a body of research that indicates that alcohol consumption and its related harm have a greater detrimental impact in areas of deprivation and therefore can be seen as a driver of inequality.

7. The strategy presents a vision for the city and its relationship with alcohol.

   Edinburgh is safe, healthy and has a culture of low risk drinking. The city is socially, economically and culturally vibrant, and alcohol consumption is incidental to the good quality of life that people enjoy.

8. It uses the evidence base to develop a multi-faceted response. If focuses on three themes that drive alcohol consumption and consequently the level of harm across society:

   1. Affordability - the cost of alcohol relative to income

   2. Availability - number/density of alcohol outlets, opening hours, capacity of pubs and bars and shelving space in shops

   3. Acceptability - our attitudes to alcohol consumption. these can be shaped by social norms, advertising, culture

9. Three high level outcomes provide a framework for an annual action plan to address alcohol related harm:

   Outcome 1: Local environments are supportive of people's health and well being and reduce the risk of alcohol-related harm and disorder

   Outcome 2: Children, adults and their families are not harmed by other people's drinking or made vulnerable through their own drinking

   Outcome 3: Individuals' health and wellbeing are improved through access to effective early interventions and recovery-focused treatment and care services for those who need them

10. A multi-agency group has been established to deliver the strategy with membership from:

    - Communities and Families Children's Services
    - Police Scotland

    - Trading Standards
    - Planning

    - Scottish Fire and Rescue Service
    - Strategy and Insight

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- Scottish Ambulance Service
- EVOC – 3rd Sector
- NHS Lothian Public Heath
- Economic Development
- Legal Services (Licensing)
- Community Safety Partnership

The group reports directly to the Edinburgh Alcohol and Drug Partnership.

Conclusion

11. Despite the obvious benefits that alcohol brings to the city in terms of entertainment and tourism, it presents significant challenges for the city, particularly in areas which experience higher levels of poverty and deprivation.

12. This strategy takes a multi-faceted approach to reducing alcohol harm, focusing on availability, affordability and acceptability. It is envisaged that this strategy will contribute directly to the high level outcomes of the Edinburgh Partnership, reducing the financial cost to the public and private sector.

13. It is noted that the Licensing Board's Policy Statement and Edinburgh's Economic Strategy, which are to be published in 2018, are play a important role in the success of this strategy.

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

Michelle Miller
Chief Social Work Officer and Chair of the Edinburgh Alcohol and Drug Partnership
_____

Contact details: Michelle.miller@edinburgh.gov.uk
0131 533 8201

Nicholas.smith@edinburgh.gov.uk
0131 529 2117

- Appendix 1: Edinburgh's Alcohol Strategy 2017-22

THE EDINBURGH PARTNERSHIP

DRAFT - Edinburgh Alcohol Strategy 2017-2022

1. Vision and outcomes

The overarching vision of this strategy is that:

Edinburgh is safe, healthy and has a culture of low risk drinking. The city is socially, economically and culturally vibrant, and alcohol consumption is incidental to the good quality of life that people enjoy.

Outcomes

The strategy outlines how partners and stakeholders will work together towards achieving the following outcomes:

> **Outcome 1:** Local environments are supportive of people's health and well being and reduce the risk of alcohol-related harm and disorder

> **Outcome 2:** Children, adults and their families are not harmed by other people's drinking or made vulnerable through their own drinking

> **Outcome 3:** Individuals' health and wellbeing are improved through access to effective early interventions and recovery-focused treatment and care services for those who need them

2. Why the Strategy is needed

Alcohol is more affordable and available than at any time in recent history, and while many people who drink would consider that they do so without causing harm to themselves or others, there is a strong and growing evidence base for the harmful impact alcohol misuse can have on individuals, families and communities. Levels of alcohol-related harm in relation to crime, community safety, child welfare, health and wellbeing are concerning, and have a greater affect in our most deprived communities, contributing to inequalities across Edinburgh.

In its review of the future of public services, the Christie Commission has challenged us all "to reduce demand in the system through prevention and early intervention to tackle the root causes of problems and negative outcomes. This means tackling persistent problems of social and economic inequality and inter-generational cycles of deprivation and disadvantage."

Scotland's relationship with alcohol is complex and our approach must recognise that large numbers of people enjoy alcohol to socialise, and experience the effects of mild inebriation. If alcohol is taken at or below the levels set by the Chief Medical Officers, (it is safest not to drink more than 14 units a week and that this should be spread over three or more days), the risk of ill-health and injury is, on average, greatly reduced. Industries and outlets in Edinburgh that produce and sell alcohol

provide local employment and. Restaurants pubs and bars are an integral part of living in and visiting Edinburgh.

However, a significant number of people consume more than the recommended limits and put themselves and others at increased risk of harm.

The reasons behind our levels of consumption are complex. Individual choice is certainly one of these, Environmental factors play a key role in shaping our attitudes and influencing our levels of alcohol consumption. In Edinburgh, our **aspiration** is that environmental factors will be supportive of people's health and well-being, and will reduce the risk of alcohol-related harm and disorder.

The **longer term aspirations** for these changes are that:
- low alcohol consumption becomes the norm and
- overconsumption becomes socially unacceptable.

To ensure long-term, sustainable change, it is critical that we improve our understanding of what is driving alcohol consumption, and in so doing, we address one of the root causes of inequality as well as focusing resources on preventative measures.

This approach will support the aspiration of the Edinburgh Partnership that Edinburgh is a thriving, successful and sustainable capital city, in which all forms of deprivation and inequality are reduced. In addition, the 2050 Edinburgh City Vision states that Edinburgh should be a city full of opportunity and innovation, with no barriers to achievement. The implementation of this strategy will help support Edinburgh to be an 'inspired, connected, fair and thriving city' in 2050.

This strategy is developed at a time of great challenge for public services, which places an increased focus on the need to work together in partnership to maximise our resources, deliver better outcomes for people with alcohol-related problems, and contribute to the vision for the city. It is about taking action and needs to be a live document that makes a tangible difference and contributes to positive change.

3. The determinants of alcohol-related harm

The harm caused by alcohol is largely determined by levels of consumption at both an individual and population level. This includes overconsumption, which can result directly in alcohol-related harm and disorder; as well as the longer terms harm associated with higher levels of consumption across the population in general.

(?What do future trends look like for these determinants? Is this a problem we expect to grow more complex and more challenging?)

Levels of consumption are heavily influenced by three main factors:

1) how cheap alcohol is (affordability);
2) how easy it is to purchase or consume alcohol (availability); and

3) the social norms (in own home, and outside the home) surrounding its consumption (acceptability)[1]. This is summarised in Figure 1.

<u>The Drivers</u>

- **Affordability**

  Alcohol is much cheaper to buy now than it was in the past. It is **60% more affordable today** compared with 30 years ago – particularly in supermarkets and other off-sales premises where we now buy most of our alcohol. This increased affordability has led to **higher consumption** and **higher levels of alcohol-related ill-health and social harm**[2]. The average price per unit in Scotland in 2015 was 52p in off-sales, with the cheapest cost identified in 2016 as 18p[3]. As part of the national strategy to address alcohol use in Scotland, the Scottish Parliament passed the Alcohol Minimum Pricing (Scotland) Act in May 2012. A minimum price for alcohol sets the lowest price an alcoholic drink can be sold. In Scotland, the minimum price per unit of alcohol has been set at **50**p. The implementation of this policy has however been **delayed by a legal challenge led by the Scottish Whiskey Association**.

  Edinburgh has localities that are densely populated with off-sales premises and this high density can increase competition between sellers, reducing price further.

- **Availability**

  The availability of alcohol is dependent on the number outlets, including on-sales outlets such as pubs, bars, nightclubs and restaurants, as well as off-sales outlets such as supermarkets, convenience stores and speciality shops. Consideration also needs to be given to opening hours and the capacity of on-sales outlets and shelving space of off-sales outlets.

  Currently there are 2000 premises licenses to sell alcohol in force in Edinburgh. The city has the highest outlet availability in Scotland, approaching **three times higher** than the national average[4]. The average density for all datazones in Edinburgh is 22.0 outlets per km^2, while the average density for Glasgow is 13.7 outlets per km^2, and for all Scottish datazones is 8.0 outlets per km^2.

  Given that alcohol is sold at a much lower cost per unit in off-sales outlets, the work on availability needs to focus on these types of licensed premises.

  There is international evidence that longer opening times for on-sales outlets are linked to higher levels of crime and disorder[5]. In Edinburgh, pubs and bars have licenses to open until 01.00. and nightclubs until 03.00. Historically, extensions to these hours have been restricted to specific times of the year, for example, during the Edinburgh Festival in August and over the Christmas and New Year period.
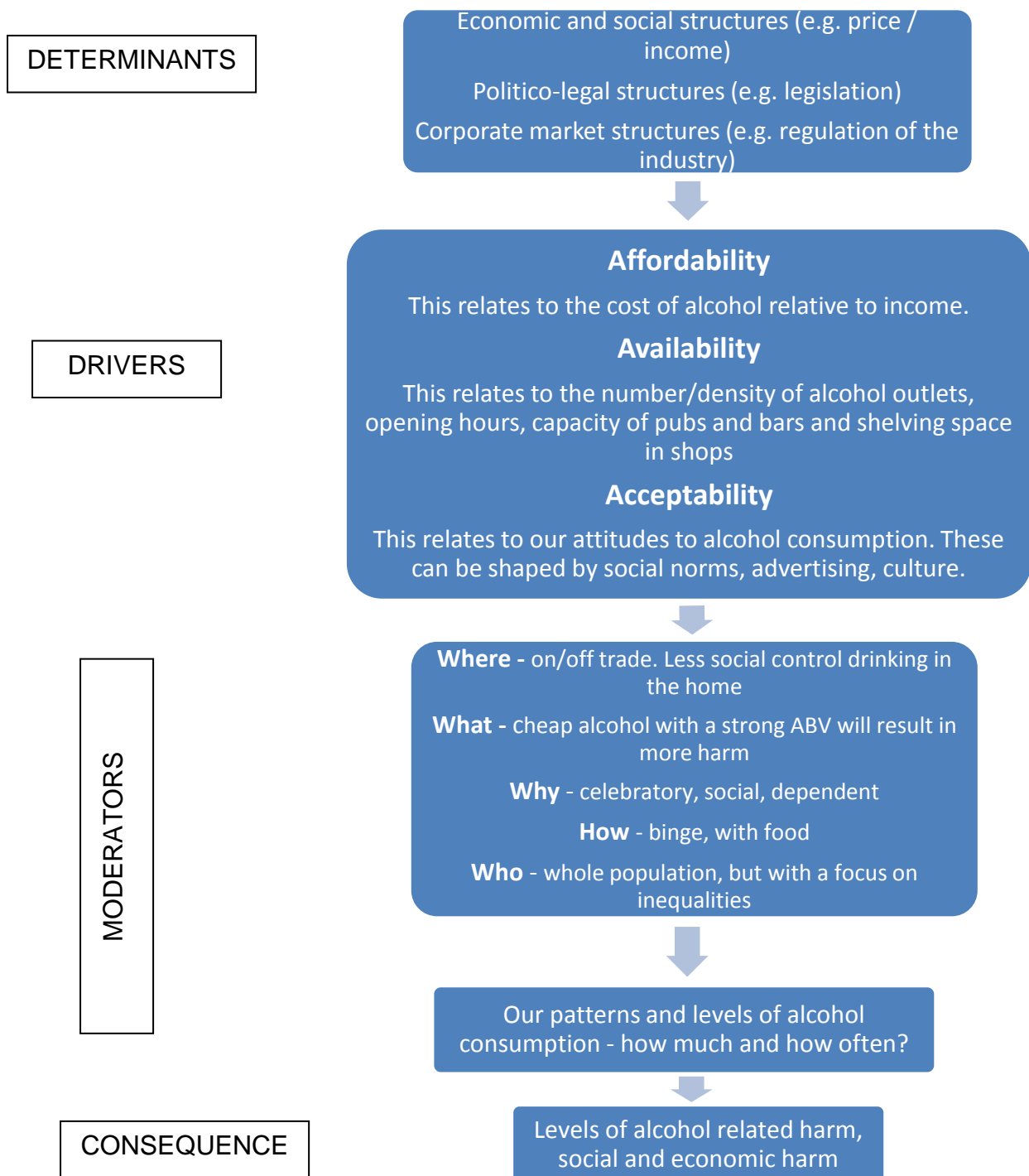
- **Acceptability**

  "Alcohol is a legal, socially acceptable drug which is seen as an integral part of Scottish life; used to celebrate, commiserate and socialise"[6].

Overconsumption of alcohol is commonplace today. Across Edinburgh and the Lothians, more than 1 in 3 men and 1 in 5 women are drinking at harmful levels[7]. This general acceptability of alcohol use is influenced by a number of factors, including how available alcohol is and the wide spread use of alcohol advertising, both locally and nationally, which normalises and promotes consumption. Our culture and attitude towards drinking too much are often very relaxed, and alcohol is viewed as an everyday item in the same way as other grocery products, rather than a potentially toxic substance.

The on-sales environment offers a number of social controls that potentially reduce the likelihood of overconsumption. Licensing regulations prevent an intoxicated individual being served any additional alcohol and the time limited nature of the on-sales premise means there is a limit to how much alcohol can be consumed. These social controls do not exist in the same way for alcohol purchased off-sales and drunk within the home.

Figure 1: Adapted from the conceptual framework of the determinants, drivers and moderators of alcohol-related harm[1]

DETERMINANTS	Economic and social structures (e.g. price / income) Politico-legal structures (e.g. legislation) Corporate market structures (e.g. regulation of the industry)

↓

DRIVERS	**Affordability** This relates to the cost of alcohol relative to income. **Availability** This relates to the number/density of alcohol outlets, opening hours, capacity of pubs and bars and shelving space in shops **Acceptability** This relates to our attitudes to alcohol consumption. These can be shaped by social norms, advertising, culture.

↓

MODERATORS	**Where -** on/off trade. Less social control drinking in the home **What -** cheap alcohol with a strong ABV will result in more harm **Why** - celebratory, social, dependent **How** - binge, with food **Who** - whole population, but with a focus on inequalities

↓

Our patterns and levels of alcohol consumption - how much and how often?

↓

CONSEQUENCE	Levels of alcohol related harm, social and economic harm

4. Policy context

The key national policy document for addressing alcohol use in Scotland is *Changing Scotland's Relationship with Alcohol – A Framework for Action*. This strategy seeks to rebalance the complex relationship Scotland has with alcohol by adopting a whole

population approach to addressing the underlying causes and negative impacts of excessive alcohol use. It outlines a package of measures to reduce alcohol-related harm, including legislative changes to the licensing process, together with measures that focus on creating cultural change over the longer term.

The Scottish Government, using a solid evidence base, has identified the need for sustained action and key interventions in the following four main areas:

1. Reducing consumption
2. Supporting families and communities
3. Developing positive attitudes, positive choices
4. Improving support and treatment

5. Reducing health inequalities

Although alcohol use tends to be fairly universal across all sectors of society, the harm experienced is not spread equally among communities. Those living in more disadvantaged and deprived circumstances are much more likely to experience alcohol-related harm than their more affluent neighbours. At a national level, those in the 10% most deprived areas are **eight times** more likely to be admitted to hospital due to alcohol than those in the most affluent communities. This is despite fewer people on low incomes drinking above recommended levels[8]. This phenomenon is known as the **alcohol harm paradox**. Alcohol misuse is both a product and a driver of social deprivation, marginalisation and greater inequalities.

6. Alcohol-related harm in Edinburgh

The role that alcohol plays in the social, recreational and economic development of the city is well recognised. Edinburgh has a long tradition of brewing beer and has an internationally renowned nightlife scene and cafe culture, with some of the best restaurants, pubs and bars across the UK and beyond. Many communities will identify a particular pub, bar or restaurant as a key part of their social fabric.

However, alcohol-related harm has increased significantly in Edinburgh and across Scotland over the past 30 years, which is directly linked to an increase in the consumption of alcohol. This includes the **doubling** of alcohol-related hospital stays and alcohol-related deaths between 1987 and the present[9].

On average, each adult in Scotland now drinks the equivalent of eight litres of pure alcohol per year compared with seven litres in England. 20% more alcohol was sold per adult in Scotland than in England/Wales in 2015. 97% of this increased level of consumption is directly attributable to off sales[10]. In this context Edinburgh needs to consider the impact that the availability of alcohol sold in off sales outlets has on levels of consumption and harm across the city.

- **Cost**

  It is estimated that alcohol-related harm costs Edinburgh £221 million per year, which equates to £455 per person[11].

  The cost of alcohol can be broken down as follows:

Figure 2 - The Cost of Alcohol in Edinburgh City
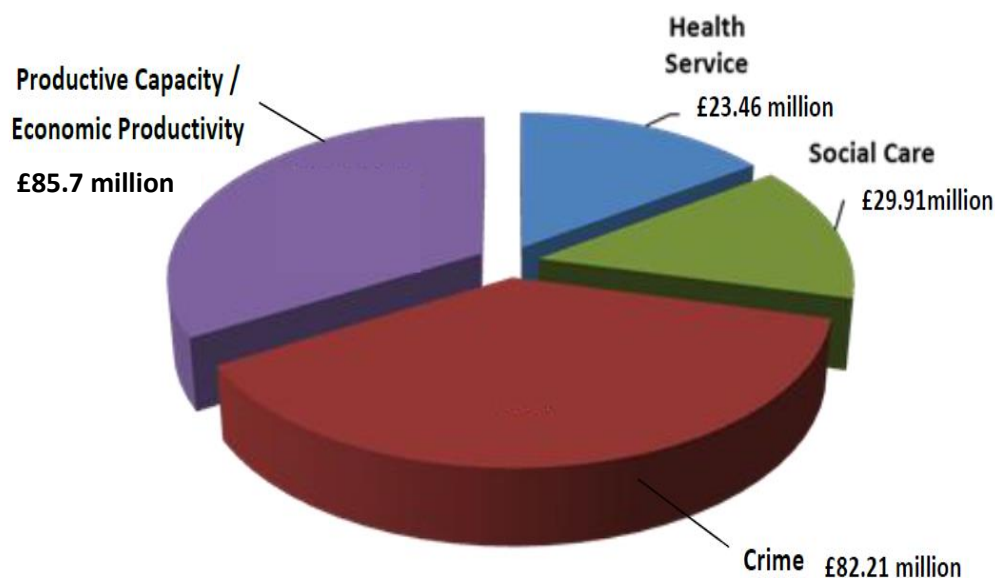
Source: Alcohol Focus Scotland

In contrast, the Council spends approximately £240 million per year on educating children; a new 290 bed hospital would cost approximately £221 million and the same figure would employ approximately 7,350 police officers.

The cost to productive capacity in Edinburgh is estimated to be £85.7 million per year. This makes up 39% of the total cost of alcohol-related harm in the city. The biggest impact of this cost is due to premature mortality, which significantly reduces the potential working years of those dying due to alcohol-related causes before the age of 65 years. Issues such as presenteeism (being present at work, but performance negatively affected by alcohol consumption), absenteeism and unemployment due to alcohol misuse also contribute to the overall total impact on productive capacity. Presenteeism and absenteeism, which both reduce the productivity of the workforce, impact directly on employers; whilst alcohol-related unemployment and premature mortality in the working population affect employers, individuals and society overall. More working years are lost to alcohol than the ten most frequent cancer types combined[12].

- **Health harms**

  Excessive use of alcohol is linked to a range of physical and mental health problems, as well as accidental injury and premature mortality. Medical conditions linked with alcohol use include high blood pressure, liver disease, stroke, cancer and brain damage[13].

  Alcohol-related harm in Edinburgh costs NHS Lothian £23.46 million per year. This is made up of hospital admissions, A&E attendances, ambulance journeys, outpatient attendances, alcohol services, prescription costs and GP consultations.

In 2014, there were 2,802 alcohol-related hospital stays in Edinburgh (see figure 3 below). In 2015, there were 2556 alcohol-related hospital stays and 75 alcohol-related deaths[14].

Figure 3 – Alcohol-related hospital stays 2014 per 100,000 population by Neighbourhood Partnership[14]
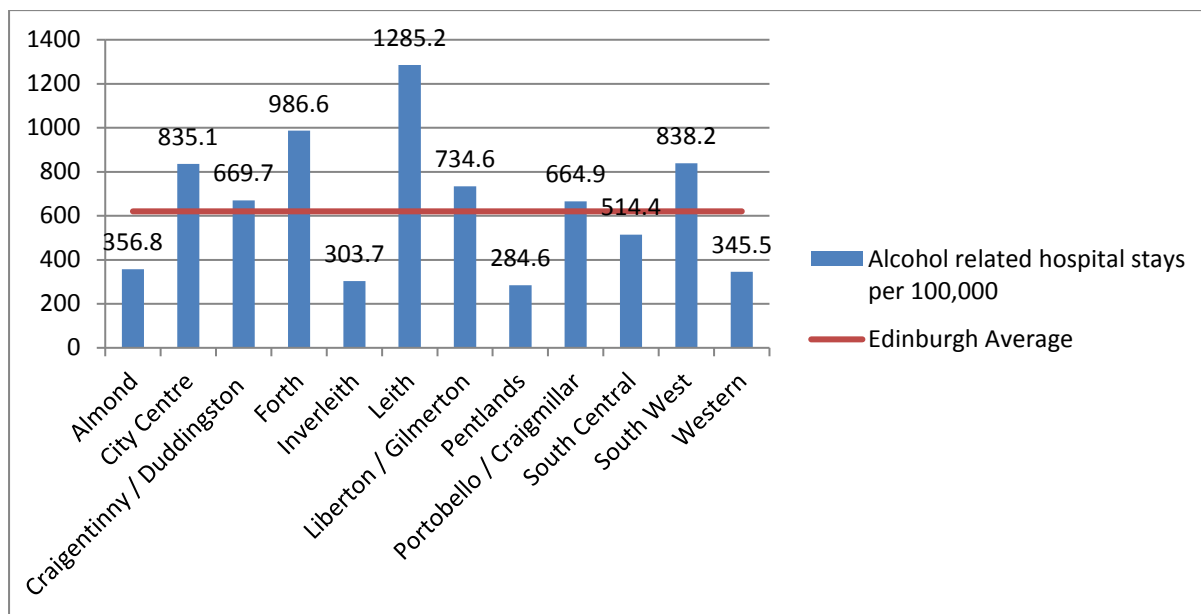
- **Crime and disorder**

  Alcohol is known to be a contributory factor in various types of crime and disorder. It is one of the main elements in harm to children and in violent crimes, such as domestic abuse, sexual and physical assault.

  Analysis of 302 serious assaults for the nine month period April to December 2015 (80% of total for the year) showed that 59% were recorded with an alcohol aggravator; 16% were recorded as happening within licensed premises and 37% were linked to **licensed premises**.

  Alongside this, between 1 April 2016 and 31 March 2017, 189 hate crimes (13.9%), and 892 domestic crimes (24.4%) in Edinburgh had alcohol as an aggravator. This is likely to be an underestimate of the true levels of assaults due to data collection methodology.

  In Edinburgh, 17,954 alcohol-related crimes were committed in 2014/15 (see figure 4 below). That is 178 alcohol-related crimes per 10,000 population. There were 1,110 crimes that could not be categorised to intermediate zone level. Alcohol-related crimes include: crimes of violence, sexual crimes, minor assault, vandalism, malicious mischief, breach of the peace etc[15]. A significant proportion of alcohol-related crime in disorder in the city centre is linked to the **night-time** economy.

Figure 4

Alcohol-Related Crimes per 10,000 Population

■ 2013/14   ■ 2014/15
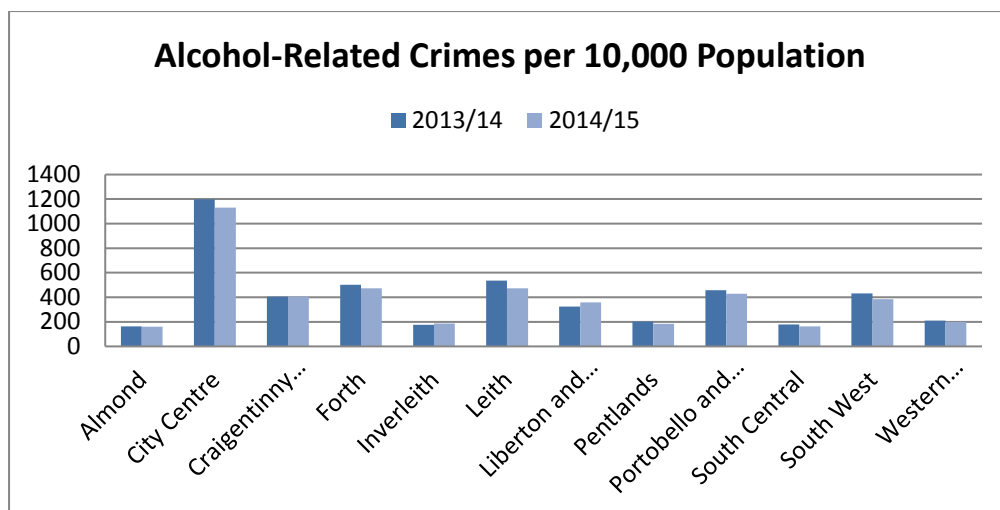
- **Harm to others**

  There is increasing recognition that alcohol harm not only affects the individual drinker, but also affects others around the drinker, including family members, friends, co-workers and the wider community. Harm to others occur along a continuum, ranging from minor to serious, which may be due to one-off or recurring incidents. Types of harm include injury, assault, traffic and workplace accidents, child neglect, partner abuse, relationship problems, harassment, noise and damage to property. These harms are experienced in public spaces, such as communities, town centres and workplaces, as well as in the home[16]. 95 child protection cases were recorded in Edinburgh in 2015 where parental alcohol or drug misuse was involved[17].

7. Delivering the Strategy

It is our aspiration to work in an evidence based way to deliver this strategy. Where evidence does not exist, innovative approaches will be used to try out and test new ways of working to achieve positive change.

The table below sets out the evidence for interventions to reduce alcohol-related harm[18&19]. Some of these interventions cannot be delivered at local level and partners will work together with the Scottish Government to support change nationally.

High Impact	Medium Impact	Low Impact
• Restricting the availability of alcohol • Taxation and minimum unit pricing • Limiting the density of outlets • Lower/zero breath alcohol content limits when driving	• Brief interventions to reduce harmful drinking • Treatment for dependent drinking • Safer drinking environments • Heavier enforcement of legislation	• Labelling bottles / cans • Sensible drinking campaigns • Public education • School based education • Voluntary advertising restrictions

The partnership will develop a local action plan to deliver against the three high level outcomes in the strategy:

Outcome	Actions 2017/18
Outcome 1: Local environments are supportive of people's health and well being and reduce the risk of alcohol-related harm and disorder	Identify and support the assessment of overprovision of licensed premises Align the Planning Authority Guidance for Businesses with the Licensing Policy Statement Influence the strengthening of the Licensing Board's Overprovision Policy Ensure effective 'alcohol in the workplace' policies are in place amongst employers in the city Promote responsible alcohol retailing including, • supporting initiatives such as Best Bar None / Pub Watch • reducing advertising Take effective enforcement action against irresponsible retailers where needed
Outcome 2: Children, adults and their families are not harmed by other people's drinking or made vulnerable through their own drinking	Develop the approach to delivering effective alcohol prevention programmes Reduce alcohol-related violence and disorder by using local data and developing localised responses Reduce incidents of, and improve our response to, Foetal Alcohol Spectrum Disorder Listen to and improve our responses to children affected by parental substance use Reduce the need to accommodate children
Outcome 3: Individuals' health and wellbeing are improved through access to effective early interventions and recovery-focused treatment and care services for those who need them	Increase the reach of Alcohol Brief Interventions Improve access to treatment, support and recovery, with an initial focus on people who are: • admitted to hospital • in contact with the criminal justice system Improve the general welfare of heavy drinkers, focusing on • reducing risk of fire • reducing accidents • improving access to appropriate services

8. Linking to other strategies (hyperlinks to be added)

The table below summarises the key strategies and policies that play a role in addressing alcohol in the city.

Alcohol Strategy Outcomes	Relevant plans	Opportunity
Outcome 1: Local environments are supportive of people's health and well being and reduce the risk of alcohol-related harm	• Licensing Policy Statement • Licensing Forum Action Plan	Establish areas where there is overprovision of license premises
	• Planning Authority's Guidance for Businesses	Identify areas where the level of amenity is maintained with regard to planning applications for on-sales (pubs and bars)
	• Economic Development Strategy	Address the productive capacity challenges presented by alcohol
	• Policing Plan	Reduce alcohol-related violent crime
Outcome 2: Children, adults and their families are not harmed by other people's drinking or made vulnerable through their own drinking	• Children's Plan • Corporate Parenting Action Plan • EADP Young People Substance Use Plan	Reduce the impact of parental alcohol use on children Reduce alcohol use amongst children and young people
	• Policing Plan • Community Justice Plan • Antisocial Behaviour Strategy	Reduce alcohol-related violent crime, antisocial behaviour and disorder
Outcome 3: Individuals' health and wellbeing are improved through access to effective early interventions and recovery-focused treatment and care services for those who need them	• Health and Social Care Strategic Plan • EADP Treatment and Recovery Services Annual Plan 2017/18 • Fire and Rescue Service – Edinburgh Plan	Improve treatment options for people with alcohol problems Reduce harm to dependent drinkers who do not intend to stop drinking

9. Monitoring Progress

Outlined below are the indicators against which progress and the impact of the strategy will be measured.

Outcome	Indicator	Baseline data
Outcome 1: Local environments are supportive of people's health and well being and reduce the risk of alcohol-related harm and disorder	Number of licensed premises in Edinburgh are reduced	**2000** in 2015/2016 Scottish liquor licensing statistics 2015/16, Scottish Government, 2016
	Number of organisations registered with good practice schemes (Best Bar None, Pub Watch, etc.) are increased	**To be baselined**
Outcome 2: Children, adults and their families are not harmed by other people's drinking or made vulnerable through their own drinking	Number of cases of alcohol-related crime are reduced	**To be baselined**
	Number of people who do not consider street drinking and alcohol-related disorder to be a problem in their neighbourhood are increased	**77%** 2016 Edinburgh People's Survey
	Number of child protection cases where parental alcohol or drug misuse was involved are reduced	**95** cases in 2015 Children's Social Work Statistics, ScotPHO Alcohol Profile, 2015
Outcome 3: Individuals' health and wellbeing are improved through access to effective early interventions and recovery-focused treatment and care services for those who need them	Number of alcohol-related hospital stays are reduced	**2,556** Alcohol-related hospital statistics Scotland 2015/16, NHS National Services Scotland, 2016
	Number of alcohol-related deaths are reduced	**76** Alcohol-related deaths 2015, National Records of Scotland, 2016

Outcome	Indicator	Baseline data
	Number of Alcohol Brief Interventions delivered are increased	Align to national HEAT Standard
	Waiting times for treatment – are reduced	82% National waiting times database

10. A Note on Working with the Alcohol Industry

The alcohol industry is made up of a diverse set of organisations. There are producers (mainly large companies, but some local brewers and distillers), retailers (such as off licenses and supermarkets) and industries associated with the sale of alcohol (e.g. restaurants, bars, pubs, hotels). They have different interests and have different skills and capacity to help. There are times when it is appropriate to work together with them all. However, it is not always possible to set out clear guidance that will apply in every situation. For some sections of the Council and Police Scotland working with alcohol outlets, such as pubs and clubs, is a key part of their role. Maintaining a respectful relationship is key to responsible retailing.

We recognise that the industry exists to sell alcohol and to make a profit. They have a duty to maximise shareholder value and this is achieved by growing and expanding alcohol markets to increase sales. Consideration of this should be given when deciding to involve the industry in particular courses of action. This means that the industry may favour responses that focus on individual behaviour (such as education), rather than reducing consumption. International evidence suggests that reducing consumption is the most effective means of reducing harm. Whilst opportunities to work with the industry should be explored, this strategy will work to ensure that its objectives and goals are protected from interests that when taken collectively, can work to increase harm in the population.

The industry's members are not experts in school based alcohol education and prevention or alcohol treatment and support. Organisations should be wary of initiatives funded or co-ordinated by the industry which focus on these activities.

Alcohol Focus Scotland promotes the following questions when working with the industry:
- What is the aim of the organisation proposing to work with you?
- Are you aware of the publicity it may generate?
- Does this partner use such projects to steer focus away from effective measures, such as price and availability to ensure that less effective measures are adopted?
- Is this organisation on message with the evidence base, whole population approaches and all other stances adopted and advocated by the ADP (this strategy?)

- For example, what does this organisation say publicly about evidence based policies, such as Minimum Unit Pricing, controlling availability (e.g. licensing) and advertising?

If you are considering inviting the industry (or representative group) to an event about alcohol, you should consider the following:
- Does this event provide access to those making decisions and forming alcohol policy?
- Will this event allow an opportunity for the organisation to garner support and credibility for ineffective actions?
- If you are considering using resources or materials developed by the industry, you should consider the following:
- Who has developed and/or reviewed the content of the materials? Ideally it should be an independent expert on public health.
- How is alcohol portrayed in these resources? Are the range of harms and the role alcohol plays in society accurately set out?
- Is the focus on individuals, rather than the product? The solution should be to make the environment we are living in less pro-alcohol.

Further information is available at http://www.alcohol-focus-scotland.org.uk/media/60010/Engaging-with-the-alcohol-industry-briefing.pdf

26 June 2017

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Delivering the Edinburgh Children's Services Plan 2017/20

Executive Summary

1. This report updates the Board on initial progress made against commitments in the Edinburgh Children's Services Plan 2017/20, endorsed by the Board in June 2017.

2. There are five outcomes in the plan, and related service improvement objectives:

   - Every child will have the best start in life.
   - Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced.
   - Every child and young person will have good wellbeing and achieve the best possible health.
   - Equity amongst children and young people and their families will be advanced.
   - Children and young people, their families and their communities will be empowered to improve their wellbeing.

3. In addition, the plan aspires to create a 'child friendly city, where children's rights are respected, and there are improved approaches to empowerment, restorative practice, participation and service integration.

4. Shulah Allan – Chair Children's Services Board and Nick Croft – Partnership and Locality Manager – City of Edinburgh Council – nick.croft@edinburgh.gov.uk; 0131 469 3726

Recommendation/s

   i. The Board is recommended to note the good progress to date in delivering the Edinburgh Children's Services Plan 2017/20.

Main Report

1. The Plan is a component of the Edinburgh Partnership's strategic planning framework, it is linked to the Community Plan 2015/18 outcomes, and Locality Improvement Plan 2017/22 outcomes.

2. Responsibility for delivering the plan sits with the Edinburgh Children's Partnership, which comprises a Children's Services Board (on which elected members, NHS Board members and Chief Officers sit), a multi-agency Children's Strategic Partnership, and four Children's Services Management Groups (one in each locality).

3. The main elements of progress are indicated below against the strategic themes of the plan. Much of the progress relates to activity at this stage of delivery. A summary of high level performance measures is indicated at appendix 1:

Participation and children's rights	• Final report submitted to the Scottish Government for their funding of the children's rights participation pilot in the city. • Secondary and primary school pupil survey completed and results to be published in late 2017. • The UNCRC 'Rights Respecting School Programme' continues to be embedded across council schools. • Improved engagement with the youth work sector and after school sector.
Service Integration	• All Staff appointments to the new Family and Household Support Services Teams in each locality have now been completed. • The design of a training programme, funded by the Council, to deliver restorative practice to 100s of staff across all children's services is nearly complete. Programme delivery will start in late 2017.
Partnership and Governance	• The new Children's Services Board and Children's Strategic Partnership has met, and new members have been inducted. The SCRA, Edinburgh College and Skills Development Scotland are new members to the Board. • The Board plans an away day with members of the Council's Education, Children, and Families Committee to discuss delivery of the plan, and performance monitoring and reporting. • Children's Services Management Groups are running in all four localities. They are tasked with delivering outcomes in the Children's Services Plan, and Locality Improvement Plans.
Outcome and improvement Objective delivery	• Work continues to deliver the statutory 1140 hrs early years provision across the city. • Schools, the Education Authority, and other partners are progressing well with the delivery of the Pupil Equity Fund (£7.6M p.a. for the 2017/22 period). Around 60 partner providers have been identified to deliver projects in school to address poverty related attainment gaps.

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	• The review of the Child and Adolescent Mental Health Services continues, and is entering another phase of engagement with service users to agree improvement actions.
Public Performance Reporting	• A performance framework has been developed, a high level summary of which is at appendix 1.

4.   Conclusion

- Initial delivery of the Edinburgh Children's Services Plan 2017/20 has started well.
- A performance framework has been agreed, aligned to the five strategic outcomes and related improvement objectives.
- There has been demonstrable progress in the quality and breadth of engagement activity, based on children's rights approaches.

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

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

Contact details: 0131 469 3726
                              Nick.croft@edinburgh.gov.uk

Appendices:

1 – Summary of the Performance Framework

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Appendix 1 – Summary of the Performance Framework

Strategic Outcome	Objectives	High Level measures
Every child will have the best start in life	Implement the new universal pre-birth to pre-school pathway	Number of Early Years Settings providing 1140 hours
	Continue to provide high quality early years services across the city whilst implementing the increase in hours to 1140	
	Improve early years pathways for young disabled children	Uptake of child assessments
	Improve partnership working in the provision of early years services	
	Increase the percentage of children across all SIMD quintiles reaching	Children achieving developmental milestones
Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced	Deliver school improvement plans that are effective across the four areas of the National Improvement Framework	Attendance and attainment rates (including the gap)
	Reduce the poverty-related attainment gap through the Pupil Equity Fund	
	Improve educational outcomes for disadvantaged groups, including Looked After Children and children with disabilities	Participation measure
	Support the Edinburgh College Curriculum Strategy to create the best opportunities for the learner journey	Positive destinations
	Improve the level of participation in education, employment, and training for 16-19 year olds and continue to increase positive destinations	Health and wellbeing outcomes
Every child and young person will have good wellbeing and achieve the best possible health	Improve mental health services for children and young people and implement the children and young peoples' mental health review recommendations	Waiting times for services
		Levels of drug and alcohol use by young people
	Improve the quality of drugs and alcohol prevention work and substance misuse services	Referrals to services
	Minimise the need for children and young people to become looked after and improve the balance of care	Number of Looked After Children (and placement types) / 1000 population
	Reduce the number of children who are overweight or obese, or malnourished	Health reviews for Looked After Children
	Achieve the outcomes contained within the Child Protection Committee's Child Protection Improvement Plan and the Corporate Parenting Plan	Proportion of children with healthy weight
Equity amongst children and young people and their families will be advanced	Deliver the '1 in 5' project and develop an equity framework for each school	Proportion of families on low income
	Deliver income maximisation programme amongst all families on low income	Number of families without access to affordable childcare
	Improve the availability of accessible, affordable, and flexible early learning and childcare particularly in areas of deprivation	Number of homeless families and children
	Reduce the number of children, young people and their families who need homeless and emergency accommodation services and improve access to suitable housing	Repeat presentations due to homelessness
	Co-produce a community entitlement for children and young people in each locality to improve access to universal services	School Improvement Plans with a clear focus on poverty
		Engagement by young people in community activities/services
Children, young people, their families and communities will be empowered to improve their wellbeing	Extend personalisation and choice including expansion of self-directed support and direct payments	Take-up of SDS options
		Schools achieving RRSA accreditation
		Parenting Framework SMART targets
		Pupil Wellbeing survey
		Parental feedback

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Local Fire Plan for Edinburgh

Executive Summary

This report provides the Edinburgh partnership with an update on the work being carried out to replace the current Local Fire Plan for Edinburgh with a new plan from the 31st October.

The current Local Fire Plan for Edinburgh was put in place in 2014 and was developed to direct SFRS through its initial transformation journey. It provided a strong base for the Service to be scrutinised locally in both operational terms and in preventative work.

The new plan has been drafted to reflect continuing public sector reform , the new Locality arrangements in Edinburgh and the challenging transformation programme SFRS is about to undertake.

Recommendation

    i.   The Board is recommended to note the terms of the draft Fire Plan for Edinburgh and provide feedback/comment as deemed necessary.

Main Report

The Scottish Fire and Rescue Service is required under the Fire (Scotland) Act 2005, as amended, to prepare Local Fire and Rescue Plans for each local authority in Scotland. Following the publication of our Strategic Plan in our inaugural year, the first Local Plan for Edinburgh was published in April 2014.

This plan was developed to direct the Service through its initial transformation journey and has helped to forge our place as a national organisation with a strong sense of local accountability.

In line with legislation the current Fire Plan for Edinburgh has been reviewed and will be replaced by a new plan from the 31st October 2017. The new plan has been drafted to

reflect the Locality Improvement Plans being developed in Edinburgh and the evolving local planning landscape driven by continuing public sector reform.

In addition it should be noted that the new draft plan has been developed at a time when SFRS is undergoing significant transformation. The Service is operating against a backdrop of both significantly changing risks and the greatest financial challenge seen in decades.

Our current operating model has served us well but was designed to meet the risks of the 1940s. As such we are commencing a transformation program to continue to protect Scotland and future-proof our Service. In simple terms staying as we are is not an option i.e.

- Fires are reducing but new risks are emerging

- New risks include terrorism, emergency medical response and severe weather

- We need to be trained, equipped and ready to meet these new risks

- Our people and resources are simply not aligned to need

- Our Retained Duty System model needs strengthened to ensure the continued safety of our rural communities.

The transformation program is at a very early stage and as soon as more detail is known on how transformation will impact on SFRS resources in Edinburgh, internal and external stakeholders will be fully consulted.

In view of the foregoing the draft Fire Plan outlines 6 priority areas:

- Operational Resilience and Preparedness
- Domestic Safety
- Unintentional Injury and Harm
- Deliberate Fire Setting
- Non-Domestic Fires
- Unwanted Fire Alarm Signals (False Alarms).

The draft plan is attached at Appendix 1 for ease of reference but can also be found at:
http://www.firescotland.gov.uk/media/610196/sfrs_local_plan_city_of_edinburgh_v1.pdf
Where comments and feedback can also be provided.

THE EDINBURGH PARTNERSHIP

The new Fire Plan will be subject to review at least every three years and has been developed to compliment the Local Outcome Improvement Plans in each of the City`s four localities.

Contribution to	Low		Medium		High
◆ Sustainability	1	2	3	4	5
◆ Equality	1	2	3	4	5
◆ Community Engagement	1	2	3	4	5
◆ Prevention	1	2	3	4	5
◆ Joint Resourcing	1	2	3	4	5

Author   Kenneth Rogers, Local Senior Fire Officer, Edinburgh

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Contact details: Telephone No 0131 5504951
                         Email Address Kenneth.rogers@firescotland.gov.uk

Appendix – 1 Draft Local Fire plan

THE EDINBURGH PARTNERSHIP

DRAFT LOCAL FIRE AND RESCUE PLAN FOR EDINBURGH 2017

Contents

Introduction

Welcome to the Scottish Fire and Rescue Service (SFRS) Local Fire and Rescue Plan for Edinburgh. This plan has been developed to support the delivery of agreed local outcomes for Edinburgh's communities in conjunction with the national priorities contained with the SFRS Strategic Plan 2016 – 2019.

With the ambition of working in partnership to improve community safety, enhancing the well-being of those living or resorting to Edinburgh whilst tackling issues of social inequality, this plan will set out our priorities to support this ambition. The plan complements Edinburgh`s Community Planning Partnership vision that "Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced."

The demands placed upon the SFRS to respond to a wide variety of incidents challenges us to ensure our personnel acquire and maintain a range of skills to enable our ability to respond to emergencies. Through the identification and management of risks within the city we will continue to prepare for these responses, however we recognise on many occasions this demand can be reduced through effective engagement and intervention measures.

We recognise as a public service organisation and as a member of the community planning partnership, the changing demographics of our society and that this challenges us to continually improve on how we deliver our services to our communities. This plan will therefore seek to focus on those areas of greatest need in our communities and to maximise the potential to work in partnership thus using our capacity more effectively and innovatively.
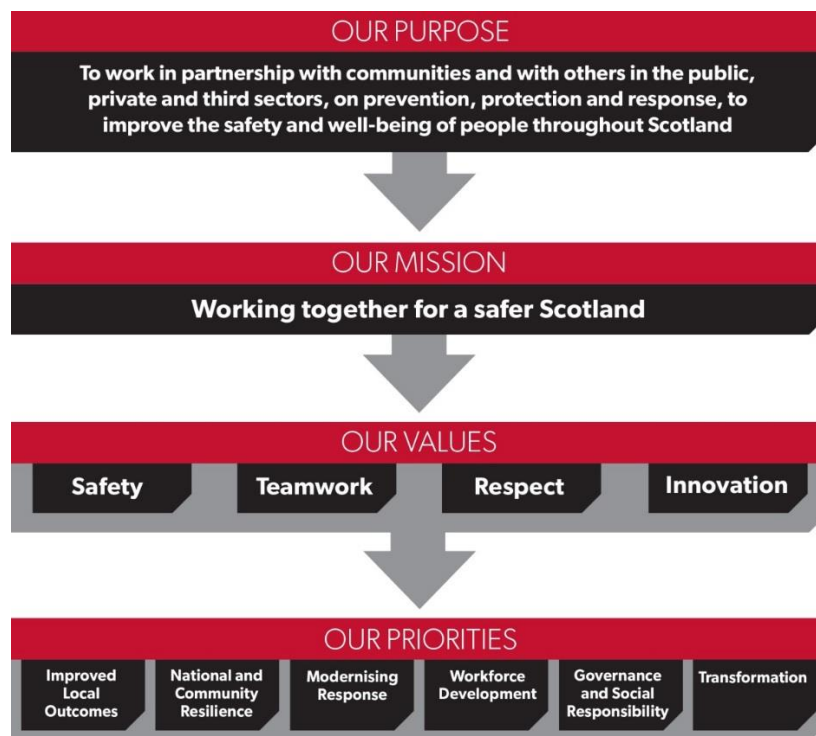
As the SFRS continues to evolve we will seek to play a key part in public service reform and identify new opportunities to broaden our role within society to ensure as a modern Fire and Rescue Service, we continue to protect Edinburgh's communities. This Local Fire and Rescue Plan in conjunction with the statutory responsibilities placed upon the SFRS will be used as a driver to build upon our existing partnership arrangements in Edinburgh whilst seeking to foster new relationships to support the service's mission of "Working Together for a Safer Scotland".

Kenneth Rogers
Local Senior Officer

National Context

Scottish Ministers set out their specific expectations for the Scottish Fire and Rescue Service in the Fire and Rescue Framework for Scotland 2016. This provides the outline we should follow to ensure our resources and activities are aligned with the Scottish Government's Purpose and national outcomes.

Our Strategic Plan 2016-19 has been designed to meet these national expectations. Set against a complex and evolving backdrop our Strategic Plan encapsulates our mission, values and strategic priorities.

OUR PURPOSE
To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland

OUR MISSION
Working together for a safer Scotland

OUR VALUES
Safety   **Teamwork**   **Respect**   **Innovation**

OUR PRIORITIES
Improved Local Outcomes   **National and Community Resilience**   **Modernising Response**   **Workforce Development**   **Governance and Social Responsibility**   **Transformation**

These have been shaped with due regard to the challenges we face and to what we need to achieve to be a highly effective, sustainable public service. Operating within a climate of significant financial uncertainty and public service reform means we need to transform how we operate. This will particularly include how we prepare for and respond to changing societal needs, the impact of climate change and the threat of terrorism.

Strong leadership, supported by sound governance and management arrangements are at the very core of our foundations. These arrangements will direct and provide assurance that we comply with our statutory responsibilities. In addition, they will provide Local Senior Officers with supporting mechanisms to deliver services specifically tailored to local needs.

Local Context

As the capital of Scotland Edinburgh is a unique city; it is situated on the coast of the Firth of Forth covering an area of 263.73 sq.km. Its positioning within Europe and its worldwide transportation links make Edinburgh a hub for tourism and trade.
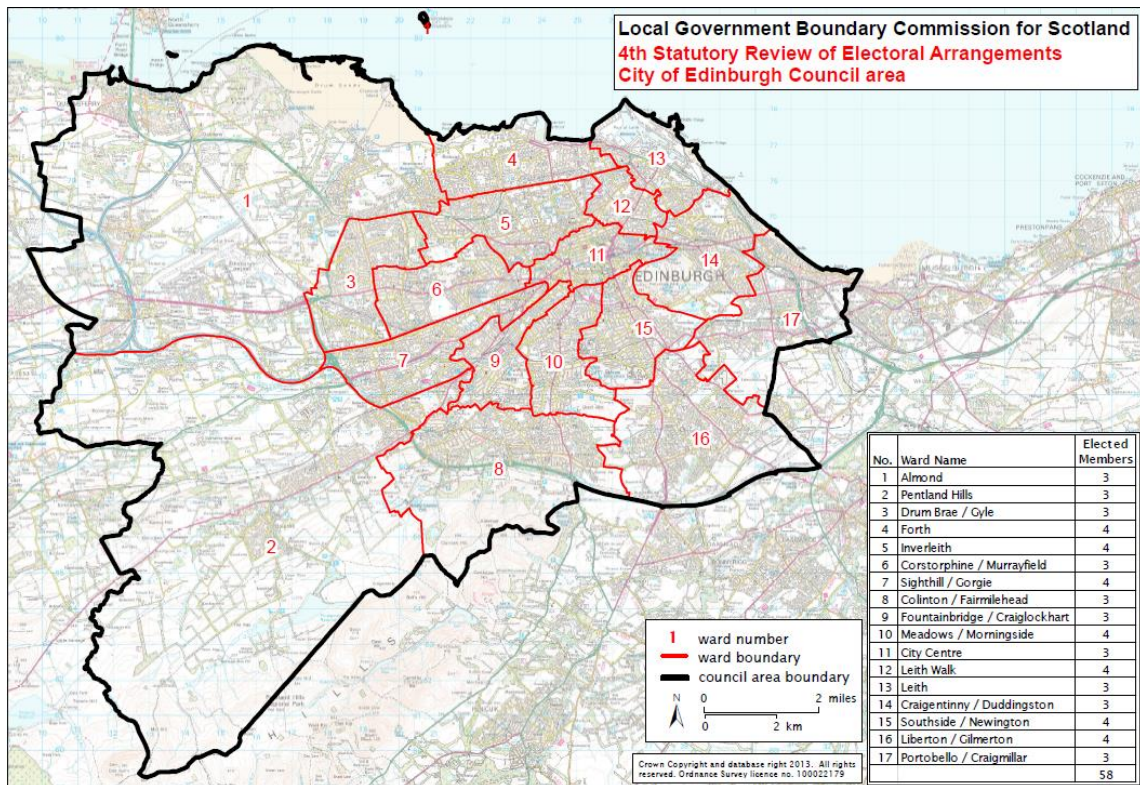
The city is famous for the Edinburgh International Festival and the Fringe, the latter being the world's largest annual international arts festival. The city's historical and cultural attractions have made it the United Kingdom's second most popular tourist destination after London, attracting over one million overseas visitors each year. Historic sites in Edinburgh include Edinburgh Castle, Holyrood Palace, the churches of St. Giles, Greyfriars and the Canongate, and the extensive Georgian New Town, built in the 18th century. Edinburgh's Old Town and New Town together are listed as a UNESCO World Heritage Site, which has been managed by Edinburgh World Heritage since 1999.

Edinburgh`s current population is just over 500,000 and consists of an increasingly diverse ethnic, cultural and linguistic population. The population is rising at a larger rate than the national average and it almost doubles in the summer due to the number of visitors attending the many festivals and events hosted in the city.

Edinburgh`s population of people aged 65 and over is expected to increase by around 54% over the next 20 years. Although being older is not a specific risk in its own right, risk is increased when age is combined with other factors such as living alone and living in poverty. Physical and mental health issues also contribute to an increase in risk.

Community planning in Edinburgh has made good progress in recent years, helping to address the barriers and inequalities being experienced by many of the City's citizens. The Edinburgh Partnership Community Plan 2015-18 describes how the Edinburgh Partnership will deliver the community planning vision for the City.

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

Local Government Boundary Commission for Scotland
4th Statutory Review of Electoral Arrangements
City of Edinburgh Council area

No.	Ward Name	Elected Members
1	Almond	3
2	Pentland Hills	3
3	Drum Brae / Gyle	3
4	Forth	4
5	Inverleith	4
6	Corstorphine / Murrayfield	3
7	Sighthill / Gorgie	4
8	Colinton / Fairmilehead	3
9	Fountainbridge / Craiglockhart	3
10	Meadows / Morningside	4
11	City Centre	3
12	Leith Walk	4
13	Leith	3
14	Craigentinny / Duddingston	3
15	Southside / Newington	4
16	Liberton / Gilmerton	4
17	Portobello / Craigmillar	3
		58

1   ward number
    ward boundary
    council area boundary

N   0   2 miles
    0   2 km

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Local Authority Electoral Wards

To enable the SFRS to plan and deliver on a proactive and reactive basis, it is important to understand where and how demand for fire and rescue resources may arise in the short, medium and longer term. As a local authority area, Edinburgh is constituted by seventeen multi-member electoral wards covering a range of diverse urban and rural communities. Emergency response within the local authority area is provided from eight locations comprising of seven whole-time station (permanently crewed) and one station which operate on an on call basis.

Review of operational activity across Edinburgh indicates a general downward trend in overall activity levels over the last five years. In terms of fire related activity, accidental dwelling fires and fire casualties have seen a steady decrease year on year and the provision of early warning alarms has significantly to reducing the severity of fires within the home with the majority of incidents dealt with in their initial stages.

Deliberate fire setting on average accounts for just over 1 in 4 operational responses and trend analysis indicates fluctuation in levels of this activity type over the last five years. Analysis identifies deliberate fire setting is occurring on an ongoing basis, although peak activity has been identified in the same periods each year.

Whilst many incidents within Edinburgh are as a result of a confirmed genuine emergency, on average more than half of emergency responses made by the SFRS turn out to be false alarms. These alarms may be as a result of a genuine

belief that a fire is occurring, which subsequently is confirmed not to be the case, or through malicious activity resulting in a report of fire being made knowing this report is false in its nature. There are also a number of warnings of fire generated by fire alarm systems which, following an attendance and investigation, turn out to be false in their origin. Currently attendances to premises which generate these false signals account on average for a quarter of all emergency responses within Edinburgh resulting in disruption to those within the premises in which the alarm activates and also to the SFRS who, on many occasions, are diverted from other activities to attend these incidents.

Reducing service demand, whilst developing the role of the SFRS as part of the ongoing process of public service reform, presents both challenges and opportunities for us to become more integrated in the community planning partnership environment. The recent introduction of the Community Empowerment (Scotland) Act 2015 has resulted in the development of four Locality Improvement Plans covering the North West, North East, South East and South West areas of the city through a process of local planning designed to deliver local outcomes that make a positive contribution across Edinburgh communities and to reduce inequalities. In developing this Local Fire and Rescue Plan, the SFRS will seek to ensure its activities compliment and support the locality planning process and local priorities.

With the development of the local community justice strategy within Edinburgh following the introduction of the Community Justice (Scotland) Act 2016, the SFRS will ensure, as a partner within the Community Justice Authority, its resources contribute to support the delivery of the strategy.

Overseeing the performance of the SFRS at local level is the responsibility of Edinburgh`s Police & Fire and Rescue Service Scrutiny Committee. Within this forum the Committee undertakes the process of scrutiny to monitor progress against the priorities within the Local Fire and Rescue Plan and also engages with the Local Senior Officer in matters arising on a regional or national basis.

Local Priorities

1. Operational Resilience and Preparedness

The Fire (Scotland) Act 2005 and the Fire (Additional Function) (Scotland) Order 2005 define the duties and responsibilities for the SFRS in relation to responding to emergencies. It is essential our firefighters possess the skills, knowledge and expertise to respond to incidents, which by their nature, can be varied in both their type and complexity.

It is important our firefighters understand the risks across their communities to ensure the level of risk is matched by an appropriate level of operational response. In gathering this knowledge, appropriate training is carried out to safeguard firefighter safety and to ensure any such response results in an effective and efficient deployment of our resources.

There will also be occasions whereby the nature of an emergency will require a combined response by emergencies services and other organisations to deal with such a major event. To ensure a co-ordinated response occurs, additional duties are placed upon the SFRS under the Civil Contingencies Act 2004 to prepare and be able to respond to deal with major emergencies. The scope of such preparations may include responding to adverse weather events, natural disasters, pandemics, chemical incidents or major transport incidents. The threat of terrorism also compels the SFRS to ensure it can also respond alongside other partner agencies should such an event occur.

As an emergency responder, the SFRS needs to ensure it has the capability and the capacity to plan, prepare and respond to major emergencies. Working in partnership at a local and national level, the multi-agency approach requires a joint approach to assess these risks in order to develop appropriate response plans. Following their development, these plans require to be tested to support a return to normality when a significant event and subsequent disruption arises.

As Scotland`s capital city Edinburgh has a tradition of hosting large public events such as the annual Festival and Hogmanay celebrations, Royal and VIP visits, concerts and celebrations. A large proportion of these require detailed planning and coordination with partner agencies such as Police Scotland, City of Edinburgh Council and the Scottish Ambulance Service. The planning in preparation for a large proportion of these events requires a multi-agency approach to ensure public enjoyment and safety and SFRS is a key partner in this work.

We recognise the potential for the role of the SFRS to evolve which provides scope to further protect those members of our communities from harm in the event of an emergency. Assisting other agencies in emergency situations, such as responding to 'Out of Hospital Cardiac Arrests' is one example where

resources can be combined to maximise the potential for positive outcomes for those requiring assistance. The opportunity also exists to promote and support community resilience to improve the survivability rates from cardiac arrests through active engagement and education across Edinburgh communities.

We will achieve operational resilience and preparedness it by:

- *Identifying and assessing the risk to our communities through Operational Intelligence gathering.*
- *Undertaking planned training events to support the acquisition and maintenance of skills to provide the capability to respond to emergency incidents.*
- *Reviewing our operational responses to incidents to ensure ongoing firefighter safety and to ensure the ongoing protection our communities from harm.*
- *Working in partnership to plan, prepare and test our responses to major emergencies.*
- *Continuing to draw upon our experience of multi-agency event planning to ensure that all events within Edinburgh are safe, successful and enjoyable, minimising disruption to the city and maximising public safety.*
- *Supporting and promoting the reduction of harm from 'Out of Hospital Cardiac Arrests.'*

We will monitor our progress by:

- *Reviewing the number of intelligence gathering visits made analysing the use of this intelligence at operational incidents.*
- *Participating in major event debriefs to continually improve the planning process.*
- *Reviewing partnership plans and our own response to larger multi-agency type events.*

By improving operational resilience and preparedness we will:

- *Support the wellbeing and safety of Edinburgh residents and visitors to the city.*
- *Ensure the safety of the personnel from all agencies who respond to emergencies and promote an early return to normality should an incident occur.*
- *Ensure Edinburgh remains a city of choice for national and international events.*

2. Domestic Fire Safety

Fire safety within the home is a key prevention strategy for the SFRS as the consequence of fires within the home can result in a range of impacts on individuals, families, social landlords and communities. For organisations the requirement to respond, intervene and deal with the aftermath of domestic fires places demand on resources. To reduce this demand, it is essential approaches to prevention are evidenced based in order to maximise and focus resources to make the biggest impact to safeguard those most at risk of fire.

Analysis of accidental dwelling fire data identifies cooking as the most common cause of fires within the home in Edinburgh and also the most prevalent cause where fire related injuries are sustained by occupants. Distraction has been identified as a contributory factor where accidental dwelling fires and/or injuries occur. Those who are deemed at risk from fire may also have other vulnerabilities and impairments due to age, health or mobility reasons and they may also be receiving support from other partners. The scope therefore exists to work more closely together to protect those most at risk from fire through effective information sharing.

In order to reduce the potential for fires to occur, influencing positive change in occupant behaviours through raising fire safety awareness will be at the forefront of our preventative activities. By increasing the ownership of working smoke detection, the means of giving early warning of fire will also contribute to mitigating the severity of fires and fire related injuries within the home. By using assistive technology such as 'Telecare', the opportunity exists to further enhance the safety of those who are at risk from fire.

We will seek to reduce accidental dwelling fires and fire related injuries within the home by:
- *Promoting and undertaking Home Fire Safety Visits to those deemed at risk from fire.*
- *Working with our partners in Edinburgh to share information where fire risks within the home have been identified and to provide solutions to protect those who are at risk.*
- *Focusing engagement activities in those areas where service demand has been identified.*
- *Supporting the provision of assistive technology within the home to increase occupant safety.*

We will monitor our progress in promoting our domestic safety strategy by:
- *Reviewing the number of accidental dwelling fires and their severity.*
- *Reviewing the number and the severity of fatal and non-fatal fire related injuries.*
- *Increasing the presence of working smoke/heat detection within homes affected by fire.*

By achieving a reduction in the frequency and severity of accidental dwelling fires and fire related injuries we will:

- *Support the safety and well-being of Edinburgh residents.*
- *Support the independent living of vulnerable members within our communities.*
- *Reduce the social and economic cost of fires and fire related injuries.*
- *Reduce demand on the SFRS and its partners.*

3. Unintentional Injury and Harm

It is not uncommon for those at risk from fire to also be at risk from other injuries within the home, in particular from injuries arising from slips, trips and falls. Requests to the SFRS to provide assistance directly through a first responder role or to provide support to other agencies are increasing. Analysis of data indicates falls are a common cause of accidental deaths and injuries and account for a significant proportion of admissions to hospital. Those persons injured through falls may often be affected by other medical conditions such as dementia. The SFRS has a role to play in contributing to the protection of those at risk from injury and harm within the home. Through operational attendances and delivery of home fire safety visits, we have the opportunity to identify those at risk and through an assessment of such risk, refer individuals to partner organisations for additional support.

Out with the domestic environment, the SFRS respond to a range of non-fire related emergencies. The most common incident of this type within Edinburgh is attendances at Road Traffic Collisions (RTCs) which results in the majority of non-fire related injuries. Responding to RTCs is a statutory duty for the SFRS, however a collective approach is required amongst community planning partners to support risk reduction measures. As a partner, the SFRS will support the education of young drivers who are considered to be an 'at risk' group and support other initiatives intended to reduce the instances and impact of RTCs within Edinburgh.

We will seek to reduce the impact of unintentional injury and harm by:
- *Utilising our Home Fire Safety Visit programme to assess for non-fire related risk and refer those deemed at risk from injury and harm to partners to provide additional support*
- *Raising awareness of fire and rescue service personnel as to those factors that increase the risk of unintentional injury or harm*
- *Working in partnership to deliver targeted road safety programmes to young drivers*
- *Focusing resources where demand has been identified and deliver key safety messages*

We will monitor the effectiveness of our intervention strategies by:
- *Reviewing the number of requests for assistance from other agencies and for the provision of medical and first responder support*
- *Reviewing the number of attendances at RTCs and the frequency and severity of injuries arising from RTCs*
- *Reviewing the number of other non-fire related emergencies and the frequency and severity of injuries arising from these incidents*

By achieving a reduction in the frequency and severity of unintentional harm and injuries we will:
- *Reduce the social and economic cost of unintentional harm and injury*
- *Support vulnerable members within our communities to live independently within their communities*

- *Ensure the safety and well-being of those living, working and visiting Edinburgh*

4. Deliberate Fire Setting

Deliberate fire setting accounts for a significant number of operational incidents within Edinburgh and takes various forms. Whilst a small proportion involves occupied buildings, vehicles and outdoor structures (primary fires), the majority of deliberate fires are classed as secondary in nature and on most occasions occur in outdoor locations.

Analysis of incident data identifies deliberate secondary fires occurring throughout the year, however peak activity is noted in the spring time, during the bonfire season and when prolonged periods of dry weather arise. Deliberate fire setting is regarded as anti-social behaviour and is also criminal in nature. These acts can lead to serious consequences such as personal injury, damage to property and the environment. Dealing with instances of deliberate fire setting also diverts fire and rescue resources from other meaningful activities.

Working in partnership, we will seek to combine our information to identify those parts of our communities that are being affected by anti-social behaviour in order to reduce such instances whilst tacking the underlying causes of such behaviour. On some occasions the SFRS will work with Police Scotland to investigate deliberate fire setting to determine the cause and if possible those responsible for such acts. Diversionary and engagement activity is regarded as an important approach in tackling anti-social behaviour and will continue to be part of our approach to raise awareness of the impact of this unwanted activity.

We will seek to reduce the instances of fire related anti-social behaviour by:
- *Identifying those parts of Edinburgh`s communities affected by deliberate fire setting and sharing this information with our partners.*
- *Utilising our Young Firefighters, Fire Reach, Firesetters and school's education programmes to raise awareness of the impact of fire related anti-social behaviour.*
- *Working with partners to develop joint strategies to reduce the risk posed by deliberate fire setting and to mitigate its impacts.*

We will monitor the effectiveness of reducing fire related anti-social behaviour by:
- *Reviewing the number and type of deliberate fire setting incidents within Edinburgh.*
- *Evaluating the effectiveness of our youth engagement programmes.*

By achieving a reduction in fire related anti-social behaviour we will:
- *Enable the SFRS to divert it resources towards other community based activities.*
- *Protect the natural and built environment.*
- *Support the promotion of active and responsible citizenship across Edinburgh communities.*
- *Support our communities in feeling safe from crime, disorder and danger.*

5. Non-Domestic Fire Safety

In general, all workplaces and business are classed as non-domestic premises and as such come within the scope of Part 3 of the Fire (Scotland) Act 2005 (the Act) which places duties on persons responsible for these premises to comply with the Act and its associated regulations. The SFRS has a statutory duty to promote fire safety and where required enforce compliance with fire safety legislation. To discharge this duty and to secure compliance, the SFRS has adopted an approach utilising advice, education and where required formal enforcement powers.

Given the variety of premises which come within the scope of the Act, the SFRS has developed a fire safety enforcement framework which is based on the principal of risk combined with historical fire data across occupancy groups to create the fire safety audit programme. Those premises which present a higher degree of risk from fire are subject to regular fire safety audits to verify compliance.

The impact of fire can have a devastating impact on business, employment, the provision of critical services and also our heritage. Evidence suggests that premises affected by a serious fire experience a high failure rate. The SFRS will undertake its audit programme to support Edinburgh's ambition to grow its economy during this challenging period of economic recovery and seek to safeguard its culture, heritage and continuation of employment opportunities.

We will seek to reduce the instances of fires within non-domestic property by:
- *Undertaking our fire safety audit programme in accordance with the SFRS Enforcement Framework.*
- *Engaging with duty holders to promote responsible fire safety management of premises that come under the auspices of Part 3 of the Fire (Scotland) Act 2005.*
- *Working in partnership to ensure the appropriate provision of fire safety standards are incorporated in new premises under construction or premises undergoing material changes.*
- *Working in partnership with other enforcement agencies and organisations to support legislative compliance.*

We will monitor the effectiveness of reducing fires in non-domestic premises by:
- *Reviewing the number of fires in non-domestic premises and the type of premises involved in fire.*
- *Reviewing the number and types of fire safety audits carried out across Edinburgh.*
- *Reviewing the outcome of fire safety audits carried out in non-domestic premises.*

By achieving a reduction in fires within non-domestic premises we will:
- *Enable the industrial, commercial and service sector to maintain business continuity and employment across Edinburgh.*

- *Reduce the potential for loss of life and injury.*
- *Protect Edinburgh's culture and heritage.*
- *Protect the natural and built environment and reduce the impact of fire on our communities.*

6. Unwanted Fire Alarm Signals

Unwanted Fire Alarm Signals (UFAS) incidents are defined as "an event which has required an operational attendance by the Fire & Rescue Service due to the unwanted actuation of a fire alarm system". Common causes include engineer testing, aerosols, cooking, accidental call point actuation, dust, poor siting of detector heads etc.

These types of call continue to constitute over 30% of all calls received in Edinburgh and is draining on the operational resources required to respond. This impacts on all other SFRS activity in Edinburgh such as training and preventative work as well as reducing the resources available to attend genuine emergencies. There is also a financial cost in terms of unnecessary vehicle movements and the disruption of the normal business of the premises affected.

We will seek to reduce the instances of UFAS calls by:

- *Engaging with premises owners/occupiers to identify the cause of every UFAS incident.*
- *Working with owners/occupiers to implement and support their management of fire alarm systems and the introduction of demand reduction plans.*
- *Identify premises which attract a significant operational response and re-assess the response required.*

We will monitor the effectiveness of our intervention by:

- *Reviewing the number of attendances at non-domestic premises and the type of premises generating UFAS across Edinburgh.*
- *Evaluating the outcomes of demand reduction plans to review progress and share good practice.*
- *Reviewing our operational responses to UFAS incidents to ensure they are based on an assessment of risk and demand.*

By achieving a reduction in UFAS we will:

- *Minimise the disruption to business and service continuity across Edinburgh.*
- *Increase the capacity if SFRS to carry out other activities in the City.*
- *Reduce the risk to firefighters and the public whilst responding to UFAS incidents.*
- *Reduce SFRS`s carbon footprint through less vehicle movements.*

Review

To ensure this Local Fire and Rescue Plan remains flexible to emerging local or national priorities a review may be carried out at any time but at least once every three years. A review may also be carried out if Scottish Ministers direct it or if a new SFRS Strategic Plan is approved. Following a review the Local Senior Officer may revise the Plan.

Tell us what you think

This draft Local Fire and Rescue Plan sets out what our broad ambitions will be on behalf of the people of Edinburgh. It sets local direction for the Scottish Fire and Rescue Service and it will determine the details contained in all our other plans for that period.

We would like you to tell us what you think of our plan. The formal consultation for this draft Local Fire and Rescue Plan opens on 14th July 2017 and will run until 14th October 2017. To ensure we review and manage all responses consistently you are invited to provide comment in our online survey. This can be accessed at firescotland.citizenspace.com. After the consultation is closed we will publish the results.

If you cannot access our online survey, or if you would like more information about the Scottish Fire and Rescue Service in your area you can write to:

Scottish Fire and Rescue Service
City of Edinburgh Area HQ
95 McDonald Road
Edinburgh
EH7 4NS

Phone: 0131 550 4951

Visit our website: www.firescotland.gov.uk

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Like us on Facebook

Proposed Changes to the Edinburgh Community Learning and Development Partnership

Executive Summary

1. In a period of substantial change, there is a need to restructure and refocus the ECLDP so that its purpose is clear and able to respond to the new context.

2. Possible implications at a community / neighbourhood level – the ECLDP will be responsible for a plan for the CLD community of practice in Edinburgh

3. The main proposal to address the issue is to review and refresh the membership of the ECLDP so that it has representation from a more strategic level. The ECLDP will focus on monitoring the CLD plan and the quality, extent and impact of CLD in the city

4. Summary of the reasons for change:

   - Need for renewed, more strategic membership;
   - Strengthen the governance and partnership engagement of CLD, including the CLD plan;
   - Build close links with the new localities;
   - Develop a lead role in relation to the Community Empowerment Act.

5. The Board is asked to approve the restructuring and refocusing as set out below.

Paul McCloskey, Lifelong Learning Strategic Manager (Community Learning & Development and Libraries)
0131 529 6156/ 07990 772 333
paul.mccloskey@edinburgh.gov.uk

Recommendations

1. The Board is recommended to:

   i. Agree to the restructuring of the Edinburgh Community Learning and Development Partnership so that it is better-placed to fulfil its remit to a) develop, communicate and monitor Edinburgh's CLD Plan and the quality, extent and impact of CLD across the city, and b) advise on community planning and engagement;
   ii. Agree that the EP receives an annual report from ECLDP.

Main Report

Background – what is the ECLDP?

2. The Edinburgh Community Learning and Development Partnership (ECLDP) has met for over 10 years and was established to promote Community Learning and Development activities that close the gap in relation to a range of outcomes (learning, health, community participation), enhance social justice and encourage community regeneration. Such activities encourage individuals and groups, particularly those at risk of exclusion, to develop knowledge, skills, abilities and confidence that support meaningful and rewarding participation in community life.

3. CLD should empower people, individually and collectively, to make positive changes in their lives and their communities, through learning. The principles that underpin practice are:

   - *empowerment* - increasing the ability of individuals and groups to influence matters affecting them and their communities;
   - *participation* - supporting people to take part in decision-making;
   - *inclusion, equality of opportunity and anti-discrimination* - recognising some people need additional support to overcome the barriers they face;
   - *self-determination* - supporting the right of people to make their own choices; and
   - *partnership* - ensuring resources, varied skills and capabilities are used effectively.

4. ECLDP endorses the nationally-agreed specific focus for CLD:

   - Improved life chances for people of all ages, particularly young people, through learning, personal development and active citizenship;
   - Stronger, more resilient, supportive, influential and inclusive communities.

What are the reasons for changing the ECLDP?

5. As a strategic partnership, ECLDP was set up to shape the overall context within which services are delivered, working through the organisations and networks that deliver CLD services. However, in a greatly changed policy context, ECLDP faces challenges to define clearly its role and purpose.

   - Over the past two years, its membership has reduced significantly, the capacity of the CLD sector has reduced and it has become more of a challenge to attract consistent membership. Membership also needs to be at a more strategic level if the full potential of the partnership is to be realised.
   - A key function of the ECLDP was the establishment and continued development of the CLD Plan which is a statutory requirement by the Scottish Government. In addition, the governance of the plan rests with the ECLDP, alongside responsibility for monitoring performance. The original iteration of the plan was written in early 2015 by a representative sub-group of ECLDP; however, reduced capacity in the group means it does not represent effectively a wide and varied sector made up of voluntary and statutory services and providers. The actions in the current CLD plan reflect work being carried out by services or agencies involved in the sector and do not necessarily add value to the delivery of CLD.

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- In addition, CLD actions are captured in other partnership plans but not collated into one plan. An inspection by Education Scotland in December 2016 highlighted concerns about the governance of the sector, including the process for producing and monitoring the plan. This inspection stressed the need to strengthen the governance of CLD at all levels. It also highlighted the need to agree shared outcomes and methods of reporting with partners, to improve both communication with all stakeholders, and the use of self-evaluation supported by robust data to inform planning. A working group has developed a plan of action to address these concerns, and these actions are being implemented.
- The policy landscape has changed both nationally and locally since the first run of the plan in 2015. The establishment of locality-managed services for Lifelong Learning provide an opportunity to embed the CLD-related priorities in the new Locality Improvement Plans within a new CLD Plan, thereby strengthening the links between strategic planning and delivery. The integration of services through the locality model will also enhance partnership working with the range of stakeholders involved in delivering CLD.
- Moreover, the implementation of the Community Empowerment Act will lead to a much stronger focus on both community engagement and capacity-building within the plan. The 'learner voice' aspects of the next iteration of the plan need to be strengthened.
- The reduction in management capacity for Lifelong Learning will affect our ability to service and support the partnership, therefore a more efficient and effective way to produce and monitor the plan is now required.

Proposal – what needs to change?

6. The proposal is to restructure the current ECLDP and its membership so that it:

- Monitors the progress of the existing CLD plan and over-sees production of its next iteration;
- Draws down all relevant CLD actions in other partnership plans and the Locality Improvement Plans, references them in the new plan and identifies any gaps in service delivery;
- Oversees the extent, quality, and impact of CLD across the city. It will set up a performance framework to support the monitoring of progress. The framework will include tools and templates that will enable partners to more effectively evidence the impacts of the service they deliver, their contribution to the achievement of shared outcomes at locality level and that will inform joint planning processes.

7. The proposed new membership is:

- Lifelong Learning Strategic Manager (CLD and Libraries)
- Lifelong Learning Strategic Development Officers (CLD)
- Locality LL Service Managers (4)
- CEC Strategy and Insight
- CEC Engagement and Consultation
- One representative from Edinburgh Compact

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- NHS Lothian
- Integrated Joint Board
- Representative from the Children's Partnership
- Skill Development Scotland
- Edinburgh Youth Work Consortium and Lothian Association of Youth Clubs
- Edinburgh College
- Edinburgh Leisure
- Higher Education
- Police Scotland

8. Strategic Development Officers for CLD in the Lifelong Learning service will take responsibility for supporting the group. They will continue to:

- Build strong links with important citywide strategic groups as indicated above. They will also work closely with CLD staff in the four Localities to translate strategic priorities into operational practice.
- Learn from this practice in order to inform further strategic development.
- Ensure that the CLD plan reflects the CLD-related priorities in the Locality Improvement Plans.
- Report progress and sign off for the plan through the Edinburgh Partnership.

9. The work of CLD contributes to all four of the Edinburgh Partnership's outcomes and strategic priorities. It supports the work of other strategic partnerships, and promotes joint planning and resourcing.

Conclusion

10. The proposed change outlined in this report will make the Edinburgh CLD Partnership more 'fit for purpose' and better able to drive forward the changes required to strengthen CLD in the city.

Contribution to:	Low		Medium		High
◆ Sustainability	1	2	3	4	5
◆ Equality	1	2	3	4	5
◆ Community Engagement	1	2	3	4	5
◆ Prevention	1	2	3	4	5
◆ Joint Resourcing	1	2	3	4	5

Author   Paul McCloskey
Designation   Lifelong Learning Strategic Manager (Community Learning & Development and Libraries)

Contact details: Telephone No 0131 529 6156 Mobile No 07990 772 333
                     Email Address paul.mccloskey@edinburgh.gov.uk

- Background Papers / Reports – CLD Inspection Report
  https://www.education.gov.scot/other-sectors/community-learning-and-development/688106

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EDINBURGH LOCAL DEVELOPMENT PLAN - UPDATE

Executive Summary

- This report updates the Board on the Edinburgh Local Development Plan (LDP) project.
- It highlights that the LDP is planning for significant housing and employment growth in Edinburgh.
- It recommends that the Board agrees to identify the implications for relevant partners' service delivery needs and infrastructure investment programmes.
- Implications are both local, in terms of impacts on communities, and citywide.
- Contact: David Leslie, City Wide Senior Manager, Place

Recommendation

1. The Board is recommended to:

    i.   Agreed that relevant member organisations will consider the adopted Edinburgh Local Development Plan and its Action Programme and identify potential implications for their service delivery and infrastructure investment programmes.

Main Report

2. Local authorities have to prepare LDPs for their areas. LDPs are used to decide planning applications and to identify priorities for investment in related infrastructure. They are statutory documents which cover at least a 10 year period and are updated every 5 years. They have several formal engagement stages. They go through an examination before achieving their final form. In the four main city regions they must conform to a higher-tier Strategic Development Plan (SDP).

3. The first Edinburgh LDP was adopted by the Council in November 2016. It can be viewed online at www.edinburgh.gov.uk/localdevelopmentplan .

4. The adopted LDP sets out five aims, which are intended to implement the Partnership's four strategic outcomes in land use planning terms. The aims are as follows:

    - AIM 1: support the growth of the city economy.
    - AIM 2: help increase the number and improve quality of new homes being built
    - AIM 3: help ensure that the citizens of Edinburgh can get around easily by sustainable transport modes to access jobs and services
    - AIM 4: look after and improve our environment for future generations in a changing climate
    - AIM 5: help create strong, sustainable and healthier communities, enabling all residents to enjoy a high quality of life.

5. The LDP sets out a spatial strategy for directing the growth of the city, summarised in the following diagram:
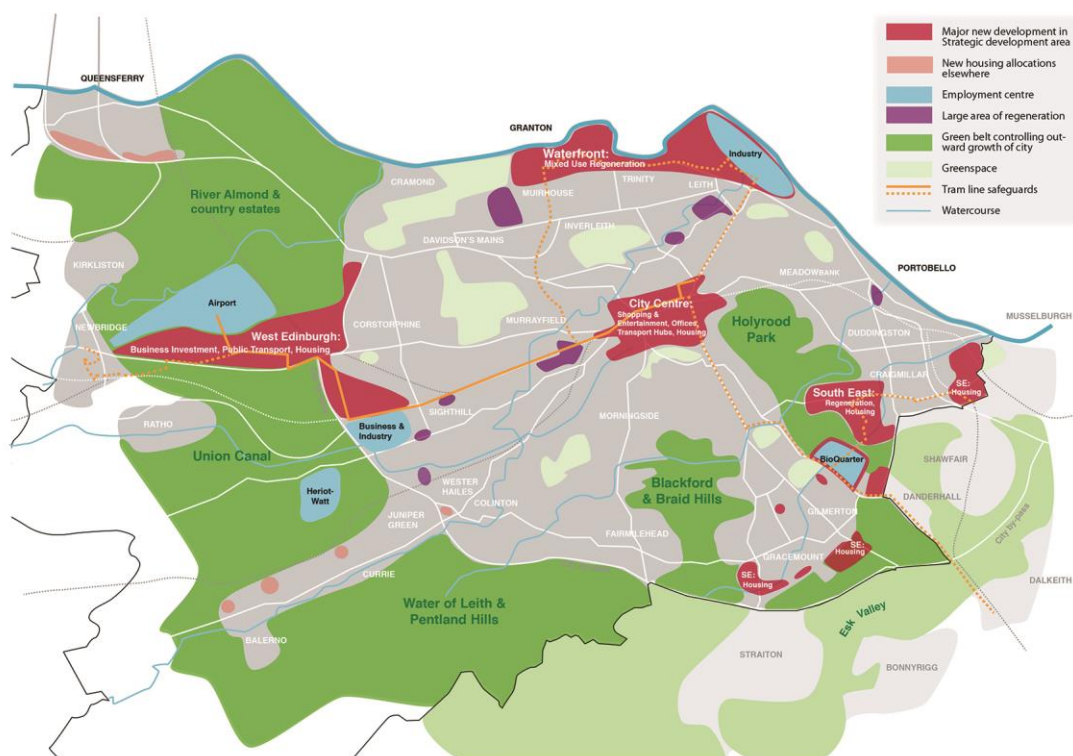
Edinburgh Local Development Plan Spatial Strategy

6. The previous Community Plan (2013/16) identified a need to improve linkages with spatial planning, including the LDP. During the LDP project the Council engaged with relevant partners and stakeholders. These included the 'Key Agencies' which are defined in law as having a role in the preparation of the LDP. They include NHS Lothian, Scottish Enterprise and SEStran.

7. Particular effort was put into boosting participation of community groups and residents in the areas of greatest change in the Plan. Details can be found in the Development Plan Scheme booklets published periodically to let the public know when and how they can influence the LDP process. Following adoption of the LDP, a stakeholder feedback survey was carried out to identify areas for improvement in the next LDP project.

8. A priority for improving coordination between community planning and spatial planning is the provision of infrastructure. LDPs are accompanied by statutory Action Programmes, an innovation of the modernised planning system. These set out the actions necessary to deliver the policies and proposals in an LDP. The following diagram indicates how the LDP and Action Programme can help coordination of infrastructure and service planning to support growth:

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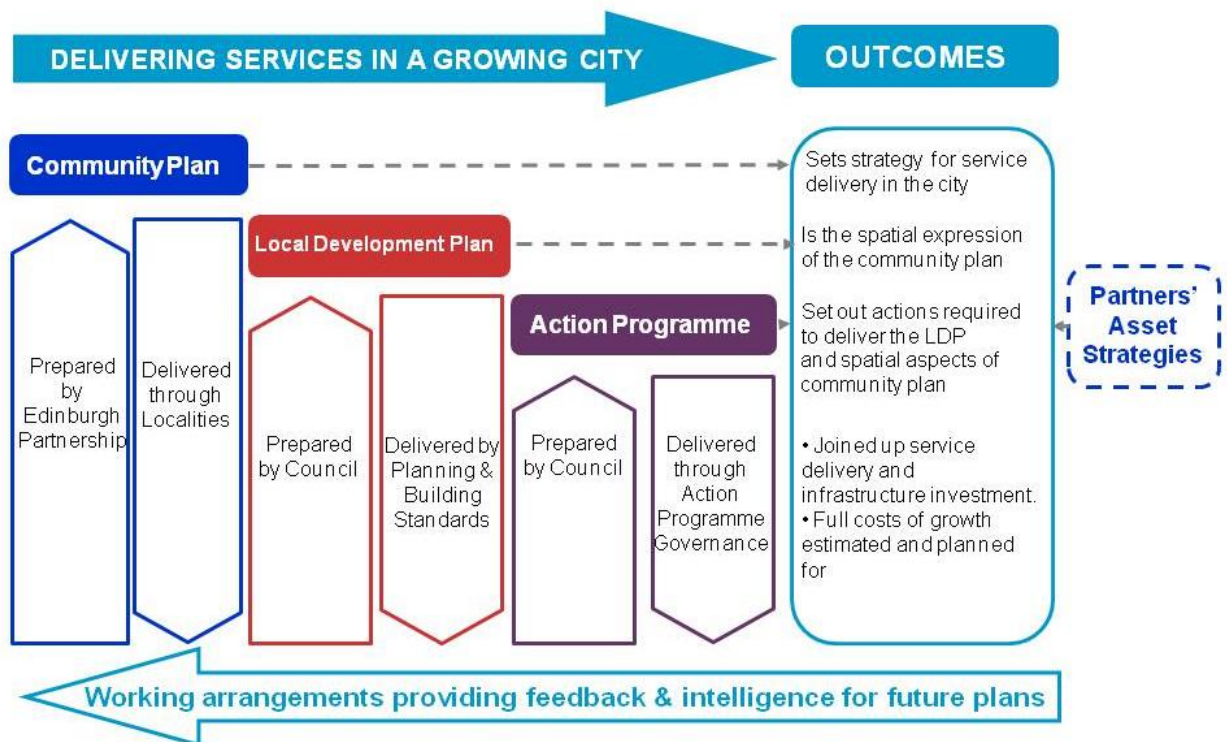
Relationship of Community Plan, Local Development Plan and Action Programme

9. Some housing need is being 'exported' beyond the green belt to other authorities' areas. However, the scale of household growth which needs to be met in Edinburgh is large. The housing land requirement for 2009-2024 is 29,510 homes, and additional allowances have had to be made for national planning policy on generosity of land and to ensure coverage up to 2026. Much of this need is being met on known existing sites and brownfield land, but the LDP also involves the designation of large new residential areas on greenfield sites. The LDP also plans for significant employment development.

10. This planned growth gives rise to new infrastructure requirements, including new and extended schools, transport improvements and new greenspaces. The capital costs of these have been estimated through the Action Programme. Some of these costs are expected to be met by developers, but national planning policy places limits on the use of such measures and so funding gaps are expected. Revenue costs of running this expanded infrastructure are also being estimated.

11. In September 2014 the Board received a report on the LDP project which was then at its Second Proposed Plan stage. The Board agreed that relevant member organisations would consider the emerging plan and identify potential implications for their service delivery and infrastructure investment programmes.

12. Since then the LDP Action Programme has evolved in parallel with the last stages of the LDP project. In December 2016 the Council adopted an updated Action Programme. It now includes site-specific actions for primary healthcare infrastructure. This is the result of joint working between staff in the Council and in the Edinburgh Health and Social Care Partnership. There may be scope for further such working with other Partnership members.

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13. Action Programme actions have now been mapped on Locality geographies, to facilitate alignment of infrastructure planning and projects at locality level.

14. The Partnership members are asked to consider what further implications the growth identified in the adopted LDP may have for their service delivery and investment programmes.

15. Looking ahead, the preparation of LDP 2 will formally commence in 2018. It will be informed by SDP 2 (currently in examination) and the next Partnership Community Plan, as well as other relevant strategies. There will be opportunities for members of the Partnership to engage in the preparation of LDP. These will be in early 2018, ahead of the main consultation stage – the Main Issues Report. The timing of that formal consultation stage is provisionally identified as October 2018, however this may change once the outcome of the SDP 2 examination is known in Spring 2018. Feedback on the first LDP project indicates that improving engagement and communication with communities is a priority for the LDP 2 project.

16. Conclusion

- The first Edinburgh Local Development Plan has now been adopted.
- The main infrastructure implications arising from planned growth have been identified, but there may be scope for further joint working to identify further actions.

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

David Leslie
Chief Planning Officer, Place

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Contact details: 0131 529 3948
                     David.leslie@edinburgh.gov.uk

Hyperlinks to:

- Edinburgh Local Development Plan (November 2016) available at: www.edinburgh.gov.uk/localdevelopmentplan
- LDP Action Programme (December 2016)

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FORWARD PRGRAMME OF MEETING DATES

Executive Summary

1. This report proposes a forward programme of Edinburgh Partnership Board meeting dates for the years 2018 and 2019.

2. The Thursday afternoon dates are evenly spaced, miss public holidays and school holiday periods, and avoid full Council meetings.

Recommendation

1. The Board is recommended to:

    i. agree the dates and enter them in diaries.

Main Report

2. The Board has traditionally met on a Thursday afternoon, and in recent times a Lunch Presentation precedes the Board meeting.

3. The proposed dates are:

    - In 2018:
        o 8 March
        o 7 June
        o 6 September
        o 6 December

    - In 2019:
        o 7 March
        o 6 June
        o 5 September
        o 5 December

4. Board members are asked to approve the above dates and enter them in their diaries

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

Nicola Elliott
Strategy & Business Planning, Strategy and Insight

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

Contact details: 0131 469 6149
nicola.elliott@edinburgh.gov.uk

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