THE EDINBURGH PARTNERSHIP

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

Dear Colleague

## Edinburgh Partnership Lunch Presentation

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

# Third Sector – the essential partner

The Third Sector is passionate about the City and the people in it. Not constrained by its size, it is nimble and responsive to people's needs with so much of its work focusing on prevention.

A huge employer in the city, diverse in activity, people focused, intensely principled, the Third Sector works with people and places in this City in a trusted way that no other sector can.

In community planning we find it all too easy to talk about the Third sector as a thing but what exactly is it, what does it do, how does it work, what does it think and how do you work with it? Surely now is the time for better understanding!

### Date, location, and time

- Thursday 15 June 2017
- Craigentinny Community Centre, 9 Loaning Road, EH7 6JE.
- 12.45pm – Light Lunch
- 13.00pm to 13.50pm - Presentation by Denise Horn followed by question and answer session

### RSVP

Please confirm your availability and any other requirements to Lewis Rutherford by return.

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

Yours faithfully

*Ella Simpson*

**Vice Chair of the Edinburgh Partnership**

THE EDINBURGH PARTNERSHIP

**EP Board Meeting**

**15 June 2017**

**Item 6**

**Decision**

# The Edinburgh Children's Services Plan 2017/20

## Executive Summary

1. In Edinburgh, there have been two previous Children and Young People's Integrated Service Plans. The most recent plan was assessed as part of the joint inspection of inter-agency provision of children's services in Edinburgh, published in April 2013 (Services for children and young people in the City of Edinburgh), which assessed services as good.

2. The current plan runs until June 2017, and will be replaced by the new Edinburgh Children's Services Plan 2017/20, attached at Appendix 1. The draft Plan has been developed in response to new requirements in the Children and Young People (Scotland) Act 2014.

3. The Act, and related statutory guidance, requires community planning partners, specifically the Council and NHS Lothian, to demonstrate the extent to which children's and young people's wellbeing is maximised, and their rights are enhanced and protected. In addition, they must indicate the extent to which services empower individuals and communities, are integrated, address negative outcomes and become more efficient.

4. Development of the plan has been overseen and coordinated by the Edinburgh Integrated Children and Young People's Services Board, which is made up of Council elected members and NHS Lothian Board members, third sector and police, and other community planning partners like the Children's Reporter, Edinburgh College and Skills Development Scotland. This Board established a multi-agency project team to develop the new plan.

5. The new plan will run from June 2017 to March 2020, and will drive forward the delivery of strategic outcomes and related improvement objectives, establish new streamlined governance arrangements, deliver improvements in service culture, service integration and participation approaches, and set up a revised public performance management framework.

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

## Main Report

6. This report seeks Board endorsement of the draft plan, the main contents and commitments of which are indicated below. The plan also requires formal approval from NHS Lothian and the City of Edinburgh Council.

## Purpose of the Plan and Strategic Planning Framework

7. This section of the report provides information on the primary purpose of the plan, related plans and strategies, children and young people's input to Edinburgh City Vision 2050 and an overview of strategic outcomes.

## Values and Culture

8. The new plan describes a set of commitments to; (i) embed a culture across all services that places more focus on children's rights, (ii) develop an approach where services do things 'with', rather than 'to' or 'for' children, young people and their families, and (iii) deliver five partnership 'commitments', namely (a) children and young people centred practice; (b) listening to and responding to children and young people; (c) focussing on strengths and building resilience; (d) prevention, and (e) fairness.

9. There is also a commitment to embed a citywide approach to restorative practice, supported by Council prevention funding, that places more focus on early interventions with vulnerable children and young people.

## Participation

10. Participation is a critical feature of the new plan. A set of standardised definitions of the different sorts of participation activity are described that will be adopted across the City, and a list of participation commitments designed to improve participation practice are included.

## Insight and Strategic Needs Assessment

11. Outcomes, improvement objectives and other commitments in the new plan are all informed by recent engagement results, research and other insight activities, which make up the strategic needs assessment.

12. This aspect of the plan describes the wide range of insight data identified and analysed by the Project Team to inform the development of the plan. Data has been organised by the following themes (i) wellbeing; (ii) children in need; (iii) early years and family support; (iv) learning opportunities in schools and communities; (v) offending and re offending; (vi) youth employment and developing the young workforce; (vii) children's rights, and (viii) poverty and inequality.

## Outcomes and Improvement Objectives

13. At the heart of the draft plan, there are five strategic outcomes, which are indicated below. Aligned to each outcome there is a set of five partnership improvement

objectives. The performance management framework for the new plan is founded on these outcomes and 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.

**Services, Resources and Workforce Development**

14. The statutory guidance for Part 3 of the Act states that plans should provide an indication of the services and resources covered by the Plan. In addition, this section also indicates high level commitments to improve workforce development.

15. Importantly, because of extensive engagement with partners and feedback from children, young people and their families, a set of priority service integration initiatives are referenced in this section that will improve service performance. Key proposals include improved service integration in the areas of disability services, positive destinations, children's reporter processes, corporate parenting, drug and alcohol services, mental health services and regional approaches to shared services in education.

**Governance and Partnership**

16. Governance and partnership arrangements established under the current plan were assessed as being overly complex and requiring high levels of administrative support. Consequently, the new plan proposes new streamlined arrangements that are linked more closely to Locality Leadership Teams, and other strategic partnerships in the Edinburgh Partnership.

17. The strengthening of four Integrated Children's Services Management Groups, aligned to each of the four localities, is a significant development. These groups will drive forward improvements in participation activities in localities, service integration, links to adult health and social care services, and the delivery of improvement objectives at a locality level.

18. The Integrated Children and Young People's Services Board, and the Children and Young People Strategic Partnership, will be accountable for the delivery of the new Plan, and they will work closely with the four Integrated Children's Services Management Groups.

**Performance, Public Reporting and Review**

19. As described above, a new performance framework has been developed aligned to each of the five strategic outcomes, associated improvement objectives, and

other commitments in the Plan. This includes the Edinburgh Wellbeing Indicators which will be utilised in individual child plans.

20. The new public performance framework will utilise a range of (i) well defined key performance indicators; (ii) RAG assessment of improvement objectives; (iii) self-valuation projects aligned to the five strategic outcomes; (iv) feedback from engagement with children, young people and their families; (v) feedback from staff who are managing or delivering services, and (vi) data drawn from individual child plans. Public reporting will take place on an annual basis in the first quarter of each financial year.

**Summary**

21. The draft plan builds on the successes of previous plans, and places more focus on values and culture, children's rights, participation approaches and service integration.

22. The strategic outcomes and associated improvement objectives will meet the findings of inspection reports, and the needs of children, young people and their families, specifically those experiencing poverty and inequality, looked after children and children with disabilities. They will also place more focus on the empowerment of children, young people and their families.

23. Streamlined governance and partnership arrangements, including strengthened locality arrangements, will lead to improved partnership working, accountability and partnership capacity to deliver the plan.

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

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Appendices:

- Appendix 1 – DRAFT Edinburgh Children's Services Plan 2017/20

# The Edinburgh Children's Partnership
# Children's Services Plan
# 2017 to 2020
# Final Draft

getting it right for every child

THE EDINBURGH PARTNERSHIP

# FOREWORD

In Edinburgh, many services work with children, young people and their families to improve their wellbeing and quality of life. However, we know that some children, young people and families in Edinburgh continue to face real difficulties. In addition, a 5% increase in the child population is expected between 2016-2020.

Our services meet the needs of many children, young people and families, but for some, our services do not always meet their needs. This plan aspires to improve our services and to address these different outcomes so that all children and young people enjoy their childhood and achieve their full potential in all aspects of their lives.

At the heart of this plan is an ambition to create a child friendly City, where children and young people's rights are respected. There is also a focus on restorative practice, where preventing problems becomes as important as dealing with crisis.

The aims of this plan are aligned with the Edinburgh City Vision 2050 (www.edinburgh.gov/2050). Children and young people across the City helped shape this vision and the things they said that were most important to them are education and schools; physical and mental health; transport and cycling; sport and physical activity; and housing. Delivery of this Edinburgh Children's Services Plan will ensure that children and young people's views are responded to.

The plan focuses on five strategic aims:

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

I would like to thank all those Partnership members who have participated in the development of this plan over the last six months, particularly children, young people and their families, and I look forward to working with all of you to achieve our aims over the next three years.

Shulah Allan – Chair - Edinburgh Children and Young People's Services Board

## Purpose of this plan

The Edinburgh Children's Partnership directs the strategic planning, development and delivery of children and young people's services on behalf of the Edinburgh Partnership. The Partnership comprises representatives from City of Edinburgh Council (CEC), the voluntary sector (through EVOC), NHS Lothian (NHS), Scottish Children's Reporter Administration (SCRA), Police Scotland and Edinburgh College.

As a Partnership, we are committed to improving outcomes for Edinburgh's children and young people, their families and their communities. We recognise that the delivery of these outcomes will require excellent universal services that build resilience and provide important protective factors. We also recognise that it will require a strong commitment for all partners to work together effectively to secure the delivery of efficient, high quality and best value services.

To do this, the Partnership needs a clear vision for the outcomes we want to achieve and the improvements we need to deliver. Most importantly, we need to make sure that our strategy, our plans, and our resources all integrate around one direction of travel which reflects the needs and the views of the city and our communities.

This integrated plan provides this vision and direction. It sets out our plan for the next few years, describing what we aim to do and how we intend to do it. The principles and actions set out here will inform our decision making on how we use our resources, and drive the way we deliver services together.

The purpose of this plan is to:

- Set out a shared vision and strategic direction to guide the work of the Edinburgh Children's Partnership over the period 2017-20
- Describe the outcomes we aim to achieve together and the improvements we need to deliver, and
- Set out an integrated approach to implementing our strategy and delivering those improvements.

## Strategic planning framework

The plan has been developed in response to new requirements in the Children and Young People (Scotland) Act 2014. The Act requires community planning partners, specifically the Council and NHS, to demonstrate the extent to which services empower individuals and communities, are integrated, address negative outcomes and become more efficient. In addition, the Act requires that children's and young people's wellbeing is maximised and their rights are respected.

The plan is also informed by the joint inspection of inter-agency provision of children's services in Edinburgh.

This plan – for all children, young people and their families in Edinburgh – has been developed by the Edinburgh Children's Partnership. It is aligned to the Edinburgh Partnership's Community Plan which describes how the city delivers the Scottish Government's commitments and its agreed shared priorities. Within this partnership working environment, the plan is

also designed to align with, and influence, the plans and policies which guide the work of all partners, including:

- Locality Improvement Plans
- The Edinburgh Health and Social Care Partnership Strategic Plan
- The Corporate Parenting Plan
- GIRFEC and the Child Protection Improvement Plan
- The NHS Lothian Strategy for Children and Young People
- The City of Edinburgh Council Business Plan and Service Development Plans

## Core Principles

This plan is built around a set of core principles that guide everything we do as a Partnership. These principles define the culture we want to build within our Partnership, and the behaviours we expect our partners to demonstrate as we work together towards making Edinburgh a more child-friendly city. In particular, the Partnership aims to embed a culture where services are delivered '*with'* (rather than '*for'* or '*to'*) children and young people, their families and their communities.

The principles of Getting it Right for Every Child underpin the work that we do and we are committed, through the implementation of the Edinburgh Wellbeing Outcomes (see Appendix 1), to ensuring that every child is Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

To do this, the partnership is committed to ensuring that we:

**Place Children and young people at the centre of practice**: The views and needs of children and young people will be at the centre of all service delivery. Children's rights will be respected in line with the United Nations Convention on the Rights of the Child (UNCRC).

**Listen to and respond to children and young people**: The voices and opinions of children and young people will be sought, respected and responded to. Children and young people will have the opportunity to be active participants in shaping planning, policy and practice that affects them. Details of our commitments with regard to participation are in Appendix 2.

**Focus on strengths and building resilience**: Celebrating children and young people's successes is a central ambition. Children and young people and their families will always be asked what is important to them, and what is good in their lives. This information will be used to help shape the way services are delivered and to build strength and resilience.

**Prioritise prevention**: The Partnership will support more preventative work. Preventative practice, through a range of universal and specialist services, will ensure that every child and young person has better opportunities to fulfil their potential, problems are addressed before they become crisis and resources are used to better effect.

**Improve fairness**: A commitment to equality, social justice and fairness will sit at the heart of all children and young people's services. There will be a focus on removing barriers where they exist and achieving the best outcomes for all children. Tackling poverty, inequality, prejudice, discrimination, harassment and victimisation are fundamental to our Partnership culture.

## Vision, Outcomes and Improvement Objectives

This Children's Services Plan provides a vision, outcomes and improvement areas to guide the work of the Children's Partnership over the period 2017-20. It is built around one vision shared by all partners, five strategic outcomes, and a set of 25 improvement objectives.

The Edinburgh Children's Partnership's **vision** is:

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

Towards delivery of this vision, our work is structured around the **five Strategic Outcomes** which sit at the heart of all our planning. Over the period 2017 to 2020, the Children's Partnership are committed to ensuring that Edinburgh is a city in which:

- 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.

Across each of these outcomes, the Partnership has identified the key improvement objectives which need to be delivered in the next three years. The process and information used to inform the development of these outcomes and objectives is detailed below.

## Developing the Outcomes and Improvement Objectives

The Partnership has drawn on a significant amount of evidence to gain insight into the concerns and aspirations of children and young people and their needs. A summary of some of the information used is available in Appendix 3. This information has been used to inform the development of the outcomes and improvement objectives in the plan.

We have also carried out specific engagement with children and young people, in partnership with the Scottish Government and the Scottish Youth Parliament and Children's Parliament, to improve insight into children's rights issues.

The Partnership has gathered and analysed all recent engagement and participation work with children and young people in the city to inform the development of this plan.

The 2050 City Vision project also included specific engagement activities with children and young people, and information from this activity has also been used in the development of this plan.

Several specific multi-agency events have taken place during October 2016 to May 2017 to support the co-production of this

plan. These events involved service users and providers and the discussions and outputs were used to aid in the development of the outcomes and objectives detailed in this plan.

The Edinburgh Children's Partnership has used the planning and review process for some years to drive work towards achieving outcomes and to making service improvements.

The most recent plan (the Integrated Plan for Children and Young People 2015-18) was developed following the latest joint inspection of inter-agency provision of children's services in Edinburgh, published in April 2013. This inspection assessed services as 'good' and identified several strengths and improvement areas with the inspectors indicating that they were very confident that children and young people's services in Edinburgh would be able to make the necessary improvements.

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

The plan for 2015-18 was developed around these areas for improvement and latest performance information shows progress across all areas, including:

- Delivering more early years services, including Psychology of Parenthood Programme and Family Nurse Partnership services across the city.
- An increase to 91.5% of women booking early for ante-natal support, and the 27 to 30-month child health review is being undertaken by health visiting teams across the city.
- Pregnant women in the Leith area have been supported in the uptake of 'Healthy Start' vouchers, which has increased income in families who need it most.
- Child's planning practice has been improved and SMART child planning training sessions are now well established.
- Children and young people have a say in the running of the school and are involved in child planning.
- School leaver positive destinations show sustained improvements since 2010.
- The '1 in 5' Raising Awareness of Child Poverty Project has resulted in a 'Top Tips' for schools document, circulated to all teachers, which can help reduce school-associated costs.
- Edinburgh College has been working in partnership to increase the number of young people enrolled in college.
- The Edinburgh Integrated Literacy Strategy has delivered effective universal and targeted support in schools, specifically in reading and improved outcomes for children and young people.
- Family Learning continues to work across 46 targeted nursery and primary schools, with children and families requiring additional support to improve literacy and pre-literacy attainment.

This most recent performance information was used, alongside all of the sources described above, to identify the outcomes and improvement objectives for 2017-20.

The five strategic outcomes which the Partnership will work to achieve during this time are: detailed below and the improvement objectives are described in the table following.

1. **Every child will have the best start in life**

   Many children, young people their families are able to access high quality early years services. However, some struggle to find affordable early years services, which limits their opportunities for work and the likelihood of good pre-school learning.

2. **Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced**

   Early years and schools continue to provide excellent education services for thousands of children and young people in the city with more school leavers going into positive destinations. For some there remains a poverty-related attainment gap with others finding it difficult to secure positive destinations. Children who are looked after or who have a disability are likely to have poorer educational outcomes.

3. **Every child and young person will have good wellbeing and achieve the best possible health**

   Public and third sector agencies continue to deliver high quality services to improve the physical and mental health of children and young people. Some children and young people have to wait too long to access mental health services or cannot afford the cost of accessing leisure services.

4. **Equity amongst children and young people and their families will be advanced**

   Many children, young people and their families continue to be housed in affordable, high quality social housing across the city, especially those in crisis.

5. **Children, young people, their families and communities will be empowered to improve their wellbeing**

   Public and third sector services continue to work with children and young people to respect their rights, and empower them to have more control over decisions which affect their lives. Some children, young people and their families still feel disempowered, where services are delivered 'to' or 'for' them, rather than 'with' them, and where they have little control over decisions which affect their lives.

**Best Start in Life**

Implement the new universal pre-birth to pre-school pathway

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

Improve partnership working in the provision of early years services, particularly playgroups and community-run early years services

Increase the percentage of children across all SIMD quintiles reaching developmental milestones

**Attendance and Achievement**

Deliver school improvement plans that are effective across the four areas of the National Improvement Framework

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

Deliver the Edinburgh College Transformation Plan

Improve the level of participation in education, employment and training for all 16-19 years and continue to increase positive destinations

**Health and Wellbeing**

Improve mental health services for children and young people and implement the children and young peoples' mental health review recommendations

Improve the quality of drugs and alcohol prevention work and substance misuse services

Minimise the need for children and young people to become looked after and improve the balance of care

Reduce the number of children who are overweight or obese, or malnourished

Deliver the improvements identified in the Child Protection Committee's Child Protection Improvement Plan and the Corporate Parenting Plan

**Equity**

Deliver the '1 in 5' project and develop an equity framework for each school

Deliver income maximisation programme amongst all families on low incomes

Improve the availability of accessible, affordable and flexible early learning and childcare, particularly in areas of deprivation

Reduce the number of children, young people and their families who need homeless and emergency accommodation services and improve access to suitable housing

Co-produce a community entitlement for children and young people in each locality to improve access to universal services

**Empowered**

Extend personalisation and choice including expansion of self-directed support and direct payments

Ensure continued delivery of effective universal youth work programmes

Enhance children's rights across the city in line with the UNCRC

Implement the Parenting Framework and improve engagement between parents and schools and wider community sector

Deliver a citywide partnership learning and development programme to improve restorative practice

## Monitoring Performance

The Edinburgh Children's Partnership, alongside the ICSMGs, hold the responsibility for monitoring progress towards achieving the outcomes and objectives and will use a fully-developed Performance Framework to achieve this.

A lead officer from the Edinburgh Children's Partnership has been identified for each strategic outcome. This lead officer will take responsibility for co-ordinating performance reporting on a regular basis.

Performance reporting will include analysis of the following elements:

- Assessment of current performance measured against a well-defined set of indicators aligned to the five strategic outcomes.
- Assessments of progress against each of the improvement objectives.
- Outputs from any self-evaluation exercises focused on the five strategic outcomes in the Plan and the UNCRC articles.
- Feedback from engagement with children and young people and their families about children and young people's services.
- Feedback from engagement with staff about children and young people's services.
- Data drawn from samples of children and young people's plans, focussing on Edinburgh Wellbeing Outcomes aligned to the eight GIRFEC wellbeing indicators

The Performance Framework will undergo an annual review to ensure effectiveness and progress. An annual report on progress will be prepared by the Edinburgh Children's Partnership and published to align to the Edinburgh Children's Partnership - Annual Public Performance Report. This annual report will be presented to the Children's Services Board, Lothian Health Board and the relevant Executive Committee of the Council.

The annual report will include all of the elements listed alongside a statement on the extent to which children's rights are being respected.

The first full review of the Plan and Performance Framework will be completed by 31 March 2020.

## WORKING IN PARTNERSHIP

### Our services and our resources

The agencies and organisations which form the Edinburgh Children's Partnership provide a wide range of services for children, young people, their families and their communities across the city. These cover services for citizens across variety of ages, from pre-birth up to and include 25 years old, as well as other services, such as adult health and social care services, also have an impact on children and young people, and their families.

Key services provided directly by the Partnership include activities such as:

- Pre-birth and midwifery services
- Family nursing and paediatric services
- Early years support and health visitor services
- Family and household support
- Child protection services
- Schools and education services
- Sports and lifelong learning services
- Support for looked after children
- Transport services for children and young people
- Child and adolescent mental health services.

Across all these service types, annual operating budgets for NHS and the City of Edinburgh Council alone were estimated at over £350m in 2017/18 (see Appendix 4 for details by service).

Alongside these agencies, there are around 2,000 third sector organisations in the City which work with children and young people and their families. Data gathered through the 2015 Scottish Household Survey showed that an estimated 9.5% of all adults in Edinburgh volunteer in provision of services and activities for youth and children in the city. Such volunteers are estimated to contribute a total of 222,435 hours per year, equivalent to over £3 million worth of working hours each year (Edinburgh State of Volunteering Survey 2016). Many third sector resources also support young carers and work to enable young people to achieve positive school leaver destinations.

### Making best use of our resources

As a Partnership, we recognise that to meet the objectives set out in this plan we need to make the best use of the resources we have available. We are committed to creating opportunities to collaborate with other stakeholders in finding ways to reconfigure service delivery and resources to best meet need and address priorities. Our overall aim is to work together more efficiently and effectively to deliver our strategies and plans, and to overcome capacity or financial obstacles through local and integrated planning and resource allocation. Increasingly, we want to be able to make decisions about resource allocation on the basis of the quality of services and the extent to which explicit and agreed outcomes for children and young people are improving.

To deliver these improvements and to secure a joined-up approach to service planning and delivery, we have identified a

number of initiatives and priorities designed to improve the integration of our services and the development of our workforce.

Critical to this area of work will be the development of the early years and school estate, NHS children's services estate and lifelong learning estate which will provide the physical infrastructure from which many children's services will be managed and delivered. This includes work to develop 'schools of the future', re-provisioning of NHS services to the New Royal Infirmary Site and the South East Scotland Learning and Skills Alliance.

Alongside estate development, our priorities have been identified through engagement with children and young people, their families, service providers and other partnerships. These priorities will be further developed as a key element of the performance framework and could include areas such as:

- Work towards delivery of shared learning services across the South East region
- Delivery of the Scottish Children's Reporter Agency and Scottish Courts and Tribunal Service Improvement Plans
- Improved integration of Council Additional Support for Learning, NHS therapy services and third sector services
- Review and improved integration of children and young people's and adult health and social care disability services
- Implementation of the corporate parenting plan and improved integration of Council, NHSL, and third sector Looked After Children Services
- Improved integration of schools, Skills Development Scotland and further education services in line with the career education standard
- Improved integration of transport services for children and young people.

The Partnership recognises the enormous contribution of staff that work with children and young people across the city. There are significant future challenges in recruiting and retaining the necessary skills for the future. Actions will be further developed as a key element of the performance framework and will support further engagement and empowerment of staff and improve workforce development. Examples of possible actions could include:

- Development of a citywide learning and development programme to embed restorative and preventative practice.
- Enhance regional approaches to staff recruitment into children and young people's services.
- Provision of more opportunities for staff to celebrate their achievements and the achievements of children and young people.

## Governance and Partnership Framework

A new governance and partnership framework has been developed to lead and deliver the outcomes and objectives described in this plan (see Appendix 5 for structure diagram). The framework is built around three core components:

- The **Integrated Children Services Board**. This board forms one of five key strategic groups formed to lead the work of the Edinburgh Partnership and delivery of its Community Plan for 2018-23. The board is the accountable body for development and delivery of this plan, is responsible for reporting on progress and challenges, and for ensuring improved joint working between other strategic groups in the Edinburgh Partnership family, including the Edinburgh Health and Social Care Partnership.
- The **Edinburgh Children's Partnership**. This group is responsible for coordinating delivery of the improvement actions and objectives outlined in this plan, and for co-ordinating delivery of children and young people related outcomes within Locality Improvement Plans.
- **Integrated Children's Services Management Groups** (CSMGs). These groups, of which there are one for each locality in the city, oversee delivery of operational children and young people's services in each locality and ensure close working and operational arrangements with Locality Leadership Teams and other services providers in each area.

Full details of group membership, roles and responsibilities are provided in Appendix 6 to this plan.

## Further Information, Contact Details and Feedback

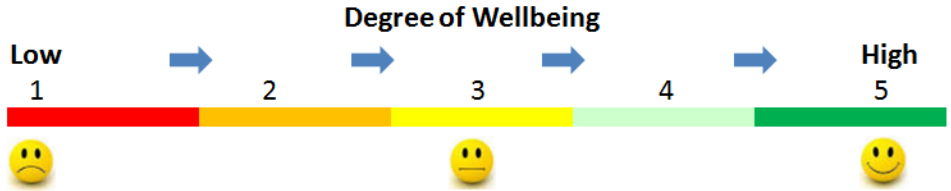
Further information about the Plan can be obtained from:

Alistair Gaw – City of Edinburgh Council – Executive Director of Communities and Families – alistair.gaw@edinburgh.gov.uk

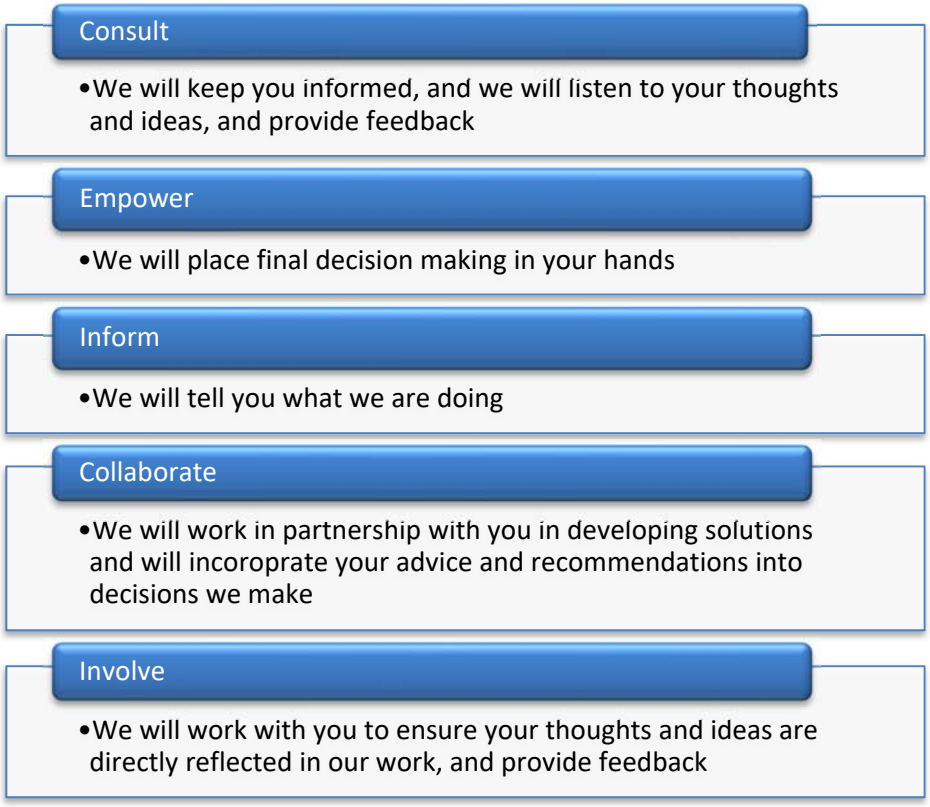
Sally Egan – NHS Lothian – Director and Child Health Commissioner – sally.egan@nhslothian.scot.nhs.uk

# Edinburgh Wellbeing Outcomes

| Safe | Healthy | Achieving | Nurtured | Active | Respected | Responsible | Included |
|---|---|---|---|---|---|---|---|
| I am safe with my family | I eat well | I am learning new things | I receive warmth and love | I play / take part in activities | I am involved in decisions which affect me | I am considerate to others | I have friends |
| I am safe where I learn or work | I look after myself | I feel confident | I have people who look out for me | I play / take part in activities with others | I have help to share my views | I have an understanding of right and wrong | In my learning environment people involve me in activities |
| I am safe where I live | I get the care and support I need | I do the best I can | I have the food I need and I am kept clean and warm | | I am treated fairly | I meet my responsibilities | I have opportunities to be with people who are important to me |
| I keep myself safe | I enjoy life | I am ready for the next stage in my life | I receive praise and encouragement | I am helped to be active | I have my own space | I make a positive contribution | I feel that other people want me around |
| I am safe around other people | I am able to deal with difficult things | I get the help I need to learn | I am listened to when I am worried or upset | | I have people around me who I trust and who trust me | I make good decisions | I have help to overcome disadvantages and barriers |



# Participation




## *Definitions*

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

## *Participation Practice*

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

Because of this Plan, the approach to participation with children and young people in Edinburgh will be rooted in the principles of the UNCRC.

This puts the needs of children and young people first, and ensures that their views are listened to, responded to, and influence decisions which affect their lives.

## Insight Data

A summary of the insight data gathered to inform the assessment need is provided below.

This assessment sits alongside other citywide strategic needs assessments, like the one completed for the Edinburgh Health and Social Care Partnership, and the Edinburgh Community Safety Partnership.

Further insight data can be obtained from the contacts indicated in the further contacts section (Section 9) or from the 'Edinburgh by Numbers Website' (http://www.edinburgh.gov.uk/info/20247/edinburgh_by_numbers/1012/edinburgh_by_numbers)

Data and insight at locality level, is available from the 'Edinburgh by Numbers Website' as part of the locality profiles: (https://www.edinburgh.gov.uk/downloads/file/25019/localities-profile-search-tool)

| WELLBEING |
| --- |
| Research in Edinburgh on risk taking behaviours indicates that early school engagement, community engagement and parental monitoring are vital protective factors that support children and young people's risk taking, without them coming to significant harm. |
| The Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS) results indicated that friendships, liking of school, belonging to a group and being involved in leisure activities are protective and risk factors for good mental health and wellbeing. |
| This is supported by findings from the Scottish Youth Parliament's Lead the Way survey evidencing the need to reduce inequalities and address racial, religious, sex and sexual orientation discrimination and harassment, address environmental issues and improve democratic participation. |

| CHILDREN IN NEED |
| --- |
| The Additional Support for Learning Act recognises the need to support those who have additional needs which are causing a barrier to their learning. This could be for a variety of reasons such as disability, health, social and emotional factors. It is essential that all learning environments in the city meet those needs for these children and young people to thrive and fulfil their potential. |
| Findings from recent surveys with parents and children and young people in Edinburgh indicate that they want to see a greater level of support provided in schools with more information on services and support available and a greater say in what is provided, supported by staff who are knowledgeable about available services and how to access them. |

## OFFENDING AND RE-OFFENDING

The Edinburgh University Youth Transitions Study considered the impact of education on offending in young people, and found that exclusion and non-engagement in school increased the risk of reoffending. It also found that targeted services were often unhelpful due to the stigma attached to those receiving them. One of their recommendations was engagement in universal services at an earlier stage.

Youth work in Edinburgh can support children and young people to increase educational attainment, employability and health and wellbeing. These opportunities are also crucial in offering packages of support that provide protective factors while children and young people grow and develop. They also offer the opportunity to form relationships with a trusted adult out with the home and school environment which can be very important for many vulnerable children and young people.

## CHILDREN'S RIGHTS

Adopting an approach to children's services in Edinburgh which is based upon children's rights will enhance the wellbeing of our children and young people.

The recent report on the State of Children's Rights in Scotland from Together (the Scottish Alliance for Children's Rights) presents a clear case for focussing our efforts, amongst other areas, on education, leisure, cultural activities, health and wellbeing, disability and welfare, violence reduction, family environment and alternative care.

## YOUTH EMPLOYMENT AND DEVELOPING THE YOUNG WORKFORCE

In response to the Commission for Developing Scotland's Young Workforce, the Partnership will develop more effective links between education, specifically secondary schools and other partners such as Edinburgh College, Skills Development Scotland and local private sector organisations.

Evidence in Edinburgh indicates that looked after children face specific barriers to training and employment, consequently a specific focus on reducing the cluttered landscape of employability programmes, early intervention support for those who need it, and a continued development of the Edinburgh Guarantee will be critical. The Scottish Government are now publishing the Participation Measures, which demonstrate the percentage of all young people aged 16-19 in education, employment and training.

## POVERTY AND INEQUALITY

The Christie Commission Report highlighted the need for preventative spend that focuses on preventing poverty and inequality.

The Edinburgh Partnership Board has identified four current priorities to reduce inequalities: education, employment, housing and income maximisation.

The World Health Organisation European Child and Adolescent Health Strategy recognises the importance of work from early years through to adolescence if inequalities are to be tackled.

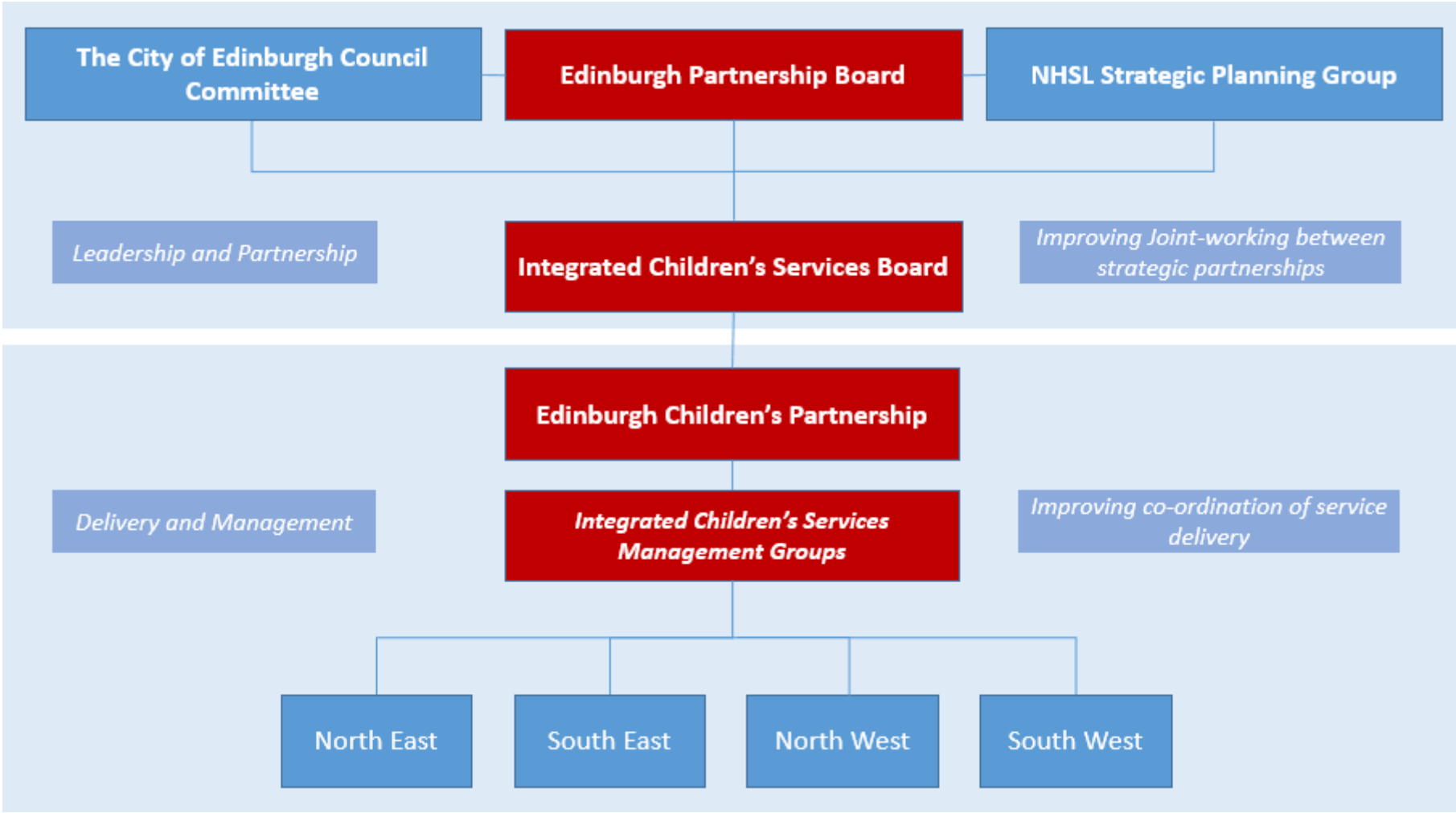
| EARLY YEARS AND FAMILY SUPPORT |
| --- |
| The Partnership is committed to providing high quality learning and engagement opportunities through early years, primary and secondary education, meeting the needs of all children and young people in Edinburgh. Providing children with a good start in life is one of the most effective ways of addressing social and health inequalities. |
| Sir Michael Marmot, in his review Fair Society, Healthy Lives, identified that by creating better circumstances in which children are born and grow up, improvements in outcomes can be realised. |
| The Growing Up in Scotland survey identifies factors such as improved maternal health, older maternal health at birth, a rich home learning environment and high quality early learning and childcare which contribute to improved outcomes for children. |

| LEARNING OPPORTUNITIES – SCHOOLS AND COMMUNITIES |
| --- |
| By enabling children and young people to develop the knowledge, skills and attributes they will need to flourish in life, learning and work, they will become successful learners, confident individuals, responsible citizens and effective contributors. |
| Research in Edinburgh indicates that school attendance and attainment are lower in those children and young people who come from areas of deprivation and disadvantaged backgrounds. The Scottish Government's Raising Attainment for All (RAfA) Challenge aims to reduce the gap between our most and least deprived communities and forms a central ambition of the Plan. |
| Raising attendance and attainment levels at Edinburgh schools also requires engagement with families and a continuation of the good practice which already exists in schools. |

# Children and Young People's Services – Summary Service Profile and Estimated Annual Budgets - 2017/18

| | | | | |
|---|---|---|---|---|
| Council - services for children and young people with disabilities **£6.03M** | Council Child Protection Services **£16.39M** | Council Secondary schools **£81.12M** | NHS Paediatric Community Nurses Services, NHS Respite, NHS CP & LAC specialists **£3.64M** | Council Primary schools **£84.64M** |
| Council Early years services **£33.6M** | Council Special Schools **£16.15M** | Council additional support for learning **£19.82M** | NHS generic school nursing teams and vaccination team **£1.21M** | Council Sports and Lifelong Learning Services (exc. Edinburgh Leisure) **£12.41M** |
| NHS Community Midwifery **£3.18M** | Council Looked After and Accomodated Services **£44.49M** | Council Family and household support services **£2.65M** | Council & NHS Communities and Families Grants/SLA'sto third Sector **£ 3.88M** | NHS Health Visitor teams & EY Prepare Team & Infant feeding Advisors **£6.6M** |
| NHS Community paediatricians and child health admin **£2.19M** | Family Nurse Partnership Service **£1.1M** | NHS Child and Adolescent Mental Health Services (CAMHS) & ASUS service **£4.84M** | NHS Allied Health Services **£3.8M** | Council transport services for children and young people **£5.19M** |

## Structure


The City of Edinburgh Council Committee
Edinburgh Partnership Board
NHSL Strategic Planning Group
Leadership and Partnership
Integrated Children's Services Board
Improving Joint-working between strategic partnerships
Edinburgh Children's Partnership
Delivery and Management
Integrated Children's Services Management Groups
Improving co-ordination of service delivery
North East
South East
North West
South West

## Governance and Partnership Framework, membership and responsibilities

| Group | Core Membership | Key roles and responsibilities |
|---|---|---|
| Integrated Children's Services Board | • NHSL Board members<br>• City of Edinburgh Council Elected Members<br>• City of Edinburgh Council, NHS Lothian, Edinburgh Third Sector Interface, Skills Development Scotland, SCRA, Edinburgh College and Police - Chief Officers<br>• Scottish Parliament children and young people representatives<br>• Parent Consultative Council representatives | • Provide leadership in the city to uphold the values and culture of the plan<br>• Accountable body for the development and delivery of the plan<br>• Report into NHSL, CEC and Edinburgh Partnership Board on key successes and challenges<br>• Receive and respond to performance reports from the Strategic Partnership and ICSMGs |
| Edinburgh Children's Partnership | • City of Edinburgh Council and NHS Lothian - Senior Officers<br>• Third sector representatives from the EVOC Children, Young People and Families Network<br>• Police and Fire and Rescue Service<br>• SCRA<br>• Scottish Youth Parliament - Edinburgh children and young people<br>• Youth Forum and Pupil Council representatives<br>• Skills Development Scotland<br>• Edinburgh College<br>• Edinburgh Health and Social Care Partnership | • Coordinate delivery of the plan<br>• Coordinate delivery of children and young people related outcomes within Locality Improvement Plans<br>• Produce performance reports for the Board<br>• Undertake the strategic planning function for all services covered in this plan<br>• Oversee inspection processes and quality assurance of children and young people's services<br>• Co-ordinate and quality assure children and young people's participation activities<br>• Regularly communicate with members of ICSMGs and the Board<br>• Establish strategic working groups to improve service performance |
| Integrated Children's Services Management Groups (CSMGs)<br>For each locality:<br>- North West<br>- North East<br>- South East (including City Centre)<br>- South West | • Children's Social Work Practice Team Manager (chair)<br>• EVOC Children and Families Network<br>• NHS Children and Young People Service Manager<br>• NHS Health Visiting Team Manager<br>• Police Scotland Inspector<br>• Early years, primary and secondary school pupils support leads or Head Teachers<br>• Family and Household Support Manager<br>• Lifelong Learning Service Manager<br>• Senior Education Welfare Officer<br>• Additional Support for Learning Service Leader<br>• Children and Young People Disability Services Team Leader<br>• Depute Principal Educational Psychologist | • Oversee delivery of operational children and young people's services in each locality<br>• Coordinate delivery of children and young people related outcomes within Locality Improvement Plans<br>• Make decisions and direct resources to support delivery of the Plan<br>• Address specific local concerns promptly and effectively<br>• Monitor the consistent implementation of Getting it right for every child across the locality<br>• Progress the integration of children and young people services<br>• Report to the Partnership on work related to the plan<br>• Engage with the Locality Leadership Team and related LLT sub groups and projects<br>• Regularly communicate with members of ICSMGs and the Board |

# Local Police Plans 2017 - 2018

Community empowerment, inclusion and collaborative working

Partnership

Working together - keeping you safe

Shared outcomes

Prevention and accountability

POLICE SCOTLAND
Keeping people safe

Our commitment to the safety and wellbeing of the people and communities of

# Edinburgh

## Introduction and Purpose of Plan

The local Police Plan for Edinburgh sets out the local policing priorities and objectives for Edinburgh Division of Police Scotland for 2017-2018. [1.]

Local Policing is central to the effectiveness of Police Scotland and is core to our statutory role. Partnerships are at the heart of what we do in Edinburgh and we aim to deliver excellence in service and protection, with the consent of our local communities. You can expect us to deliver that service with fairness, integrity and respect.

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."*** Focusing on the outcomes **"Communities are safer and have improved physical and social fabric"** and **"Children and young people enjoy their childhood and fulfil their potential".** [2.] We recognise that our partnership focus will be in the interests of people who experience inequality, because of socio-economic disadvantage.

The Edinburgh Community Plan is linked to both the Scottish Government National Outcomes and the Edinburgh Local Policing Plan as shown in Appendix 1.

Edinburgh Division implemented a new resource model in late 2016 to ensure we could manage public expectation, respond to demand and focus on local community issues. We achieved this by increasing the number of response policing officers and creating visible and contactable community Policing teams in local areas. In addition, we have allocated School Link Officers to Edinburgh schools and we have officers working directly with Council partners in the newly formed Family and Household Support Teams.

Our Policing priorities have been set following extensive consultation with local communities and by carrying out detailed analysis of the crime profile and harm posed to the people of Edinburgh. They are encapsulated in our strategies of:

Acquisitive Crime - Public Safety - Anti-Social Behaviour - Serious and Organised Crime -Terrorism and Domestic Extremism

Across all priorities we will continue to work with partners including City of Edinburgh Council, through early and effective intervention to prevent crime and deter those on the fringes of offending behaviour. We will also work with Criminal Justice partners through restorative justice programmes to change behaviours and divert people from a life of crime.[3.]

This is a one-year plan moving towards full integration with Community Partnership Plans and Local Outcome Improvement Plans for Edinburgh with Locality Improvement Plans in each of our 4 localities / neighbourhoods.

1. *Statutory requirement of the Police and Fire Reform (Scotland) Act 2012.*
2. *Edinburgh Plan*
3. *Antisocial Behaviour Policy*

# 1. How we identified our Priorities

The City of Edinburgh Policing Division sought to create an innovative police plan and identify priorities that combined a local Strategic Assessment with a widespread collaborative program of public consultation. We recognised the need to focus on prevention to achieve better partnership, collaboration and local delivery.

The Edinburgh Police Plan 2017-18 was built on the responses to the "Your View Counts" survey empowering communities to inform us of their concerns. The results of this survey gave us information about the priorities that were important to you, the residents of Edinburgh. Edinburgh Divisional results included detailed and useful demographic information allowing a secondary survey to be aimed at hard to reach groups to ensure all communities have a voice in shaping our future.

The results of these surveys were aligned with the results of Edinburgh Division's strategic assessment, which shows crime trends and new emerging crimes in the city.

By compiling these three elements together we have obtained the list of priorities that are contained within this document.

The following table shows the results from the "Your View Counts" survey and how they have been incorporated into the local policing strategies. A greater description of each strategy is held within section 3 of this document.

| **Results from "Your View Counts" survey** | **Local Policing Strategies** |
|---|---|
| Homes being broken into | Strategy 1 – Acquisitive Crime |
| Anti-social Behaviour / Disorder | Strategy 3 – Reducing Antisocial Behaviour |
| Cars (or other vehicles) being stolen or broken into | Strategy 1 – Acquisitive Crime |
| Violent Crime | Strategy 2 – Public Safety |
| Drug Dealing / Drug Misuse | Strategy 4 – Serious and Organised Crime |

The most frequent response from our second survey confirmed that the strategies listed above concerned most people. To a lesser extent concern was also raised in this survey about road safety and so this has been included in Strategy 2 – Public safety.

On an ongoing basis, we constantly consider what we learn through community engagement and analysis of crime trends to re-evaluate our priorities to ensure they remain fit for purpose.

## 2. Strategies and Priorities:

Once our priorities were set we needed to decide how to best tackle them. We decided that a more qualitative feedback process would be more beneficial to you, our community. This means that we have come away from producing statistics that are often difficult to interpret and will concentrate on producing a 'you said' 'we did' type report to let you know what work has been ongoing in your community in relation to each priority.

**Strategy 1 – Acquisitive Crime**

**Priority – Acquisitive Crime**

Acquisitive crimes such as domestic housebreaking and motor vehicle related crimes, including the subsequent anti-social behaviour associated with motorcycles and cars can have a significant effect on communities and often leave victims feeling unsafe and vulnerable in and around their own homes.

This has been highlighted through the "Your View Counts" survey as an area of concern to the local residents. Our objectives are to:

- Collaborate with partners and communities to raise awareness of effective prevention tactics, ensuring that property is protected against theft.
- Direct focus on persistent offenders and ensure best practice and intelligence is shared and used to investigate domestic housebreakings
- Work in partnership with other agencies and with specialist resources to support local communities where domestic housebreaking is a priority. Intelligence led patrolling will seek to concentrate on communities that are targeted by these criminals.
- Use restorative justice to encourage offenders away from offending behaviours.

**Strategy 2 – Public Safety**

Public safety can be defined as *"the protection and welfare of the general public"*. This supports the high level outcomes contained within the Edinburgh Partnership Vision and Priorities, which aim to make Edinburgh's communities safer. Our officers and staff are committed to protecting the public by focusing on the following key priorities:

**Priority - Violence and Disorder**

Violence and disorder have a huge effect on victims but also on the wider community with the fear it generates. It also impacts on the desirability and economy of the area involved. There is frequently a link between violence, disorder and alcohol. Our objectives are to:

- Reduce public space violence and disorder through effective deployment of resources. In partnership with other agencies we will carry out operations aimed at problem licensed premises and their environs particularly where violent crime has occurred. We will use intelligence processes to identify hotspot areas for violence and develop action plans to target known problem areas.

- Work with partners to provide evidence to the licensing board in an attempt to responsibly control the number of alcohol licences issued for an area. We will continue to promote and increase licensed premises visits.
- Employ a robust enquiry process in relation to all reported violent crime. Use local policing and intelligence-led activities to detect offenders, minimise the carrying of weapons, reduce disorder and reassure communities.

**Priority - Domestic Abuse and Sexual Crimes**

Domestic abuse and sexual crimes can mean victims living in fear; often feeling isolated and we acknowledge that offences have long-term effects on victims. They need support and to see that there is a route out of their situation. Families of domestic violence can grow up with the view that this is normal thus continuing a cycle of abuse. Our objectives are:

- Through strong internal and external partnerships develop a prevention strategy to reduce instances of sexual offences amongst the student population. This includes raising awareness amongst students and staff in further education establishments, as well as supporting the training of staff and partners in challenging behaviour and empowering victims.
- The Domestic Abuse Investigation Unit (DAIU) will focus on identifying repeat perpetrators of Domestic Abuse and with the support of partner agencies, will prioritise activity aimed at deterring them from engaging in criminality
- The DAIU will work with partner agencies and support services to engage with victims at the earliest opportunity. In addition the DAIU will identify opportunities to engage with hard to reach victims where there have been cultural or language barriers.
- The DAIU will review every report of Domestic Abuse made within E Division. They will set in place a bespoke safety plan for every victim and assess the investigative expertise required for each case, ensuring the investigation is of the highest standard.

**Priority - Public Events**

Edinburgh has a tradition of hosting public events such as concerts, sporting events, Royal and VIP visits, marches and demonstrations. A large proportion of these require detailed planning and coordination with partner agencies such as the City of Edinburgh Council, Scottish Ambulance Service, Scottish Fire and Rescue Services and G4S. Our objectives are to:

- Continue to draw upon our experience of these events, to effectively work with partners and organisers to ensure that all events within Edinburgh are safe, successful and enjoyable, minimising disruption to the city and maximising public safety.
- Actively assess the threat level and use intelligence to ensure that we mitigate against terrorism and extremist threats when planning events.

**Priority - Road Safety**

The Scottish Government has a ten-year plan to reduce fatalities and serious injuries on Scotland's roads. Edinburgh Divisional objectives are to:

- Work collaboratively with partners and local road policing to influence and deter road crime and protect communities through high visibility road policing and raising awareness of the consequences of inappropriate road behaviour.

- Continue to work with partners to tackle the illegal and anti social use of motorcycles by youths with no helmets and subsequent road behaviour.

- Focus on collision hotspots and use of intelligence to detect dangerous driving, drink driving, speeding, mobile phone use whilst driving and seat belt offences, in an effort to protect the public.

- Prevent road crime and protect communities by using intelligence-led policing of strategic road networks to deny Serious Organised Crime Groups the use of the roads.

## Strategy 3 – Reducing Antisocial Behaviour

### Priority - Reducing Antisocial Behaviour

Antisocial behaviour (ASB) can have a significant and lasting impact on the quality of life for victims. It can cover a variety of actions ranging from public nuisance to serious public disturbance. Our objectives are to:

- Work in partnership to reduce repeat offending through intelligence led operations.

- Prevent offending; we will use Early Effective Intervention and Restorative Justice Measures for young people involved in anti-social behaviour.

- Along with partner agencies, provide care and support for victims of anti-social behaviour and work together in an effort to jointly reduce the causes of anti-social behaviour in our communities.

### Priority - Hate Crime

Hate crime is any crime that is perceived by the victim or any other person as being motivated by malice or ill will towards a social group.

Hate crime not only affects the individuals directly involved but also damages the relationships within the communities which the victims and perpetrators belong. Our objectives are to:

- Play an active part in equality forums to enhance relations with minority groups to encourage reporting of hate crimes. We will also work with all groups to encourage community cohesion in an effort to build an inclusive society.

- Develop Intelligence led partnership operations and patrols of hotspots areas for ASB and Hate Crime. Deal robustly with perpetrators of Hate Crime in the community by making full use of the associated legislation.

- Support victims of Hate Crime and with partnership agencies reduce repeat victimisation.

**Strategy 4 – Serious and Organised Crime**

**Priority – Serious and Organised Crime**

Serious and Organised Crime has a detrimental impact on individuals, local communities, businesses and the economy.

The Scottish Government has demonstrated its commitment to tackling Serious and Organised Crime groups through the creation of the Serious and Organised Crime Taskforce and the subsequent publication of Scotland's first multi-agency strategy to ensure that law enforcement, businesses, public bodies and communities work together to defeat organised crime.

The strategy - *Letting Our Communities Flourish* sets out key objectives. We will work towards these by:

- Working with Social services try to ensure that individuals have life options so that they can avoid involvement with these groups.

- Improving links with the community to ensure a good flow of intelligence on the activity of serious and organised crime groups so that their criminality can be reported and stopped.

- Working with criminal services, endeavour to seize funds from serious and organised crime groups by use of the Proceeds of Crime Act.

- Continuing to work with the NHS and City of Edinburgh Council to challenge exploitation and criminality to safeguard those vulnerable persons involved or affected by prostitution, trafficking and other sex crimes.

- By using intelligence-led policing of strategic road networks to deny Serious Organised Crime Groups the use of the roads thereby preventing road crime and protecting communities.

**Priority - Drugs**

Drug dealing is seldom a solitary problem and is frequently associated with serious organised crime groups who are also involved in human trafficking, thefts and preying on our community.

Operation Eagle

Our objectives are to:

- Collaborate with partners and communities to promote awareness of the harm caused by drugs to families as well as the individual and by tackling inequality, we will give vulnerable youths options and prospects that will detract from becoming involved with drugs.

- Encourage intelligence reporting of illegal drug production and distribution within the community.

- Work with partners to enforce legislation and support the reduction in distribution and sale of illegal drugs.

- Direct focus on repeat offenders, using local officers and intelligence-led operations, targeting known problem areas. Operation Eagle is our enforcement activity to tackle drugs in the community.

**Strategy 5 – Terrorism and Domestic Extremism**

**Priority - Terrorism and Domestic Extremism**

There is a continuing threat from terrorism and domestic extremism in Scotland. In order to prevent attacks we need to receive information about proposed attacks and the people who plan to carry them out. We need to take pride in a strong, fair and inclusive society that supports those susceptible to radicalisation. Our objectives are to:

- Collaborate with our national and local partners using intelligence to pursue those who are intent on committing acts of terrorism.

- Along with partner agencies, jointly provide support to vulnerable individuals who may be susceptible to radicalisation. We will endeavour to be approachable and visible in community groups and with partner agencies, integrate minority groups into our society thus removing the isolation that can feed radicalisation.

- Ensure that we are prepared to mitigate the impact on our communities of any terrorist incident.

- Assist communities, including business communities, to prepare for and prevent terrorism.

## 4. Local Policing arrangements

Edinburgh Division is led by the Local Police Commander, a Chief Superintendent, who is supported by four Superintendents and two Chief Inspectors.
The Divisional Command Team provide support and direction to four Chief Inspectors who perform the role of Local Area Commander within their designated local areas.

The Local Area Commanders will deliver the Edinburgh Division priorities. Each area has an Inspector who is in charge of local community policing teams, including ward officers, who work within the electoral wards to tackle local problems and issues.

Edinburgh Division also has five ‘response’ hubs divided between the city stations. This group of officers are led by Inspectors and work a twenty-four hour shift pattern, during which time they attend a variety of incidents ranging from ‘999’ calls to community incidents.
The local community policing teams and the ‘response’ teams work closely together to provide a consistent approach to policing across the City.

In addition, we have school link officers working within schools throughout Edinburgh to enhance education about crime and community safety, in an effort to prevent children starting out in criminal behaviour. We have officers embedded with City of Edinburgh Council to enhance our partnership working opportunities. Officers are also aligned to the Family and Household Support Team focussing on early intervention and prevention in the localities.

The division are supported by a Criminal Investigation Department (CID) led by a Detective Superintendent and two Detective Chief Inspectors. They have specialists who look at housebreakings, fraud, sexual crimes, public protection, serious organised crime groups and intelligence.

See section 7 for contact details.

## 5. Local Scrutiny and Engagement

The Police and Fire Reform (Scotland) Act 2012 provides a framework for local scrutiny and engagement arrangements between local authorities, the Police and the Fire and Rescue Service.
This is carried out by a committee, which meets every four months, made up from locally elected members. This group provides the necessary element of scrutiny to ensure that local plans and objectives are delivered and that Commanders meet their statutory obligations.
Accountability and engagement are key to efficient service provision and a strengthened connection between those providing services and their communities. The committee's remit includes:

- Focusing on outcomes to improve the safety and wellbeing of people in Scotland.

- Ensuring comprehensive engagement and analysis understand local conditions and reflect the community voice.

- Promoting joint working to secure best value and better outcomes.

- Providing clear strategic leadership to improve service delivery.

- Supporting improvement by providing constructive challenge to the respective services.

Keep aware of our activities by following us on Facebook and Twitter.

We will also provide updates on our activities under this plan every three months.

To become involved within your local area; attend your local Neighbourhood Partnership meetings or Community Council.

Website: www.scotland.police.uk
Twitter: @policescotland
Facebook: www.facebook.com/policescotland

## 6. Equalities

Our work is underpinned by our commitment to equality and diversity in our interactions with the public we serve as well as our own staff.

Edinburgh division have an Equality and Diversity Outcomes group chaired by the partnership Superintendent, and with external input from community advisors have developed a localised Equalities action plan. Chief Inspectors are accountable for ensuring that all ongoing divisional activity under their command compliments this plan, and that all communities are considered and consulted throughout all relevant decision making processes through the effective use of Equality and Human Rights Impact Assessments. A log is maintained to record the consultation involved in this plan.

Single points of contacts are in place for our places of worship and the Preventions, Interventions & Partnerships department regularly engage with third sector organisations to ensure accessibility to everyone.

## 7. Local Contact Details:

Contact Details:
St Leonard's Police Station
14 St Leonard's Street
Edinburgh
EH8 9QW

**We are here to help**

Dial 999 for an emergency that requires urgent police attention.

For non-emergency contact call the 24-hour non-emergency contact centre on 101

If you have information about a crime in your area and wish to provide it anonymously, call Crimestoppers on 0800 555 111

We respect your right to confidentiality and will not visit you without checking first.

If you have any concerns or issues you wish to discuss, contact St Leonard's Police Station or your local Community Policing Team on the following e-mail addresses.

**North East**
Craigentinny and Duddingston
EdinburghCraigentinnyDuddingstonCPT@Scotland.pnn.police.uk

Portobello and Craigmillar
EdinburghPortobelloCraigmillarCPT@Scotland.pnn.police.uk

Leith
EdinburghLeithCPT@Scotland.pnn.police.uk

Leith Walk
EdinburghLeithWalkCPT@Scotland.pnn.police.uk

**North West**

Forth
EdinburghForthCPT@Scotland.pnn.police.uk

Inverleith
EdinburghInverleithCPT@Scotland.pnn.police.uk

Almond
EdinburghAlmondCPT@scotland.pnn.police.uk

Drumbrae and Gyle
EdinburghDrumBraeGyleCPT@scotland.pnn.police.uk

Corstorphine and Murrayfield
EdinburghCorstorphineMurrayfieldCPT@scotland.pnn.police.uk

**South East**

Liberton and Gilmerton
EdinburghLibertonGilmertonCPT@Scotland.pnn.police.uk

Meadows and Morningside
EdinburghMeadowsMorningsideCPT@Scotland.pnn.police.uk

Southside and Newington
EdinburghSouthsideNewingtonCPT@Scotland.pnn.police.uk

City Centre
EdinburghcitycentreCPT@Scotland.pnn.police.uk

**South West**

Pentland Hills
EdinburghPentlandHillsCPT@scotland.pnn.police.uk

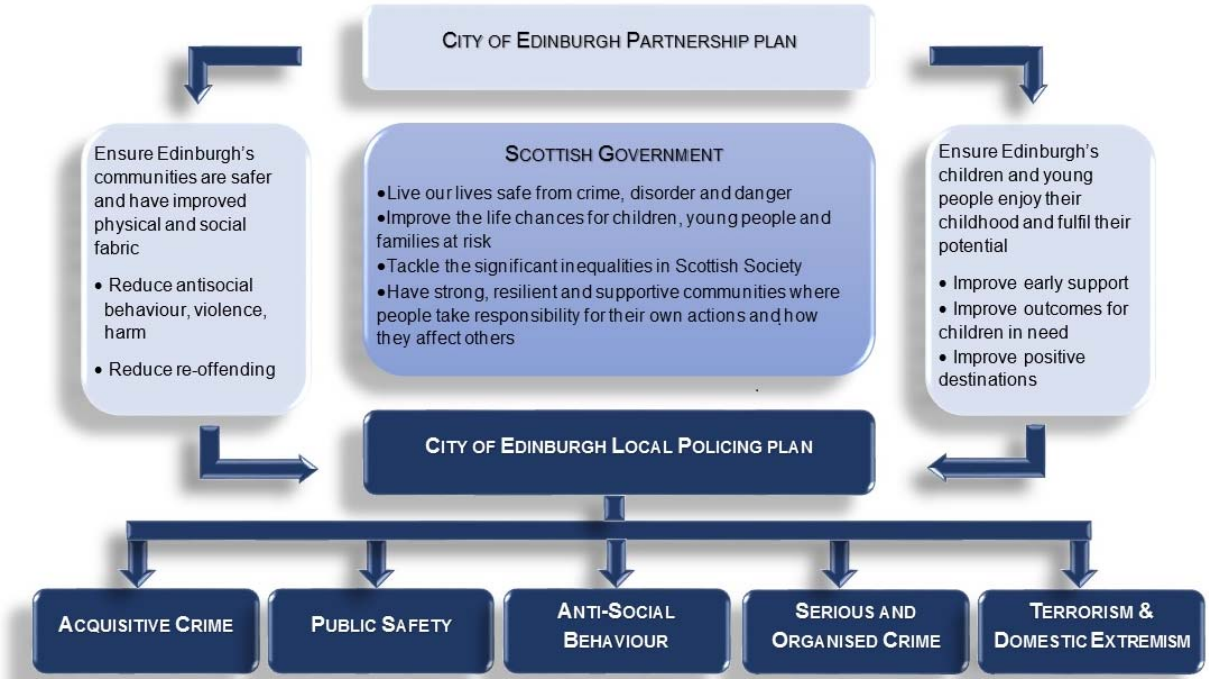
Colinton and Fairmilehead
EdinburghColintonfairmileheadCPT@scotland.pnn.police.uk

Fountainbridge and Craiglockhart
EdinburghFountainbridgeCraiglockhartCPT@scotland.pnn.police.uk

Sighthill and Gorgie
EdinburghSighthillGorgieCPT@Scotland.pnn.police.uk

For more detailed information about your local community policing team and other services that Police Scotland provides, please refer to the force website at www.scotland.police.uk.

Appendix 1:


CITY OF EDINBURGH PARTNERSHIP PLAN
Ensure Edinburgh's communities are safer and have improved physical and social fabric
• Reduce antisocial behaviour, violence, harm
• Reduce re-offending
SCOTTISH GOVERNMENT
•Live our lives safe from crime, disorder and danger
•Improve the life chances for children, young people and families at risk
•Tackle the significant inequalities in Scottish Society
•Have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
Ensure Edinburgh's children and young people enjoy their childhood and fulfil their potential
• Improve early support
• Improve outcomes for children in need
• Improve positive destinations
CITY OF EDINBURGH LOCAL POLICING PLAN
ACQUISITIVE CRIME
PUBLIC SAFETY
ANTI-SOCIAL BEHAVIOUR
SERIOUS AND ORGANISED CRIME
TERRORISM & DOMESTIC EXTREMISM

THE EDINBURGH PARTNERSHIP

**EP Board Meeting**

**15 June 2017**

**Item 8**

**Decision**

# DOMESTIC ABUSE SERVICE REDESIGN: DEVELOPING A COORDINATED COMMUNITY RESPONSE

## Executive Summary


1. This report provides an update on the project to reshape domestic abuse services in Edinburgh. It outlines the key work streams in Edinburgh's Domestic Abuse Strategy and Improvement Plan, which have been developed following extensive consultation with staff, service providers and service users across the city, taking account of national and international research and best practice.

2. The vision to develop a coordinated community response in Edinburgh was agreed at the Corporate Policy and Strategy Committee on 19 January 2016. In October 2016, a six-month consultation exercise with staff and service users has supported the development of seven work streams, which align with best practice and research. The service redesign includes a city-wide review of all statutory agencies, commissioned services and grant provision, extensive staff training and development of service pathways for victims, children and perpetrators, based on an evaluation exercise.

3. There are significant implications for domestic abuse service design at a community and neighbourhood level. The Domestic Abuse Strategy and Action Plan includes the development of a locality based, multi-agency response to domestic abuse. Performance and outcomes monitoring will be integrated to city-wide and locality strategies and improvement plans.

4. Since the Strategy and Improvement Plan was noted at the Corporate Policy and Strategy Committee on 28 February 2017, a Project Board has been established, all seven work streams have been allocated leads and initial action plans and milestones have been developed.

5. It is recommended that the Edinburgh Partnership notes the content of this report and supports the implementation of Edinburgh's Domestic Abuse Strategy and Improvement Plan (attached as Appendix 1).



Michelle Miller

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### Recommendation/s

1. The Board is recommended to:

   i. note the content of the report
   ii. support the implementation of Edinburgh's Domestic Abuse Strategy and Improvement Plan (attached as Appendix 1).

## Main Report

### Edinburgh's Domestic Abuse Improvement Plan Work streams

1. The Domestic Abuse Strategy and Improvement Plan has seven interconnected work streams, which are identified below.

### Work stream one

2. Work stream one relates to Council-commissioned support services. This work stream ensures specialist support for individual victims who are identified as having experienced domestic abuse. Interested service providers will work with the Council to co-produce specifications that deliver a joined up, multi-agency service response in the localities.

3. Current contracts for domestic abuse services in Communities and Families and Housing and Homelessness will provide the resources for the redesign of services. These contracts are in place until November 2017, with a total value of £1,062,839 in 2016/17. A Prior Information Notice (PIN) has been published to establish the potential market interest and a collaborative partnership arrangement has been put in place with suitable suppliers. Service specifications are being co-produced and contracts will be in place by November 2017.

### Work stream two

4. Work stream two relates to housing and homelessness services. It aims to develop a flexible, speedy and safe process to ensure that individuals and their children are safe, secure and settled in a home of their choice.

### Work stream three

5. Work stream three will develop a locality-based, multi-agency response to domestic abuse. This process ensures there are flexible pathways from incident to service provision, based on risk and need. It will intervene early, engage with all family members, coordinate services and improve outcomes.

### Work stream four

6. Work stream four relates to publicity and awareness-raising of domestic abuse and support available to victims in Edinburgh. It will develop comprehensive and simple information in a range of formats, which details services available and, alongside the development of policies and guidance, will outline how each service area will respond to domestic abuse.

### Work stream five

7. This work stream aims to develop the skills of the workforce in engaging with perpetrators. It includes creating a dedicated worker in each locality to act as a consultant and to support staff teams to engage with perpetrators. The work stream

will also develop responses and programme modules for female perpetrators and those who are not suitable for long-term behaviour change programmes.

**Work stream six**

8. This work stream will ensure that all professionals are able to offer safe and supportive advice to individuals affected by domestic abuse, and that specialist services can be accessed where appropriate. It will create a team of Domestic Abuse Champions in each locality and in a variety of service areas. They will be developed and supported to improve their skills in working with victims, children and perpetrators. These Champions will spread their knowledge and provide support to other professionals in their teams. This will include comprehensive role-specific training and the establishment of a Domestic Abuse Practitioners' Forum.

**Work stream seven**

9. Work stream seven aims to develop effective and accountable governance structures. It will ensure there are clearly defined indicators and targets closely linked to the goals and objectives set out in the Improvement Plan. They will be used to monitor the progress of the plan's objectives and to evaluate the effectiveness of the plan's activities. Regular reports on the implementation and progress of the plan will be provided to relevant committees, the Domestic Abuse Service Redesign Project Board, Edinburgh's Violence Against Women Partnership and the Edinburgh Chief Officers' Group – Public Protection. It also includes the development of a domestic abuse service users' forum in Edinburgh to advise on city-wide policy, practice or service development.

10. Clear linkages will be made with the work of the Edinburgh Partnership and the locality improvement plans and will contribute to all four outcomes in the Edinburgh Partnership Community Plan.

**Conclusion**

11. The Domestic Abuse Strategy and Improvement Plan is ambitious, and embedding a service redesign of this kind, together with the necessary culture change, will take time to achieve. Work has progressed on the plans, with a project board established, leads allocated and initial action plans developed. Priority will be given to work stream one, where resulting services will be in place by November 2017. Initial milestones for work streams three, five and six will also be completed in the next twelve months.

    Whilst there are key priorities and 'quick wins', the plan outlines a longer term vision and direction, and establishes a governance structure to take these forward.

12. The Domestic Abuse Strategy and Improvement Plan articulates the following ambitions.

- Interventions are early and effective, preventing domestic abuse and maximising the safety and wellbeing of individuals, children and young people affected by domestic abuse.
- Perpetrators desist from all forms of domestic abuse and receive a robust and effective response.
- Agencies in Edinburgh have a greater understanding of the difficulties faced by individuals and children affected by domestic abuse and are more able to respond to their needs.

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

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Appendix One: Edinburgh's Domestic Abuse Strategy and Improvement Plan

The report is also available under the reports section, item 7.4

http://www.edinburgh.gov.uk/meetings/meeting/4134/corporate_policy_and_strategy_committee

Appendix 1

# Edinburgh's Domestic Abuse Strategy and Improvement Plan


## Anna Mitchell
## Domestic Abuse Lead Officer


## February 2017

Appendix 1

**Contents**

**EXECUTIVE SUMMARY**


1. Background to the strategy and improvement plan ..... 8

1.1 Domestic abuse in Edinburgh ..... 8

1.2 A gendered analysis of domestic abuse ..... 8

1.3 Developing a Coordinated Community Response to domestic abuse in Edinburgh ..... 9

1.4 Have your say on Edinburgh's domestic abuse services: The consultation ..... 10

2. Domestic abuse consultation: Results and analysis ..... 12

2.1 Victims help seeking and expectations of services ..... 12

2.2 Service response ..... 14

2.2.1 Attitudes and values ..... 14

2.2.2 Understanding of domestic abuse ..... 15

2.2.3 Inconsistent response ..... 15

2.2.4 Fragmentation of the victim's journey ..... 16

2.2.5 Coordinating pathways and processes ..... 16

2.3 Policies, publicity and awareness raising ..... 20

2.4 Peer support and volunteering opportunities ..... 21

2.5 Housing response ..... 21

2.6 Staff training ..... 22

2.7 Female victims of domestic abuse ..... 23

2.8 Hard to reach victims of domestic abuse ..... 24

2.8.1 Black and minority ethnic female victims of domestic abuse ..... 24

2.8.2 Women with complex needs ..... 25

2.9 Male and lesbian, gay, bisexual and transgender victims of domestic abuse ..... 27

2.10 Children and young people ..... 28

2.11 Domestic abuse perpetrators ..... 30

2.11.1 Specialist services for perpetrators ..... 30

2.11.2 Holding perpetrators accountable in other services ..... 31

3. Recommendations ..... 33

3.1 Developing a coordinated community response to domestic abuse in Edinburgh: Next steps ..... 33

3.2 City of Edinburgh Council Commissioned Services ..... 33

3.3 Housing and homelessness services ..... 35

3.4 A locality based multi-agency response to domestic abuse .....35

3.5 Publicity and awareness raising of services and support available in Edinburgh .....36

3.6 Working with perpetrators of domestic abuse .....36

3.7 Improved response to domestic abuse across all service areas .....37

3.8 Development of effective and accountable governance structures, which include the involvement of service users in the development of services .....38

Appendix One: Edinburgh's Domestic Abuse Improvement Plan .....39

Appendix Two: References .....43

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*Thank you to everyone who took their time to be involved in this consultation and development of this strategy.*

*In particular, thank you to the service users who shared their stories and experiences.*

Appendix 1

## Executive Summary

This document outlines the development of a coordinated community response to domestic abuse in Edinburgh. It sets out our vision and proposed direction, and establishes a governance structure to take this forward. This vision was agreed at the Corporate Policy and Strategy Committee on 19 January 2016. The service redesign includes a city-wide review of all statutory agencies, commissioned services and grant provision. The co-production process has been established for a year, with a Service Providers' Group and Project Board meeting regularly.

A coordinated community response is based on the principle that no single agency or professional has a complete picture of the life of a domestic abuse victim, but many will have insights that are crucial to their safety. It is paramount that agencies work together effectively and systematically to increase safety and hold perpetrators to account.

In April 2016, 8000 postcards and posters were distributed across Edinburgh to voluntary sector organisations, community councils, pharmacies, GPs, hospitals, dentists, leisure venues, children and families' facilities, community centres, schools and Council venues. They asked for adults, children and young people to take part in a consultation on services for people who have been affected by domestic abuse.

This document outlines the key themes identified by service users and staff in relation to Edinburgh's response to domestic abuse. It relates these themes to national and international research and best practice. Edinburgh's Domestic Abuse Improvement Plan is set out at Appendix 1.

The consultation shows that victims give the most positive response about services when they are able to build a relationship with a professional who listens, empathises, is non-judgemental and understands the dynamics of domestic abuse. Most commonly, this is found within specialist domestic abuse services. However, professionals within these services can be overwhelmed by the volume of demand. We will ensure that all professionals are able to offer safe and supportive advice to individuals affected by domestic abuse and that specialist services can be accessed where appropriate.

The improvement plan aims to ensure specialist support for individual victims is offered to those who are identified as having experienced domestic abuse. We will work with interested service providers to co-produce specifications that deliver a joined up, multi-agency service response within the localities.

The strategy includes a work stream to develop a flexible, speedy and safe process to ensure that individuals and their children are safe, secure and settled in a home of their choice, given that pathways in relation to housing and homelessness are often inconsistent.

We will develop a locality based, multi-agency response to domestic abuse. The process will ensure there is a single pathway from domestic abuse incident to service provision, based on risk and need. It will intervene early, engage with all family members, coordinate services and improve outcomes.

The consultation has shown that some victims of domestic abuse do not contact services for many years, for a variety of reasons, including a lack of awareness or a poor experience when seeking support.

The strategy will develop comprehensive and simple information in a range of formats, which details the services available and how each service area will respond to domestic abuse.

The ability to work long-term with perpetrators of domestic abuse to change behaviour is a specialist skill. The vast majority of perpetrators are not able to access this type of intervention and many are not suitable for it. Respondents to the consultation want professionals to be able to hold perpetrators to account for their abuse in a variety of settings. Many services already engage with perpetrators of domestic abuse due to their parenting role, their substance misuse, mental health and housing needs; or their criminal or anti-social behaviour. Professionals within these services should seek to reduce the risk of domestic abuse by addressing perpetrators' wider needs and by developing skills to engage empathically and motivationally with them, without being collusive.

Respondents in the consultation identified one of the largest improvements as the understanding and response of professionals to domestic abuse. Findings show that domestic abuse is mistakenly viewed as a difficult relationship, separation or disagreement, rather than a perpetrator choosing to use a pattern of abuse and control towards their ex/partner and children. At times, individuals feel judged, blamed for the abuse or the impact on their children, and pressured to make decisions such as separating or moving home, without an understanding of the other risks or disruption that these dramatic responses create. Negative responses from services impact on an individual's decisions and safety, as they are less likely to approach services or see them as a support. Respondents were positive about professionals who were non-judgemental and understood the dynamics of domestic abuse.

The strategy includes the creation of a team of Domestic Abuse Champions within each locality and in a variety of service areas. They will be developed and supported to improve their skills in working with individuals, perpetrators and children. These Champions will spread their knowledge and provide support to other professionals within their teams.

As Edinburgh's multi-agency domestic abuse policy states, the implementation of a domestic abuse action plan requires effective and accountable governance structures. The strategy will ensure there are clearly defined indicators and targets, closely linked to the goals and objectives set out in the Improvement Plan. They will be used to monitor the progress of the plan's objectives and to evaluate the effectiveness of the plan's activities. In order to do this, partners commit to sharing data within agreed protocols, and to evaluating interventions. Regular reports on the implementation and progress of the plan will be provided to the Service Redesign Project Board, Edinburgh's Violence Against Women Partnership and the Edinburgh Chief Officers' Group – Public Protection.

Whilst many individual organisations have service user forums or advisors, there is no comprehensive domestic abuse service users' forum in Edinburgh to advise on city-wide policy, practice or service development. The opportunity to reflect back to decision-makers how services are working on the ground is critically important. Many of the respondents to the consultation found the process of being involved in focus groups to be empowering and expressed an interest in continuing to work with us in future.

The strategy will ensure that families affected by domestic abuse are visible and heard within the development of policy and practice in Edinburgh. It includes the development of a service users' forum and ongoing periodic consultation on Edinburgh's response to domestic abuse.

# 1. Background to the strategy and improvement plan

## 1.1 Domestic abuse in Edinburgh

Domestic abuse is costly, in both financial and human terms. Research estimates that the cost of domestic abuse to the Scottish public purse in 2009 was £2.3 billion[1]. The costs are high, principally because opportunities for early intervention and prevention are missed routinely, leading to more expensive interventions later.

In addition to the significant monetary impact of dealing with domestic abuse, there are distressing human and social costs. The ripple effects are long-term and far reaching; not just for the individuals and their children, but for the wider community. Domestic abuse features heavily in the lives of children on the Child Protection Register, looked after children, children living in kinship care placements, adopted children, young offenders and in those displaying bullying and disruptive classroom behaviour. Domestic abuse is also a feature in the lives of many people with mental health problems, people who misuse alcohol and drugs and women offenders. It is a factor in many violent crime figures, including murder, and in a substantial number of homeless applications and disputed child contact cases, which tie up family courts[2].

The number of domestic abuse incidents recorded by the police in Edinburgh in 2014/15 was 1163 per 100,000 population, a total of 5802 based on 2015 national records population figure of 498,810[3]. This is significantly worse than the national average crude rate of 1081 per 100,000 population[4]. The number of domestic abuse concern forms sent to Social Care Direct has increased by 4% since 2013/14 to 3314 in 2014/15. Domestic abuse represented approximately a third of the total number of concerns received by Social Care Direct. The child protection return to the Scottish Government in 2014 shows that the numbers of children on the Child Protection Register who have domestic abuse identified as a concern has risen over the previous three years by more than 20%. In 2014, 57% had domestic abuse identified as a concern at registration, which makes it the single biggest reason for child protection registration in Edinburgh for the last two years[5].

## 1.2 A gendered analysis of domestic abuse

In 2015, the Edinburgh Partnership approved a multi-agency domestic abuse policy[2], which adopts a broad definition of domestic abuse articulated by the Scottish Government:

> Domestic abuse (as gender-based abuse) can be perpetrated by partners or ex-partners and can include physical abuse (assault and physical attack involving a range of behaviour), sexual abuse (acts which degrade and humiliate victims and are perpetrated against their will, including rape) and mental and emotional abuse (such as threats, verbal abuse, racial abuse, withholding money and other types of controlling behaviour, such as isolation from family and friends).

Statistics in Edinburgh reinforce the gender based nature of domestic abuse; with around 80% of incidents reported to police being perpetrated by men against women[6]. The definition of violence against women adopted in Edinburgh mirrors the Scottish Government[1] and UN definition and states that:

> Gender based violence is a function of gender inequality, and an abuse of male power and privilege. It takes the form of actions that result in physical, sexual and psychological harm or suffering to women and children, or affront to their human dignity, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life. It is men

who predominantly carry out such violence, and women who are predominantly the victims of such violence.

Violence against women encompasses, but is not limited to, domestic abuse, rape and sexual assault; sexual harassment and intimidation at work and in public; stalking; commercial sexual exploitation, such as prostitution, pornography and human trafficking; dowry-related violence; female genital mutilation; forced marriage; and so-called 'honour' based violence.

Gender refers to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for men and women[6]. Referring to violence as 'gender based' highlights the need to understand violence within the context of women's and girls' disadvantaged status in society. Such violence cannot be understood in isolation from the way in which society is ordered; the relationships between men and women; the social, political and cultural environment within which they operate; and the code of conduct expected of them[7]. A gendered analysis does not suggest that all men are violent. To be clear, the majority of men are not violent. Nor does it deny that women use violence or that men use violence against men, including male partners. However, it is men who predominantly carry out gender based violence, and women who are predominantly the victims. Where women do perpetrate violence, the nature, intention and impact of this is very different[8] [9] [10] [11].

### 1.3 Developing a coordinated community response to domestic abuse in Edinburgh

The coordinated community response is based on the principle that no single agency or professional has a complete picture of the life of a domestic abuse victim, but many will have insights that are crucial to their safety. It is paramount that agencies work together effectively and systematically to increase safety and hold perpetrators to account.

For an effective coordinated community response to be in place, the following components need to be embedded in all agencies' structures[12]:

- a common purpose and approach to domestic abuse including a stated commitment to the coordinated community response
- definitions of domestic abuse and risk are agreed and shared by agencies
- defined mechanisms are in place for the coordination, governance and monitoring of the coordinated community response to ensure accountability and to enable a flexible and evolving approach
- an action plan is in place
- written policies and procedures are in place within every organisation covering their response to domestic abuse, and regular training at every level of the organisation supports these
- written policies and procedures are agreed covering multi-agency systems and working
- an agreed dataset is in place and monitored on a regular basis
- agencies' responses are informed by service users, whose voices are regularly sought, listened to and responded to
- adequately resourced specialist services are in place to respond to adults, children and young people, both victims and perpetrators

The vision to develop a coordinated community response to domestic abuse in Edinburgh was agreed at the Corporate Policy and Strategy Committee on 19 January 2016. The service redesign includes a city-wide review of all statutory agencies, commissioned services and grant provision. The co-production process has been established for a year, with a Service Providers' Group and Project Board meeting regularly.

Following extensive consultation with domestic abuse service users and professionals, and a review of national and international research and best practice, this document outlines recommendations to be included in Edinburgh's Domestic Abuse Improvement Plan, which includes the commissioning of domestic abuse services.

### 1.4 Have your say on Edinburgh's domestic abuse services: The consultation

**Figure one: 'Have your say on Edinburgh's domestic abuse services' postcards**

In April 2016, 8000 postcards and posters were distributed across Edinburgh to voluntary sector organisations, community councils, pharmacies, GPs, hospitals, dentists, leisure venues, children and families facilities, community centres, schools and Council venues (see Figure one).

They asked for adults, children and young people to take part in a consultation on services for people who have been affected by domestic abuse. The online questionnaires for both staff and service users focused on how helpful services have been and how they could be improved. 214 people completed the online questionnaires, including:

- 121 staff members
- 70 people who identified as a victim
- 11 people who identified as a perpetrator
- 12 people who identified as both a victim and a perpetrator

Sixteen focus groups were run. Eight focus groups with a total of 83 service users were run, including:

- a group with young people; predominantly young men who were victims of domestic abuse

- a group with male victims
- a group with lesbian, gay, bi-sexual and transgender young people
- two groups with women with complex needs; including one in a women's hostel and one in a service for female offenders
- three groups with female victims; including one with black and minority ethnic women

Eight focus groups with a total of 60 staff members were run, including groups for staff who work with:

- domestic abuse victims who have are in contact with Police Scotland's Domestic Abuse Investigation Unit
- female victims
- Polish families
- male victims
- children affected by domestic abuse
- service users in Health and Social Care
- women with complex needs
- women who have experienced rape and sexual assault

Individual interviews were carried out with those who were unable to attend focus groups, found them too challenging emotionally or physically or preferred not to be in a group. They included 17 interviews, including:

- a domestic abuse worker
- a female victim
- two women from black minority ethnic communities
- a Polish woman with physical disabilities
- a male victim with physical disabilities
- 11 women with complex needs

84 staff members also took part in a series of discussion groups, which focused on complex issues, including:

- domestic abuse service provision in relation to housing, complex needs and children
- 'hard to reach' victims of domestic abuse – male victims, lesbian, gay, bi-sexual and transgender victims and victims from black and minority ethnic communities
- service pathways – including coordinating services, locality working and the roles of various services
- outcomes and innovation – innovative new ways of working from the UK or internationally and discussions regarding outcomes

The focus and discussion groups addressed three key questions:

**What are we doing well?**
**What needs to change?**
**How can we get there?**

In total, the consultation engaged with 458 people in a variety of ways; 192 service user engagements and 266 staff engagements.

# 2. Domestic abuse consultation: Results and analysis

## 2.1 Victims seeking help and expectations of services

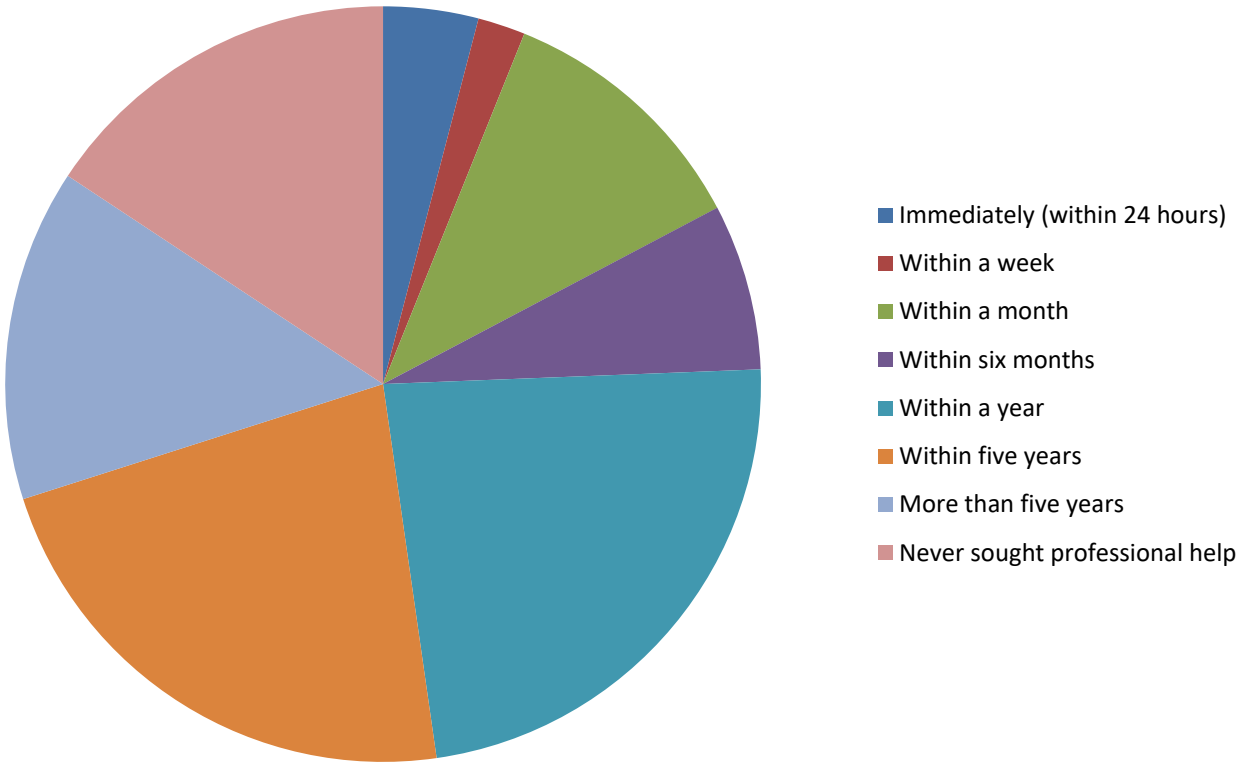


**Figure two: Length of time it took victims to seek help**

Of the 70 people who completed the online questionnaire and were identified as a victim, 12% sought help within 24 hours of experiencing domestic abuse and 21% between a week and six months. A quarter sought help between one and five years, just under a quarter after more than five years and 16% had never sought help. This is similar to other research, which shows that the average time it takes victims to seek help is five years[13]. This data also shows that 85% of victims sought help from professionals five times on average in the year before they received effective help to stop the abuse. Regardless of whether the contact related to the abuse, each contact represents a chance for services to help the victim disclose and get help – a chance that was missed, leaving the family to live with abuse for longer.

When asked about the decision whether to seek help, the most frequently occurring themes were:

- did not realise it was abuse, confused by it or did not realise that emotional abuse is also domestic abuse
- help or intervention came to the victims; for example someone else called the police
- could not cope any more
- seeking help because of effects on children
- thought the abuse would get worse if help was sought

***"It took a while to admit to myself I needed help."***

***"It took me 13 years before I realised that I was being subjected to emotional and psychological abuse. I used to think abuse was just when someone hit you."***

***"I have suffered in silence for 60 years"***

*-Comments from service users-*

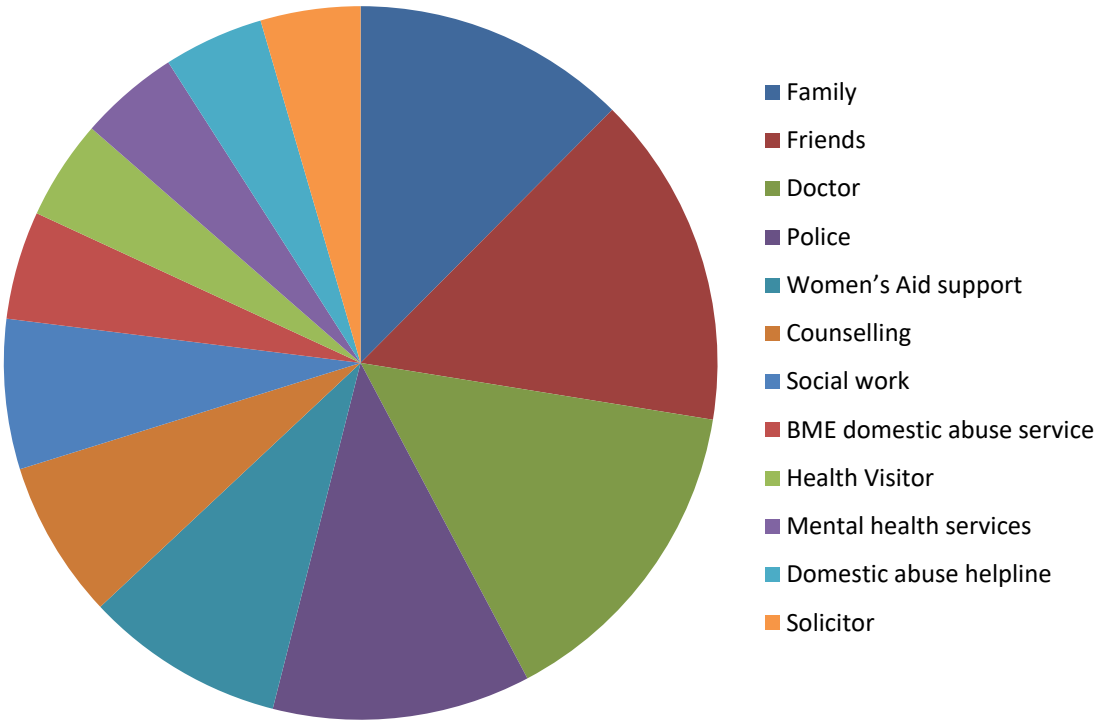


**Figure three: Those whom victims approached directly for help**

Figure three shows the top 12 services and people contacted for help by victims. It was most common for service users to contact their friends and family for help, followed by their GP and the police. This is similar to wider research, which shows that friends and family are often the first people to whom victims or children disclose abuse, but that these people may not know what to do or how to help.[12] [14]

The most frequent reason people approached services was because they wanted to get help for their children and were worried about the impact of domestic abuse on them. Other common reasons were that the service they approached understood their culture and language or they were referred to or supported to access services by other professionals. The most common help that people received were emotional support, a safe place to stay, practical support and help with legal advice and benefits.

The aspect which service users found most helpful was a safe place. This included, but was not limited to, temporary accommodation and refuge. The second most helpful thing was someone to speak to or emotional support. The third most helpful thing was practical advice and support, information and safety planning. The latter two were also found to be most useful by professionals, but they also believed that agencies having a shared understanding of domestic abuse and working well together helped.

The most frequently occurring theme regarding improvements from service users' perspective is for them to have a better understanding of domestic abuse and of what support is available. Professionals wanted to be more knowledgeable about domestic abuse and the services which could help, but they also believed that better communication and coordination between services and for services to contact victims proactively, or to have quicker access to services, would create improvement.

Both staff and service users stated that the two things which would help most immediately after a domestic abuse incident were somewhere safe to stay and practical advice and information, including support with legal and financial issues and safety planning. Staff then valued immediate support from a skilled practitioner highly and service users wanted someone who would listen to them and support them

emotionally. In the week following a domestic abuse incident, the three things which staff and service users valued most highly were the same: somewhere safe to stay, practical advice and information and emotional support. In the longer term, both staff and service users believed that support for children would be most helpful, including support with safe contact arrangements. In addition, service users wanted protection and accountability from the perpetrator and counselling support for themselves and their family in the longer term. Staff believed that ongoing advice and secure accommodation would be most helpful.

***"I approached a BME service because I am from Asian background and believe that they will understand me better, especially forced marriage and other cultural related issues."***

***"I finally felt free enough to explore why it had happened and strong enough to face my feelings."***

***"I received lots of support to understand what was happening, support to leave him and what to do next. The support has not been so great since he took me to court to get contact with our son who I still believe to be at risk. Mothers are left to endure ongoing abuse as perpetrators use children as weapons."***

*-Comments from service users-*

### 2.2 Service response

Throughout the questionnaires, focus groups, discussion groups and interviews, a number of themes were identified. Whilst individual feedback on specific services will be given to organisations via the Project Board, there were a number of themes that can be summarised in relation to Edinburgh's response to domestic abuse.

#### 2.2.1 Attitudes and values

Research shows that there is still little understanding in wider society of the psychological and emotional dimensions of domestic abuse, and why, as a result, it is so difficult for people who are abused to leave.[15] [16] It is not surprising then that the main aspects valued by service users were when professionals listened, were non-judgemental, compassionate and able to provide emotional support. Respondents found it problematic when support was not strength-based or where the victim was seen as the problem due to their vulnerabilities; where they were seen as 'failing to protect' their children or there was an element of victim-blaming. There was a mistaken assumption that separation, moving home and calling the police would be the primary route to safety, whilst other protective efforts of the victim were less valued. It was believed that all professionals in the process should respond sensitively, listen, be respectful and able to explain what will happen next. Agencies should be able to respond to victims, whatever choices they are making about their lives and relationships, and pathways to services need to remain open so that they can return and request help.

***"The way agencies ask those questions and speak to the person makes a difference to their emotional wellbeing and has an impact on the organisation accomplishing their goals."***

***"No one seemed to care about the domestic abuse, they were more interested in my mental health. They just focussed on my "inability to cope or protect my kids".***

***"Their focus was the kids. I didn't feel supported, I felt watched and unbelieved."***

*-Comments from service users-*

***"A non-judgemental service is required which offers emotional and practical support to build confidence, access safe housing and provide opportunities to make positive steps in rebuilding life."***

***"The way that services respond to domestic abuse can result in increased risk to families."***

***"It's not about policing relationships – it's about risk and safety."***

*-Comments from staff-*

### 2.2.2 Understanding of domestic abuse

Service users reported that some professionals viewed the abuse as a 'difficult relationship' or 'arguments', rather than one person having power and control over another. The consultation outlined what service users and professionals saw as competent domestic abuse practice. It included professionals:

- having an understanding of what services are available and what they will do
- understanding coercive control, rather than primarily focusing on physical violence
- recognising and recording the pattern of abuse, including the impact of ongoing abuse on victim and family
- making better use of chronologies and case summaries and recording descriptions of abusive behaviour
- creating a shared understanding of domestic abuse across agencies

These reflect the key principles and components of the Safe and Together model, which outlines best practice where there are domestic abuse and child welfare issues[17] . The model encourages the recording of the 'perpetrator's pattern of abuse' and the impact on the child, and creates a shared understanding of domestic abuse.

***"The biggest impact is about how different services make people feel."***

***"I think having services for abused victims is vital for them to seek refuge and support because sometimes having experts there to help can be a huge relief. Friends and families can be hard to approach or you feel shame because you don't want them to feel sorry for you. It's about trying to rebuild a life that has been broken and sometimes you need professionals who are trained to help in that."***

*-Comments from service users-*

***"Women need someone who understands what they are going through and the barriers they are experiencing and gives them the safe space to make decisions about their lives and advocates on their behalf."***

***"Services working together in a coordinated way where the man's behaviour is viewed as the problem and the woman is recognised for the efforts she is making to keep her children safe"***

*-Comments from staff-*

### 2.2.3 Inconsistent response

Service users spoke about the way in which responses to domestic abuse can vary, both between and within different agencies. An inconsistent response is problematic as victims are unsure what the agency will do, and are therefore unable to plan for their safety. Organisations often did not know the other agencies' remits, what they could do, the pressures they faced and may have unrealistic expectations of other services. There was a lack of 'organisational empathy' and of an understanding of the context and limitations under which an organisation may function[18]. The consultation suggests there needs to be more clarity regarding the role of various services areas in responding to victims, children and perpetrators of domestic abuse, and a clear pathway from identified incident to intervention, based on risk and need.

***"They kept saying that how I was wasn't helpful for the children, but you can't magic the impact of abuse away. They didn't tell me what to do to make it better."***

***"Understanding varies from organisation to organisation."***

*-Comments from service users-*

***"There is a lack of understand the criteria for our service; a lack of understanding on all sides about what people can actually do."***

***"All agencies should have a clear understanding of their role, the risks and impact on the family and shared values."***

*-Comments from staff-*

### 2.2.4 Fragmentation of the victim's journey

Service users spoke about having to tell their story repeatedly to different professionals and the way in which this can be re-traumatising. Domestic abuse may involve an adult and child victim, and an adult perpetrator. The way in which services can focus on different aspects of the victim's journey, or different actors within the family, mirrors what the Duluth coordinated community response model calls the 'bureaucratic fragmentation of women's experience'.[18] . It states that a single case involves many actions by many different practitioners. Established work routines, fragmentation of responsibility and poor coordination among practitioners and agencies can compromise victims' safety. Staff suggested a model similar to Getting it Right for Every Child, where:

- there is one plan – a universal risk and need assessment tool to reduce repetition for the victim between services
- there is a lead worker for the victim and perpetrator
- the worker can advocate for service users at important meetings

***"I get anxious speaking to all the different people about my past."***

*-Comment from service user-*

***"There are too many workers and too many assessments which overwhelm victims. There should be one plan which can be shared across agencies to prevent re-traumatising victims."***

*-Comment from staff-*

### 2.2.5 Coordinating pathways and processes

Staff and service users involved in the consultation spoke of the difficulties caused by waiting times, inflexible visiting times or the lack of an out of hours service for domestic abuse support. They wanted more flexibility, earlier intervention and quicker access to emotional and practical support. Some stated that there need to be clear pathways for all and a more coordinated response to domestic abuse: a city-wide response, where each professional has a basic understanding of domestic abuse and how it relates to their role, an awareness of boundaries of each service, and who does what, when. The consultation responses suggest that pathways are not clear, particularly for women without children. One staff member spoke of a 'housing and benefits maze' and how off putting and confusing the long lists of domestic abuse contact numbers are. Staff spoke about the problem of supporting service users who do not engage, and the need for pro-active contact so that we are there later for those who initially decline services, whilst also remaining victim-centred and responding to the needs of the person, rather than the process.

Research shows that a lack of a joined up approach means that domestic abuse can fall between the gaps of services, resulting in vital information not being shared between agencies[19]. Public sector systems are set up to respond to singular incidents of physical violence. This can miss the wider patterns of controlling behaviours and their impact on the whole family. There is a ''start-stop' approach in the screening, assessment and allocation of many cases where domestic abuse is a feature[20] . It results in cases 'bouncing' around the system, until such time as an incident or episode takes place of sufficient seriousness to meet existing thresholds. There is also a tendency for services to rush in during crisis periods and close cases when they perceive things are safer, for example, if there has been a separation. This not only increases the associated risks to children and victims of domestic abuse, but has also been proven by research to be a time and resource intense approach to managing cases, and one which results in poor outcomes[21] [22].

Similarly, the Christie Commission report on the future of public services highlighted the need for a new, more radical approach to service provision, which echoes many of the issues around our response to domestic abuse[23]. It emphasised the need to shift towards prevention. The approach to tackle waste,

duplication and inefficiency is also reflected in the City of Edinburgh Council's Transformational Change Programme[24].

***"Often there are a whole load of different services involved for different reasons and with different family members, who often don't speak to each other or are not aware that other services are involved."***

***"Clear pathways for service users are essential; if we are to be effective, staff need to be clear about what the next steps are so that they can progress with confidence."***

***"Families become confused with involvement of too many services and having too much thrown at them."***

***"There are pockets of good work going on across Edinburgh which need to be pulled together into a cohesive pathway to meet the needs of women, children and perpetrators."***

***"Different departments within large agencies can deliver different messages to women which can cause distrust. A consistent message is essential."***

***"Services are pulling in different directions. They are not singing from the same song sheet. Different agencies respond differently at different times to different people. The same agency may respond differently to different families – there are no clear roles or expectations of what people may do."***

*-Comments from staff-*

Edinburgh benefits from the effective development of multi-agency responses such as multi-agency risk assessment conferences (MARACs), multi-agency tasking and coordination (MATACs) and the domestic abuse court with its specialist advocacy service for victims. The domestic abuse court was rolled out across the whole of Edinburgh in February 2015, followed by the associated Advocacy Service (EDDACS) in July. These have resulted in the following positive outcomes identified in Edinburgh Violence Against Women Annual Report[3]:

- EDDACS provided specialist court reports and advocacy for over 1,400 women in 2015/16
- 13 multi-agency MATAC meetings were held in Edinburgh
- 48 high risk perpetrator targets were discussed leading to 20 positive enquiries and 82 charges
- 13 MARACs were held in Edinburgh in 2015/16; 231 domestic abuse victims assessed to be at high risk of murder or serious injury were discussed at these meetings and actions taken by agencies to reduce their risk

Research shows that the advocacy and MARAC approach is an effective means of addressing high risk domestic abuse and thereby saving lives[13] . It creates a clear pathway across all agencies, underpinned by shared outcomes. For every £1 spent on MARACs, at least £6 of public money can be saved annually on direct costs to agencies such as the police and health services[13].

The benefit of the MARAC and EDDACs service was highlighted in responses throughout the consultation. However, the need for a clear pathway *under* the high risk threshold of MARAC was raised. Guidance and recommendations from research also suggests that a differential response to domestic abuse is required[25]. Given the vast numbers of domestic abuse cases that engage with the various public sector services, a key task is to develop our screening systems so that we are able to determine the most appropriate form of intervention for individual families[20] . The impact of domestic abuse and the associated service costs mean that even small improvements in processes and practice could deliver significant savings and improve outcomes for families.

Whilst discussions regarding confidentiality and information sharing were prevalent, respondents said that multi-agency working creates communication, relationships, understanding and trust. Various suggestions of how a multi-agency response could be provided were put forward, including:

- Multi-agency teams – by co-location or virtual teams – to reduce barriers and speed up processes
- increasing joint visits
- a multi-agency screening process to direct people to appropriate services, screen police call-outs and target, rather than duplicate resources
- a one-stop shop or drop in centre
- locality-based response similar to Total Neighbourhood

Multi-agency responses have been developed in two smaller Scottish local authorities; West Lothian and the Scottish Borders. Given the smaller numbers of incidences in these areas, a similar single pathway in Edinburgh would be resource intensive. However, the localities model provides an opportunity to make referral numbers more manageable. Two similar processes in Edinburgh were developed previously and valuable learning has resulted from these; the Domestic Abuse Pathfinder in North Edinburgh in 2009 and the South West Domestic Abuse Local Action Group which was piloted in 2016 (see Figure four).

The discussions at one of the consultation groups highlighted the reasons MARAC worked in Edinburgh, and concluded its benefits were wide-ranging. Some if this learning can be applied to other multi-agency processes. MARAC was beneficial because:

- it was face to face
- domestic abuse was seen as core business
- there was clear governance, principles and agency buy-in
- people committed to participate
- there was consistency and shared responsibility
- attendees were flexibility in their role
- there was a clear information sharing structure
- there was a focus on victim's safety
- there was leadership and oversight

**Figure Four: The South West Domestic Abuse Local Action Group**

The South West Domestic Abuse Local Action Group aims to develop a single pathway from domestic abuse incident to service provision, based on risk and need within two police beats in South West Edinburgh. The process will intervene early, engage with all family members, coordinate services and improve outcomes.

| Process Stage | |
|---|---|
| **1. Information gathering** | • Domestic abuse cases identified by partner agencies or police call-outs collated on a spreadsheet<br>• Spreadsheet circulated to members who input information held within their systems |
| **2. Assessment** | • Domestic Abuse Local Action Group meets monthly and reviews the cases<br>• Actions will focus on early intervention and prevention and engaging with all family members<br>• The group will decide the monitoring period for each case |
| **3. Actions** | • Actions will be allocated to workers who have received training in domestic abuse<br>• They may include joint home visits and will draw on existing professior relationships with family members |
| **4. Reviewing cases** | • Cases will be monitored for varying periods of time depending on identified risk and need |

In order to ensure an informed and consistent approach to families affected by domestic abuse across the various agencies, it was agreed that actions would only be allocated to selected workers. Four workers from each of the teams attended a four day training course on how to engage with perpetrators and victims, consider the impact on children and the use of formal risk assessment tool used by Police Scotland.

Initial findings from cases discussed suggest that the focus on early intervention has been successful. Actions are being taken with families who would otherwise not have received a service; information on various systems is being shared, allowing for a more accurate assessment of risk; and safe ways to engage with perpetrators have been identified. For example, the group has recognised that separation is a period of increased risk; perpetrators who have previously engaged with housing and social work are being approached by a perpetrator worker; and support is being offered to a woman who disclosed high risk violence to a housing worker and a risk assessment is being undertaken.

## 2.3 Policies, publicity and awareness raising

Many respondents commented that victims often do not recognise they are being abused, and that being abused can cause distorted beliefs, such as self-blame. Often the discourse focuses on physical abuse, which can lead to victims failing to recognise other abusive and controlling behaviours. As victims may not pick up leaflets related to domestic abuse, it was suggested that other avenues for awareness-raising, such as general wellbeing and health, were used as a way to raise the issue of relationships and abuse. As shown in Figure Three, it was common for victims to speak to family and friends about the abuse. However, if there is a poor response from family and friends or a lack of understanding of the issues, victims are even less likely to approach services. Consideration should be given to how we can improve the response from family and friends towards victims of domestic abuse and how we can facilitate them to support their loved ones.

There was discussion about how to engage the wider community in preventing and responding to domestic abuse. This can include challenging the negative judgemental attitudes towards victims. Many respondents spoke about the taboo associated with domestic abuse and the need for it to be "brought out into the open." Respondents valued prevention work and a cultural shift in how society views domestic abuse. This should start in schools, and people spoke highly of the work underway with children and young people in Edinburgh. Another model highlighted was Saheliya's 'Champions for Well-being' which develops women's skills to be a resource of information and agents for change in their families and communities.

It was important that victims of abuse were able to understand what response they will get when they approach services. For example, what happens if they call the police? What are their housing rights? How will children and families social work respond to a disclosure of domestic abuse? If victims are not sure what will happen when they approach services, they will not be able to see how they can be helped to plan for their safety. They may decide it is safer not to approach them. Agencies should have clear policies and procedures so that staff can understand their role in responding to abuse. Employers need to have well publicised domestic abuse policies.

***"Society is complicit with the abuse. Behaviour within a family or home is seen as ok when it would not be acceptable in any other context."***

***"I took four years to contact services as I didn't know what they would do. We need to know what will happen before we approach services. I need advice and guidance without things being taken out of my control."***

***"Society in general needs to be aware of all forms of abuse and symptoms so people can recognise them and get help early on."***

***"We need more widespread education on what abuse is and what is acceptable and what to do if it is suspected. Then specific guidance on how to slowly and safely extract yourself and your children from that, without harm and financial ruin."***

***"Could my employer have seen the signs? In an ideal world employers could help. You go there regularly. They can notice changes in patterns and behaviour, work performance and absence."***

*-Comments from service users-*

### 2.4 Peer support and volunteering opportunities

Service users spoke about the importance of peer support and being able to engage with people who have been through a similar experience. This was valued both in terms of group work and the opportunity to speak with peers individually. A number of people commented that they would like to be able to volunteer in domestic abuse support services and were disappointed that there was not more opportunity to do this in Edinburgh.

***"They understand and I don't need to explain"***

*-Comments from service users-*

***"Men and women with lived experiences should be involved in delivering training and providing support."***

***"We need a community development response. Why are there no volunteers or peer support workers? We are not seeing this in the violence against women field –we still see women as victims."***

*-Comments from staff-*

### 2.5 Housing response

Whilst service specific feedback is being given via the Project Board, housing support takes up much of the resource for domestic abuse commissioned services, so is included here. There are currently 27 refuge spaces in Edinburgh Women's Aid (including eight in a 24 hour complex needs refuge) and five spaces for women from black and minority ethnic communities in Shakti. Temporary accommodation is also available for people who have been assessed as homeless due to domestic abuse, including male victims. As domestic abuse is one of the single biggest reasons for women and children becoming homeless, offering support and advice in relation to this issue in itself prevents homelessness[26]. However, whilst safe accommodation is critical for victims of domestic abuse, there is pressure on them from professionals, family and friends to separate and move home[26]. Re-housing and separation is a period of increased risk and can result in disruption to family functioning, particularly where there are children[17 27].

Both staff and service users highlighted the need for flexible housing options, which take account of the complexities of victims' lives and the nuanced planning required in supporting them and their children to be safer. Service users expressed frustration that they were required to move when the perpetrator remained in the family home, and the stigma and disruption that were caused by homelessness. Some felt that the options for removing the perpetrator were not outlined to them and that there was no support for them to collect their belongings after they had fled in crisis. Offers of safety measures for existing properties should be given so that victims can remain in their own home. This should be available for all types of tenancy/residence. Services users felt that Bed and Breakfast accommodation and mixed hostels were not suitable for victims of domestic abuse, particularly women from a black and minority ethnic background or those with complex needs and trauma. They valued the women only spaces offered. They also appreciated that they were believed when they contacted services and were not asked for evidence of the domestic abuse.

Staff spoke of the need for emergency flats, which are available during the night, and the provision of short-term accommodation, which would allow victims to choose to return home after a few days, in addition to the option to consider how to remove the perpetrator. Some staff suggested that there should be housing for perpetrators, which would include engagement with workers who specialise in behaviour change and risk management. The time taken to move from temporary accommodation to settled

accommodation was highlighted by staff and service users. Some stated that refuge should be a short-term measure and that precious resources were being used on service users who no longer required the intensive support, but were not able to move on as there was no suitable housing available.

Similar to many other areas, respondents stated that there was a need for housing staff to have a more understanding approach to victims of domestic abuse. They should have knowledge of legal avenues that could increase safety and be aware of wider multi-agency risk management plans to prevent the perpetrator from being re-housed near the victim. The financial implications of different options, such as the Private Sector Leasing Scheme and travel costs, should be considered and explained. Limitations of services were described; including restrictions on pets and the cost of accommodation if victims could not access benefits. The importance of domestic abuse service providers giving accurate and realistic advice to victims was also raised. Poor housing advice can lead to service users making decisions based on inaccurate information.

Overall, respondents highlighted the importance of flexible housing options that are person-centred, rather than procedure-driven; and that safe spaces should be defined by the victim, not the service.

***"I wouldn't have felt safe to stay in my home – walls have memories."***

***"He was given a homeless flat two streets away from us, so that put him back in touch with me and we were all vulnerable again. Different services need to be communicating better"***

*-Comments from service users-*

***"Professionals need to recognise the limitations of what housing can provide as a response and work with them rather than trying to resolve cases by supporting unrealistic aspirations."***

***"If the victim knows the security is good, then this gives peace of mind and there is no reason to move on."***

*-Comments from staff -*

### 2.6 Staff training

The consultation and research highlight how the way in which society, organisations and individuals respond to domestic abuse can increase risks to the family. These 'service generated risks[28]' can be mitigated by staff training, another theme which was repeatedly raised by the respondents. There is currently monthly one day domestic abuse training, but respondents felt that more extensive and compulsory training was required for various staff groups. The vast numbers of staff who work with families affected by domestic abuse and who therefore need to be trained can seem overwhelming. It was specialist domestic abuse organisations that were seen to embody the values and knowledge required to support victims and perpetrators of domestic abuse. However, there were also individual staff within other services across the city who responded in a helpful and supportive way. These people were seen as the 'go to' person within agencies by specialist domestic abuse workers; they knew they would try and overcome service generated risk and go the extra mile to help their service user.

This led to the suggestion of developing 'Domestic Abuse Champions' in frontline agencies with a particular skill set. They should be:

- comfortable with how to ask questions about domestic abuse

- able to build a relationship of trust
- flexible with their role and how to keep people engaged
- able to 'hold' the service user until they can be transferred appropriately
- supportive to women in engaging with other services
- a lead worker
- locality-based and able to engage with a wide number of services

Training would include:

- domestic abuse theory
- knowing the indicators of abuse
- risk assessment, including service generated risks
- describing options and impact on safety
- confidentiality and information sharing
- confidence in working with perpetrators
- managing expectations of service users
- understanding the impact of culture of domestic abuse
- joint visits and specialists in various teams
- the impact of vicarious trauma and how to look after yourself
- trauma focus
- domestic abuse within the context of wider violence against women issues, including forced marriage, honour based violence, female genital mutilation, trafficking and sexual exploitation

Once established, the locality based Champions could support others, and further training could build their numbers, creating a domestic abuse competent workforce, incrementally over time. They would be nurtured using Practitioners' Forums, where Champions have a networking framework, where they can learn from each other and keep up-to-date with changes. A similar model has been used successfully in Edinburgh with the creation of Safe and Together Champions. This is transforming the child protection response to domestic abuse.

### 2.7 Female victims of domestic abuse

The respondents were not asked to comment on their individual experiences of domestic abuse, but rather their experiences of services and professionals with whom they had come into contact. However, the literature provides extensive insight into women's experiences of domestic abuse. Pain[29] describes domestic abuse as a form of everyday terrorism. Domestic abuse works through what Stark[16] has called 'coercive control'; abusers employ a range of tactics and behaviours that may include physical, sexual, psychological and emotional abuse, that together entrap abused people in the situation. Many writers on domestic abuse have outlined how it is a form and control, which has devastating impact on the victim's life it[16 30 31 32]. Domestic abuse often results in isolation and the gradual withdrawal of victim's from spaces outside the home, and from family and friends[33 34] .

Respondents said that pro-active contact is required, as victims may not accept help initially. There was a suggestion that there is a gap in services for those who choose to stay in the relationship. Respondents stated that support from female staff was appreciated, but one person commented that what matters more is the attitude of the person, rather than their gender.

In terms of sexual assault and rape, respondents stated that support needs to specific to the individual victim. Professionals need to understand rape and sexual assault, the long and short term impact, and know how services can help. Victims who are sexually assaulted need to be offered immediate support,

and advocacy workers should be available at point of disclosure to police so that they can be supported through medical procedures and court processes. Long-term support for trauma and recovery should be more widely available.

***"After the separation I was crying on and off for three weeks. I needed support straight after the separation to make my home my own safe space. Who will validate this space for me?"***

***"Most of the services I approached didn't recognise that domestic abuse was involved."***

*-Comments from service users-*

***"What would help is for the worker to be there for them, phone them when they said they would; try to find solutions to problems that aren't just domestic abuse related; for them to be on their side and advocate for them, not to just send them to another agency; to take them, support them to attend appointments, call them after, be interested in them; show they have an understanding of domestic abuse, talk to them about it, show they are trauma aware, try to help. Don't just see the woman as someone you need to assess and to get information about in order write reports."***

*-Comments from staff -*

### 2.8 Hard to reach victims of domestic abuse

Safe Lives[14] suggests that some victims of domestic abuse are not identified readily. The consultation identified similar groups: young people, people from black and minority ethnic backgrounds, those without children, those who remain in a relationship and those with complex needs. Domestic abuse is endemic in all societies, cutting across social divides[35]. The social and economic position of people who are abused may provide them with greater or fewer opportunities and resources with which they can resist abuse, get support, and leave the situation[36]. These differences are strongly underpinned by structural social inequalities, especially gender, sexual orientation, income, class, ethnicity, migrant status and disability. All of these structures create a context where it is more or less difficult to leave. Pain[30] defines this societal issue as a 'structural vulnerability;' some groups are more at risk from and more affected by violence and abuse than others[29 37 38] .

#### 2.8.1 Black and minority ethnic female victims of domestic abuse

The size of the minority ethnic population in 2011 was just over 4 per cent of the total population of Scotland; this has doubled since 2001[39]. This increase has been reflected in the local demographics in Edinburgh. In particular, Edinburgh has one of the highest proportions of Polish populations in Scotland[39]. Research suggests that there is a need for specialist provision for black and minority ethnic populations, as well as expert knowledge within mainstream services[19 3640 41 42] .

Both staff and services users were clear that there was a need for specialist services for black and minority ethnic victims, for a number of reasons. Service users may:

- have lost contact with their community
- need services that have an understanding of language, culture and the specific needs of communities
- have dual issues related to their traditional community role and their British environment
- feel shame or guilt if they ask for help outwith their community or go against their families or peers

- need support to understand that abuse is not part of any culture and what their rights are, or to dispel myths about what will happen if they access various services
- have additional issues related to immigration status, prejudice and discrimination, 'No Recourse to Public Funds' or language barriers

Some respondents suggested that these additional complexities mean that there is a need for longer term support than with other domestic abuse victims.

However, there were some concerns raised regarding specialist services. Respondents felt there was a gap in service provision for victims from Central or Eastern European countries who are not able to access the black and minority ethnic services. A worker stated there are specific issues for this group regarding the cultural acceptance of abuse, privacy and not being involved in the lives of others, perception of help seeking, the importance of marriage and religion and the taboo related to sexual assault and rape. Some stated that there is a need for black and minority ethnic services to work in a more integrated way with other services. There was a possibility of information being leaked back to the community and the shame of seeking help can prevent women from coming forward. Some respondents commented that there needs to be a grassroots model of engagement and education with communities to change perceptions and behaviours from within the group.

***"I did not know anything in this country. I had no confidence to report my abuse. I did not think anyone would understand or believe what I was going through. They helped me understand the different type of abuse I suffered. They were able to help me with cultural, religious matters and made me understand that I can reach out for help."***

*-Comments from service users-*

***"BME services should include all minorities - not selective ones."***

***"All staff should have sound knowledge and understanding of gendered based violence with in the cultural context of black minority ethnic women."***

*-Comments from staff-*

### 2.8.2 Women with complex needs

The consultation identified a correlation in relation to service users' experience of abuse and associated trauma, mental health and substance misuse. However, all too often there is a silo'd response. Understandings of the reasons and causes of substance misuse and abuse are varied. Many organisations believe problematic substance use to be a cause of a perpetrator's violence. Within these organisations, a perpetrator's substance use may be addressed, with the intention of reducing their use of violence. There are also differences in the ways organisations understand women's substance use. Some organisations believe that there is a causal link between a woman's use of substances and her experiences of abuse. Other organisations may see the misuse of substances (both legal and illegal) as a way for women to cope with their experience of abuse[43]. These differences reflect the way in which the domestic abuse and substance misuse field have developed differently.

Both staff and services users were clear that there is a need for specialist services for women with complex needs (defined as those who experience problems with mental health, substance misuse and/or trauma who are at risk from themselves or others), for a number of reasons. They may:

- have a complex lifestyle and cannot manage appointments
- be disadvantaged by some agencies' strict 'three strikes and you're out' criteria for accessing services
- find mental health support and assessment pathways to be inadequate; primary care can be a barrier to accessing support
- find a lack of community based services, such as the Survive and Thrive trauma group work programme
- lack literacy skills
- have anxiety about leaving the house or forming relationships with professionals
- not meet eligibility criteria; for example, the need for service users to be motivated or offering time limited engagement, which are not useful for complex trauma where time is needed to develop relationships

Respondents valued services where there was a multi-disciplinary team with access to a variety of holistic and non-time limited services; such as welfare benefits, psychological support, therapies to assist with trauma, low self-efficacy and self control and services that encourage women to develop friendships and links to social networks. There needs to be a multi-agency 'whole team' model, with shared dialogue, co-ordinated approaches and a lead worker who can co-ordinate everything for the individual and who 'puts the jigsaw pieces together' with as much communication as possible. Co-ordination across agencies requires to be streamlined.

Examples from respondents suggested that some services do not have an understanding of trauma, its effects and how victims may react or present. Service users may present as aggressive, unable to function, as dealing with the effects of shock and confusion and having difficulty coping or hearing what is being said. Survive and Thrive training is suitable for professionals and helps to create a shared understanding of trauma. One respondent suggested this could be adapted to include an understanding of women who are in relationships where they are abused.

Whilst not included in the definition of complex needs, women with physical and learning disabilities were also highlighted as requiring specific support; for example they may be unable to attend appointments easily. The need for nuanced and informed responses from health and social care staff is vital here. This should be wider than GPs and include other health-related agencies and assessors, and those in psychiatric services.

***"All the women in the focus group reported that there appears to be no joined up services or thinking and that their mental health difficulties or addictions were the focus when services intervened and the domestic abuse was either minimised, they were blamed or it was seen as general 'chaos' in the family."***

***"Complex needs require a complex response. We can hit the target and miss the point."***

***"Mental health and drug and alcohol services need to work more closely with domestic abuse. We know there is a link between alcohol misuse, drug use and mental health but what would motivate a woman to deal with these whilst still living with domestic abuse?"***

***"The right services at the right time would save money in the long run and bring about sustained change, instead of our current revolving door approach."***

***"If there was a service for complex needs we wouldn't have competing demands between services for mental health, addictions and trauma."***

*-Comments from staff -*

### 2.9 Male and lesbian, gay, bisexual and transgender victims of domestic abuse

Gender is the key form of social difference, which underpins the distribution and experience of domestic abuse. Overall, domestic abuse by men against women is more frequent, more severe and has more serious consequences[44] [45] [46]. Cultural expectations around the roles of women and men, financial inequalities between them, and the predominant forms of masculinity and femininity in different societies both create and sustain this form of abuse[16] . However, men do experience domestic abuse from female partners, and in some cases this can be very serious[45]. Stanko[37] provides a gendered analysis, which is useful in understanding this form of abuse. Gender still influences the way we speak, conceptualise, and challenge violence. For men who experience domestic abuse, cultural expectations about masculinity and being a man may shape the experience of abuse, one's own and others' recognition of it as abuse, how readily they will seek informal and formal support, and specific fears about losing contact with children[29].

Respondents to the consultation stated that work with male domestic abuse is at an early stage but is starting to develop. There are good processes to identify victims, and respondents felt that it is important that practice with male victims meets agreed service standards and is informed by research[47]. The pathway to advocacy services and MARAC, which is provided to women by the EDDACS service, was not clear.

Some stated that domestic abuse against men is not taken as seriously, is not visible in publicity, that people are less aware of the service available for men, and that they are less likely to report abuse. The issue of how to work with female perpetrators was also highlighted.

Sexual orientation is also a critical factor in understanding both fear and the outcomes of abuse. Homophobia structures the responses of others. There is growing evidence of abuse in same-sex relationships and additional issues concerning the nature of abuse and the process of seeking help[48] [49] [50] . Respondents valued when agencies made clear that they are accessible to a range of sexualities as this reduced taboo. A survey into transgender people's experiences of domestic abuse[51] found that 80% of respondents stated that they had experienced emotionally, sexually, or physically abusive behaviour by a partner or ex-partner, and that 47% of respondents had experienced some form of sexual abuse from a partner or ex-partner.

Some respondents to the consultation stated there are gaps in services for men, especially gay, bisexual, and transgender men, as their needs are not often recognised by services. There are different risks for gay men: they may experience more sexual and violent abuse; there can an assumption that male victims are heterosexual, so gay male domestic abuse may not be recognised. There are visibility barriers and the consultation highlighted the need for leaflets to be made more inclusive: they could include online case studies, state that services are LGBT inclusive, online case studies could show the LGBT experiences of domestic abuse.

Whilst there is recognition that the majority of domestic abuse is perpetrated by men in heterosexual relationships, pathways for services need to be open to all sexual and gender identities. The work needs to have clear strategic governance and should be covered in domestic abuse training.

***"I understand that most domestic abuse is from men to women and services for this must exist and be fully funded. I just want to say that it can happen to men from women too and it is vital services for that exist too so that everyone gets the help they need. I did not know it could happen to me as I did not think it happened to men so I was confused and scared for a long time."***

***"I got a sense that people were thinking 'man up and get on with it'"***

***"I think it should be addressed across ALL sexes, races, and economic situations. It does not matter whether you are a millionaire or a pauper, abuse in any form against any living thing is WRONG!"***

***"My ex partner has got away with it all because of the lack of understanding of domestic abuse in same sex relationships. Nobody really believed she could have done the things she had done, or the seriousness of it."***

*-Comments from service users-*

***"It is important that advocates for effective responses to domestic abuse remain open to learning, open to alternative views and approaches and committed to implementing and supporting approaches that work."***

*-Comments from staff-*

### 2.10 Children and young people

It is clear that domestic abuse is a significant child protection and welfare issue. It can disrupt a child's environment profoundly, undermining their stability and damaging their physical, mental and emotional health. Domestic abuse during pregnancy also has a long-term and wide-ranging impact on the mother and child. There are crossovers between living with domestic abuse and being directly physically and/or sexually abused by the same perpetrator[52].

Respondents called for more therapeutic and trauma support for children. There is a need for people to understand more about what is behind children's behaviour, rather than labelling them as 'naughty', misdiagnosing them with ADHD or autism, or medicating them. This focus on the child's behaviour can take the emphasis away from the perpetrator. Respondents suggested that services should be provided by a

mixture of statutory and third sector services; whoever is in the best position or most skilled to do it. Comments included the need for GIRFEC processes to be used so that universal services can support the child. Some support needs to be long-term and provided by specialist services. It was recognised that domestic abuse correlates with many other issues, which will impact on the family, such as neglect, parental substance misuse, mental health issues and changes to family functioning and circumstances. Direct work with children should therefore include work on trauma, resilience, attachment and holistic engagement with the family.

Positive aspects of current support to children included one to one work, children being able to express their feelings, explore the impact of domestic abuse and think about how to keep themselves safe. CEDAR[53] and Safe and Together[17] were singled out as particularly positive. These suggest that the most effective way of providing child safety ensures the non-offending parent's safety and wellbeing and maintains and develops the bond between them and their children. Assessment of impact is nuanced and takes into account the impact of domestic abuse on the non-offending parent and wider wellbeing and family functioning. Efforts are made to acknowledge the protective efforts of the non-offending parent and to partner with them. Domestic abuse is understood as a perpetrator's parenting choice and the models encourage professionals to hold fathers to the same parenting standard as mothers. Children are also offered support in their own right.

There were also identified gaps in service provision. These included:

- language barriers to parenting classes
- services for young people who are perpetrating domestic abuse
- flexible opening times
- better use of social media
- rooms and resources for young people, not just children or babies
- child to adult family violence; domestic abuse in Scotland is defined in relation to ex/partners

***"Children need to know about how to recognise relationships that aren't supportive and how to get out of them when they recognise that."***

***"I think society's attitudes need to be part of the solution regarding domestic abuse so that services aren't just addressing the consequences of it."***

*-Comments from service users-*

***"Whilst services have children's best interests at heart, the woman also feels they have her best interests at heart too!"***

***"There needs to be better protection for children, but also for adults who are abused by their children."***

*-Comments from service users-*

### 2.11 Domestic abuse perpetrators

The criminal justice system has an important role in the enforcement of the law and prevention of domestic abuse. But internationally, there is growing consensus that prosecution alone is not enough to eradicate the problem[54]. Where appropriate, perpetrators must also be supported to change their behaviour. Perpetrators who carry out such violence should be identified earlier, held to account for their behaviour and given the support they need to change at the earliest opportunity. Edinburgh is well placed to provide this response, having been at the forefront of perpetrator work in Europe for over two decades[55].

The majority of perpetrators who responded to the consultation did not actively seek help, but were referred to services through criminal justice routes or by children's services. Other people they contacted for help included families, friends and their GP. They valued the perpetrator programme interventions because they gave them advice and emotional support. Immediately after a domestic abuse incident, perpetrators said they would have valued support with their behaviour and housing options to allow them the space and time to be taken away from the situation. Support with behaviour management was valued. Having someone to talk to and support with contact issues was seen as important in the longer term.

***"I wasn't happy about what was happening and wanted to change the way I was."***

***"It took a while to admit to myself I needed help."***

***"I get nervous speaking to everyone about my past."***

***"I feel no-one listens to me."***

***"Men need to see from their partner's side, rather than their own guilt."***

*-Comments from service users-*

#### 2.11.1 Specialist services for perpetrators

Staff overwhelmingly supported the behaviour change programmes, particularly in relation to identifying triggers and the impact on victims. They also believed that accountability within the wider system was important. This included holding men to high standards as fathers and involving them in child protection processes.

Many respondents spoke highly of the specialist work with perpetrators available in Edinburgh, including the current interventions with Polish men. However, some respondents identified gaps in services and gave suggestions for service improvement:

- more services for 'hard to reach' perpetrators: those from black and minority ethnic communities, or those with substance misuse or mental health issues
- widen pathways into services, for example, signpost perpetrators to services from police call-outs
- including elements of Survive and Thrive within programme modules
- being able to articulate when perpetrators are *not* making changes
- services for young people who are perpetrators
- gaps in service for child to adult family violence
- gaps in services for female perpetrators
- development of short-term interventions to stabilise perpetrators until they can access behaviour change programmes
- development of interventions for those not willing to attend a behaviour change programmes
- peer mentoring

### 2.11.2 Holding perpetrators accountable in other services

Whilst specialist services were valued, respondents also commented on the importance of identifying and holding perpetrators to account in wider service areas:

- targeted training for different groups who are likely to engage with perpetrators; GPs, mental health and substance misuse, criminal justice supervising officers
- training should include skills development as well as theory and how to routinely enquire about concerning behaviour
- early intervention with men around relationships and emotional regulation
- raising awareness of internet or phone support available for perpetrators
- development of risk and needs assessment of perpetrators within services

Many of these recommendations have reflected recent developments in perpetrator work, including the multiagency DRIVE Project[56] to 'challenge perpetrators of domestic abuse' and recent books outlining short-term interventions for perpetrators[57].

Victims highlighted ways in which perpetrators can use services to continue to abuse. They found it frustrating when services were 'fooled' by the presentations of perpetrators, rather than assessing their behaviours accurately. Services seemed unaware of how the perpetrator used services to carry on abuse to their family.

***"Someone from a position of authority needs to tell them the consequences of their behaviour and that they need to change, rather than buying their perfect presentation."***

***"The abuser in my case, was a charmer to anyone else looking in, he was very 'nice' to the social work and all my friends, no one else saw the side of him we did. This was frustrating as they all had a different opinion of him. Emotional abuse is so elusive and hard for outsiders to see especially if abuser is socially skilled and charming outwith the home."***

***"My partner continues to abuse me via any channels available to him; civil courts, making allegations of child abuse and physical attacks by my childcare. So, despite a non harassment order this behaviour continues. We have suffered substantial emotional and financial losses and want the system to start to acknowledge the changing face of abusers - with physical abuse changing to clever emotional abuse through all routes possible."***

***"It appears to me from my experience that he can do anything he wants and nothing will be done."***

***"It took 15 years. These men should not be allowed to go on to do it to other women***

*-Comments from service users-*

***"Things go well when there is a shared understanding of domestic abuse, clear goals, expectations and roles for men, not shying away of difficult discussions with them, willingness to be involved with men, include them, being up-front and talking about domestic abuse in terms of behaviour, not euphemistically, believing men can change and seeing them holistically and engaging honestly."***

***"In my set up we don't work with perpetrators or even try to, we just try and get our clients away from them"***

***"We need to have the confidence to have a meaningful conversation which results in a good intervention – not just talking to the perpetrator so that you can say you have in your casenotes."***

***"The best outcome is for them to change. In the absence of change they need to get the message that they cannot continue."***

***"How do you engage empathically without colluding with, or ignoring, behaviour? The skills of Safer Families and Caledonian, which are essentially social work skills, should be rolled out across professions."***

***"All the women in the focus group reported that professionals rarely spoke to their ex/partners and when they did they tended to over emphasise their positive attributes, even when the domestic abuse had been well documented and there were convictions."***

*-Comments from staff-*

## 3. Recommendations

### 3.1 Developing a coordinated community response to domestic abuse in Edinburgh: next steps

This report has outlined the key themes identified by service users and staff in relation to the response to domestic abuse in Edinburgh. It has related this to national and international research and best practice. The following section outlines recommendations to improve domestic abuse service design and create a more coordinated community response. Service redesign of this kind will take several years, and whilst there are key priorities and 'quick wins', this document outlines a clear vision and direction, and establishes a governance structure to take this forward. In order to do this the existing Project Board will:

- be reviewed to ensure that it has the right representation to take forward the next stage of the project
- agree membership and action plans for all work streams
- receive regular reports on progress for all work streams

It will ensure the delivery of Edinburgh's Domestic Abuse Improvement Plan set out at Appendix One. The work streams are outlined in the following sections.

### 3.2 City of Edinburgh Council Commissioned Services

The consultation has shown that victims gave the most positive response about services when they were able to build a relationship with a professional who listened, empathised, was non-judgemental and understood the dynamics of domestic abuse. Most commonly, this was found within specialist domestic abuse services. However, professionals within these services can be overwhelmed with advocating for people through systems which at times respond in a way that increases risk to those they are working with. We will ensure that all professionals are able to offer safe and supportive advice to individuals affected by domestic abuse and that specialist services can be accessed where appropriate.

This work stream ensures specialist support for individual victims is offered to those who are identified as having experienced domestic abuse. We will work with interested service providers to co-produce specifications that deliver a joined up, multi-agency response in the localities.

COSLA and Scottish Women's Aid[58] recently published guidance for commissioning services for domestic abuse. It suggests that local authorities should seek to fund services that:

- are underpinned by a gendered analysis of domestic abuse, which recognises that domestic abuse is both a cause and consequence of women's inequality
- are shaped by and promote the views of women, children, and young people who have experience of domestic abuse
- demonstrate an understanding of the need for women-only spaces in the promotion of safety and of recovery from domestic abuse
- adopt a rights-based, person-centred, needs-led approach to addressing the impact of domestic abuse on women, children, and young people
- demonstrate a commitment to promoting children's rights and recognise that children and young people have their own unique needs in regard to domestic abuse
- support women in realising their choices with regard to housing and accommodation

- provide holistic, multi-faceted support for women, children and young people or, where this may not be possible, work in partnership with other appropriate agencies

This guidance was reviewed at both the Project Board and Service Providers' Group and will be reflected in our longer term domestic abuse service redesign.

Current contracts for domestic abuse services within Health and Social Care, Communities and Families and Safer and Stronger Communities will provide the resources for the redesign of services. A Prior Information Notice (PIN) will be published to establish the potential market interest to put in place a collaborative partnership arrangement with suitable suppliers. Service specifications will be co-produced and contracts will be in place by November 2017.

The PIN will seek to identify a range of professional resources and opinions to support the development of a coordinated community response to domestic abuse in Edinburgh. The intention is to develop a single pathway from domestic abuse incident or identification to service provision, based on risk and need. The commissioned services will be part of a wider improvement plan across all service areas which will encourage earlier intervention, better engagement with family members and improved coordination. This will include the development of:

- an initial referral, screening and assessment process to ensure support is offered and action is taken where domestic abuse is identified
- services for female victims, including:
    - accommodation with housing support
    - support to victims of domestic abuse – including advocacy work, direct support, peer support and/or groupwork
    - support to children affected by domestic abuse

The service redesign will ensure that there are pathways through services for:

- female, male and LGBT victims of domestic abuse
- victims and children from black and minority ethnic communities (including those from Central and Eastern Europe)
- victims with complex needs (defined as those who experience problems with mental health, substance misuse and/or trauma who are at risk from themselves or others)

The PIN will make clear this is related to service redesign, rather than the allocation of resources. It will ask that interested parties:

- understand Edinburgh's definition of domestic abuse
- have the capacity to deliver
- adhere to a gendered analysis of domestic abuse
- work to the principles of Safe and Together
- are trauma informed
- are aware of the local and national policy context in relation to domestic abuse
- are either a member of the Edinburgh Violence Against Women Partnership, or are aware of the work of the Partnership

Work to establish current costs and throughput of existing services will commence immediately. A Service Providers' Group of interested parties will be established. There will then be a number of meetings to co-

produce service specifications. We will develop flexible, dynamic contracts, which will allow learning in action.

### 3.3 Housing and homelessness services

The strategy suggests that pathways in relation to housing and homelessness services should:

- ensure housing options include realistic advice about future housing; the opportunity for individuals to stay safely in their own home, or to access short-term places of safety and return home
- give consideration to removal of the perpetrator
- aim for all agencies to ensure that victims be settled and recovering in their new home and community, with appropriate support, as soon as is possible and safe
- train housing staff in the dynamics of domestic abuse and domestic abuse service providers in giving accurate housing advice so that everyone understands the safety implications of the various housing options

This work stream will develop a flexible, speedy and safe process to ensure that individuals and their children are safe, secure and settled in a home of their choice.

This includes:

- development of a domestic abuse housing policy
- implementation of the Domestic Abuse Home Safety Initiative
- development of specialist domestic abuse housing officers
- training for all housing staff on domestic abuse
- training for service providers on giving housing advice
- investigation of options available to increase priority for those who are homeless due to domestic abuse
- consideration being given to procuring specific housing stock for domestic abuse
- increased use of measures to remove the perpetrator from the family home
- direct engagement with perpetrators who are not living with their ex/partners due to bail conditions or them or their ex/partner leaving the family home

### 3.4 A locality based multi-agency response to domestic abuse

This work stream will develop a locality based, multi-agency response to domestic abuse. The process will ensure there is a single pathway from domestic abuse incident to service provision, based on risk and need. It will intervene early, engage with all family members, coordinate services and improve outcomes.

The response will review domestic abuse police call-outs in the locality, share information appropriately and safely and allocate actions to relevant agencies, some of which may already be involved with the family. As police call outs do not reflect the prevalence of domestic abuse, the process may allow mechanisms for other services that identify families affected by domestic abuse to refer into it.

The process should include:

- Police
- Housing
- Social work – children, adult and criminal justice

- Family and household support
- Non-court mandated perpetrator programme
- A representative from services who support individuals affected by domestic abuse

The South West Locality has piloted a screening and action group. The development of a further process is now included within the Locality Improvement Plan as part of the Safer Communities work stream.

### 3.5 Publicity and awareness raising of services and support available in Edinburgh

The consultation has shown that many victims of domestic abuse do not contact services for many years. This is for a number of reasons:

- not recognising they are experiencing domestic abuse
- previous experience of a poor service response
- lack of knowledge available services
- a confusing number of services
- unpredictable service responses

Knowledge of services and predicable service responses are vital when individuals affected by domestic abuse are making decisions about the risks they and their children face. This work stream will develop comprehensive and simple information in a range of formats, which will detail the services available and how each service area will respond to domestic abuse. It will include raising awareness of any employment policies in relation to domestic abuse. Speak Up, Speak Out, the multi-agency publicity campaign for Edinburgh launched in August 2013, could provide an appropriate platform for the development of any materials. A Domestic Abuse Action Group has been established as part of the Liberton and Gilmerton Neighbourhood Partnership. It could provide a forum to develop these materials for the city, under the auspices of its already agreed priority of ‘awareness-raising’.

### 3.6 Working with perpetrators of domestic abuse

The ability to work long-term with perpetrators of domestic abuse to create behaviour change is a specialist skill. The vast majority of perpetrators are not able to access this type of intervention and many are not suitable for it. Respondents to the consultation want professionals to be able to hold perpetrators to account for their abuse. Many services already engage with perpetrators due to their parenting role, their substance misuse, mental health and housing needs; or their criminal or anti-social behaviour. We aim for professionals within these services to reduce the risk of domestic abuse by addressing perpetrators’ wider needs, and by developing skills to engage empathically and motivationally with them, without being collusive. By engaging with perpetrators, we are able to reduce victim-blaming, assess risk accurately, gather information about a pattern of abuse, and work together with others to reduce risk, hold perpetrators to account and encourage them to change.

This work stream will develop the skills of the workforce in engaging with perpetrators. It includes:

- an allocated perpetrator worker to each locality to act as a consultant and support staff teams to engage with perpetrators
- training for staff in motivational interviewing, risk assessment and short term interventions
- a response for perpetrators who are not suitable for long-term behaviour change where engagement with them is likely to reduce risk to the individual

- development of shorter modules within non-court mandated perpetrator services for men who are not suitable for the behaviour change programme; these may include modules on fathering, substance misuse, mental health, trauma, employability
- development of perpetrator work for female perpetrators or those who are not within heterosexual relationships
- development of work with young people who use violence towards ex/partners or family
- processes to ensure work with perpetrators is safe and there is joint working with people who are supporting their ex/partners

### 3.7 Improved response to domestic abuse across all service areas

Respondents to the consultation stated that one of the largest improvements that could be made is in relation to the understanding and response of professionals to domestic abuse. Findings show that domestic abuse is mistakenly viewed as a difficult relationship, separation or disagreement, rather than a perpetrator choosing to use a pattern of abuse and control against their ex/partner and children. At times, individuals feel judged, blamed for the abuse or the impact on their children, and pressured to make decisions such as separating or moving home, without an understanding of the other risks or disruption that these dramatic responses create. Negative responses from services impact on an individual's decisions and safety, as they are less likely to approach services or see them as a support. Respondents were positive about professionals who are non-judgemental and who understand the dynamics of domestic abuse.

This work stream will create a team of Domestic Abuse Champions within each locality and in a variety of service areas. They will be supported to improve their skills in working with victims, perpetrators and children. Work will include consideration of how to ensure staff look after themselves physically and emotionally, and are supported in this complex area of work. These Champions will spread their knowledge and provide support to other professionals within their teams. It will include:

- comprehensive role-specific training of Domestic Abuse Champions across a range of service areas
- use of Domestic Abuse Champions as consultants
- establishing a Domestic Abuse Practitioners' Forum
- developing the use of the online Knowledge Hub to support staff
- finalising the online domestic abuse course

This work stream will promote and support examples of existing good practice, including:

- Safe and Together Champions
- Violence Reduction Unit workers with Accident and Emergency
- routine enquiry for gender-based violence in health settings
- specialist training of GPs
- the monthly 'Rethinking Domestic Abuse' training course

***"This would improve getting the right support, at the right time, to the right place."***

***"You can only 'champion' if people are open to being championed- it needs senior manager buy-in."***

***"It is essential that domestic abuse has a visible platform in localities."***

***"Services need to have the confidence to ask the right questions in the right way."***

***"A culture change is required. We should use expertise across all service areas. We need to use the training and skills that are there."***

***"If universal agencies were able to respond appropriately to domestic abuse this would have a significant impact on a huge range of public services."***

***"Somebody just needs to help – I don't understand why people say it isn't their job to help."***

***"Domestic abuse is core business - it's everyone's job!"***

*-Comments from staff-*

### 3.8 Development of effective and accountable governance structures, which include the involvement of service users in the development of services

As Edinburgh's multi-agency domestic abuse policy states, the implementation of a domestic abuse action plan requires effective and accountable governance structures. This work stream will ensure there are clearly defined domestic abuse indicators and targets closely linked to the goals and objectives set out in the Improvement Plan. They will be used to monitor the progress of the plan's objectives and to evaluate the effectiveness its activities. In order to do this, partners commit to sharing data within agreed protocols, and evaluating interventions. Regular reports on the implementation and progress of the plan will be provided to the Service Redesign Project Board, Edinburgh's Violence Against Women Partnership and the Edinburgh Chief Officers' Group – Public Protection.

Whilst many individual organisations have service user forums or advisors, there is not a comprehensive domestic abuse service users' forum in Edinburgh to advise on city-wide policy, practice or service development. Those who use services should have the opportunity to reflect back to decision-makers how these services are working on the ground. Many of the respondents to the consultation found the process of being involved in focus groups to be empowering and expressed an interest in continuing to work with us in future.

This work stream will ensure that families affected by domestic abuse are visible and heard within the development of policy and service design in Edinburgh. It includes the development of a service users' forum and ongoing periodic consultation on Edinburgh's response to domestic abuse.

## Appendix One: Edinburgh's Domestic Abuse Improvement Plan

### DEVELOPING A COORDINATED COMMUNITY REPONSE TO DOMESTIC ABUSE: SUMMARY OF OUTCOMES, OBJECTIVES AND WORK STREAMS

| | |
|---|---|
| **OUTCOME A: Interventions are early and effective, preventing domestic abuse and maximising the safety and wellbeing of individuals, children and young people affected by domestic abuse** | |
| Individuals and children affected by domestic abuse are identified at an earlier stage | Individuals and children affected by domestic abuse are safer and at less risk of further harm |
| **OBJECTIVE ONE: Relevant, integrated and effective services are in place to meet the needs of adults and children affected by domestic abuse** | |
| WORK STREAM ONE: The City of Edinburgh Council Commissioned services | |
| WORK STREAM TWO: Housing and Homelessness services | |

| |
|---|
| **OBJECTIVE TWO: Appropriate processes are in place to ensure service providers identify and respond to adults and children affected by domestic abuse at an early stage** |
| WORK STREAM THREE: A locality based, multi-agency response to domestic abuse |
| WORK STREAM FOUR: Publicity and awareness raising of services and support available in Edinburgh |

| | | |
|---|---|---|
| **OUTCOME B: Perpetrators desist from all forms of domestic abuse and receive a robust and effective response** | | |
| Perpetrators of domestic abuse are identified at an earlier stage | More perpetrators of domestic abuse are held to account for their behaviours | Perpetrators of domestic abuse are less likely to re-offend |
| **OBJECTIVE THREE: Appropriate processes are in place to ensure perpetrators of domestic abuse are identified at an early stage, held to account for their behaviours and supported to change** | | |
| WORK STREAM FIVE: Working with perpetrators of domestic abuse | | |
| | | |
| **OUTCOME C: Agencies in Edinburgh have a greater understanding of the difficulties faced by individuals and children affected by domestic abuse and are more able to respond to their needs** | | |
| A greater number of staff attend domestic abuse training relevant to their role within the service pathway | There are effective and accountable governance structures, which include the involvement of service users in the development of services | |
| **OBJECTIVE FOUR: More staff across a range of services are more confident and competent in responding to the diverse support needs of individuals and their children** | | |
| WORK STREAM SIX: Improved response to domestic abuse across all service areas | | |
| WORK STREAM SEVEN: Development of effective and accountable governance structures, which include the involvement of service users in the development of services | | |

| **Workstream One: The City of Edinburgh Council Commissioned services** | **Status** | **Lead** |
|---|---|---|
| PIN to be published | 28/02/17 | Kirsten Adamson |
| Co-production event | 23/03/17 | |
| Screening of those interested | 24/04/17 | |
| Service specification events take place | 14/07/17 | |
| Contracts in place | Nov 2017 | |
| Ongoing contract monitoring and amendment | Nov 2019 | |
| **Workstream Two: Housing and homelessness** | **Status** | **Lead** |
| Confirm working group membership | 15/03/17 | Karen Allan |
| First meeting of working group | 31/03/17 | |
| Establish workplan for each action: policy development, Home Safety Initiative, housing officers, increasing housing options and priority, perpetrator removal. | 30/04/17 | |
| **Workstream Three: A locality based, multi-agency response to domestic abuse** | **Status** | **Lead** |
| Initial meeting with managers in Southwest to assess viability to re-establish DALAG in Southwest Locality | 24/10/16 | Anna Mitchell |
| Further meeting with managers in Southwest to develop initial processes and timeline for project | 10/03/17 | |
| Circulate VPDs in April and transport data onto case profiles | April 2017 | |
| Develop learning log | May 2017 | |
| Review meeting – service managers to review all case profiles and develop plan for next stage of the project | May 2017 | |
| **Workstream Four: Publicity and awareness raising of services and support available in Edinburgh** | **Status** | **Lead** |
| Scoping of existing materials | July 2017 | Joyce Nisbet |
| Development of policies | Oct 2017 | |
| Development of employee policy | Oct 2017 | |
| Awareness raising of domestic abuse strategy and improvement plan | Jul 2017 | |
| Development of Knowledge Hub | Nov 2017 | |
| Review of website – Orb and CEC pages | Nov 2017 | |

| **Workstream Five: Domestic abuse perpetrators** | **Status** | **Lead** |
|---|---|---|
| Review of perpetrator work in Edinburgh | 15.6.17 | Rona Fraser |
| Options paper to Scottish Government | Sep 2017 | |
| Consider safe short term interventions with perpetrators and possible modules for intervention with non-court mandated services | 22.6.17 | |
| Development work with the LGBT community | | |
| Develop work with female perpetrators | | |
| Develop work with young people who use violence in their relationships or towards their parents | 17.5.17 | |
| **Workstream Six: Improved response to domestic abuse across all service areas** | **Status** | **Lead** |
| Development of key messages to provide an overarching structure for all the training delivered | SEP 2017 | Leanne Turner |
| Map current workforce and training packages | Oct 2017 | |
| Safe and Together implementation | Sep 2017 | |
| Development of Knowledge Hub | October 2017 | |
| **Workstream seven: Development of effective and accountable governance structures, which include the involvement of service users in the development of services** | **Status** | **Lead** |
| AM to meet with NC to establish how the performance framework for the Improvement Plan will align with other strategic frameworks | 01/05/17 | Anna Mitchell |
| AM to review all domestic abuse outcomes and measures in current strategies | 01/06/17 | |
| AM and NC to meet with Karen Brannen and Gosia Szymczakn to review current outcomes and measure and develop Domestic Abuse Improvement Plan Performance Framework | 15/06/17 | |
| AM to liaise with all leads to ensure their workstream is reflected in the performance framework | 20/07/17 | |
| Present draft Domestic Abuse Improvement Plan Performance Framework to Project Board | 27/07/17 | |

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THE EDINBURGH PARTNERSHIP

**EP Board Meeting**

**15 June 2017**

**Item 9**

**Decision**

# Revised Partnership and Governance Protocols - June 2017

## Executive Summary

1. This report seeks approval for amendments to the Edinburgh Partnership's Partnership and Governance Protocols.

Kirsty-Louise Campbell – City of Edinburgh Council.

### Recommendation/s

i. The Board is recommended to approve the amendments to the partnership and governance arrangements.

## Main Report

1. Described below and the proposed amendments to the partnership and governance arrangements:

   a) The introductory statements have been revised to better reflect locality working, public service reform and the duties of the Community Empowerment (Scotland) Act 2015.

   b) The list of partner agencies involved in the Edinburgh Partnership has been updated to reflect the new duties of the Community Empowerment (Scotland) Act 2015.

   c) The current system of political representation includes one seat for the Council Leader (the chair), one seat for the lead member for the opposition, one seat for the convenor of the Communities and Neighbourhoods Committee, and one seat for the Convenor of the Police and Fire and Rescue Service Scrutiny Committee. In order to improve engagement and communications with the political administration at the Council a new system is proposed. The new system provides for one seat at the Board for the Council Leader (who will also represent their respective political group), and one seat for every other democratically elected political group political party.

   d) Currently, the Divisional Commander of Edinburgh Division – Police Scotland, and the Local Senior Officer Edinburgh – Fire and Rescue Service Scotland, are Board Advisors. It is proposed that these two seats are changed to Board Members.

   e) Given the increasing importance of housing to the priorities of the Edinburgh Partnership, specifically tackling homelessness, the affordable house building programme and the impact on the City of large scale private housing developments, a new Board member seat is proposed. This seat

will be occupied by a representative from the Edinburgh Affordable Housing Partnership. In addition, links will be strengthened between housing service providers and each of the strategic partnerships and locality leadership teams, and the Partnership will become an advisory group to the Board.

f) The list of advisory groups has been amended to improve connections with housing providers and to reflect changes in other advisory groups.

2. Conclusion

- The above proposed revisions will strengthen partnership arrangements across the Edinburgh Partnership, specifically with regard to improved engagement with housing providers and the City of Edinburgh Council political groups.

| **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 |

Kirsty–Louise Campbell – Strategy & Insight Senior Manager, City of Edinburgh Council

Contact details: kirstylouise.campbell@edinburgh.gov.uk
0131 529 3654

Appendices

- Appendix 1 – Edinburgh Partnership – Partnership and Governance Protocols

THE EDINBURGH PARTNERSHIP

draft June 2017

# Edinburgh Partnership

# Partnership and Governance Protocols

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'*

The strategic objectives of the Edinburgh Partnership (EP) is to drive forward public service reform, improve the quality of community engagement and empowerment, and improve approaches to partnership working, locality working, prevention, joint resourcing, and the delivery of shared priorities, with a specific focus on advancing equality and wellbeing.

Specifically, the EP is responsible for developing, approving and delivering the EP Community Plan (Local Outcomes Improvement Plan), Locality Improvement Plans and related strategic plans delivering social, economic and environmental sustainability.

# Our Partners

Each of the partners below work together to deliver community planning in the City:

- Armed Forces based in Edinburgh
- Edinburgh Association of Community Councils
- Edinburgh Chamber of Commerce
- Edinburgh College
- All four major Universities in the City
- Edinburgh Integration Joint Board Health and Social Care
- Edinburgh Third Sector Interface – Edinburgh Voluntary Organisations' Council, Edinburgh Social Enterprise Network and Volunteer Edinburgh
- Edinburgh Equality and Rights Network
- NHS Lothian
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue Service
- Skills Development Scotland
- Historic Scotland
- South East of Scotland Transport Partnership
- The City of Edinburgh Council and its democratically elected political groups

These organisations come together in a range of partnerships groupings known as the 'EP family', which comprises of:

- The Board.
- Strategic Partnerships and their sub groups.
- Advisory Groups.
- Locality Leadership Teams and their sub groups.
- Neighbourhood Partnerships.

(See the partnership arrangements diagram at Appendix 1)

In addition to regular meetings of those partnership groupings identified above, the Edinburgh Partnership Board also holds conferences and events each year for the EP family to discuss key topics about community planning.

For further information contact: tele 0131 469 6149, email community.planning@edinburgh.gov.uk

# The Board

### Responsibility

The Board is the accountable body for the Partnership and community planning in the City, with representatives from the partner organisations.

There is also have a Board member for equality and rights linked to the Edinburgh Equality and Rights Network.

The Board is the accountable body for community planning in the City and is responsible for overseeing, developing, monitoring and reporting performance on all matters relating to the Edinburgh Partnership.

Appendix 2 provides more information about the Board's remit.

### Revised Board membership

| Organisation | Name |
|---|---|
| Leader City of Edinburgh Council | TBC (Chair) |
| Armed Forces representative - Commander Edinburgh Garrison | Lt Col Douglas Mackay |
| EaRN Ambassador 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 temp to November |
| 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 – Edinburgh College | Alex Craig |
| Higher Education Sector Representative – Edinburgh University | Charlie Jeffery |
| Chair Integration Joint Board Health and Social Care | TBC |
| One representative from each of the City of Edinburgh Council democratically elected political groups (no representative for the group from which the Council Leader comes from) | TBC |
| Edinburgh Affordable Housing Partnership | Keith Anderson |
| Scottish Enterprise | Eleanor Mitchell |
| Skills Development Scotland | TBC |
| Third Sector Interface Representative - Edinburgh Voluntary Organisations' Council | Ella Simpson (Vice Chair) |

**Advisers to the Board**

| | |
|---|---|
| Chair of the Compact Partnership | Jan-Bert van Den Berg (in the interim) |
| 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 and Vice Chair Locality Leadership Board | Rob McCulloch-Graham |
| Head of Public Protection and Chief Social Worker | Michelle Miller |
| Scottish Government Location Director | Lesley Fraser |

**Strategic Partnerships**

The following are responsible for delivering Strategic Priorities and incorporating prevention, sustainability, and reducing poverty and inequality. They report on progress:

| **EP Community Plan Priority Outcome** and priorities | **Strategic Partnership** | **Chair** |
|---|---|---|
| Edinburgh's economy delivers increased investment, jobs, and opportunities for all<br>- *reducing unemployment and tackling low pay* | Economic Development Strategic Partnership | Vivienne Robinson (interim) |
| Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health<br>- *shifting the balance of care, reducing alcohol and drug misuse, reducing health inequalities* | Integration Joint Board for Health and Social Care | TBC |
| Edinburgh's children and young people enjoy their childhood and fulfil their potential<br>- *improving early support, improving outcomes for children in need, improving positive destinations* | Edinburgh Children's Partnership | Alistair Gaw |
| Edinburgh's communities are safer and have improved physical and social fabric<br>- *reducing antisocial behaviour, violence and harm, reducing re-offending, reducing greenhouse gas emissions, improving community cohesion, participation and infrastructure* | Edinburgh Alcohol and Drug Partnership | Michelle Miller |
| | Edinburgh Community Learning and Development Partnership | David Bruce |
| | Edinburgh Community Safety Partnership | Cllr Cammy Day |
| | Reducing Reoffending Strategic Group | Michelle Miller |
| | Edinburgh Sustainable Development Partnership | Cllr Lesley Hinds |
| | Compact Partnership | Jan-Bert van Den Berg (in the interim) |

**Advisory Groups**

The following groups provide information, advice and support to the Edinburgh Partnership Board and other partnerships in the EP family:

| Theme | Lead Group/Partnership | Chair / Representative |
|---|---|---|
| Edinburgh Partnership Support | EP Lead Officer Group | Nick Croft |
| Locality Working | Locality Management Board | Paul Lawrence |
| Public Protection | Chief Officers' Group | Andrew Kerr |
| Housing | Edinburgh Affordable Housing Partnership | Keith Anderson |

# Localities

Localities is an approach to co-ordinating public service reform, improving partnership delivery of shared priorities and services, and improving community engagement and empowerment.

Partner organisations including the Council, third sector, Police, Fire and Rescue, NHS, IJB, Skills Development Scotland and Edinburgh College are working within the same boundaries.

They have formed four **Locality Leadership Teams** to improve the oversight and coordination of local joint service delivery, improve local partnership working and bring together one work programme in each locality focussing on prevention, partnership, designing services around citizens and communities, and improving performance.

| **Locality Leadership Team** | North West | North East | South West | South East |
|---|---|---|---|---|
| **Chair** | Alistair Gaw | Hugh Dunn | Michelle Miller | Paul Lawrence |

Contact: Telephone 0131 469 3726, email community.planning@edinburgh.gov.uk

**Neighbourhood Partnerships**

Established in 2007, Neighbourhood Partnerships (NPs) are Edinburgh's local expression of community planning; providing the channel for citizens to have a voice and make a difference in their neighbourhood.

Communities are at the heart of all NP activity and each NP develops their Local Community Plan through extensive engagement activity. The identified priorities in the plans support the delivery of the EP's Community Plan.

There are 12 Neighbourhood Partnership Boards across the city, geographically based, listening and working with the community to drive local ambition and change.

Communities are represented on the board (through Community Councils) and work as equal partner and in collaboration with Police Scotland, NHS Lothian, Scottish Fire and Rescue and the voluntary sector.
Each NP board is convened by a local elected member and as Advisory Committees of the Council; NPs are uniquely placed with community representation and all 63 of the city's elected members.

| **Neighbourhood Partnership** | **Convener** (Councillor) |
|---|---|
| Almond | TBC |
| City Centre | TBC |
| Craigentinny and Duddingston | TBC |
| Forth | TBC |
| Inverleith | TBC |
| Leith | TBC |
| Liberton and Gilmerton | TBC |
| Pentlands | TBC |
| Portobello and Craigmillar | TBC |
| South Central | TBC |
| South West | TBC |
| Western Edinburgh | TBC |

Contact: Telephone 0131 469 5393, email neighbourhood.partnerships@edinburgh.gov.uk or visit http://www.edinburghnp.org.uk/

# The Edinburgh Partnership - Partnership Arrangements 2015/2018

## The Remit of the Edinburgh Partnership Board

The Board is the governing body for community planning in Edinburgh. It is accountable to the National Community Planning Group for the delivery of the Edinburgh Partnership Community Plan (Single Outcome Agreement) through partnership working.

EP Board Mission Statement

*"The Edinburgh Partnership Board will provide the strategic direction, prioritisation and accountability for community planning in Edinburgh."*

The remit of the Board is to:

- set the tone and culture of the partnership
- set community plan priorities against resource forecasts
- determine and prioritise the work of the EP family (see Appendix 1) in relation to community planning matters
- consider and call for reports, monitoring, evaluation and updates from the EP family and other relevant parties
- support the work of the EP by communicating with partner organisations and the EP family to ensure cooperation and collaboration
- develop further ideas for partnership working
- approve on behalf of the Partnership the EP's Community Plan and Community Plan Annual Reports before sending to the Scottish Government for final agreement and
- guarantee commitment from partner organisations represented on the Board to the aims and objectives of the Edinburgh Partnership and to the effective functioning of the Board

To fulfil this remit the Board will work collectively to:

- determine the strategic direction of the EP family, and maintain the focus of the family on priority policy issues
- take joint action to meet jointly agreed aims and objectives
- have specific responsibility for all joint commitments for major service and infrastructure projects
- maintain a strategic oversight of the funding streams attributed to community planning in Edinburgh
- delegate management of said funds, where appropriate, to a nominated partner/partnership
- ask partnerships to undertake work on behalf of the EP, or establish working groups for specific tasks.
- monitor city level progress on EP plans and agreements
- meet jointly agreed aims and objectives
- respond to items of consultation as the Community Planning Partnership for Edinburgh. Such items will be signed by the Chair of the Edinburgh Partnership and
- undertake tasks as directed by the National Community Planning Group

THE EDINBURGH PARTNERSHIP

**EP Board Meeting**

**15 June 2017**

**Item 10**

**Decision**

# EDINBURGH SUSTAINABLE DEVELOPMENT PARTNERSHIP

# KEY FINDINGS - BOARD AWAY DAY – NEW COMMUNITY PLAN 2018-2023

## Executive Summary

1. An Away Day for the Edinburgh Partnership Board and Chairs of the Strategic Partnerships took place on 21 April 2017 and was facilitated by Architecture and Design Scotland. It was agreed to report to the Edinburgh Partnership Board meeting in June and to agree the next steps in the development of the new community plan (2018-2023).

2. The Away Day brought key players together to explore a new approach to how the wider Partnership works together to develop the new community plan and in doing so input to the vision for Edinburgh in 2050. It also reinforced the paper (Item 10) to the EP Board on 30th March 2017 noting progress in identifying priorities for joint effort across public and third sector partners towards reducing inequalities.

3. A presentation outlining next steps in the development of the new Community Plan is attached (Appendix 1).

**Main Contacts**:
Nick Croft; Chair EPLOG; nick.croft@edinburgh.gov.uk
Ben Twist, Vice Chair, ESDP; ben.twist@creativecarbonscotland.com

**Recommendations**
It is recommended that:

- The new Community Plan (2018–2023) is radical i.e. each action identified must have public agency, community and private sector involvement; and each action will detail the interlinked environmental, social and economic impacts and benefits;
- Prevention, early intervention and sharing resources will be the underlying principles for the plan;
- Following the June Board meeting a series of workshops are organised to define partnership action required to address the following 'priorities – income maximisation[1], housing, education and employability and any other priorities agreed by the Board.
- A draft Community plan will be presented to the Board in December 2017 with a final draft submitted for approval to the March 2018 meeting.

[1] Income Maximisation – relates to services and initiatives that are geared towards helping Edinburgh citizens maximise their income whether the money comes from employment, social security payments or through better overall financial management.

**Background**

1. In December 2014, the Edinburgh Partnership (EP) agreed that the next Community Plan (2018–2023) for the city would be based on the three domains of sustainability: environment, society and economy. In practical terms this means that decisions should take account of all three domains and one should not be at the expense of the other two.

**Main Report**

2. The Edinburgh Sustainable Development Partnership (ESDP), as a strategic partnership of the Edinburgh Partnership believes that in order for the new community plan to promote a sustainable Edinburgh there needs to be a genuine collaborative approach to actions by all partners over both the short and long term. The focus of the Away Day was to explore 'how' this could happen and what could be done differently going forward.

3. The main **outcomes** from the day were as follows:

   It was agreed that there should be three primary principles underpinning the new Community Plan:

   - **Prevention;**
   - **Early intervention;** and
   - **Sharing Resources**

   These principles are also reflected in the values and culture that underpin the Community Planning process as set out by Scottish Government: Fairness and Equity; Sustainability, Prevention, Transparency, Joint Resourcing, Collaboration, Innovation, Citizen and Community co-production.

4. It was recognised that all partners have the following in common:
   - **Shared Issues** (e.g. the impact of continued population growth on service demand and delivery and that this will only get more pronounced according to estimated forecasts);
   - **Missing Issues** (e.g. early years intervention – issues are being missed in childhood or even earlier within families that could prevent service pressures across all partners at a later date); and
   - **Relationships** – the opportunity is being missed to work more effectively together across all sectors of the city. There is a collaborative benefit to addressing shared issues and this is currently not being harnessed in the city. There is a need to create an authorising environment where people/partners take responsibility, expect collaboration and provoke possibilities

**New Community Plan**

5. The Partnership has agreed to focus its joint efforts on the following priorities – Income maximisation, Education, Housing and Employability and any other priorities as identified by the Board (at the June Board meeting). At the Away Day 'Income Maximisation' was looked at as a test of the change proposal, discussing practicalities of how all partners could contribute to actions under this priority.

6. It was agreed that the new community plan should be radical i.e.

- Every action will have community, public agency and private sector input. The private sector is an important player in the success of the city but to date has not been invited to contribute its 'offer' to the community plan e.g. expertise, resources, leadership etc.;
- Every action will detail the social, economic and environmental impacts and benefits. It is easier to address actions as single issues but the potential to maximise synergies is missed if the holistic approach is not applied for the long-term benefit of the city; and
- The plan will be based on the following principles and shared values: Prevention, Early Intervention and Shared Resources, as discussed in paragraphs two and three.

**Proposal for Next Steps**

7. The Away Day was the first workshop to discuss the development of the new Community Plan. It was agreed that there will be a series of further workshops organised focussing on each of the identified priorities. Each priority will have actions as detailed in paragraph 5 above.

8. Due regard will be given to the assessments that may be required for the plan (i.e. Strategic Environmental Assessment (SEA) and the Integrated Impact Assessment (IIA)) and the Board advised accordingly.

9. A draft plan will be reported to the Board in December 2017 with the final plan being presented for approval at the Board meeting in March 2018.

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

Appendices

- Appendix 1 – Board Away Day Outcomes

THE EDINBURGH PARTNERSHIP

# The Edinburgh Partnership Community Plan 2018/23

## (Local Outcomes Improvement Plan)

# 1. Rationale

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- Community Empowerment Act 2015
- Christie Commission (people, performance, prevention, partnership)
- Public Bodies Joint Working Act 2014
- Children and Young People's (Scotland) Act 2014
- Police and Fire Reform and Community Justice Reform
- College and Education Reform – equity and excellence
- National Planning Review – place making
- Procurement Reform – community benefits + sustainability
- National skills and enterprise review
- Locality Working and Locality Improvement Plans

# 2. Values and Culture

THE EDINBURGH PARTNERSHIP

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

THE EDINBURGH PARTNERSHIP

# 3. Proposed Core Contents

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

# 4. Agreed Strategic Outcomes

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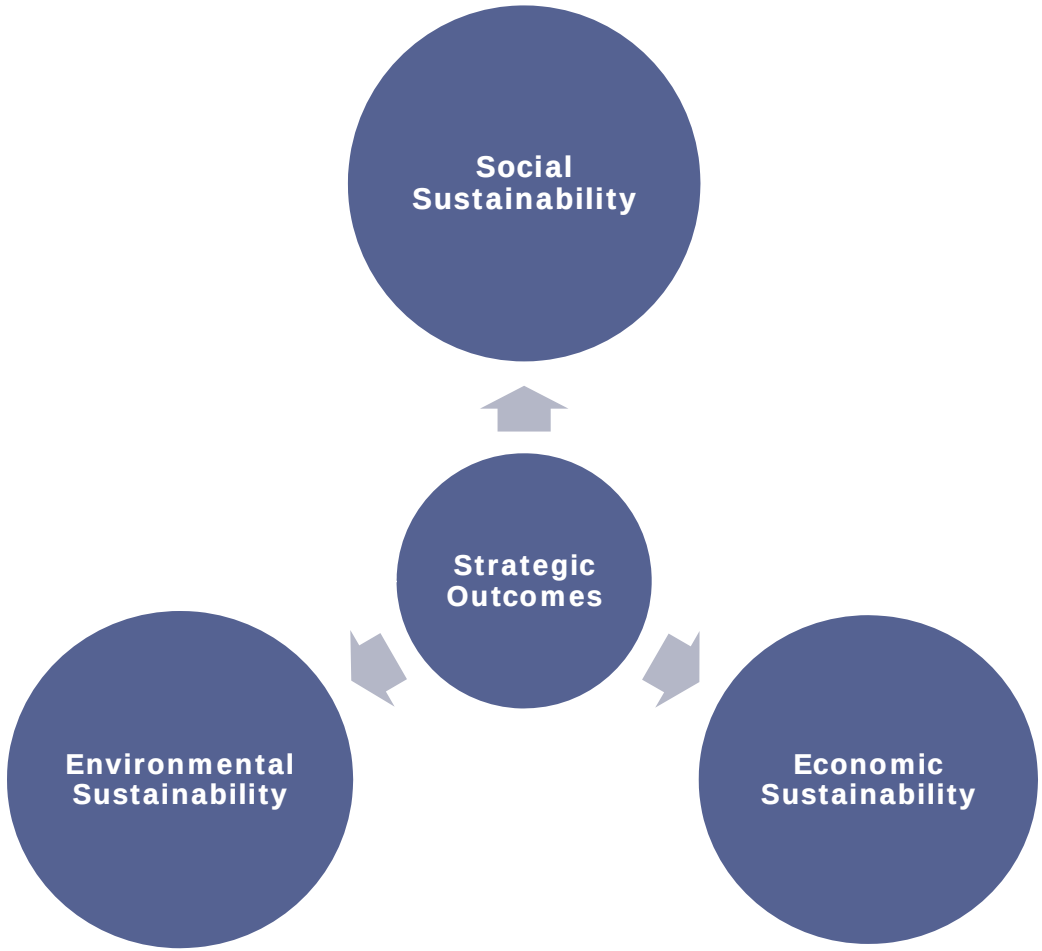

# 5. Proposed Strategic Priorities

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THE EDINBURGH PARTNERSHIP

## Strategic Priorities - Template

| Theme | Action | Responsibility | Measures | Resources |
|---|---|---|---|---|
| Social Sustainability | | Private:<br>Public:<br>Community: | | |
| Economic Sustainability | | Private:<br>Public:<br>Community: | | |
| Environmental Sustainability | | Private:<br>Public:<br>Community: | | |

# 6. Engagement, Co-production and Approval Process

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- Board away day – April 2017 – initial discussion on the new plan and key priorities + post away day discussions
- Board meeting – June 2017 – design and agree engagement and co production process + agree initial key priorities + core content
- 1st Phase engagement and co production process – workshops on key priorities - June 2017 to November 2017 (including citywide analysis of LIPs)
- Initial draft – Board meeting December 2017
- 2nd Phase engagement and co-production process – December 2017 to February 2017
- Final approval – Board meeting March 2018

THE EDINBURGH PARTNERSHIP

**EP Board Meeting**

**15 June 2017**

**Item 11**

**Decision**

# The Edinburgh Partnership Community Plan Progress Report – June 2017

Welcome to the Edinburgh Partnership final progress report which provides an update on how the partnership is performing against Key Performance Indicators set out in the Edinburgh Partnership Community Plan 2015-18. This report provides an update on measures since December 2016 report.

The report also updates on progress of actions and milestones reached on the four partnership outcomes as follows:

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

The table below shows a high level overall performance for each of the outcomes. Progress of actions and measurement of performance is described using a RAG (Red, Amber & Green) status and full details are outlined in the appendix to this report.

| Edinburgh's economy delivers increased investment, jobs and opportunities for all | Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health |
|---|---|
| **3** KPIs are meeting target | **1** KPI is meeting target |
| **0** KPIs just missed target | **2** KPIs just missed target |
| **0** KPIs and actions have missed target or are not met | **1** KPI has missed target |
| **0** KPIs are data only | **0** KPIs are data only |

| Edinburgh's children and young people enjoy their childhood and fulfil their potential | Edinburgh's communities are safer and have improved physical and social fabric |
|---|---|
| **1** KPI is meeting target | **4** KPIs are meeting target |
| **3** KPIs just missed target | **1** KPI just missed target |
| **0** KPIs has missed target | **0** KPIs have missed target |
| **1** KPI is data only | **4** KPIs are data only |

## Key Findings

The following is an overview of the high level findings during this period across each of the four partnership outcomes:

### Edinburgh's economy delivers increased investment, jobs and opportunities for all

Edinburgh's labour market continues to perform better than Scotland as a whole on key employment measures. While the overall trend is improving, data does not fully reflect the labour market for low income households, many of which will be underemployed on zero hours contracts and low wages.

### Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

In terms of Health and Social Care, discharge delays continue to pose a major challenge. A comprehensive programme of actions to address delayed discharge for Edinburgh residents has been underway. A Flow Board has been working for a year, reporting to the Edinburgh Integration Joint Board, to oversee work to address these challenges. Progress was reviewed at the Board's March 2017 meeting, where it was agreed that the focus of the programme is reset to address a small set of priorities which were finalised at the Programme Board's meeting on 24 April. As part of this work, a quality improvement methodology is being implemented by a subgroup of analysts from NHS Lothian, the Council's Strategy and Insight Service, ISD, and senior managers from the Health and Social Care Partnership and NHS Lothian. The group is developing a whole system overview of activity and performance which will enable identification of areas to target for improvement. Weekly meetings with locality managers are underway to discuss progress and challenges in addressing delayed discharge.

Further to that the balance of care indicator has been revised to take into account changes in way that care is provided, mainly through reablement. This change was done to maximise the use of community capacity and to target reablement services to ensure that maximum benefit is afforded to the individuals who can achieve most benefit from targeted goal setting and reabling approaches. Activities to shift the balance of care, to achieve the right care in the right place at the right time, are underpinned by the strategic plan.

### Edinburgh's children and young people enjoy their childhood and fulfil their potential

Through the various elements of the Looked After Children transformation programme and the focus on the Balance of Care there has been measurable progress against targets. The increase in the number of LAC has been halted with a reduction seen in the number since September 2016.

School leavers destination shows sustained improvement since 2010. A key aspect has been improved partnership working with schools to raise awareness of college courses with events organised for Head Teachers, Guidance Teachers, DHTs. Edinburgh College has guaranteed a place to every school leaver who applied to college for academic session 16/17.

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

Finally, the rate for of recorded violent crimes and offences per 10,000 population and number of dwelling fires shows a positive reduction. Decline in figures in respect of recorded crimes of violence (per 10,000 population) is being achieved through engagement with partners and intelligence led Policing. While Our Home Fire Safety Visit (HFSV) programme continues to be a success in reducing the number of accidental dwelling fires.

The Council and its housing association partners have agreed an ambitious plan to commit direct investment of £2 billion to deliver 16,000 new affordable and low cost homes over the next 10 years. This is an unprecedented commitment to tackle the acute shortage of affordable and low cost homes in the city.

## Status

Subject to partner sign off.

## Contact details

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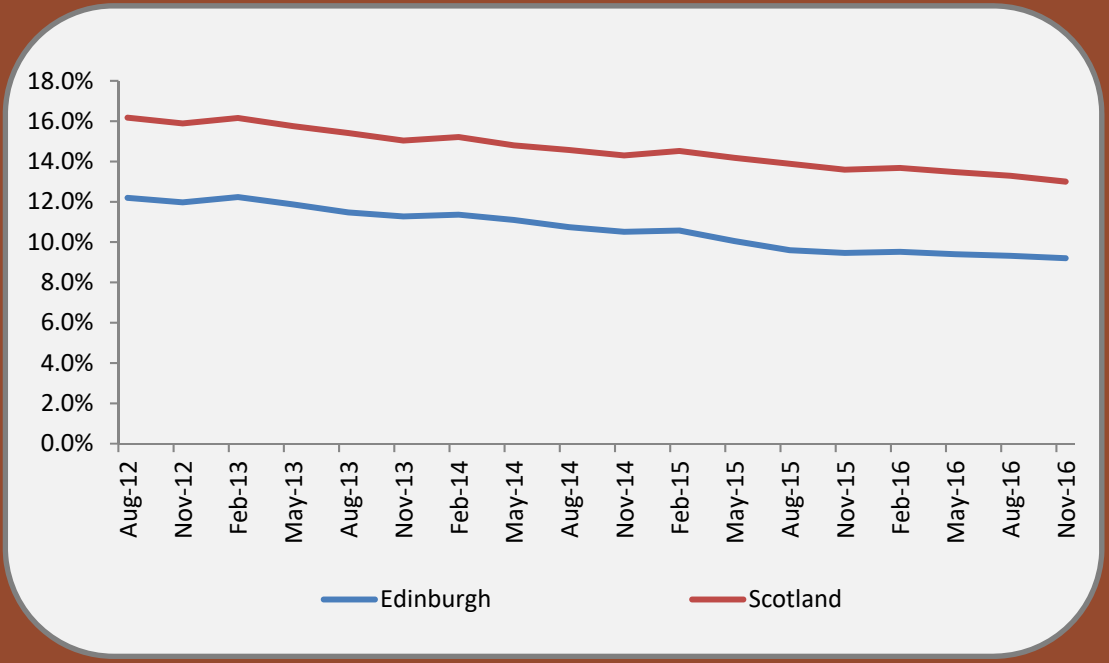
# Edinburgh's economy delivers increased investment, jobs and opportunities for all

*Reducing unemployment & tackling low pay*

**Summary:** The overall trend is improving but data does not fully reflect the labour market for low income households, many of which will be underemployed on zero hours contracts and low wages. The Responsible Business campaign continues, involving the Chamber of Commerce and Business Gateway to improve understanding of "fair work" practices and business benefits of looking after employees; signing up to the principles of the Scottish Business Pledge. Edinburgh has the second highest share of businesses that sign up to the Scottish Business Pledge at 13.8% or (150 businesses). This is second to only Glasgow at 17% or (185 businesses).

## Benefits Claimant Rate – All Working Age Adults




DWP benefits data includes claimants of disability related, income support and other benefits, as well as job seekers.
The number of working age DWP benefits claimants in Edinburgh was 31,880 (9.2% of all working age adults) in the quarter to November 2016. This was down from 32,910 (9.5%) during the same period in 2015.

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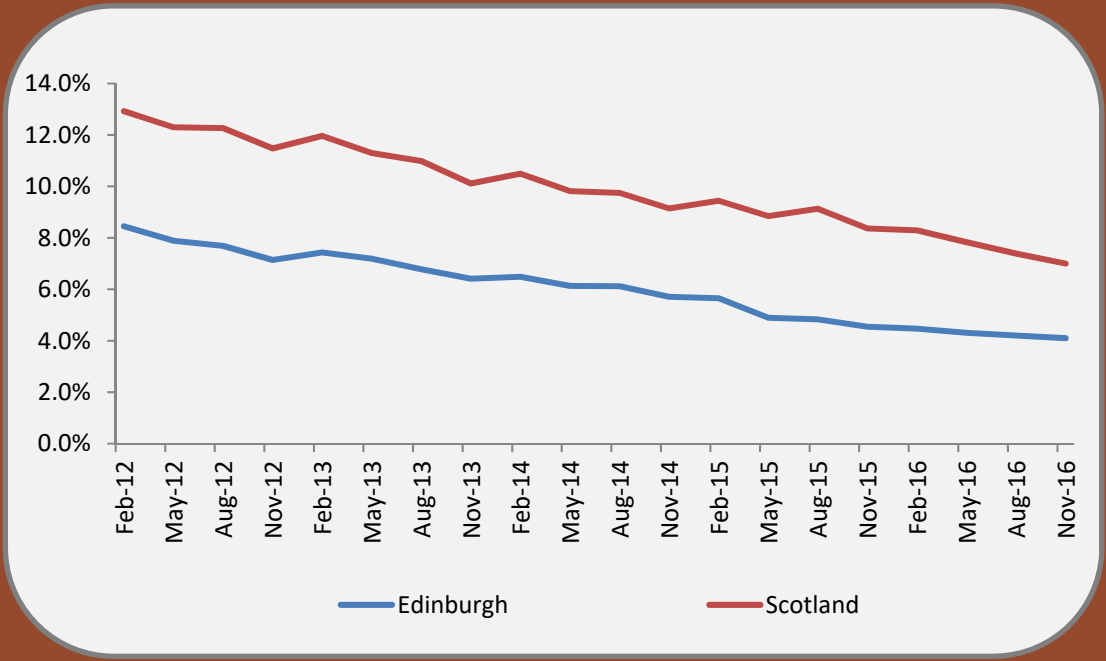
*Reducing unemployment & tackling low pay*

**Summary:** Jobseekers rates for 16-24 are also lower and largely achieved through increased intervention through Edinburgh Guarantee and Developing Young Workforce which has invested in SME engagement to develop opportunities for school based pupils.
The Edinburgh Guarantee Partnership aims to improve the number of school leavers making a sustained transition from school to work or learning to help prevent worklessness and poverty. Since April 2016 Edinburgh Guarantee employer engagement work has supported 2,143 into jobs

## Benefits Claimant Rate – Aged 16-24



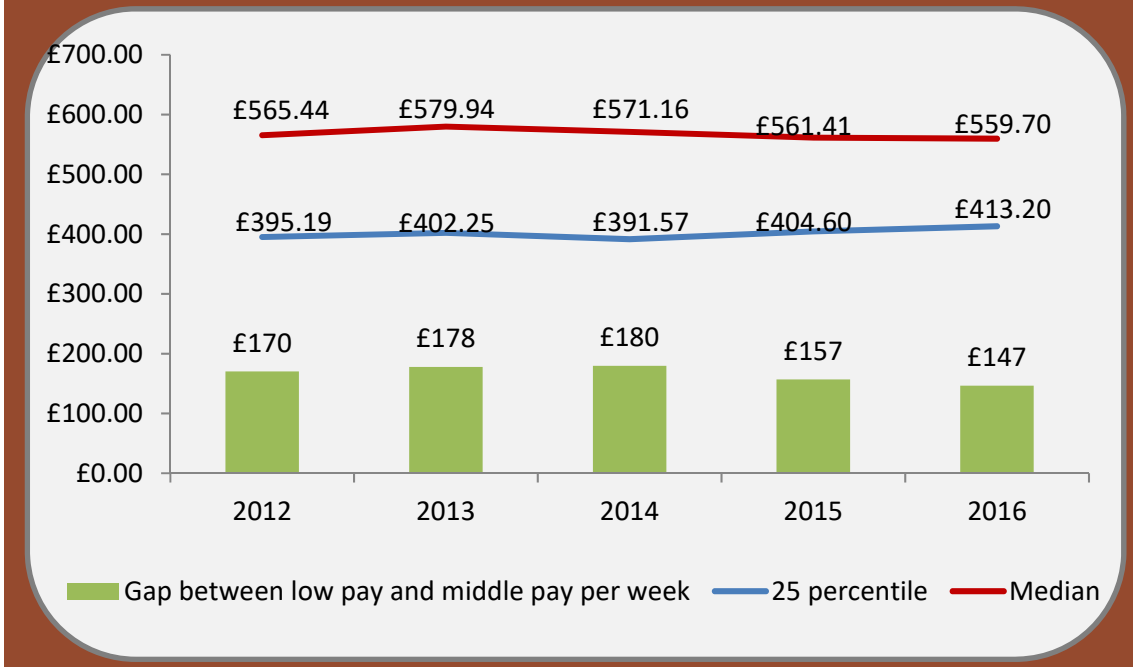

DWP benefits data includes claimants of disability related, income support and other benefits, as well as job seekers.
The number of claimants aged 16-24 in receipt of DWP benefits dropped to 2,700 (4.1% of that aged group) in the quarter to November 2016 down from 3,060 (4.5%) during the same period in 2015.

# Edinburgh's economy delivers increased investment, jobs and opportunities for all

*Reducing unemployment & tackling low pay*

**Summary:** While improving and leading as an employer having just achieved accreditation as a Living Wage Employer, more needs to be achieved to develop "inclusive economic growth". Employees want a decent hourly rate, job security, paid holidays and sick leave, a safe working environment, supportive line manager and flexibility. The latter is critical for parents and those employees who have care responsibilities.

## Earnings of bottom 25 percentile of Edinburgh residents in employment (full and p/t)




Low wage earnings is defined as a average gross weekly salary of the 25-percentile. This means that a quarter of the living in Edinburgh and working full time earn less than £413 per week in 2016. This is slightly more than in 2015 meaning that the gap between low and median wages has narrowed.

In real terms, average value low wage earnings in Edinburgh have increased from £395 in 2012 to £413 in 2016, whereas the average middle pay decreased, in real terms, from £565 to £560 over the same period.

# Edinburgh's economy delivers increased investment, jobs and opportunities for all

*Reducing unemployment & tackling low pay*

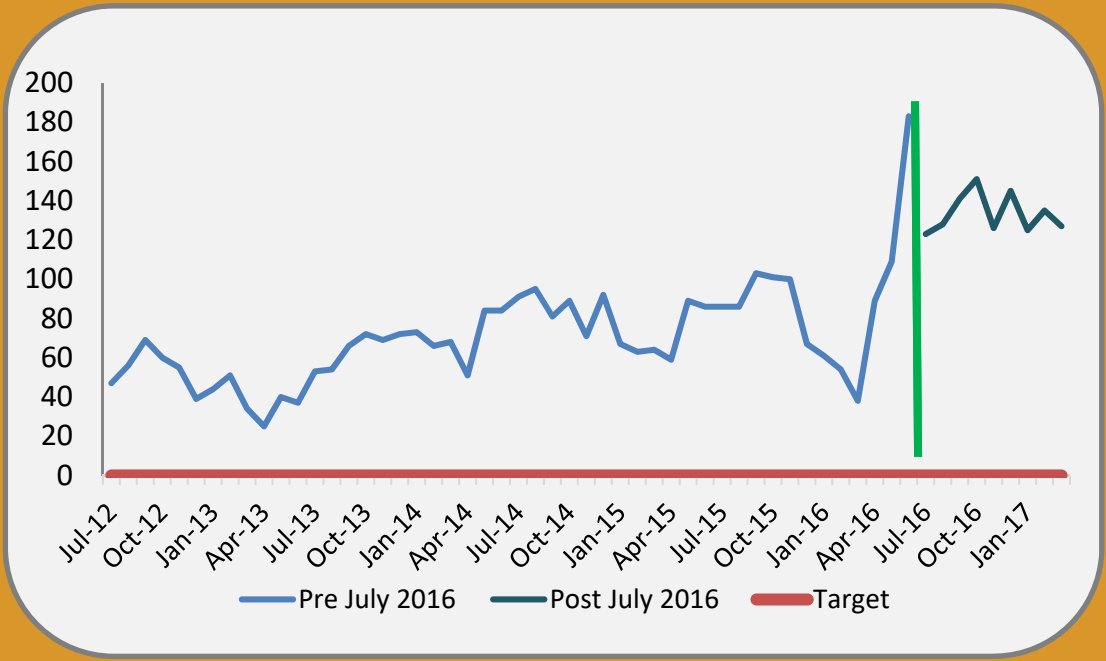
| Commitment to Action | Comment | Status |
|---|---|---|
| The establishment of a Corporate Social Responsibility (CSR) framework to make it easier for employers to engage in CSR activities | Promoting responsible business is largely led by the Chamber of Commerce following an agreed action plan, including events, PR and an award. | |
| To provide a range of programmes and interventions to increase and improve youth employability across the city | The Edinburgh Guarantee Partnership aims to improve the number of school leavers making a sustained transition from school to work or learning to help prevent worklessness and poverty. | |
| Identify  opportunities for business involvement in school-based activity | Already an established action for the Developing Young Workforce Project (a regional version of the Edinburgh Guarantee approach). | |
| Establish Edinburgh as Scotland's Living Wage City | CEC has just received accreditation as a LW employer – process takes up to 2 years. This is not a realistic commitment and the wider regional direction, also Scottish vision needs to be considered. | |
| To provide a range of community-based adult literacy and numeracy programmes across the city | The range of Community Learning Development provision in Community Based Adult Learning is delivered through local teams. The Adult Education Programme is managed centrally from South Bridge Resource Centre and delivered in venues across the city. | |
| To provide a range of English to Speakers of Other Languages (ESOL) programmes across the city | English to Speakers of Other Languages (ESOL) work with Syrian Refugees (CLD, Edinburgh College and The Welcoming) is recognised as sector leading. | |

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Shifting the balance of care*

**Summary:** Delayed discharge: the Patient Flow Board oversees the range of work streams which have been set up to reduce delayed discharges. A self assessment of the current approach to managing hospital flow has been undertaken using national guidance on best practice. Actions arising from this assessment have been incorporated into the work streams. These include: addressing delays within the hospital pathway, admission avoidance, rehabilitation and recovery, implementing the new care at home contract and the Multi-Agency Triage Teams to provide rapid response to support people who are at immediate risk of hospital admission.

Number of people waiting more than two weeks for discharge to an appropriate setting




Note that, since July 2016, this definitions underpinning this measure have changed, so the figures since then are not comparable with those before. The total delayed for longer than two weeks at the March 2017 census was 127.

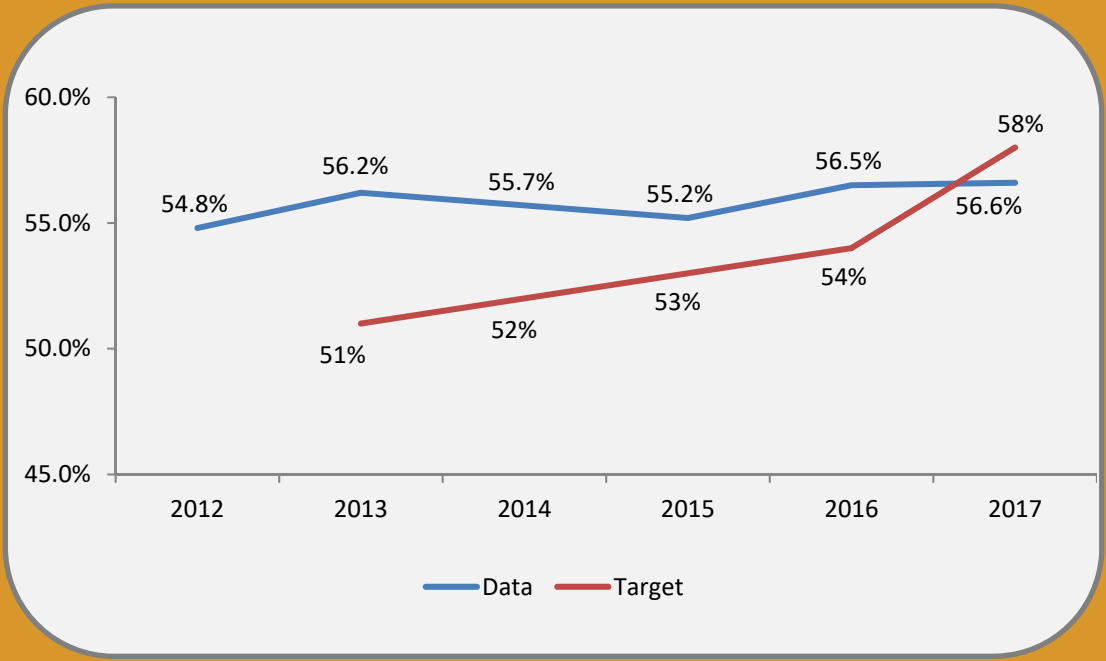
Patient flow is being addressed through a programme of actions which are being overseen by the Patient Flow Programme Board.

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Shifting the balance of care*

**Summary:** Balance of care: a comprehensive review of capacity and demand within the older people's care system is underway and this will inform actions for supporting further shifts in the balance of care towards community settings. The model of reablement has been changed to maximise the use of community capacity. The approach is to target reablement services to ensure that maximum benefit is afforded to the individuals who can achieve most benefit from targeted goal setting and reabling approaches. This differs from the previous approach which was targeted at all discharges from hospital. The target in the reduction in support needed of 45% has been exceeded, with a level over the first ten months of 55% (people who started since June and finished before the end of March 2017), compared with 37% over the previous 12 months.

The number of adults (18+) receiving personal care at home or direct payments for personal care, as a percentage of the total number of adults needing care.




This measure has been revised to take into account changes in way that care is provided, mainly through reablement. The measure is now the number of adults (18+) receiving personal care at home or direct payments for personal care, as a percentage of the total number of adults needing care.

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Shifting the balance of care*

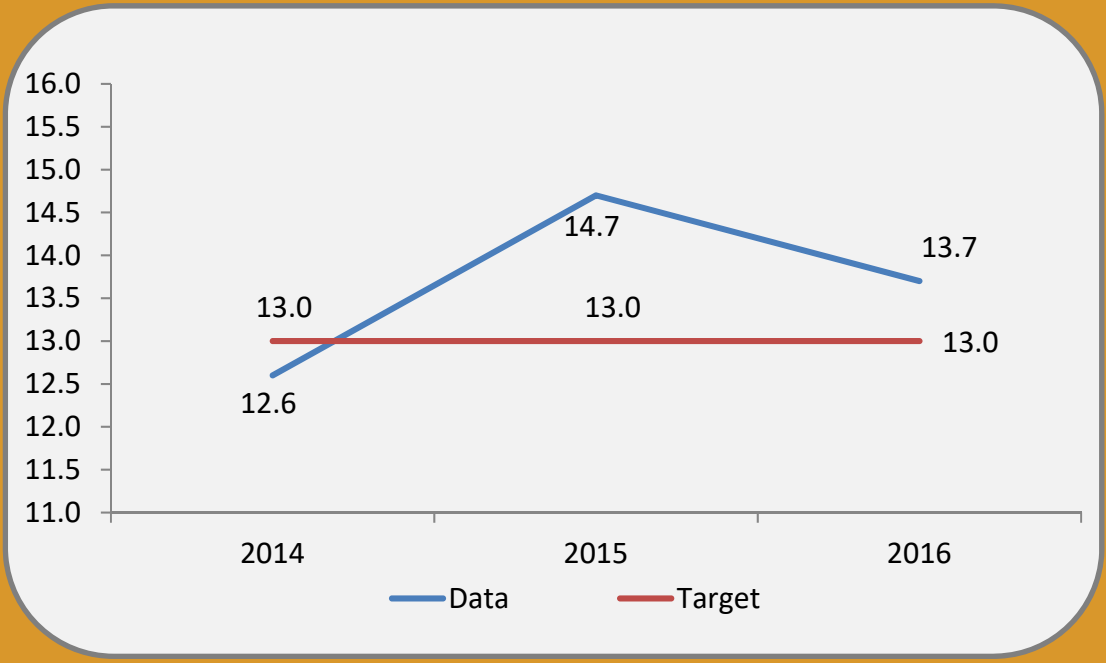
| Commitment to Action | Comment | Status |
|---|---|---|
| Addressing delays within the hospital pathway | A Flow Board has been established to oversee a programme of work to reduce the number of delayed discharges to 50 by December 2017. A Multi Agency Triage (MATT) function has been established as part of the new locality structure which focuses on admission avoidance and timely discharge. The number of delays is showing a downward trend from 201 at the October 2016 census to 176 for the March 2017 census. | |
| Rehabilitation and recovery | Changed approach to the use of reablement services to ensure maximum benefit is afforded to the individuals who can achieve most benefit from targeted goal setting and reabling approaches. This differs from the previous approach which was targeted at all discharges from hospital. Target is 45% reduction. For all those who started after June 2016 and finished Reablement before the end of April 2017, a 52% reduction in the hours of care required has been achieved. This compares with 37% in the year running up to the change in criteria. | |
| Implement the new Care at Home contract to support providers to maintain business continuity and provide a more flexible and responsive service | The care at home contract was implemented in autumn 2016 and work is ongoing with providers to increase market capacity. | |

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing alcohol and drug misuse*

**Summary:** Development of courses to reduce alcohol related harm is underway. The associated framework on the reduction of alcohol related harm has been published and integrated into the work of the strategic partnerships.

## Premise licences in force (off trade per 10,000 adult population)




Baseline data for March 2013/14:

- 1725 total licences
- 518 off sales

In 2014/15 there were:

- 1987 off licences
- 609 off sales

In 2015/16 there were:

- 2000 off licences
- 574 off sales

Source: http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice/PubLiquor

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing alcohol and drug misuse*

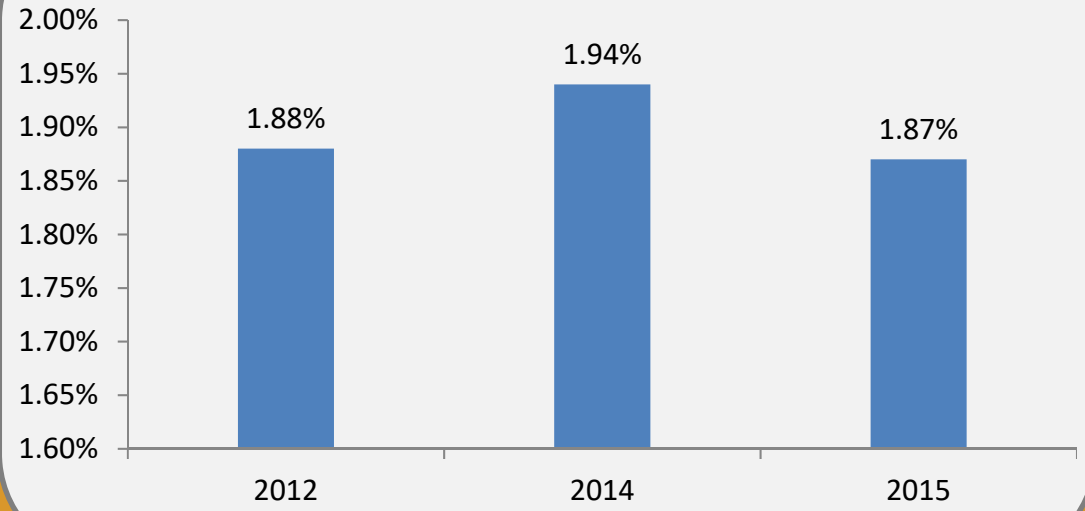
| Commitment to Action | Comment | Status |
|---|---|---|
| Redesign and secure delivery of a more recovery oriented system of care | This work is now completed. | |
| Work with Neighbourhood Partnerships to improve local input into licensing decisions and community responses to alcohol related harm | Alcohol profiles developed to support the development of the Locality Improvement Plans. | |
| Develop and implement a high level strategy to reduce alcohol related harm | Strategy will be presented to the Partnership Board in September 2017. | |

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing health inequalities*

**Summary:** The Edinburgh Health and Social Care Strategic Plan sets out the strategic intentions of the Integration Joint Board (IJB) in terms of tackling inequalities including health inequalities, which is to work with community planning partners to agree the most effective way of using the resources available. The IJB has agreed to continue with the existing Health Inequalities Grants Programme for a further year. The Edinburgh Choose Life Steering Group on Suicide Prevention is working to raise awareness of suicide prevention across agencies by promoting a programme of suicide prevention training.

## The ratio of premature mortality rates between the 15% 'most deprived' areas (per SIMD) and the Edinburgh average




Target is to reduce the gap.

The figure for 2015 is 1.87, which represents a reduction in the gap, in line with the objective to reduce inequality. The figure indicates that for every one premature death in Edinburgh there are 1.87 premature deaths in the areas of greatest multiple deprivation.

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing health inequalities*

| Commitment to Action | Comment | Status |
|---|---|---|
| Through its active travel forum and partners (e.g. NHS Lothian, Sustrans, etc), direct investment to bring about an uplift in active travel across Edinburgh's communities including in deprived areas | The council is continuing to follow the three strand approach: reducing the need to travel; encouraging use of alternatives to the car; and reducing emissions from motorised travel. To encourage use of alternatives to the car, the council is investing in cycling and walking infrastructure, to continually improve conditions for pedestrians and cyclists, as detailed in the Active Travel Action Plan. Recent achievements include: improving the National Cycle Network route 1 from Haymarket to Queensferry, a new NCN route 75 link from the Meadows to the Innocent Railway path and a new off-road cycleway from Gilmerton across the city bypass to Loanhead, Midlothian. | |
| Continue with existing Health Inequalities Grant Programme for 2017/18 and determine priorities for use of resources from April 2018 onwards | Grants have been awarded for 2017/18 in line with agreed priorities. | |
| Ensure that street design projects value the positive contribution from, and deliver, trees in the urban environment, to ensure positive well being, through the adoption of standards in the Council's street design guidance | The Street Design Guidance was created to ensure Edinburgh has a world-class network of vibrant, safe, attractive, effective and enjoyable streets. This includes guidance on introducing street trees and soft landscaping to conserve and enhance townscape character, to use as a traffic calming measure and to encourage walking and cycling. | |
| Development of Mental Health Re-ablement Service. Wayfinder Partnership and Public Social Partnership will implement a graded support model which focuses on person centred choices, providing a safe and secure base for people and activities | Positive Steps Reablement Service is operational and the Wayfinder Partnership has implemented a grade support model. | |

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing health inequalities*

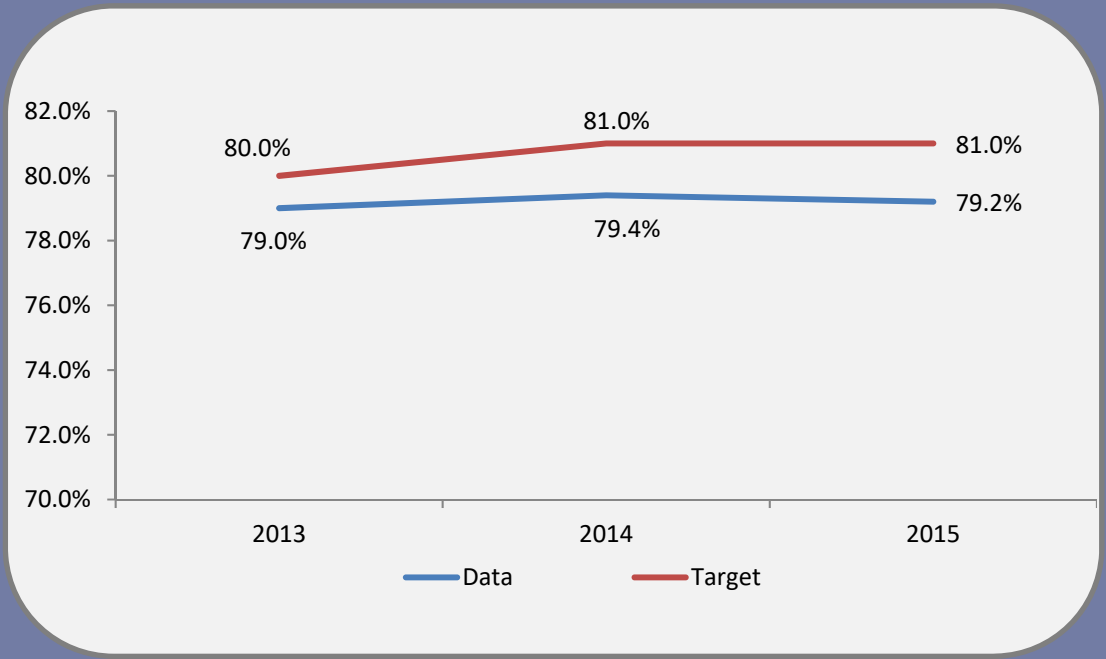
| Commitment to Action | Comment | Status |
|---|---|---|
| Edinburgh Choose Life Steering Group Suicide prevention – implementation of multiagency commitments to develop services to support people suffering distress | The Choose Life programme continues with various workstreams to develop services and raise awareness of the suicide prevention strategy. | |
| To maximise the therapeutic impact of the new Royal Edinburgh Campus through a Public Social Partnership focusing on the impacts of external environment and arts to support people's' mental health and wellbeing | Mental Health and Wellbeing Public Social Partnership established to redesign wellbeing and preventative services. Services to be in place from November 2017. | |
| Improving inpatient psychiatric care in fit for purpose environments | New Royal Edinburgh Building is due to open mid to late 2017. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving early support*

**Summary:** The 27-30 month review data has been shared with health visitor teams looking at uptake, documentation, outcomes and referral/support, resulting in areas for future work being identified. Family literacy work with parents in their children's early years continues to be recognised as a key element of the Integrated Literacy Strategy and Family Learning workers are engaging with groups of parents and carers to enable them to give support outside school to their children's early literacy and numeracy. The Edinburgh Children's Partnership has agreed a set of Wellbeing Outcomes which were developed and trialled by practitioners. These are being used to involve families in child planning and to measure its effectiveness.

% of children who have reached all the expected developmental milestones at the time of the child's 27-30 month child health review



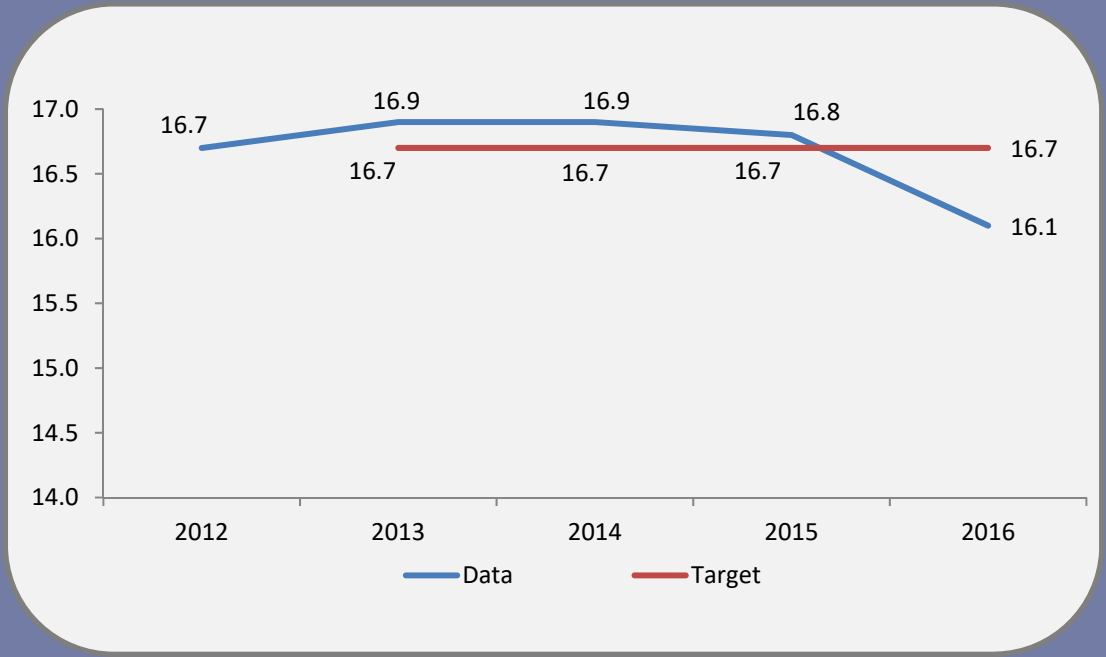

Data taken NHS ISD publication 'Child Health 27-30 Month Review Statistics' published in February 2017. Latest data shows that during the year 1 April 2015 - 31 March 2016, of the 5213 eligible children, 4466 were assessed. This is an uptake of 85.7%, up from 84.7%. There was no concern over all domains for 3538 (79.2%) of these children, short of the 81% target and higher than the national average of 72.4%. We are in the process of developing a system for regular and up to date reporting of the 27-30 month review data. Until this is available we require to use the officially reported information.

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving early support*

**Summary:** Through early support for children and families (while still responding to need) we aimed to reduce the rate of growth in the number of children who need to be looked after. We have made significant shifts in the balance of care, including significantly reduced usage of secure accommodation.
Earlier support to families is provided through the Multisystemic Therapy Service, Family Household Support Teams and the Family Group Decision Making Service.

## Number of children who need to be looked after (rate per 1,000)




Through early support for children and families (while still responding to need), we have aimed to reduce the rate of growth in the number of children who need to be looked after. Performance is now below the target figure. The national figure is 15.4. The data is published in 'Children's Social Work Statistics Scotland, 2015-16' by the Scottish Government on 28 March 2017 and relates to the position as at end July 2016.

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving early support*

| Commitment to Action | Comment | Status |
|---|---|---|
| Develop deliverable safe alternative(s) to secure accommodation for young women at risk | The first of two new, flexibly designed residential facilities (Heathervale) opened in August 2016 and plans are in advanced stages to rebuild Oxgangs Young People's Centre on the current site. | |
| Provide earlier support to families experiencing difficulties (with a specific focus on substance misuse and domestic violence) to reduce the need for children and young people to become looked after | Earlier support to families is provided through the Multisystemic Therapy Service, Family and Household Support Teams and the Family Group Decision Making Service. | |
| Expand the range of foster care and placements available | The net growth in foster care capacity has continued. CEC has wider choice of placement within the city. 28 new carers were approved in 2016. | |
| Evidence use of wellbeing indicators to consistently and holistically assess and meet needs across all children's service delivery | A revised version of Edinburgh's wellbeing outcomes was trialled on a multi-agency basis during 2016 in five school cluster groups. The Outcomes Working Group continued to support learning and the wider introduction of the use of the outcomes in the latter part of 2016. A report to Edinburgh Children's Partnership recommending citywide roll-out was approved. | |
| Develop and deliver the Psychology of Parenting Project in Edinburgh (a cluster based approach to begin with, building to a whole-city approach) | Psychology of Parenting programme is now being delivered citywide with improvements being shown in children's Strengths and Difficulties Questionnaires scores as a result. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving early support*

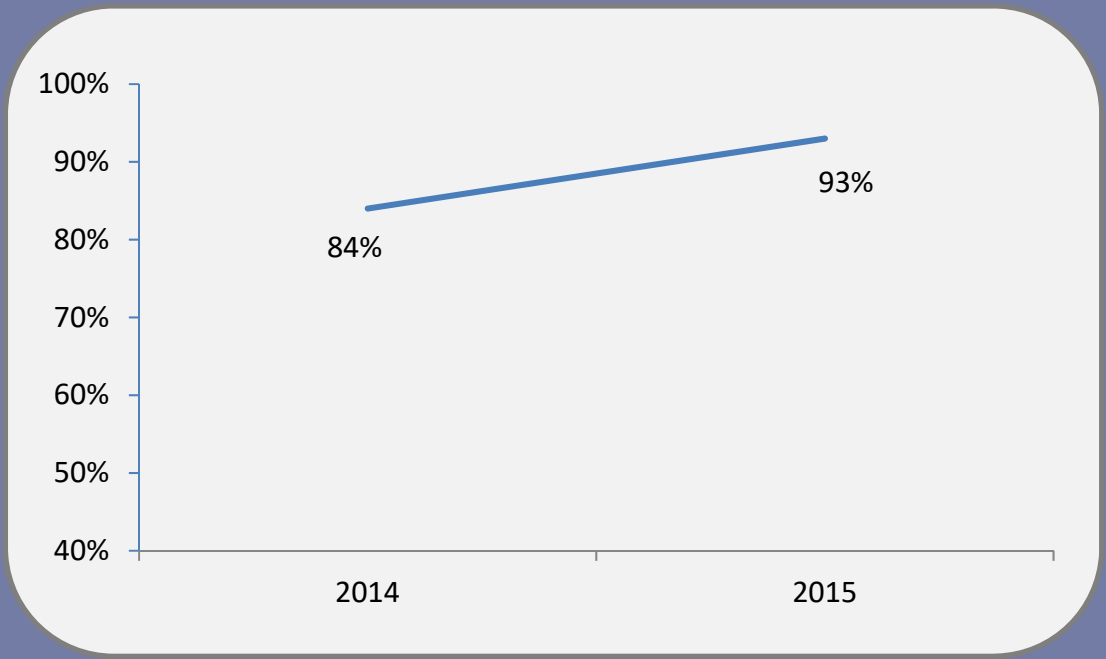
| Commitment to Action | Comment | Status |
|---|---|---|
| Increase access to early learning and childcare for all 3-4 year olds and eligible 2 year olds to 600 hours per year | The entitlement for all 4 year olds and eligible 2 and 3 year olds to be offered their entitlement of 600 hours has been achieved. | |
| Work with partners to develop a "Childcare Guarantee" based on the Edinburgh Guarantee to encompass childcare to support employment and training and universal breakfast and after-school club provision. Explore options for school holiday activity and care provision for children with additional support needs | We now have a contract for around 750 subsidised childcare places year in four locations targeted towards supporting low income household parents. An interactive website, updated directly by providers is now available providing up to date information on childcare places. | |
| Early Years Collaborative and Early Years and Early Intervention Change Fund aims to work in partnership to reduce the numbers of children who need to become looked after by supporting families earlier and more effectively | A number of successful initiatives from these programmes have now been mainstreamed. A final report on the Early Years and Early Intervention Change Fund was submitted to the Scottish Government early in 2016. | |
| Improve the quality of our services and our potential for early intervention through regular (annual) engagement with children, young people and their parents | More than 20,000 pupils in primary, secondary and special schools took part in this year's (2016/17) pupil surveys. Each school receives a report of their pupils' responses and this feeds into school improvement plans. A wide range of engagement activities have been undertaken across early years, schools, children's social work services and community learning, and services have been improved/ developed as a result. The new Children's Plan which is currently being developed by the Children's Partnership will include commitments in relation to the participation of children, young people and parents/carers which will be regularly monitored. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving outcomes for children in need*

**Summary:** The Corporate Parenting Action Plan has delivered a range of actions across 6 themes including the Looked After and Active programme. The plan was developed using a themed approach to give a broad indication of how well we are doing. Attainment of Looked After Children is improving and the Corporate Parenting Member Officer group will focus on further specific measures to build on this improvement in 2017/18. The redesign of services for children affected by parental substance misuse was completed with a single citywide contract awarded to Circle.

## Attainment of Looked After Children



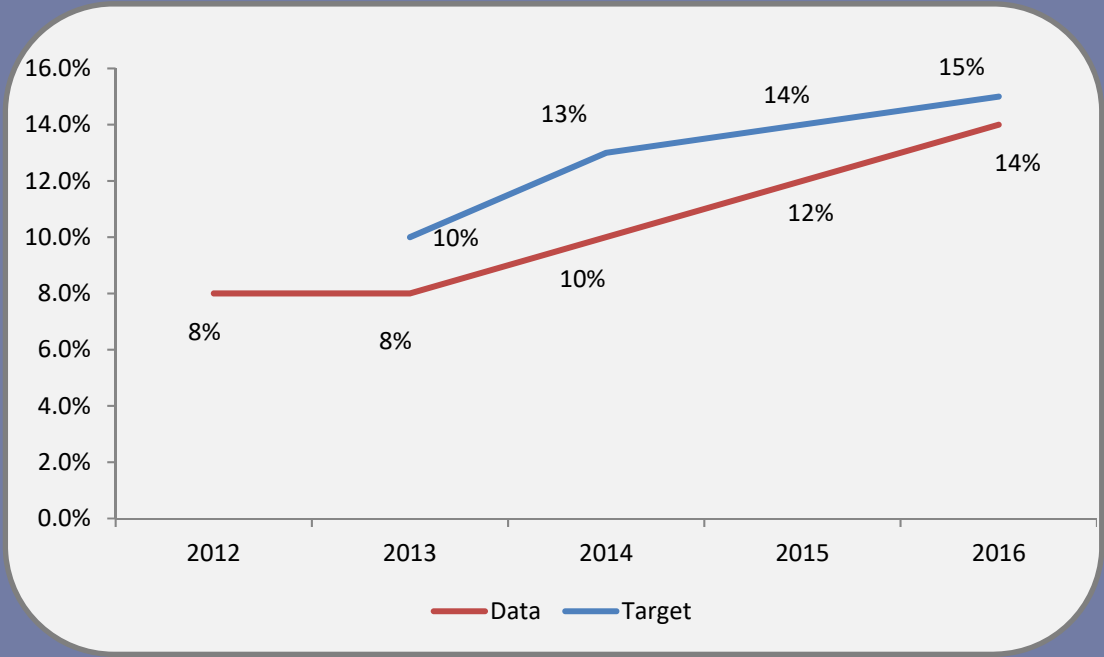

Data is taken from the Scottish Government publication 'The Education Outcomes for Looked After Children' published in June 2016. The figure (93%) is based on those young people Looked After for the full year and the National figure was 86%. The information in 2014 was the first following this definition and no retrospective information was calculated. Consequently targets have not been set until trend information can be analysed. The aim is to close the achievement gap experienced by those who are looked after.

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving outcomes for children in need*

**Summary:** The Corporate Parenting Action Plan has delivered a range of actions across 6 themes including the Looked After and Active programme. The plan was developed using a themed approach to give a broad indication of how well we are doing. The '1 in 5' project work to raise awareness and understanding of child poverty is now underway in over 40 schools, with more lined up to receive training. Feedback from schools about its impact is highly positive. In addition, a draft Equity Framework is currently under development

% of pupils living in most deprived areas gaining 5+ awards at SCQF Level 6




Data was published by the Improvement Service in January 2017 as part of the Local Government Benchmarking Framework. No targets set beyond 2015/16 due to the change in the exam system. The national average was 15%. The aim is to close the achievement gap experienced by those living in the most deprived areas in the city. The gap has improved from 21 percentage points to 19. Nationally the gap was 18 percentage points.

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving outcomes for children in need*

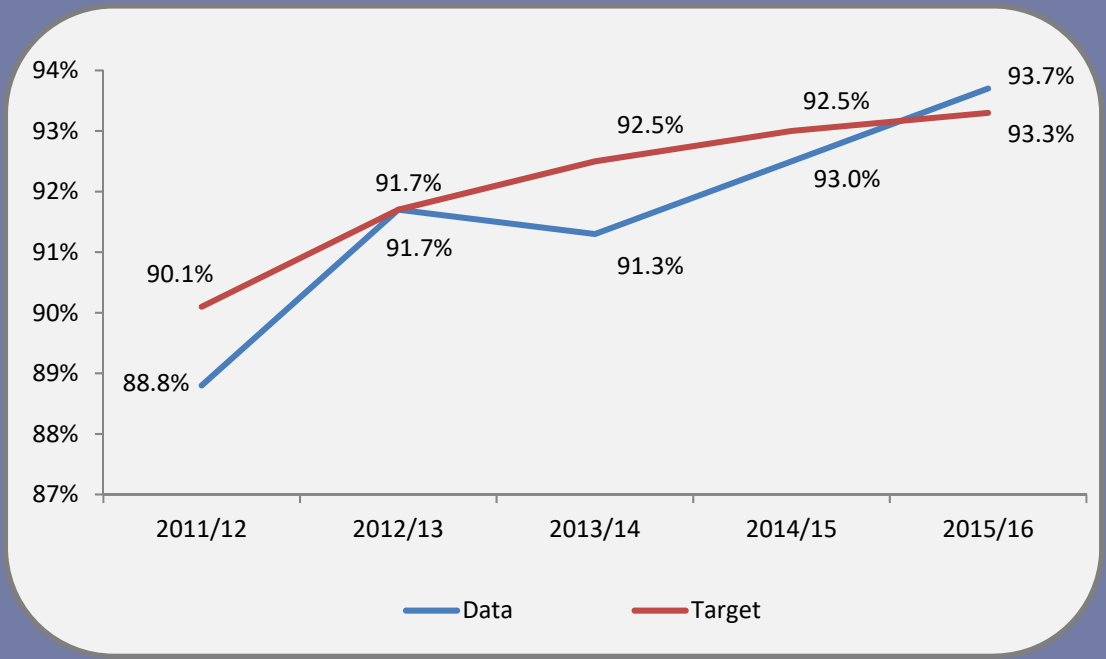
| Commitment to Action | Comment | Status |
|---|---|---|
| Deliver all actions in the city's Looked After Strategy and Corporate Parenting Action Plan | The Corporate Parenting Action Plan has delivered a range of actions across 6 themes including the Looked After and Active programme. The plan was developed using a themed approach to give a broad indication of how well we are doing. A revised plan is being developed. | |
| Raise the attainment levels of looked after children and young people through a range of targeted actions within school settings and as part of the Curriculum for Excellence | Attainment of Looked After Children is improving and the Corporate Parenting Member Officer group will focus on further specific measures to build on this improvement in 2017/18. | |
| Develop performance measures to allow monitoring of whether children with a disability are able to access the appropriate supports to enable them to experience improved outcomes | Development work in this area is ongoing taking into account the new processes in place to manage the implementation of Self-Directed Support. | |
| Redesign services for children affected by parental substance misuse | Redesign complete with a single citywide contract awarded to Circle to provide services to families affected by parental substance misuse. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving positive destinations*

**Summary:** Family Learning continues to work across targeted nursery and primary schools to deliver its service to children and families requiring additional support with literacy and pre-literacy attainment. Different pathways for individual young people have been introduced through college and business partnerships while a pilot in Engineering/Science SCQF levels 4-7 has been introduced through Edinburgh College. Courses have been offered in outreach locations to reach those furthest from learning: examples are Community based ESOL offered in areas identified as having the most need and the Prince's Trust team programme. Students on outreach courses are then encouraged to progress to college courses.

● % of senior phase leavers in a positive destination (work, education or training) within 6 months




Data is for leavers from the 2015/16 school session from mainstream schools, taken from the publication 'Initial Destinations of Senior Phase School Leavers – 2017 Edition' published in March 2017. The 2015/16 data shows further improvement with Edinburgh's performance now higher than the national figure of 93.3%.

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving positive destinations*

| Commitment to Action | Comment | Status |
|---|---|---|
| Further develop family engagement, including strong home-school partnerships and particularly for 'hardly reached' families | The Families and Schools Together (FAST) and Partnership Schools programmes continue to be delivered in selected primary schools. Family Learning works in all localities and includes support for nursery to primary transition. | |
| Total Craigroyston - focus on play and nurture in the very early years, better supporting parents and carers around developing early literacy and family learning | A final project report was taken to the Education, Children and Families Committee in March 2016 summarising its achievements and how they might inform the developing approach to localities work. | |
| Increase participation in youth work, particularly amongst Looked After and Accommodated Children, and in high-value achievement awards (e.g. Duke of Edinburgh's Award) by young people living in poverty | Approximately 25,000 children and young people opportunities are accessed each term time with a further 17,000 in holiday periods. Whilst there is no specific data, many of these are children and young people from low income families. | |
| Provide a range of youth literacy's (including financial literacy) programmes in deprived areas | Several programmes have been developed to improve youth literacies in deprived areas including Initi8, Recovery Essentials, Circle and work with young carers and their families. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving positive destinations*

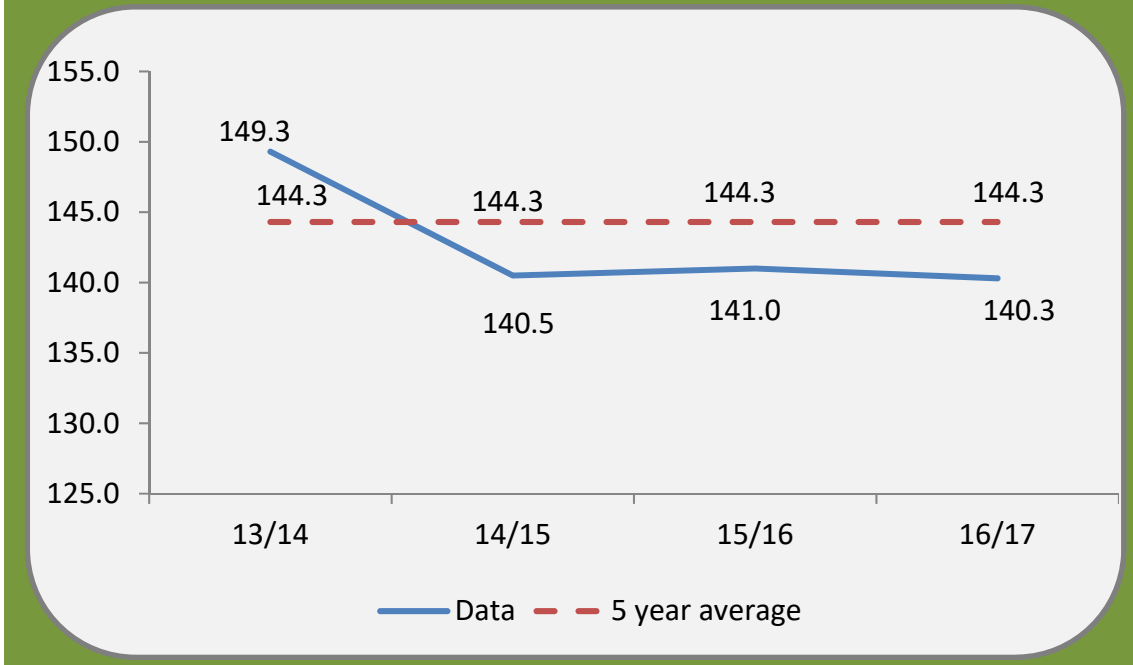
| Commitment to Action | Comment | Status |
|---|---|---|
| Provide a range of learning opportunities for personal and social development for children and young people within deprived communities | Universal community-based youth and children's provision is underpinned by the four capacities of Curriculum for Excellence and the seven key Children's Services priorities. It is offered via community centres, other venues and park-based initiatives to 7,168 individual children and young people. In addition, a further 17,000 opportunities were taken up by children and young people during the holiday periods. In addition, Circle provides homework support to children in North Edinburgh. Improvement activity in this area is ongoing. | |
| Establish 'Science, Technology, Engineering and Mathematics' (STEM) Academy to progress the key recommendations from of the Developing Scotland's Workforce report | A pilot in Engineering/Science SCQF levels 4-7 was and an HNC in engineering introduced. A financial Accounting course was also introduced at SCQF level 6 and linked to vocational opportunity for SVQ qualification. A College Steering Group was formed to take forward the recommendations of Developing Scotland's Young Workforce with joint working between Edinburgh College and City of Edinburgh Council. | |
| Increase the number of young people, particularly those living in deprived areas, who enrol in Edinburgh College | Edinburgh College has been working in partnership with other organisations to increase the number of young people enrolled in college and has guaranteed a place to every school leaver who applied to college for academic session 2016/17. | |

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

*Reducing antisocial behaviour, violence and harm*

**Summary:** Plan and deliver an enhanced policing structure for the Edinburgh Winter Festival - Extra uniformed officers were deployed from 1000 hours to midnight each day of the Festival. They comprised officers from Edinburgh, Fife, Forth Valley and Lothian & Scottish Borders Divisions. The officers were allocated beats within the Festival footprint, which were covered by cycle or on foot. Foot patrol officers were encouraged to use trams and buses to travel to their beats, thereby increasing our visibility on the public transport network. The VOW (Violent Offender Watch) Project is a small unit set up within Police Scotland aimed at reducing re-offending in Edinburgh. It currently manages a total of 31 offenders with ages ranging from 16 to 35 years old. The reduction in offending by those managed by the VOW Project, based on a 'like-for-like' comparison, is currently 82.37%. The VOW have approached 250 people, with 90 engaging.

## Rate of recorded violent crimes and offences per 10,000 population




The figures show a positive reduction in respect of recorded crimes of violence (per 10,000 population). This is being achieved through engagement with partners and intelligence led Policing.

The Business Intelligence Toolkit (B.I.T) is used to identify repeat offenders, hotspots and to support repeat victims.

In respect of issues with violence in the City Centre, we continue to deploy a revised City Centre dispersal detail every weekend into areas, which we have identified as having issues. These officers will continue to work closely with Council Wardens, City and View CCTV and the Safe Zone Bus, to try and alleviate the problems of violence in the City Centre.

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

*Reducing antisocial behaviour, violence and harm*

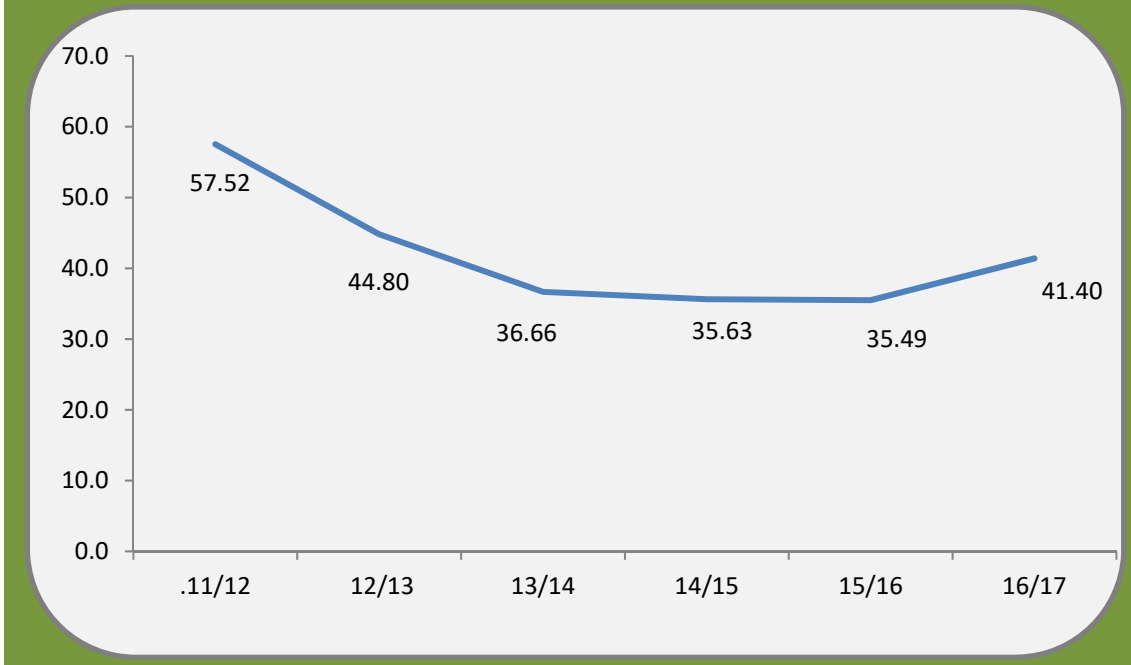
| Commitment to Action | Comment | Status |
|---|---|---|
| Reduce recorded crimes of violence in Edinburgh | Utilise the B.I.T (Business Intelligence Toolkit) and task and delivery board to predict and target repeat offenders, problematic persons / premises and locations.<br>Work with partners and licensing board to reduce the impact that overcrowding and over consumption of alcohol has on violent crime.<br>Plan increased resources for police demand during Edinburgh's event calendar. | |
| Work with partners on the Multi-agency Domestic Abuse Policy and reduce domestic abuse related crimes | Continuing to work with CEC and partners to drive the Domestic Abuse Service Redesign Project and drive change both through the Edinburgh Violence Against Women Partnership and through participation in the Edinburgh Domestic Abuse Service Re-Design Project Board. | |
| Use priorities identified with communities to disrupt and detect violent offenders | Ensure violence identified in Edinburgh Divisions local Policing Plan is included in Locality Improvement plans.<br>Monitor problem priorities using the CIP process and ensure targeted intervention. | |

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

*Reducing antisocial behaviour, violence and harm*

**Summary:** A new SLA is currently being developed that will further strengthen the work that is being carried out in partnership with the Community Police Officers. A new Mediation Service has been developed by the Council. This service is free and available to all Edinburgh's citizens who are experiencing antisocial behaviour; referrals are made through the Family and Household Support teams based in the Council and can also be accessed by Housing Associations. This service continues to grow whilst being embedded into the new Family and Household Support structures under Safer and Stronger Communities. The new ASB Strategy 2016 – 2019 that has been developed by the Council with Police Scotland and continues to focus on reducing ASB city-wide by focusing on local solutions through the Community Improvement Partnerships, which are the main mechanism for co-ordinating a response to ASB.

## Rate of recorded anti-social behaviour complaints per 10,000 population




Target is to reduce the rate of recorded anti-social behaviour (ASB) complaints year on year.
There has been an increase in ASB complaints over the last year. This increase can be attributed to the new Family and Household Support teams undertaking the ASB noise calls via Police Scotland that was previously investigated by the Environmental Health Service.
There are various initiatives and working practices that the Council have put in place that tackle ASB including; the work of the ASB Review Group who discuss complex ASB investigations. The group provides recommendations in tackling ASB that help to better support those communities affected by it. The Council also continues to fund and work alongside Community Police Officers who are based across the localities supporting the work of the new Families and Household Support Services.

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

*Reducing antisocial behaviour, violence and harm*

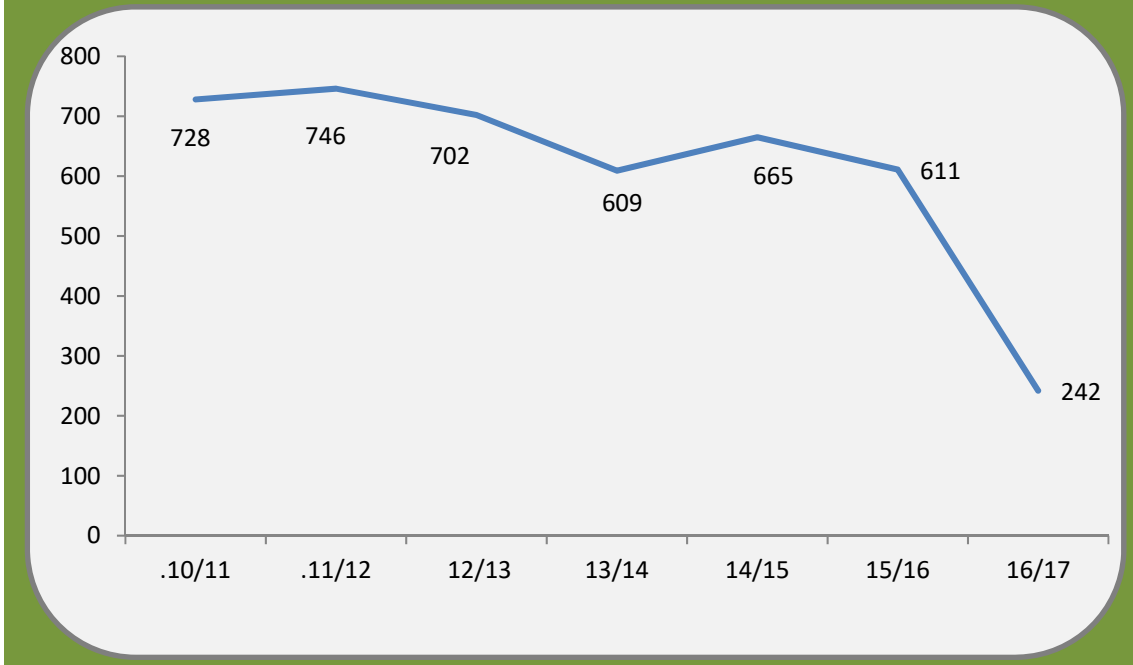
| Commitment to Action | Comment | Status |
|---|---|---|
| Further enhance partnership work to tackle ASB | Continue to work in a more focused way, enhancing partnership working in tackling ASB and crime in local communities through the Community Improvement Partnerships. Further improve upon the current model ensuring CIP's adopt a truly local approach, aligning with Locality Improvement Plans. Ensure that CIP's are informed by up to date information in order to deploy joint resources effectively and tactically. | |
| Review the multi agency ASB Review Group ensuring that it provides and avenue to deliver the objectives of the new Family and Household Support | A review of the aims of the ASB Group will be carried out to ensure that it support quality assurance and best practice carried out by the new Family and Household Support teams. | |
| Take forward the new ASB Strategy and associated new ASB Policy and revised policy and procedures that will compliment the new Family and Household Support structures. | The ASB Strategy 2016 – 2019 was ratified at the Health, Social Care and Housing Committee in November 2016 and was developed by the Council with Police Scotland and continues to focus on reducing ASB city-wide. ASB Policy and procedures will be further developed to include the new aims and practices of the new Family and Household Support. | |

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

*Reducing antisocial behaviour, violence and harm*

**Summary:** This Fire Safety Initiative is now complete with partnerships formed and evolving to generate high risk referrals. This work is now main-streamed and established across the city.

- Number of dwelling fires (Total deliberate and accidental dwelling fires)




Our Home Fire Safety Visit (HFSV) programme continues to be a success in reducing the number of accidental dwelling fires. To support this process we have seen an increase in the number of referrals we receive from partners across the city. Edinburgh's volunteer sector is providing great support with several large third sector organisations working with us to identify and reduce risk of fire to those at most risk.

Our target of reducing dwelling fires by 10% over a rolling three year drives our effort.

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

*Reducing antisocial behaviour, violence and harm*

| Commitment to Action | Comment | Status |
|---|---|---|
| Fire Safety Initiative: 3 year part funded partnership initiative to examine Edinburgh specific preventative actions to reduce harm to those living at home and with vulnerabilities making them at high risk of fire. Part 1: referral pathways, part 2: H&SC staff training, Part 3: Provision of risk reduction measures | The SFRS and partners continue to work together in order to identify individuals who are at a greater risk of fire in the home. Over the last year, we have delivered Home Fire Safety Training as part of the Adult Protection L&D forum. To support this, we have also created direct referral pathways with Health, Social Care and Third Sector groups across Edinburgh with bespoke training delivered to each group. At the time of writing this update, the SFRS, as part of the "Building Safer Communities Programme Phase 2" are consulting partners to support implementation of a more holistic Home Safety visit which aims to reduce unintentional harm in the home. This includes falls assessments, alcohol briefing interventions and dementia awareness. Our Community Action Teams are aligned and embedded within the Localities Areas across Edinburgh. The outcome of these efforts has realised a 5.89% reduction in the number of all Dwelling Fires within the City. Fire Fatalities and casualties have also reduced during this period. | |

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

*Reducing antisocial behaviour, violence and harm*

**Summary:** Tracking SOCG is a dynamic process and threat scores are influenced by many factors. For example, when a group is first identified and mapped the score will likely increase at first as a more comprehensive picture of the group's activity is developed. As progress is made towards dismantling the organisation the score will begin to reduce over time. Timescales for this reduction will vary according to the complexity of the operational activity required. Threat scores are revised each quarter and groups are added or removed via a quarterly national peer review process.

## Average threat scores of Edinburgh serious organised crimes

The division is currently managing seven mapped groups (Q4). Compared to the position at the end of 2015-16, the score for three of these groups has been reduced, one has stayed the same and three have increased. Due to the removal of three low scoring groups the average score has therefore increased from 11.6 in Q4 of 2015/16 to 12.6 in Q4 of 2016/17. One group was removed at Q4 and a new group has been approved which will be added at the next assessment.

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

*Reducing antisocial behaviour, violence and harm*

| Commitment to Action | Comment | Status |
|---|---|---|
| Work with the Licensing Trade to reduce violence relating to alcohol and licensed premises | This piece of work is ongoing and is now embedded into 2017/18 Service Level Agreement between the Council and Police Scotland to deliver on the overarching Partnership Agreement; "Crime and antisocial behaviour in communities are reduced" | |
| Reduce hate crime across Edinburgh by encouraging the positive challenging of hate crime behaviour and improving approaches to dealing with persistent hate crime offenders | Community Improvement Partnership (CIP) was initiated which had three clear priorities: Community Engagement and Reassurance; Prevention; Intervention and Enforcement. This included a 'Shared Vision Your Decision' Participatory Budgeting initiative, which enabled local people to decide how public money should be spent to eradicate Islamophobia and associated prejudice behaviour across Edinburgh. Partnership funding was secured and a multi-faith steering group, led by Police Scotland, set the criteria for applicants, allowing them to apply funds to deliver a project which they felt would tackle Islamophobia and improve community cohesion. The project is now subject to evaluation, with early observations and feedback suggesting that the community involvement in the delivery of the initiative and the high profile visibility of the process has been very positive in terms of networking opportunities and Police relations with the wider community.<br>We will continue to develop intelligence led partnership operations and patrols with hot spot areas for Hate Crime.<br>We will continue to deal robustly with perpetrators of hate crime in the community by making full use of associated legislation.<br>We will continue to support victims of hate crime and together with partnership agencies reduce victimisation. | |

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

*Reducing antisocial behaviour, violence and harm*

| Commitment to Action | Comment | Status |
|---|---|---|
| Improving services for victims of hate crime by encouraging increased hate crime reporting and ensuring appropriate support is available to victims | Edinburgh Division took part in the National Hate Crime campaign, the week commencing 27th March 2017.<br>Some of our activities during this week included delivering a joint input with LGBT Youth Scotland to the LGBT community. This focused on bullying and hate crime and the importance of reporting. We delivered a hate crime input at Barony Contact point. This focused on the disabled community (particularly mental health) and included both service users and organisations. Again the key message was to report.<br>We also attended an event at North Edinburgh Arts with the Equality and Rights Network where we raised the profile of hate crime through interactive activities with youths.<br>We have also trained staff to staff 5 new 3rd party reporting centres and carried out refresher training for a further 6 3rd party reporting centres.<br>The Edinburgh Transport Charter Group, of which Edinburgh Division are a partner, have carried out a number of road shows highlighting the importance of reporting Hate Crime on the transport network.<br>We have also delivered joint training with ELREC (Edinburgh & Lothian's Regional Equality Council) on two occasions this year to a number of organisations across the city. The focus of this was to raise awareness of hate crime, highlight the responsibility as employers and encourage reporting of their staff. | |

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

*Reducing antisocial behaviour, violence and harm*

| Commitment to Action | Comment | Status |
|---|---|---|
| Implementation of a 20mph speed limit and school streets to improve conditions for walking and cycling and safety, in particular working with Transport Forum partners including Lothian Buses | The roll out of 20mph zones across Edinburgh is a key objective within the Councils priority to provide a transport system that improves connectivity and is green, healthy and accessible to us. Implementation of citywide 20mph scheme has three key elements, all of which progressed in the last 18 months:<br>• Design and Construction<br>• Monitoring<br>• Awareness/Behaviour Change<br>The Scheme is funded partly by external funders, including the Scottish Government and Sustrans. The new 20mph zones will be implemented over a number of phases and worked commenced in July 2016. Completion of the project is due in February 2018. | |

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

*Reducing antisocial behaviour, violence and harm*

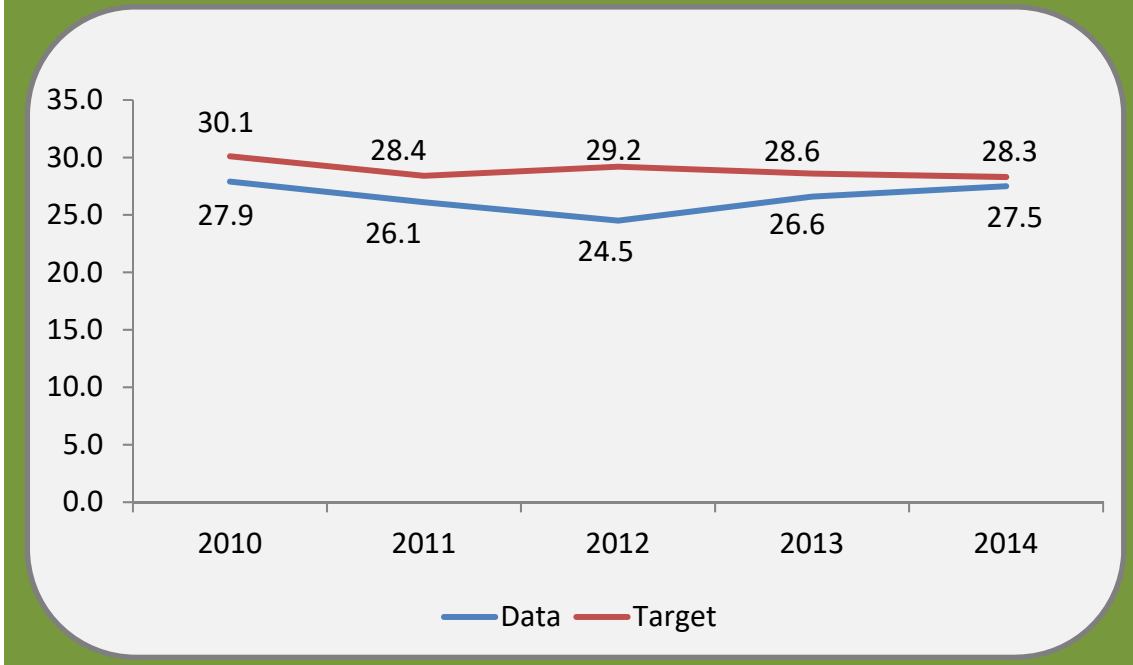
| Commitment to Action | Comment | Status |
|---|---|---|
| Implement the SOCG Multi Agency Action Plan | Edinburgh Multi Agency SOCG re-convened, membership and remit agreed and the group is now meeting quarterly. Edinburgh Multi Agency SOCG Action Plan reviewed and agreed with Police Scotland and other partners. | |
| Develop models of engagement with families with complex needs, drawing on the work of Total Place and Inclusive Edinburgh | The introduction of the Family and Household Support Service from September 2016 has drawn on the work of Total Place and Inclusive Edinburgh. The service brings together community safety, household support and support for children in locality based teams, which also have linked community police officers. The service has a strong early intervention and preventative focus. | |
| Sustain the partnership model of effective practice with women offenders through the Willow service after the removal of additional Scottish Government funding in April 2015 | The Willow Service has been allocated additional funds as a result of funding transferred from the Scottish Prison Service to local authorities in order to support community sentences. This has given medium term security of funding and has helped reduce the waiting list for access to the service. | |
| Work through the Community Improvement Partnerships to identify and address issues arising from prolific offending in local communities | The Community Improvement Partnerships have been refreshed with the introduction of locality work and will develop alongside the Family and Household Support Service and the key performance indicators identified through the Partnership Agreement between the Council and Police Scotland. | |

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

*Reducing reoffending*

**Summary:** The new model for community justice, introduced by the Community Justice (Scotland) Act 2016, commenced on 1 April 2017. It aims to reduce crime, keep communities safe and promote social inclusion and citizenship. The Edinburgh Community Safety Partnership has developed the Community Justice Outcomes Improvement Plan, which demonstrates how community justice partners are working together to achieve the national outcomes for community justice. There is a strong focus on community participation, equal access to services, evidenced based interventions and improving personal outcomes. One of the services that features in the plan and contributes to reducing reoffending is Willow, a partnership between the Council, NHS Lothian and the third sector. It aims to reduce offending behaviour and health inequalities; to improve the health, wellbeing and safety of women in the criminal justice system; and to increase their access to services and involvement in their local community.

## One year reconviction rates




2013/14 Scottish Government reconviction figures have been published in May 2016 and relate to the Sheriff Court where convictions are processed, thus Edinburgh Sheriff Court figures here include Midlothian offenders as well as City of Edinburgh. While gap has narrowed performance continues to be below Scottish level.

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

*Reducing reoffending*

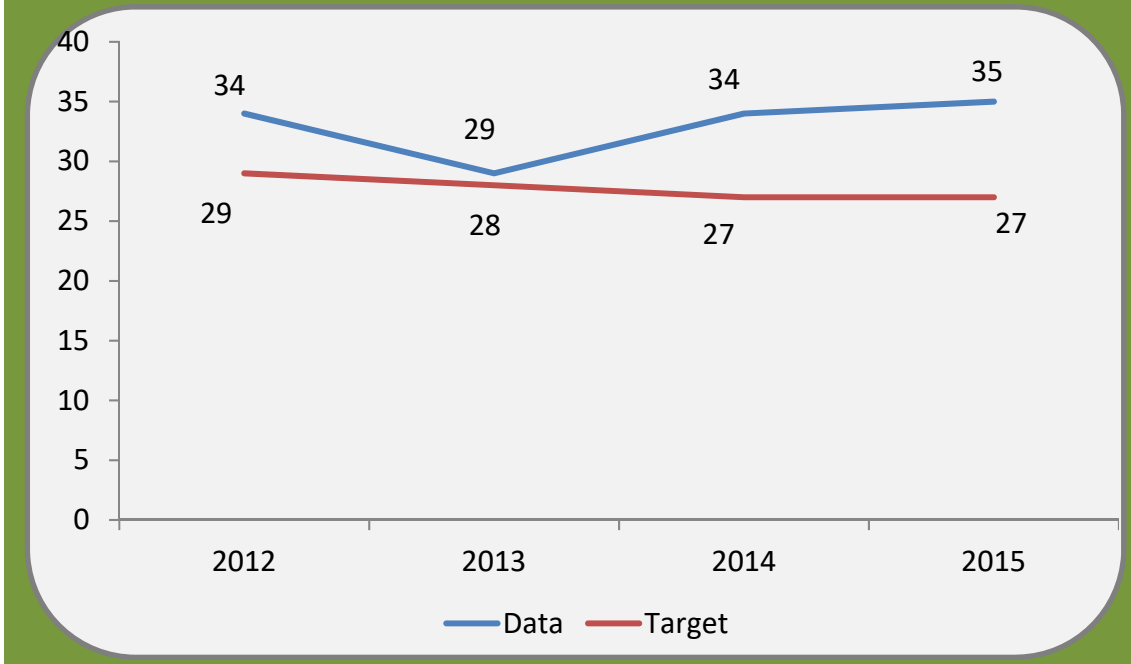
| Commitment to Action | Comment | Status |
|---|---|---|
| Reduce violent offending | The successful introduction of the Multi Agency Public Protection Arrangements (MAPPA) to those who pose a risk of serious harm has provided an additional multi agency mechanism for the management of such offenders.<br><br>Ensure best practice from VOW (Violent Offender Watch) and CIM (Community in Motion) in terms of prevention, early intervention and restorative justice from North East locality is brought across all neighbourhood areas through FAHST (Families and Housing Support Team), SLO's (School Link Officers) and other community resources. | |

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

*Improving community cohesion, participation and infrastructure*

**Summary:** The most common volunteering activities in Edinburgh were: youth and children; children's activities associated with schools; hobbies / recreation / arts / social clubs; and health, disability and social welfare. This is similar to volunteering across Scotland. Men were significantly more likely to volunteer in relation to sports and fitness activities, while women were much more likely to volunteer in relation to school activities. The gender-gap in volunteering in these areas is slightly larger in Edinburgh than in Scotland as a whole.

## Volunteering Rate (Scottish Household Survey)




Given sample sizes involved in the Scottish Household Survey in Edinburgh, there is no significant change in the level of volunteering over the last four years. This is against a backdrop of nationally reducing figures recorded by the same survey – 30% in 2011, compared to 27% in 2015.

In Edinburgh in 2015, those most likely to volunteer are women (37%) rather than men (32%) and those aged 40 to 64 (38%) compared to all other age groups (33%). A similar pattern is observed in Scotland as a whole.

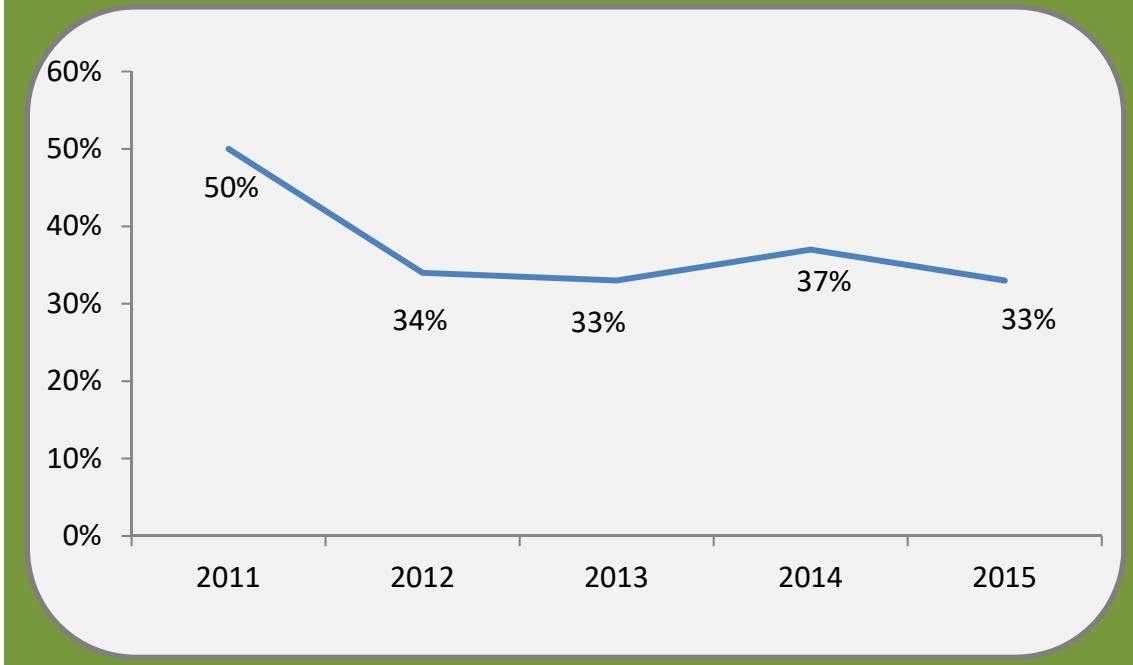
Volunteering is generally more likely as respondent income increases – 42% of those with household incomes above £30k per year volunteer, compared to only 27% of those with incomes up to £15k. However low income households and households in areas of multiple deprivation in Edinburgh are more likely to volunteer than low income / deprived households in the rest of Scotland.

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

*Improving community cohesion, participation and infrastructure*

**Summary:** The Community Empowerment Act provides opportunities for more residents to exercise control over local services and facilities, but there is no indication that currently unengaged residents are being told about this change, or that they will be motivated to take up this opportunity.
The Council is preparing a significant reorganisation to its asset base to facilitate locality working. Co-location opportunities are currently being developed with all partners to reflect the new locality and partnership working themes of the public sector. Forums for alignment of property requirements across the public sector are being developed to reflect transformation agendas and changing city demographics.

- % of residents who feel that they can have a say on things happening or how Council services are run in their local area (Edinburgh People Survey)




Although this indicator shows some yearly fluctuations, longer term the indicator is stable, reflecting the low level of consideration most residents give to this issue. Previous work to understand underlying social issues with this topic confirm that most people do not want to be engaged with local issues and will not willingly engage unless there is an obvious direct and immediate impact on them. Even amongst those willing to be engaged on local issues in general, there was a strong preference for low-demand engagement, such as surveys, over attendance at local meetings.

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

*Improving community cohesion, participation and infrastructure*

| Commitment to Action | Comment | Status |
|---|---|---|
| Scope the opportunities for shared service delivery from existing and new assets for inclusion in the Locality Improvement Plans and the Local Development Plan Action Plan | Short life working groups drawn from the localities leadership teams are being established to assess the asset base across all partners and opportunities for doing things differently, which will be described in the asset section of the Locality Improvement Plans. | |
| Complete pilot locality based studies in Wester Hailes - building on the model of co-location and review of assets | The Wester Hailes campus model continues to be developed with the localities manager to ensure that the appropriate teams are located in the right places, in line with the Council's new operating model. A key aspect is the Health and Social Care Partnership requirements, and information is now beginning to be available from the review to inform the accommodation strategy. | |
| Align housing investment, planning policy and asset strategy to maximise new homes | CEC asset strategy and working arrangements give consideration to potential use of surplus sites for housing-led development and/or other strategically important uses. Potential to extend approach to all relevant partners. | |
| Facilitate working models of community asset transfer under the City of Edinburgh Council's new Asset Transfer Policy | There are presently 23 notes of interest in potential community asset transfers, however none of these have yet progressed to a formal business case submission. The Council will continue to provide advice and support for those bodies interested in asset transfer. | |
| Continue the involvement of members of the public, alongside professional stakeholders, in participatory decision making in relation to the Council's Active Travel Action Plan, through regular meetings with decision makers in the city | Active Travel Forums, which meet quarterly have been set up to allow people in the city to input into policies and proposals for improving active travel. The Active Travel Forum has members representing<br>• walking and cycling groups<br>• disability groups<br>• local businesses<br>• community councils and individuals. | |
| To lead a city-wide approach to asset-based community development and co-production within CLD, including 'Skilled Citizens, Skilled Workers' - embedding the principles of co-production in practice | 11 training courses with various groups were delivered. This approach is informing the Living Well and Joining the Dots work in Wester Hailes and Sighthill, and will feature in other locality work. | |

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

*Improving community cohesion, participation and infrastructure*

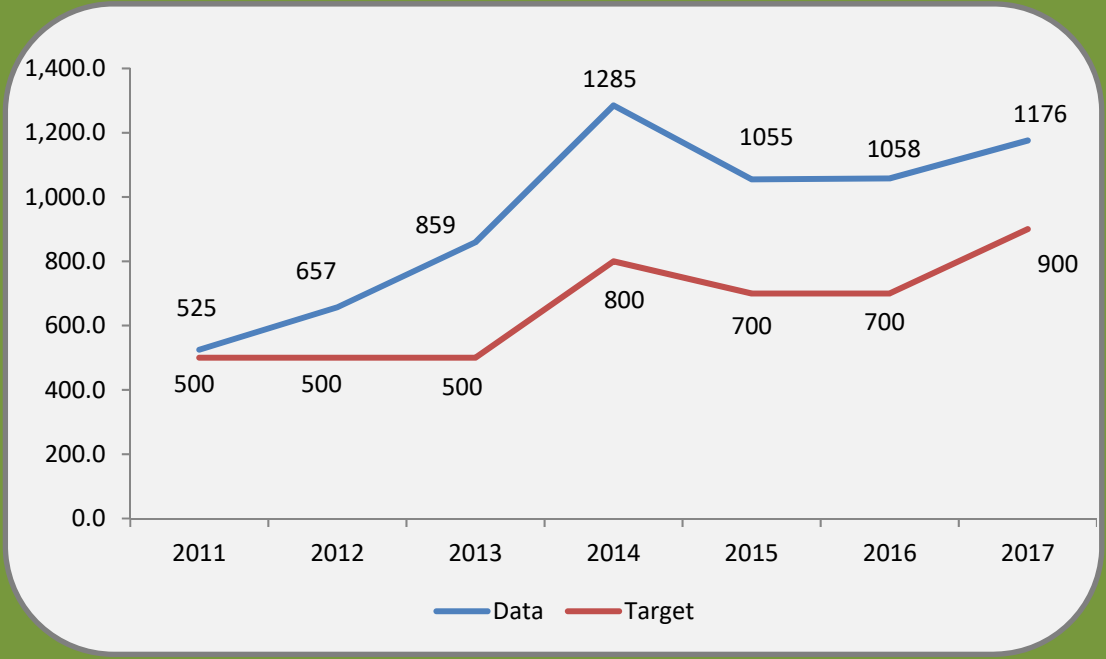
| Commitment to Action | Comment | Status |
|---|---|---|
| To provide a range of programmes to challenge and break down social isolation amongst adults and young people | 20,000 enrolments in the Adult Education Programme, a rise of 2,000 on the previous reported year. The city-wide Programme now fully integrates the programmes of the community high schools. | |
| To increase the range and quality of volunteering opportunities across the city | Citizens of Edinburgh donated 270,000 hours per week in 2015 through varied activities e.g. governance of charities, delivering services, campaigning & advocacy. This takes place across the voluntary and statutory sectors in areas such as health & social care, education, sport, arts/culture & the environment. Volunteering supports & complements the work of paid staff. However 56% of organisations report that they do not have enough volunteers and 74% report that their current volunteers are giving more hours than last year.<br>In Libraries, volunteers donated 17,500 hours of time. Community Centre Management Committees are run by approximately 300 volunteers. | |
| To maximise community access to local authority schools for a range of purposes | CATS programme continues to be implemented across the high school estate. | |

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

*Increasing availability of affordable housing*

**Summary:** New affordable homes continue to be delivered citywide. There are over 4,000 homes across the city which have been on site this year, are currently under construction, or are due to go on site in the next financial year. 120 new affordable homes delivered through National Housing Trust (NHT) developments will complete this year. The Council has committed over £100 million for almost 1,000 NHT homes across the city and eight Limited Liability Partnerships (LLPs) have been established. It was originally intended that there would be nine LLPs but one (for 23 homes on a small site) was unable to be established. The Strategic Housing Investment Programme (SHIP) 2017-22 identifies a pipeline of almost 6,000 potential completions over five years; a 50% increase on the previous SHIP.

## Number of affordable homes completed




The Council and its housing association partners have agreed an ambitious plan to commit direct investment of £2 billion to deliver 16,000 new affordable and low cost homes over the next 10 years.

A report to the Edinburgh Partnership Board in March 2016 received support from Community Planning partners to support the strategy and identify potential opportunities for collaborative working that would maximise the wider benefit to the city.

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

*Increasing availability of affordable housing*

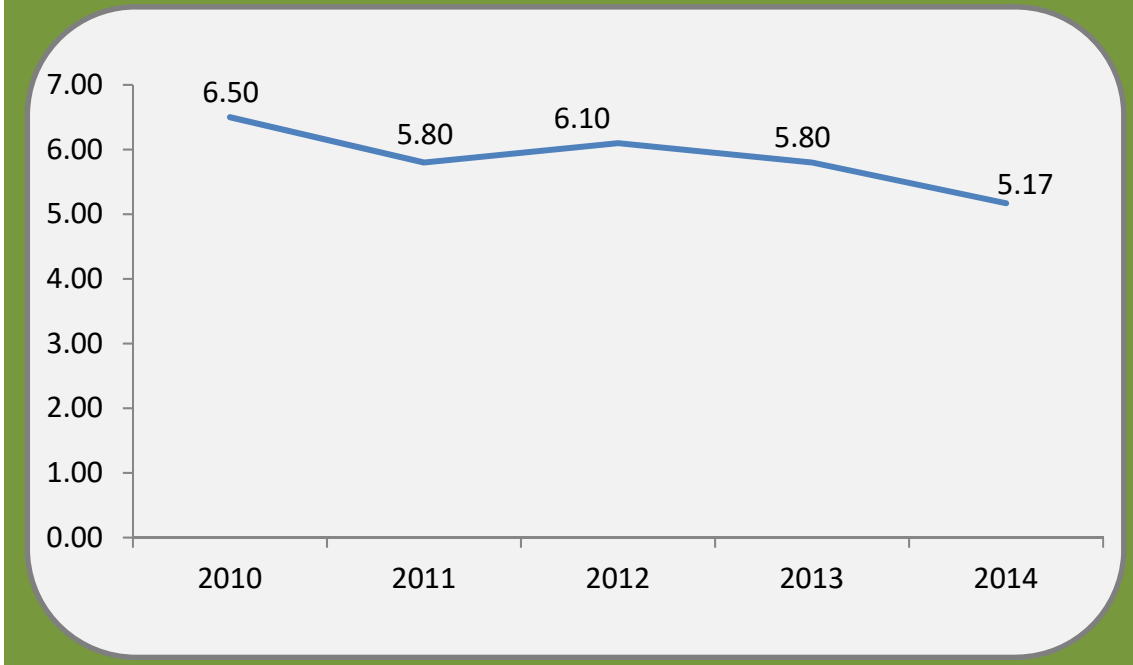
| Commitment to Action | Comment | Status |
|---|---|---|
| Increase the number of National Housing Trust Limited Liability Partnerships from five to nine which will deliver 900 mid market rent homes | In 2016/17, the NHT programme delivered 108 units through two projects at Sandpiper Road and Fruitmarket. | |
| People assessed with a housing need are given a high priority for re-housing. To help prevent delayed discharge from hospital the Edindex Partnership will look at new ways of matching people awaiting discharge from hospital with housing that meets their assessed needs | In 2016, 20 people awaiting discharge from hospital were housed through the Housing Matching Group. 14 of these people were under 65. | |

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

*Reducing greenhouse gas emissions*

**Summary:** The Edinburgh Sustainable Development Partnership has developed a web site www.sustainableedinburgh.org to publicise case studies and events that promote sustainability across the city. All organisations, businesses, charities etc across the city are requested to upload projects and events that assist in working towards the commitments to action.

● CO2 emissions (tonnes per capita)




In June each year, the inventory is updated to take into account the latest year's emissions, and may also be revised historically as a result of improved data and methodology. Data is provided by the Dept. for Business, Energy & Industrial Strategy.

There has, in general, been a decline in carbon emissions across the UK due to a decrease in coal and gas usage for electricity generation.

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

*Improving community cohesion, participation and infrastructure*

| Commitment to Action | Comment | Status |
|---|---|---|
| Continue promotion of active travel and/or electric transportation (depending on decarbonisation policies regarding electric supply) | Continued extension of electric car charging infrastructure across the city. | |
| Partners implement actions that they can take to individually reduce carbon | Partners individually delivering on projects to reduce carbon emissions. Reporting to Scottish Government annually under the Climate Change (Scotland) Act 2009. | |
| Partners jointly implement bi-lateral and multi-lateral actions they can work on together to reduce carbon during 2016/17 & 2017/18 | To be addressed as part of work programme once new ESDP chair in place. No evidence of joint or multi-lateral project delivery on the ground. (ESDP currently relying on partners to work jointly and report to ESDP). | |
| Facilitate during the development of the next Community Plan a holistic approach towards achieving a sustainable Edinburgh | Away Day for the Edinburgh Partnership Board (21 April 2017) to explore an holistic approach to partnership working in the development and delivery of a Community Plan (2018 – 2023) based on the three domains of sustainability. | |
| Develop and deliver Resilient Edinburgh: Climate Change Adaptation Action Plan for the city in partnership with key stakeholders and local communities | Adaptation Action Plan developed and launched in December 2016 in partnership with over 50 stakeholders across the city. Number of actions implemented, or in the process of being implemented. Steering Group (chaired by the Royal Botanic Garden Edinburgh) monitor progress of Action Plan. | |

# Ward Boundary Review of Edinburgh

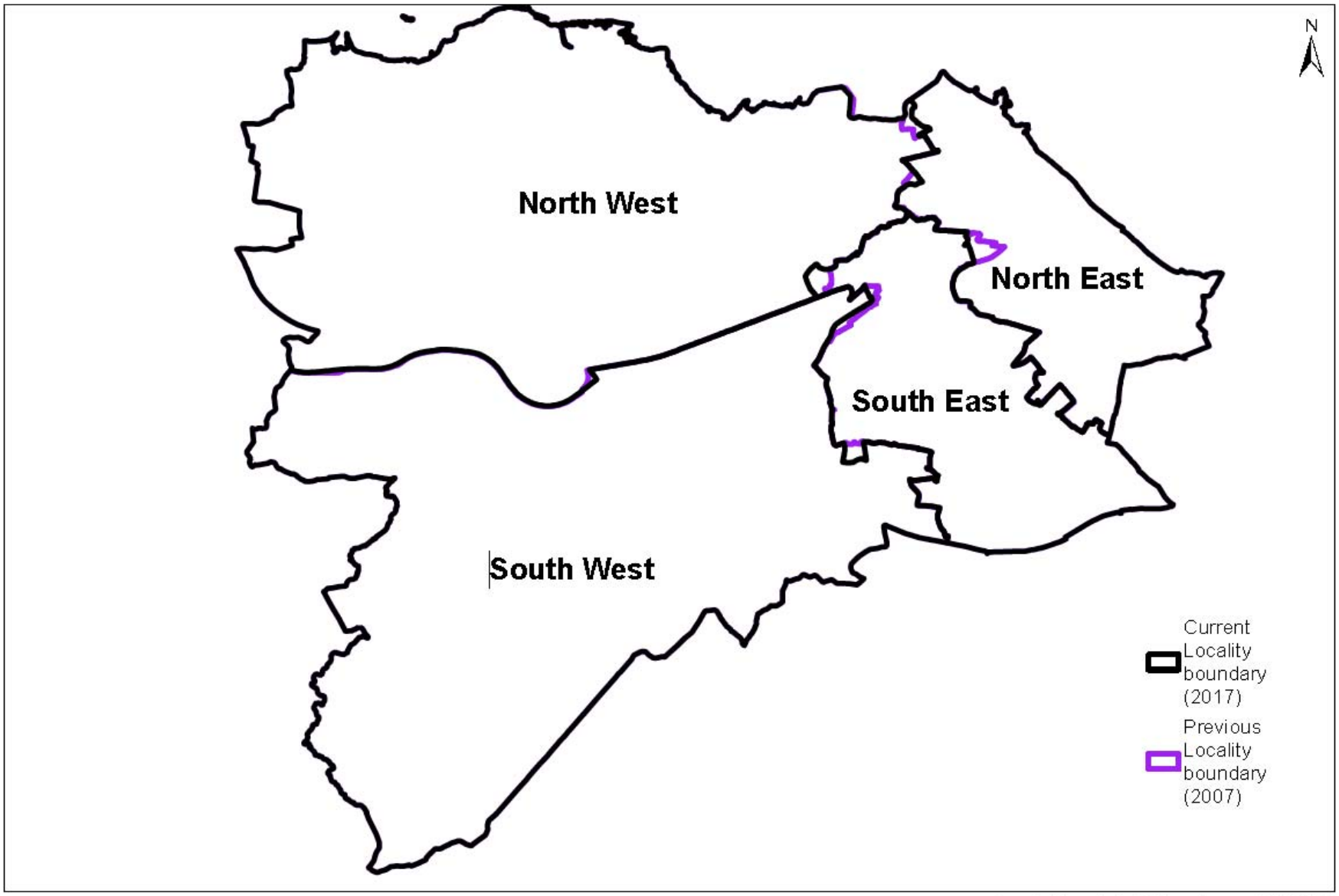
- The Local Government Boundary Commission for Scotland published recommendations for changes to councillor numbers and ward boundaries in May 2016 to reflect changes in population.
- Changes agreed for the City of Edinburgh Council area came into force on 30 September 2016 effective for elections held on or after 4 May 2017.
- The number of councillors in Edinburgh was revised from 58 to 63 with:
  - 5no 3-member wards
  - 12no 4-member wards

# Revised Boundaries for Edinburgh

The following slides show revisions to boundaries in the City:

- Changes to ward boundaries from 2007 to 2017
- Changes to locality boundaries from 2007 to 2017
- 2017 ward and locality boundaries

N
Almond
Forth
Leith
Inverleith
Leith Walk
Craigentinny / Duddingston
City Centre
Drum Brae / Gyle
Corstorphine / Murrayfield
Portobello / Craigmillar
Southside / Newington
Sighthill / Gorgie
Fountainbridge / Craiglockhart
Morningside
Liberton / Gilmerton
Colinton / Fairmilehead
Pentland Hills
Current Ward boundary (2017)
Previous Ward boundary (2007)
Ward_Name
Almond
City Centre
Colinton / Fairmilehead
Corstorphine / Murrayfield
Craigentinny / Duddingston
Drum Brae / Gyle
Forth
Fountainbridge / Craiglockhart
Inverleith
Leith
Leith Walk
Liberton / Gilmerton
Morningside
Pentland Hills
Portobello / Craigmillar




**Locality boundaries (2007 and 2017)**

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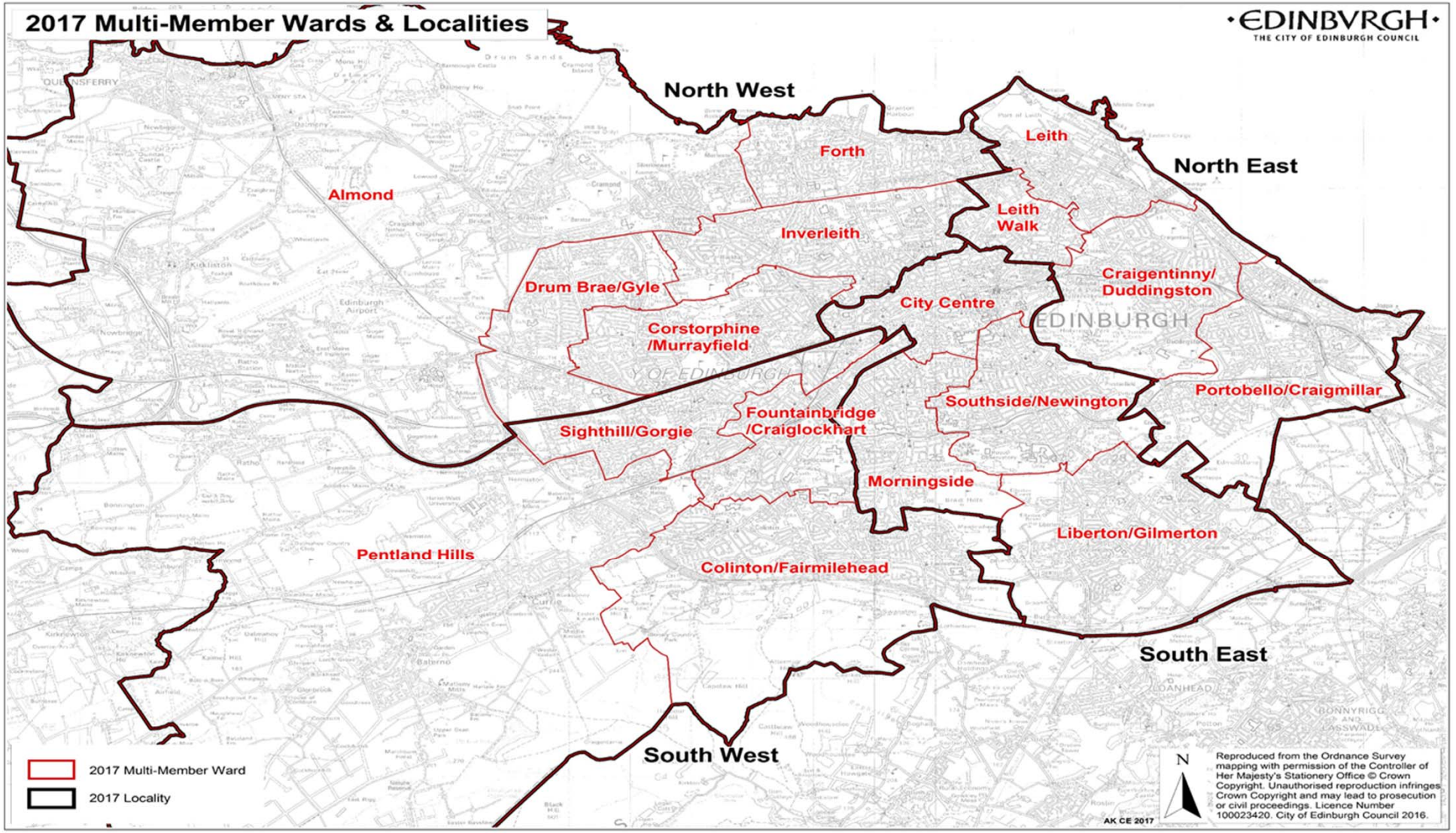
## Main Changes

- The neighbourhood of Wester Coates has moved from North West to South East
- A large section of Newhaven has moved from North East to North West
- St Mark's Park and a section of Warriston Road has moved from North East to North West.
- Viewforth, Polwarth and sections of Tollcross & Fountainbridge have moved from South West to South East.
- A large section of Comiston has moved from South West to South East.
- Areas of West End and Dumbiedykes are now included in South East, previously in North East.
- A large section of Abbeyhill has moved from South East to North East.


2017 Multi-Member Wards & Localities
EDINBVRGH
THE CITY OF EDINBURGH COUNCIL
North West
North East
South East
South West
Almond
Forth
Leith
Leith Walk
Inverleith
Drum Brae/Gyle
City Centre
Craigentinny/ Duddingston
Corstorphine /Murrayfield
Portobello/Craigmillar
Southside/Newington
Fountainbridge /Craiglockhart
Sighthill/Gorgie
Morningside
Liberton/Gilmerton
Pentland Hills
Colinton/Fairmilehead
EDINBURGH
2017 Multi-Member Ward
2017 Locality
N
AK CE 2017
Reproduced from the Ordnance Survey mapping with permission of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Licence Number 100023420. City of Edinburgh Council 2016.

# Edinburgh Partnership Board

Locality Improvement Plans

2017/22

# Phase 1 - update

- Consultation complete
- Analysis of consultation findings, locality profiles, partner and Council data
- Workshops / engagement sessions taken place with partners and communities
- Locality wide outcomes and actions being finalised with LLTs

# Phase 2 – in progress

- Small areas identified using SIMD data
- Face to face conversations with those suffering the greatest inequality
- Phase 2 engagement commissioned and led by independent organisations
- Findings being analysed and will be complete mid-end June

# Citywide project team

- Integrated Impact Assessment
- Template design and content drafting
- Performance framework
- Communications launch plan

# Timeline

- Testing: end June – beginning August
- LLT approval – end August
- LMB approval – end August
- Council and partner approval – end August – end September
- Edinburgh Partnership Board – 28 September 2017
- Publication online – 1 October 2017

THE EDINBURGH PARTNERSHIP

# LUNCH PRESENTATION

**Thursday 15 June 2017**

**13.00 to 13.50**

DH1
MG3

# Compact Voice 2017

## Edinburgh's Third Sector

EdinburghCompact

**Slide 2**

**DH1** new front page layout - should include the Compact logo.  We are still going for IKEA childrens dept as our style!
Denise Horn, 06/06/2017

**MG3** IKEA KIDS STYLE? Could you elaborate on that?
Michelle Goring, 13/06/2017

DH2

# Background

- Made up of:
  - Responses to an the annual Compact Voice Survey to Third Sector in Edinburgh, typically 100 + replies, 120 in 2017
  - Collated information from OSCR – April 2017
  - Collated information from Volunteer Edinburgh
  - Collated information from Edinburgh Social Enterprise
  - EVOC Redbook

EdinburghCompact

DH2 This page I can do

Denise Horn, 06/06/2017

DH3

# Size of Edinburgh's Third Sector

**2395** (OSCR) **Charities** (excludes FE, HE and private schools)

**1200** Est ( EVOC) **Community groups**

Of those:

**2101** Charities work primarily in Edinburgh. (OSCR)

Just over **200** class themselves as **Social Enterprises** (ESE)

**Slide 4**

**DH3** This page refers to P4 of last years document.
Denise Horn, 06/06/2017

DH6

# Contribution of the Sector to Edinburgh's Economy

Income to the Sector in 2017 - just over

**£3 Billion**

excludes Further Education Establishments, Higher Education Establishments and private schools in Edinburgh

## Edinburgh is home to:

**International Headquarters**

**UK Head offices**

**Scottish Head offices**

**Edinburgh Organisations**

**Slide 5**

**DH6** This - is on P6 of last years document - we can say it excludes Further Education Establishments, Higher Education Establishments and private schools in Edinburgh

Denise Horn, 06/06/2017

DH7
DH8

# What the Sector Does?

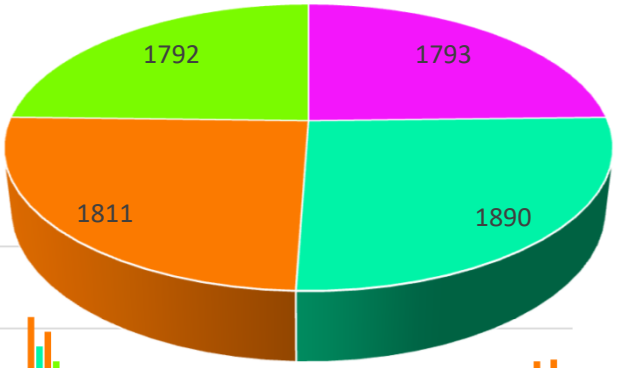
## Charitable Purpose as Stated by Organisations

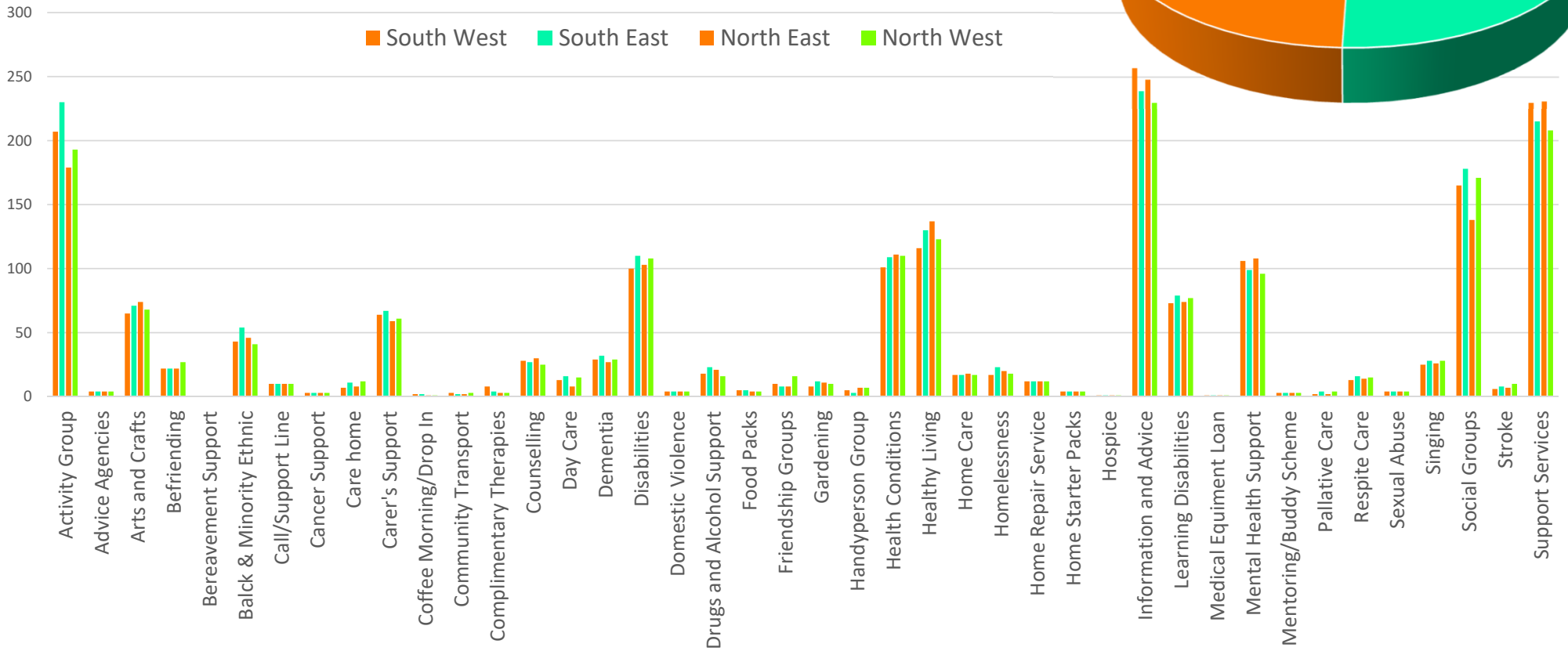
**Slide 6**

**DH7** This can be changed to look like P5, with the shortened titles.
Denise Horn, 06/06/2017

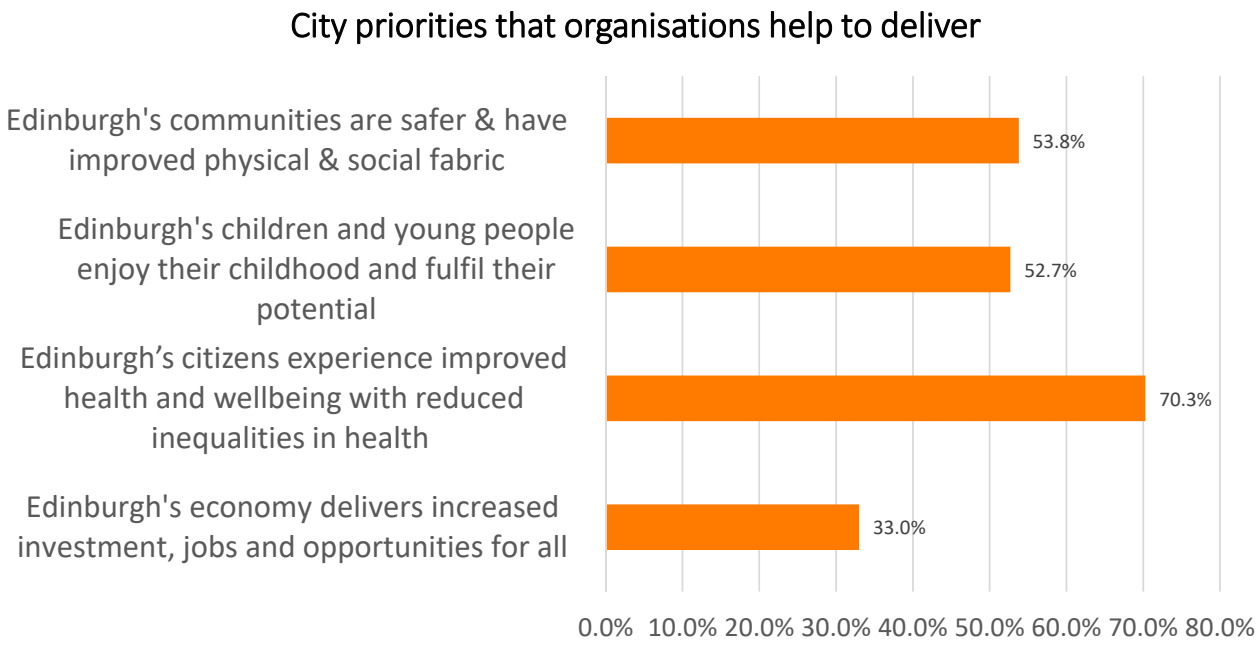
**DH8** The relie fo those in need - was changed to disadvantaged people last year (to keep it short)
Denise Horn, 06/06/2017

# Services in Each Locality



# The Fit with the City Priorities?




60% of all Third Sector organisations focus on **preventative work** with older people, young people and families or health inequalities.

EdinburghCompact

# How the Sector Organises Itself

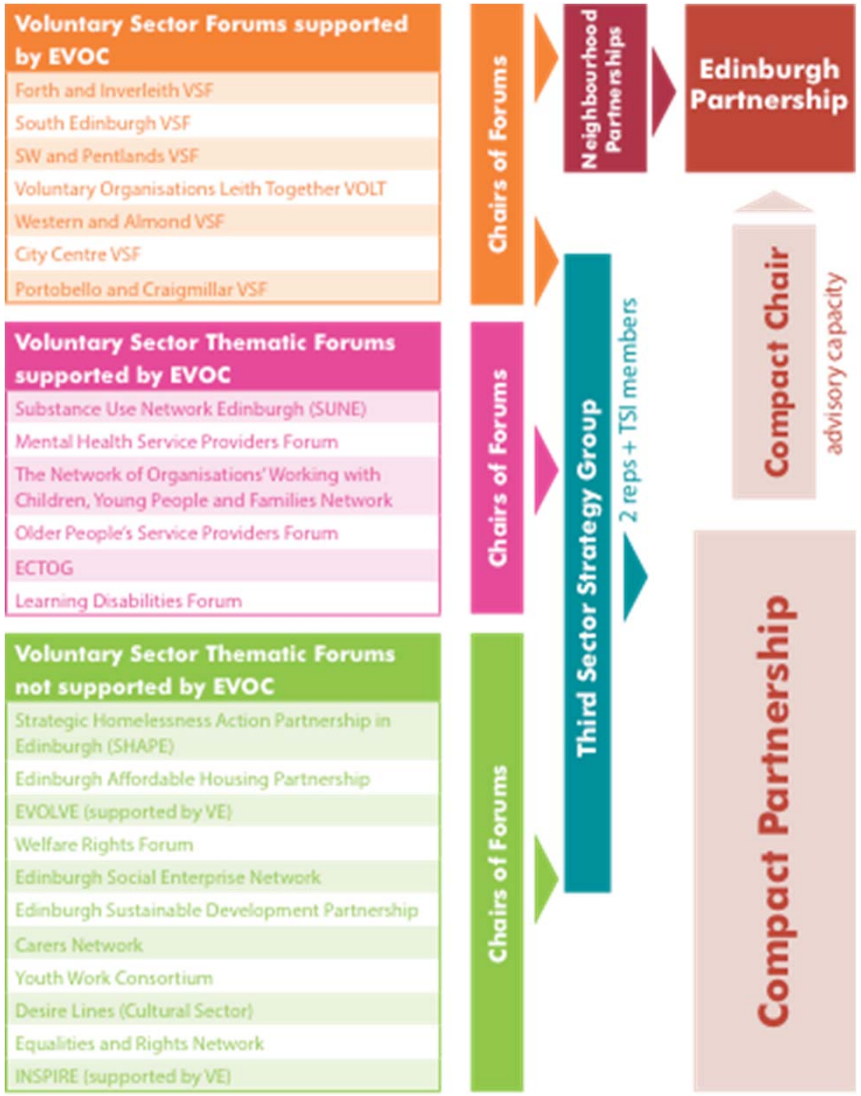
**There are a range of forums and networks for voluntary sector organisations in the City, focusing on Themes of Interest or Geographical areas .**

| | |
|---|---|
| Local Voluntary Sector Forums (6) | Welfare Rights Forum |
| Children, Young People and Families network | Edinburgh Social Enterprise |
| Older People's Service Provider Forum | Third Sector Strategy group |
| Learning Disabilities Forum | Joined Up for Jobs |
| Mental Health Service Providers Forum | Lothian Community Health Initiatives Forum |
| Substance Use Network Edinburgh (SUNE) | CEC Social care providers forum |
| Strategic Homelessness Action Partnership in Edinburgh (SHAPE) | Edinburgh Violence against Women Partnership |
| Affordable Housing Partnership | Edinburgh Voluntary Sector Counselling Agencies Forum |
| Volunteer Manager's Forums Inspire and EVOLVE | Edinburgh Carer Network |

EdinburghCompact

DH14

# Third Sector and Community Planning - Compact Partnership



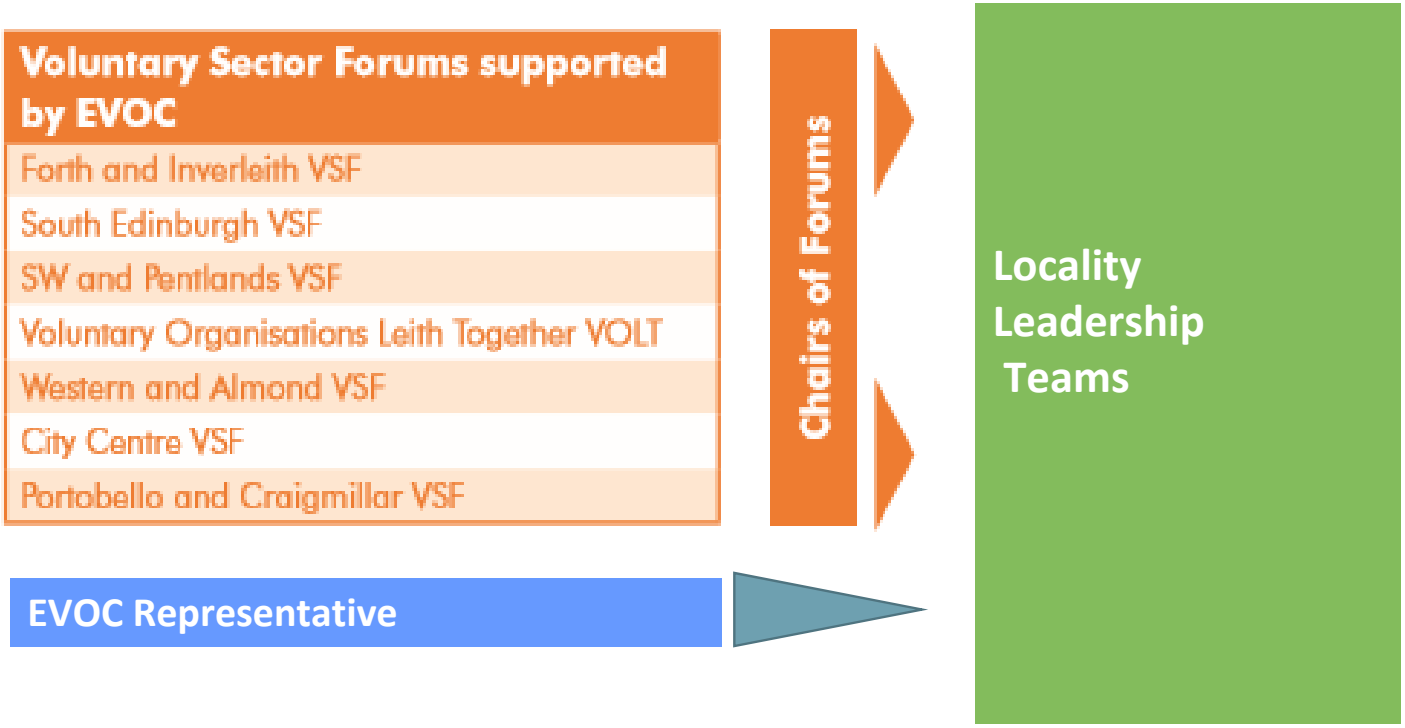

EdinburghCompact

**Slide 10**

**DH14** This is the diagram from P13 - we said to keep it portrait if possible

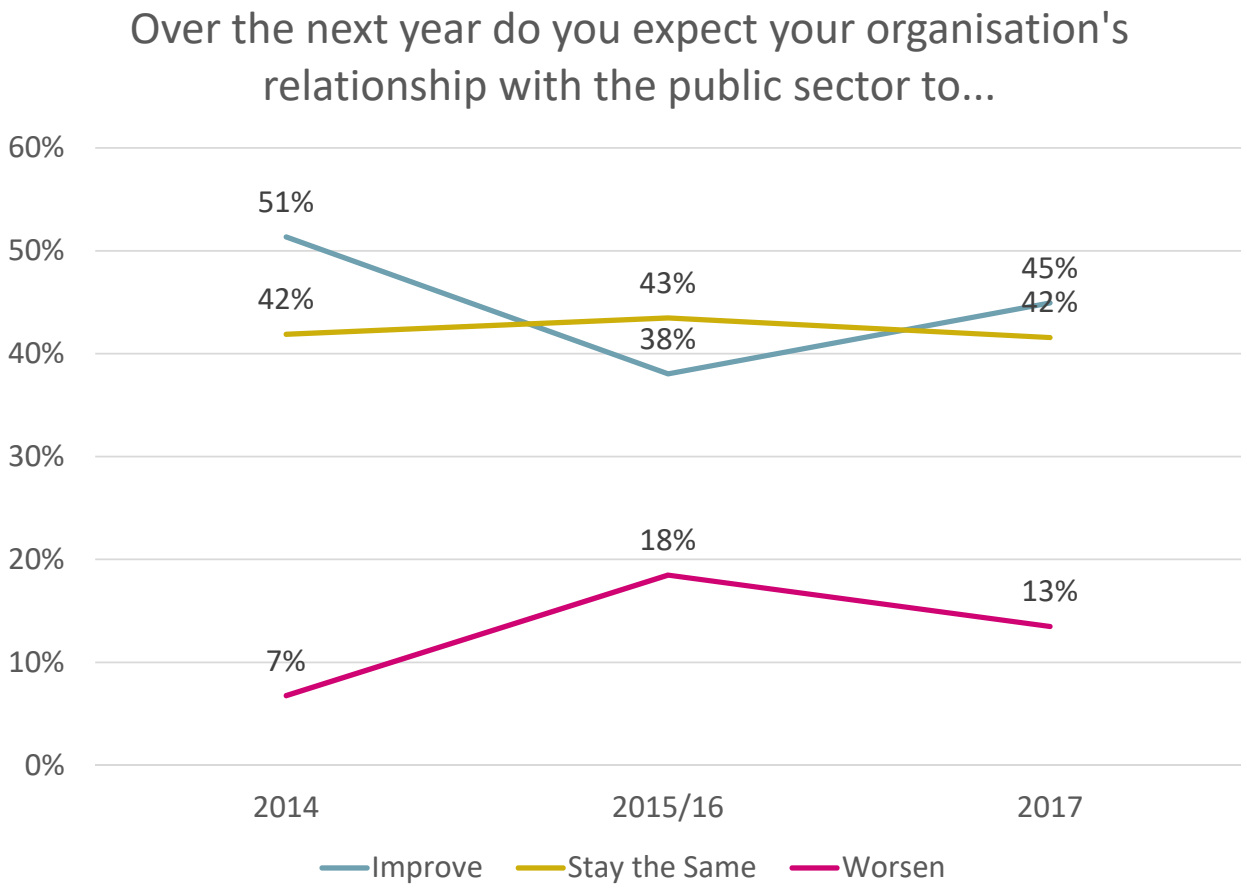
Denise Horn, 06/06/2017

# Third Sector and Localities




EdinburghCompact

# Confidence for the coming year




**The majority of people have felt that their relationship with the public sector will stay the same or improve**. Changing levels of confidence in their relationship over the last 3 years. 2015/16 saw a drop in optimism for the future compared to 2014, but this has improved somewhat in 2017.

One of the **major aspirations** mentioned by the respondents for the future of the third sector is that they are seen **as equal and respected partners with the public sector and statutory services** when working in partnership, and hope **for closer and more effective collaboration** in the future.

DH2

# Funding

This year, organisations listed

- Funding
- Fundraising
- Finances

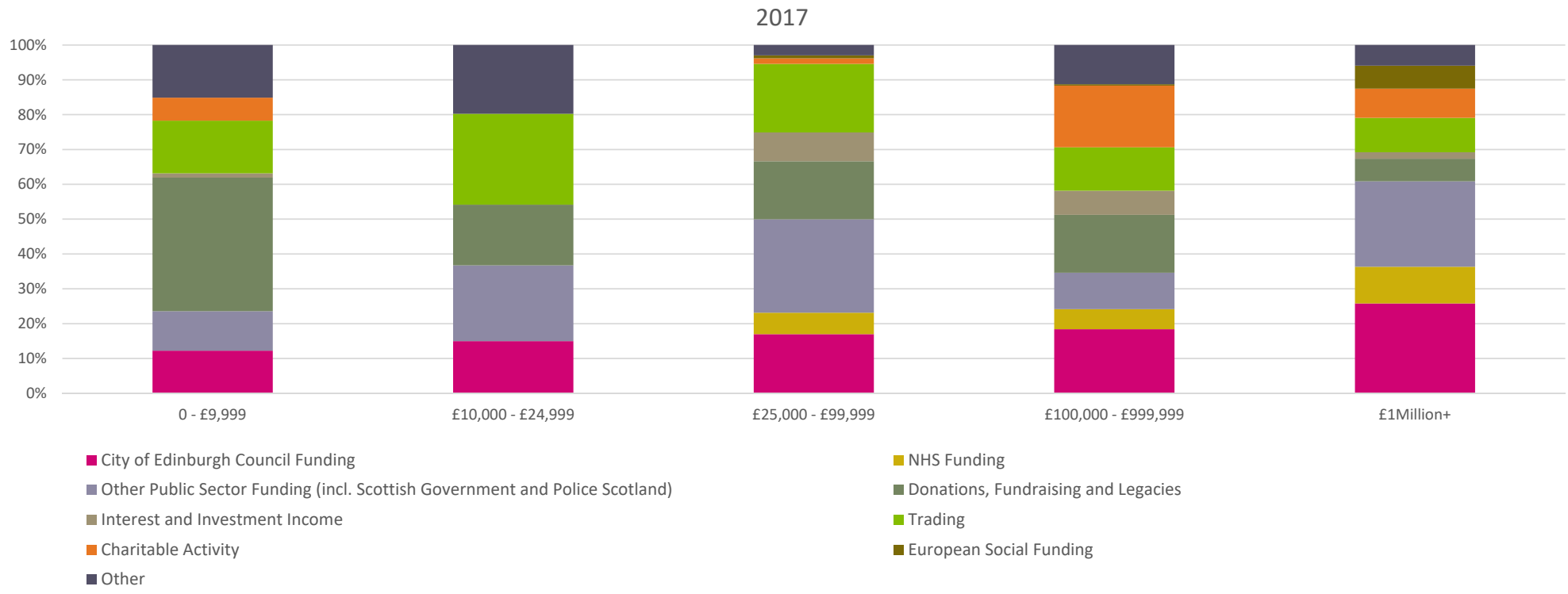
most frequently in their top 3 priorities areas in which they need support.

EdinburghCompact

DH2 This page I can do

Denise Horn, 06/06/2017

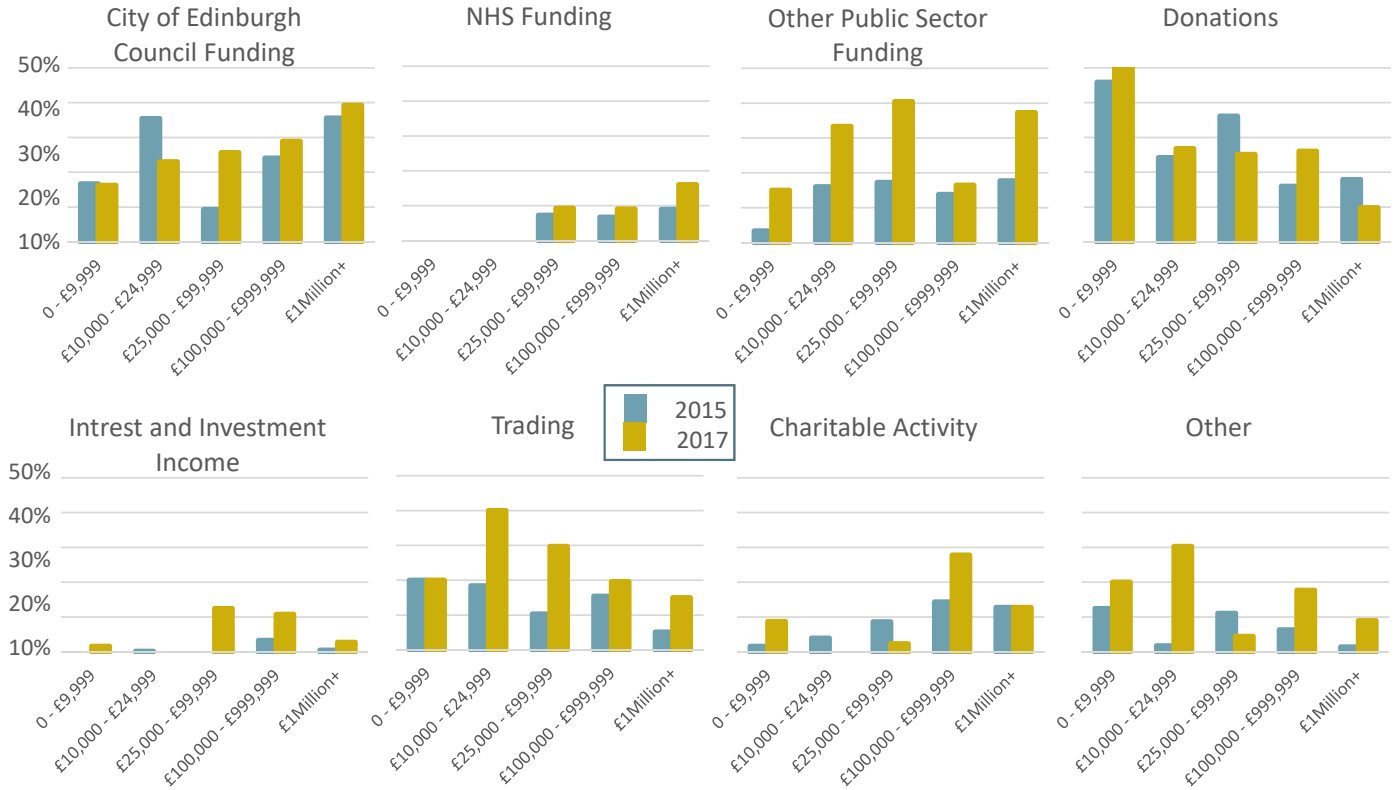
# Sources of funding



# Sources of funding

- The City of Edinburgh Council provide a higher percentage of the income of larger organisations than smaller organisations.
- There is often a perception that the Third Sector are funded primarily by the Council, however, we can see here that all sizes of organisation also rely on income from other sources, including other public sector sources.
- According to our sample, the NHS rarely fund organisations smaller than £25,000, and only the largest organisations receive European Social Funding.
- Smaller organisations received most of their funding through Donations, Fundraising, and Legacies.
- Most trading takes place by medium to large organisations, and mostly larger organisations have received income from interest or investment this year.

# Source of funding over time




- **Council funding of £10,000-£24,999 sized organisations has been reduced this year**. It appears that organisation have instead received an increased proportion of their funds from other public sector sources, and other sources, as well as by increasing their trading activity.
- Funds from **other public sector sources appear to have increased proportional across organisations of all sizes.**
- The **proportion of income from trading has increased** since last year, overall, **and significantly for those in the £10,000 – £99,999 bracket.**

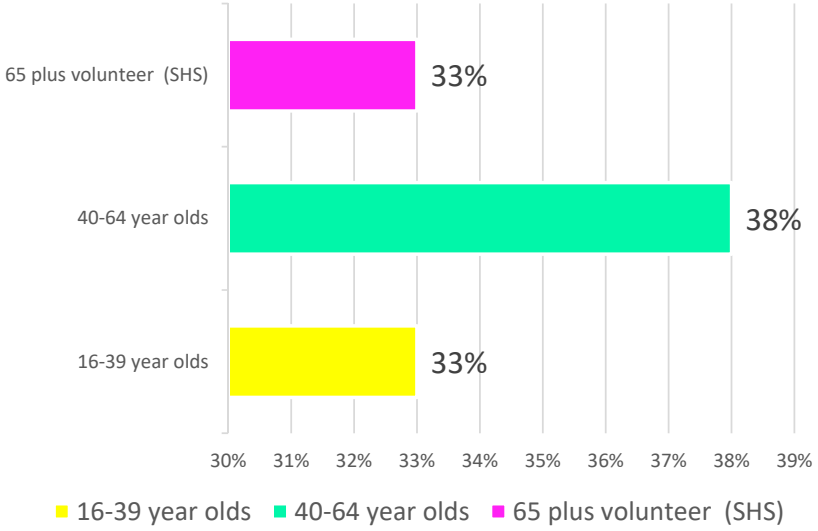
DH11

# Volunteering

**35%**
**of people in Edinburgh volunteer**
significantly higher than the Scottish Average of 27% (SHS)

**32%** of men,
**37%** of woman (SHS)

**42%**
**of adults with a household income of over £30,000 volunteer** compared to only 27% of adults with an income of up to £15,000 (SHS)




**990,000 hours annually**

Average individual volunteer contributes 3.8 hours a week (VE) In total **990,000 hours** are contributed annually to the organisation that took part in our survey.

That's the equivalent of **£12.9 million** (using Edinburgh's average hourly wage).

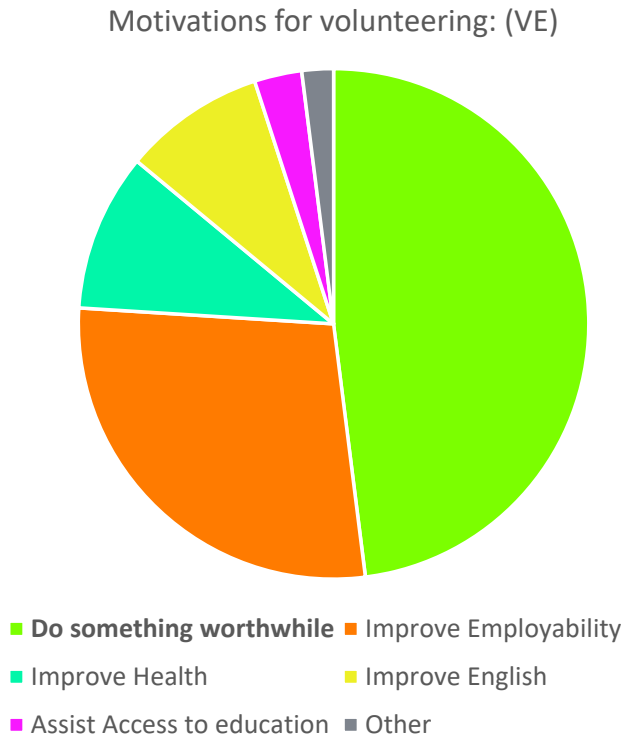
**Slide 17**

**DH11** Could be some infographics of use from section 2 P8

Denise Horn, 06/06/2017

DH12

# Volunteering – Why and What



EdinburghCompact

**Slide 18**

**DH12** can we do coloured dots maybe for what volunteers actually do - or a word cloud which does the size of the word by the weighting shown.

Denise Horn, 06/06/2017

# Organisations that Involve Volunteers (VIOs)

91% of VIOs are involving more or the same number of volunteers than last year.

41% of VIOs report that those volunteers are donating more hours.

## 62% of VIOs do not have enough volunteers.

52% of volunteer managers say the main barrier to recruiting more volunteers is time/staff to recruit and manage volunteers.

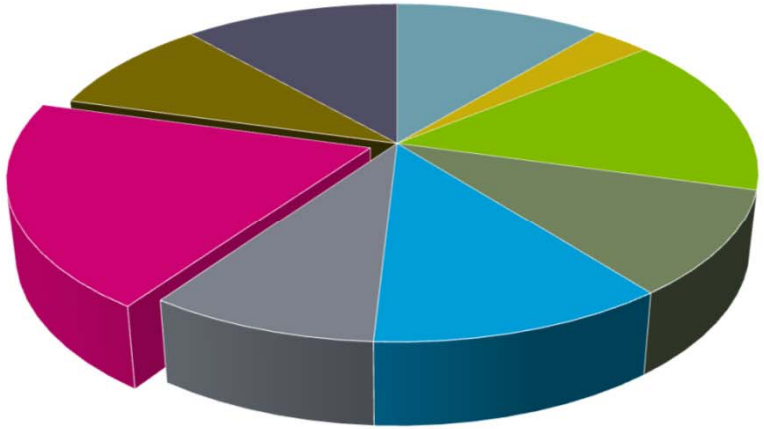
39% of VIOs currently have vacancies for trustees.

- Source Volunteer Edinburgh

EdinburghCompact

# What has Impacted on the Third Sector Organisations in Recent Years

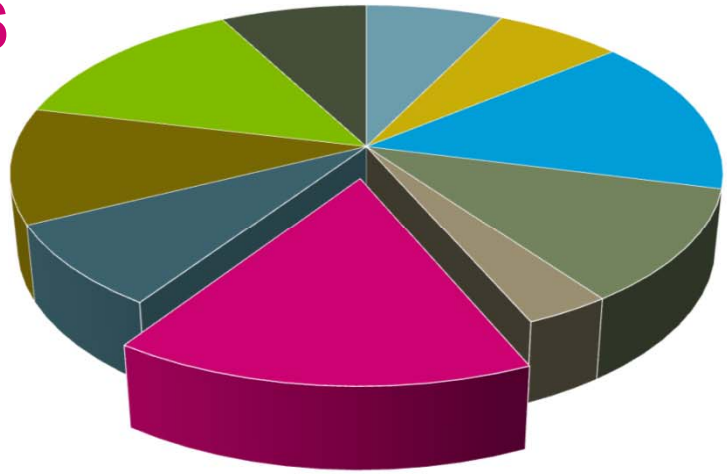
**Effects of budget reductions on Third Sector services**



- None as yet
- It's great- voluntary organisations are being relied on instead
- Less support available from public sector
- Reduction in services delivered
- More competition
- Less collaboration
- Reduction in funding /effective reduction due to the same level of funding and increased costs
- Reduction in capacity
- Other (please specify)

# What has Impacted on the Service Users in Recent Years

**Effects of budget reductions on Third Sector service users**



- None as yet
- None as yet, as we are trying to protect our services users from feeling the effects
- Closure/reduction of services
- Increased poverty and hardship
- Information overload
- Reduced access to services
- Reduced quality of life
- Constraints on length of support
- Longer waiting lists
- Other (please specify)

DH2

# Legislative Issues Most Affecting the Sector this Year

- Localities
- CEC Procurement
- OSCR
- Participatory Budgeting
- Fundraising Regulations

Wanting support with all of the above but also for:

- Trading for the Third Sector
- Participation Requests
- Asset Transfer

EdinburghCompact

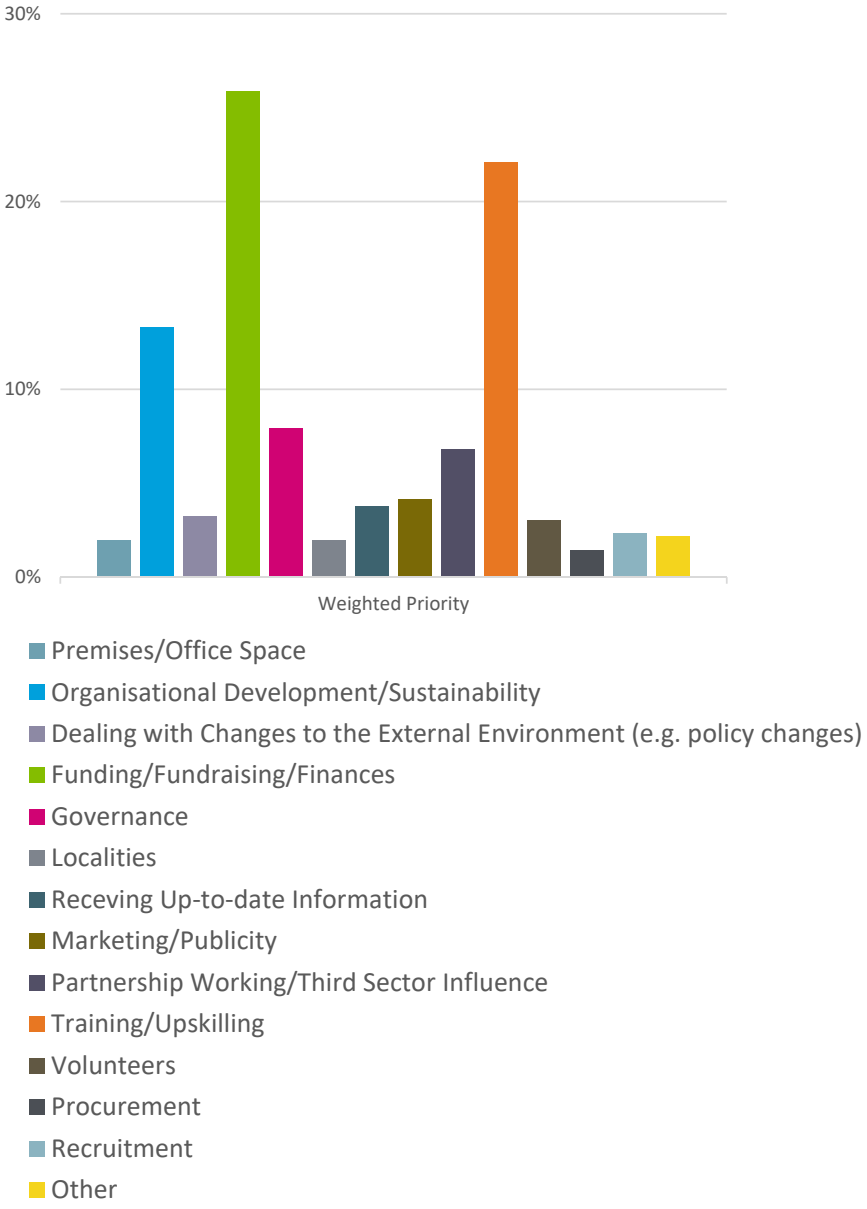
DH2 This page I can do

Denise Horn, 06/06/2017

# Support Needed

- **Funding/Fundraising/Finances** most frequently listed in their top 3 priorities areas in which they need support
- **Training/Upskilling in a variety of areas, ranging from communication to data analysis and reporting**, was the second highest and was also coupled with the need for funding for the required training in a number of cases.
- **Support with Organisational Development/Sustainability was the next frequently listed priority**, with respondents looking to make their organisations more robust, e.g. through 'diversifying our model and services' or 'long term survival in a short termist society'.
- Similarly, support with **Organisation Governance** was listed by 14% of respondents as their third highest priority (n=70).

- Source Compact Voice 2017




EdinburghCompact

# Concerns being Voiced by the Third Sector

- Short term funding creates an unstable environment for staff.
- Increased competition for funding.
- Closure of organisations.
- Being asked to do more for less money – means the service delivery suffers.

EdinburghCompact

# Aspirations for the Third Sector

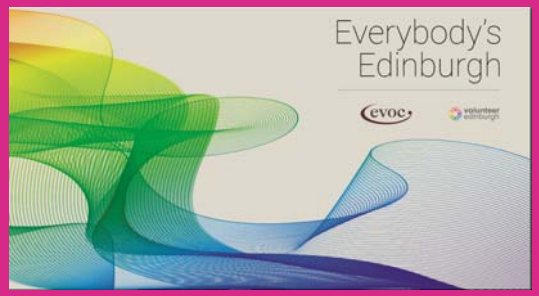
- Being a valued and respected partner when working with the public sector, in designing or delivering services.
- Survival and financial security.
- To provide citizen-focused services.

EdinburghCompact

DH2

# How Can You Work with and Support the Third Sector in the City to Thrive

- Understand the Sector – targeted, addressing a need, niche.




- Know what the manifesto issues are and look at addressing them.

- Create space to have meaningful discussions with the Sector to see how issues could be addressed in partnership.

- Appropriate and supportive sustainable investment models.

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DH2 This page I can do

Denise Horn, 06/06/2017

THE EDINBURGH PARTNERSHIP

# LUNCH PRESENTATION

**Thursday 15 June 2017**

**13.00 to 13.50**

THE EDINBURGH PARTNERSHIP

# BOARD MEETING

**Thursday 15 June 2017**

**14.00 to 16.30**

# Item 2

# Edinburgh Partnership Board

Locality Improvement Plans

2017/22

# Phase 1 - update

- Consultation complete
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THE EDINBURGH PARTNERSHIP

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

**Thursday 15 June 2017**

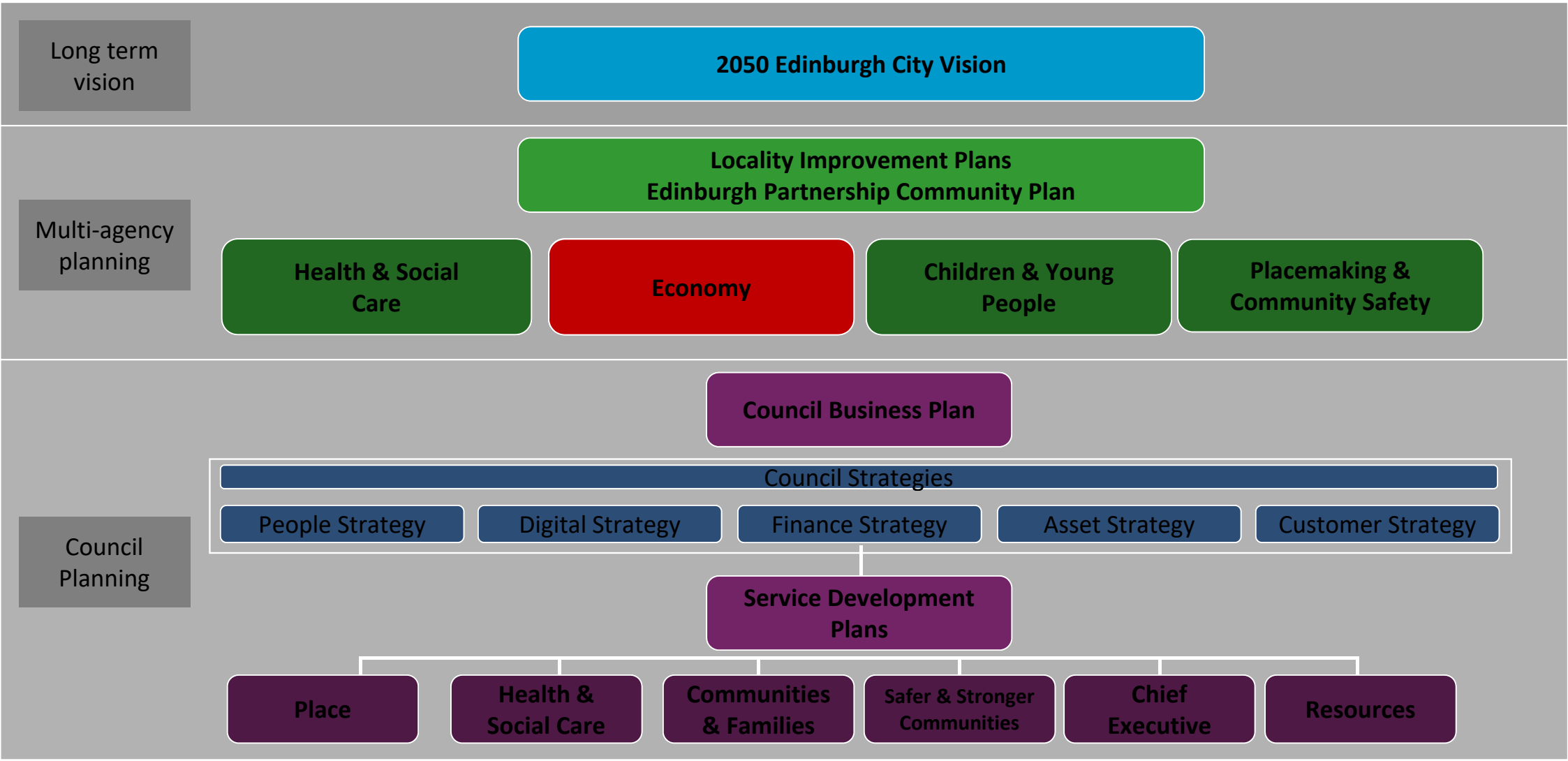
**14.00 to 16.30**

# Item 4

# Economy Strategy

*EP Board 15 June 2017*

# Strategic Fit



# Strategic Fit

Long term priorities
*30 yr horizon*

Investment programme
*10 yr horizon*

Strategy programme
*5 yr horizon*

Economy strategy drivers / inputs

| | |
|---|---|
| Scottish Government Economic Strategy | Scottish Enterprise and Skills Agencies Review |
| UK Government Industrial Strategy | Fairer Scotland Action Plan |
| Brexit | Community Empowerment |
| LIP / Community Plan | Council Strategic Planning Framework |
| Community engagement | Partner engagement activity |

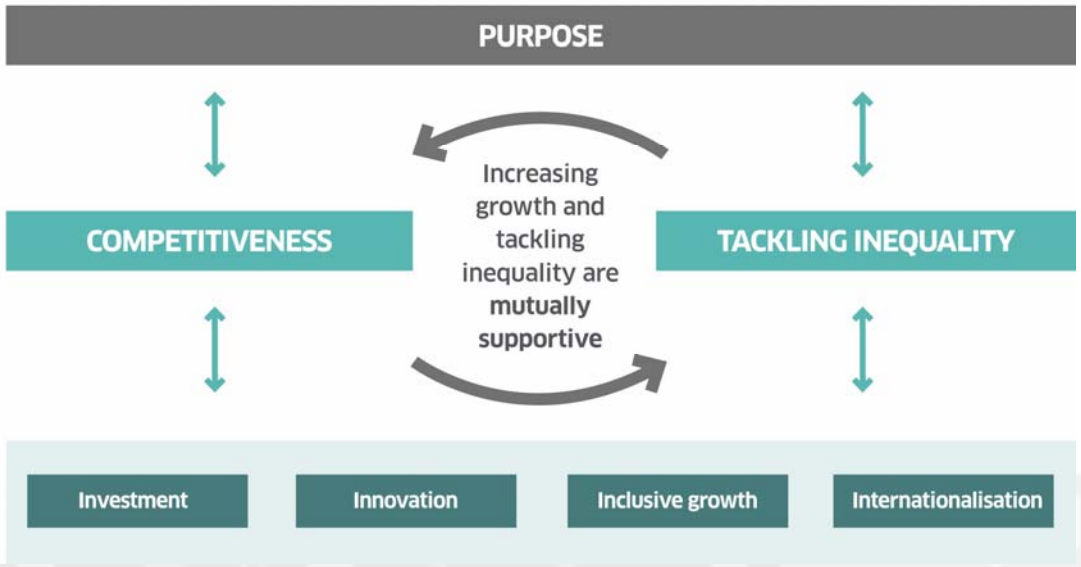
Evidence base

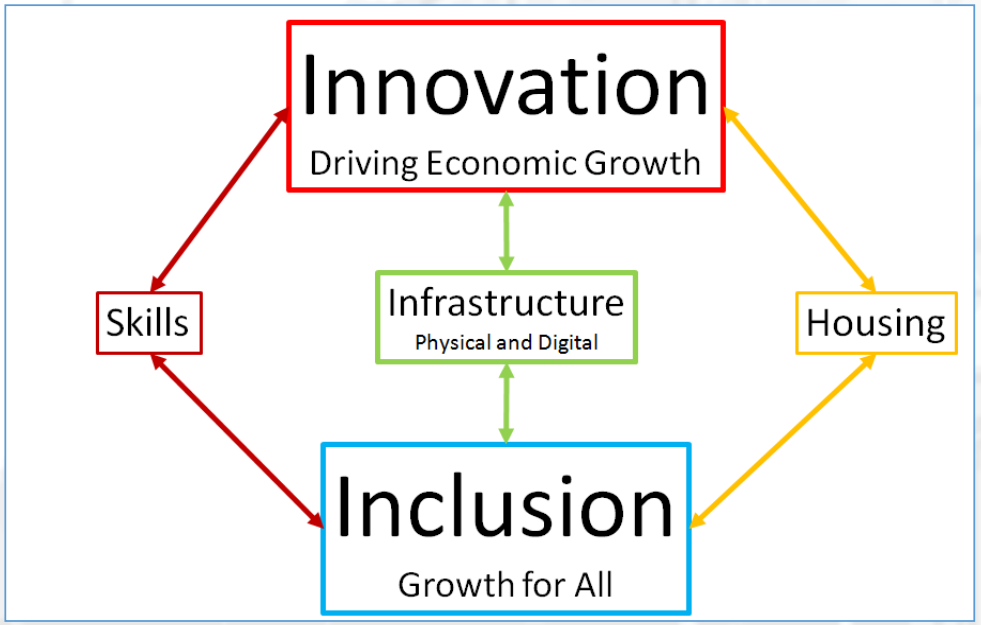
# Principles

| | |
|---|---|
| Practical and Deliverable | *Agile and responsive* |
| Clear ownership and leadership | *Multi-agency, cross service alignment* |
| Prioritise investments | *Making best use of resources* |
| Multi-dimensional in purpose | *Growth and Inclusion* |
| Innovative and new | *Forward looking* |

# Inclusive Growth

Figure E.1: Scotland's Economic Framework

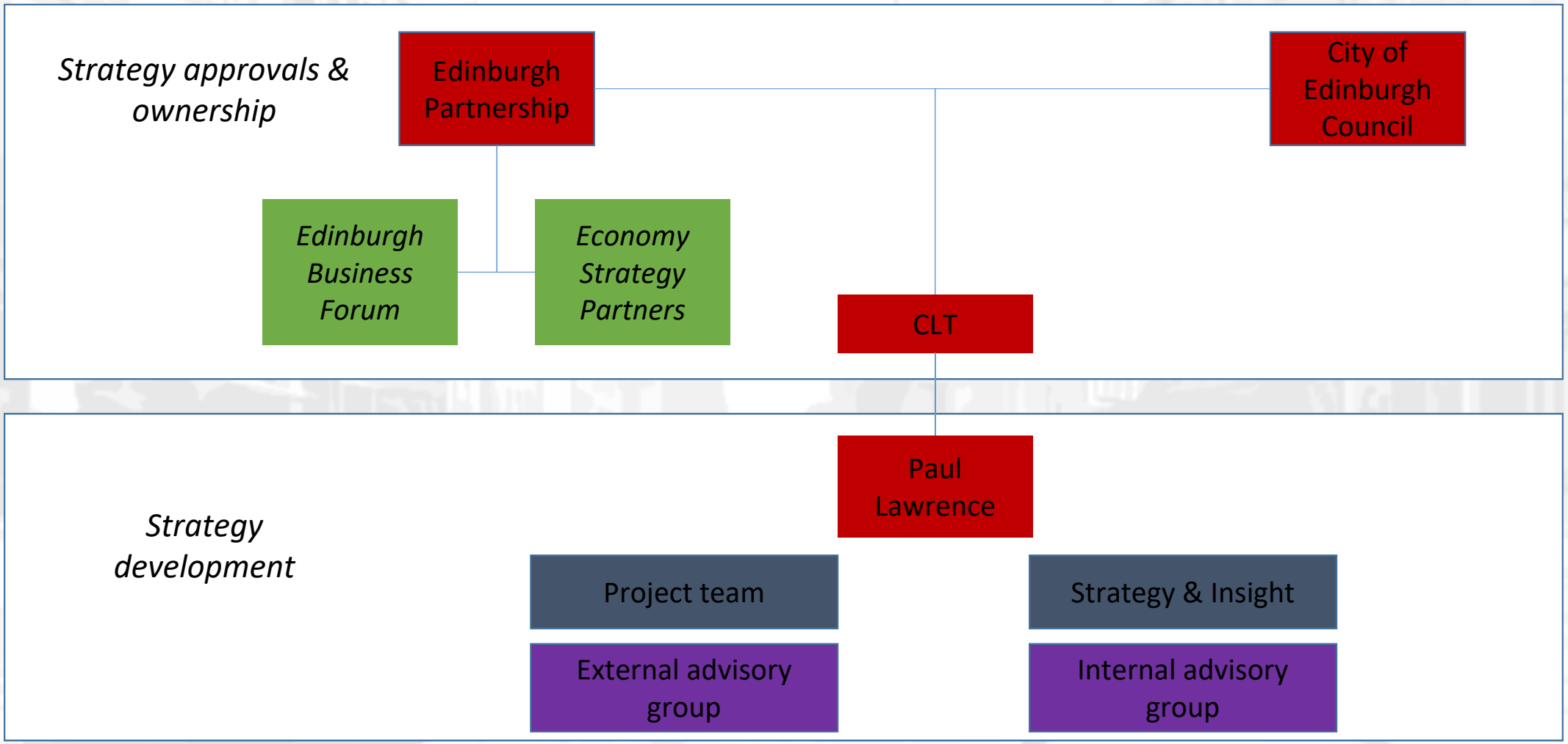


# Delivering inclusive growth

| | | |
|---|---|---|
| ***Create the conditions for growth*** | Investment | Business growth |
| | Development | Innovation |
| ***Connect people to growth*** | Education | Skills |
| | Removing barriers | Transport |
| ***Shape the pattern of growth*** | Spatial patterns | Fair work |
| | Future skills | Sector mix |
| | Encourage participation | Resource use / Circular economy |

# Process


Strategy approvals & ownership
Edinburgh Partnership
City of Edinburgh Council
Edinburgh Business Forum
Economy Strategy Partners
CLT
Paul Lawrence
Strategy development
Project team
Strategy & Insight
External advisory group
Internal advisory group

# Process

| | |
|---|---|
| ***Preparation***<br>April-May | Policy context<br>Economy performance & evidence base |
| ***Outline Draft***<br>June | 5 day sprint over 12-16 June<br>Internal workshop, Small project team + Specialist advisors |
| ***Challenge & co-produce***<br>June-September | Elected Members<br>CLT / WLT / SMTs<br>Locality Management Board<br>Partners<br>Edinburgh Partnership / Edinburgh Business Forum / Economy Strategy Partnership |
| ***Final draft***<br>October | Final draft for comment |
| ***Approvals***<br>October - December | CLT, Elected members, Edinburgh Partnership |

THE EDINBURGH PARTNERSHIP

# BOARD MEETING

**Thursday 15 June 2017**

**14.00 to 16.30**

# Item 10

THE EDINBURGH PARTNERSHIP

# The Edinburgh Partnership Community Plan 2018/23

## (Local Outcomes Improvement Plan)

# 1. Rationale

THE EDINBURGH PARTNERSHIP

- Community Empowerment Act 2015
- Christie Commission (people, performance, prevention, partnership)
- Public Bodies Joint Working Act 2014
- Children and Young People's (Scotland) Act 2014
- Police and Fire Reform and Community Justice Reform
- College and Education Reform – equity and excellence
- National Planning Review – place making
- Procurement Reform – community benefits + sustainability
- National skills and enterprise review
- Locality Working and Locality Improvement Plans

# 2. Values and Culture

THE EDINBURGH PARTNERSHIP

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

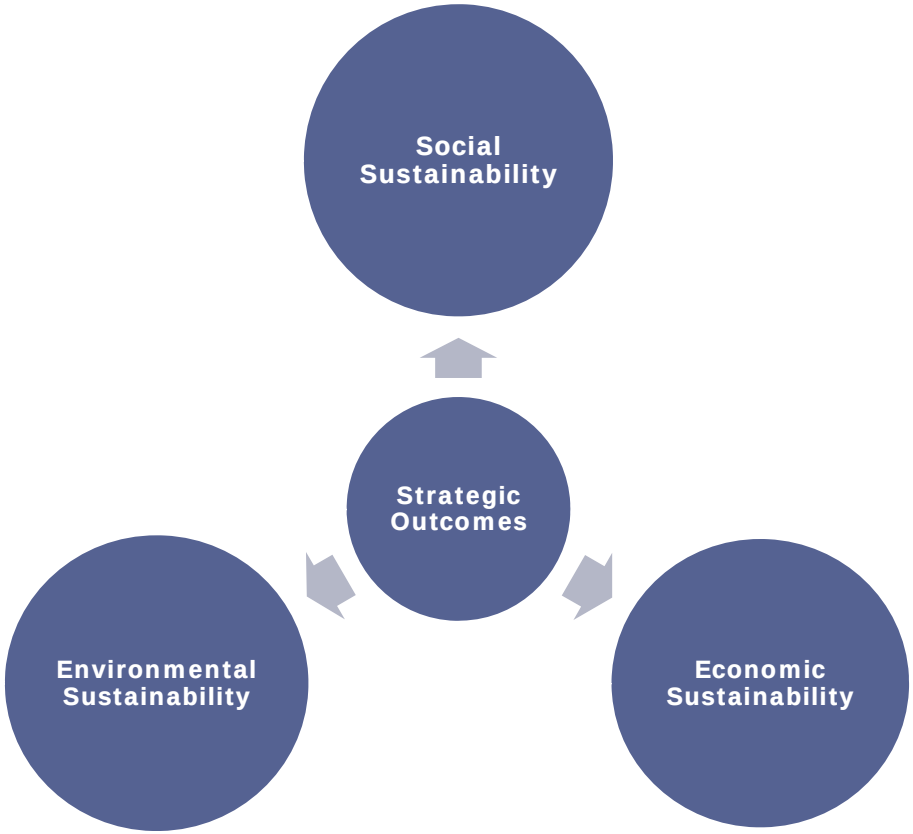
THE EDINBURGH PARTNERSHIP

# 3. Proposed Core Contents

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

# 4. Agreed Strategic Outcomes

THE EDINBURGH PARTNERSHIP



# 5. Proposed Strategic Priorities

THE EDINBURGH PARTNERSHIP

THE EDINBURGH PARTNERSHIP

## Strategic Priorities - Template

| Theme | Action | Responsibility | Measures | Resources |
|---|---|---|---|---|
| Social Sustainability | | Private:<br>Public:<br>Community: | | |
| Economic Sustainability | | Private:<br>Public:<br>Community: | | |
| Environmental Sustainability | | Private:<br>Public:<br>Community: | | |

# 6. Engagement, Co-production and Approval Process

THE EDINBURGH PARTNERSHIP

- Board away day – April 2017 – initial discussion on the new plan and key priorities + post away day discussions
- Board meeting – June 2017 – design and agree engagement and co production process + agree initial key priorities + core content
- 1st Phase engagement and co production process – workshops on key priorities - June 2017 to November 2017 (including citywide analysis of LIPs)
- Initial draft – Board meeting December 2017
- 2nd Phase engagement and co-production process – December 2017 to February 2017
- Final approval – Board meeting March 2018

THE EDINBURGH PARTNERSHIP

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

**Thursday 15 June 2017**

**14.00 to 16.30**

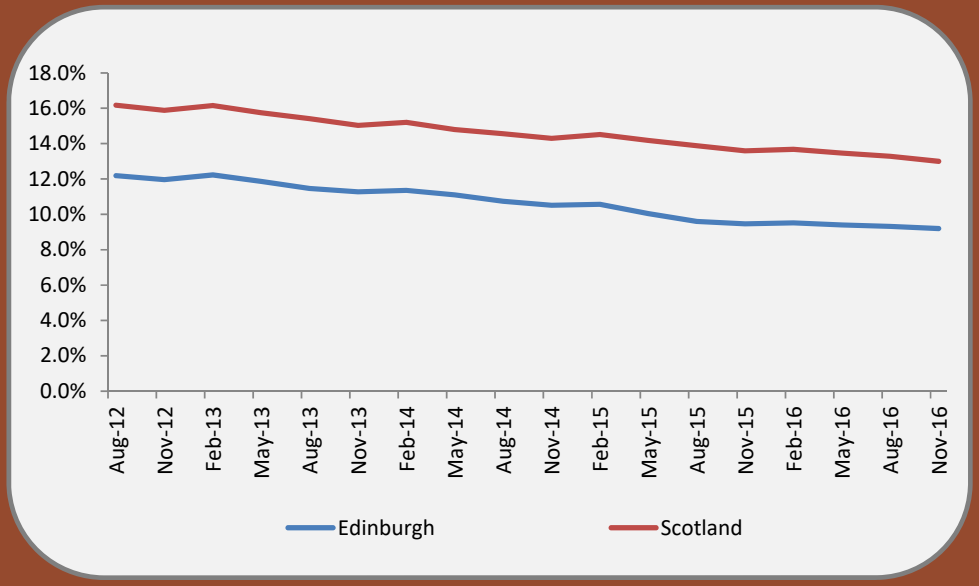
# Item 11

# Edinburgh's economy delivers increased investment, jobs and opportunities for all

*Reducing unemployment & tackling low pay*

**Summary:** The overall trend is improving but data does not fully reflect the labour market for low income households, many of which will be underemployed on zero hours contracts and low wages. The Responsible Business campaign continues, involving the Chamber of Commerce and Business Gateway to improve understanding of "fair work" practices and business benefits of looking after employees; signing up to the principles of the Scottish Business Pledge. Edinburgh has the second highest share of businesses that sign up to the Scottish Business Pledge at 13.8% or (150 businesses). This is second to only Glasgow at 17% or (185 businesses).

## Benefits Claimant Rate – All Working Age Adults



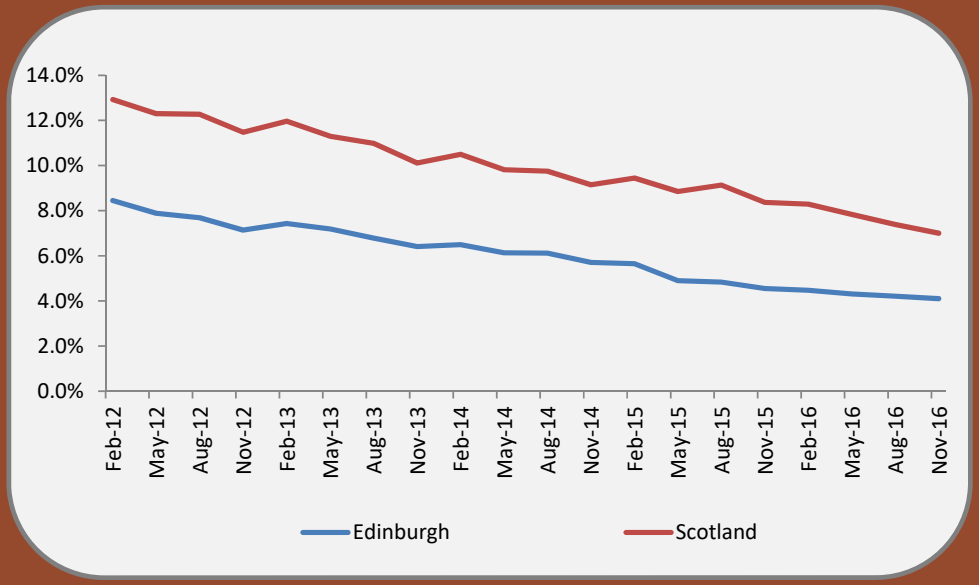

DWP benefits data includes claimants of disability related, income support and other benefits, as well as job seekers.
The number of working age DWP benefits claimants in Edinburgh was 31,880 (9.2% of all working age adults) in the quarter to November 2016. This was down from 32,910 (9.5%) during the same period in 2015.

# Edinburgh's economy delivers increased investment, jobs and opportunities for all

*Reducing unemployment & tackling low pay*

**Summary:** Jobseekers rates for 16-24 are also lower and largely achieved through increased intervention through Edinburgh Guarantee and Developing Young Workforce which has invested in SME engagement to develop opportunities for school based pupils.
The Edinburgh Guarantee Partnership aims to improve the number of school leavers making a sustained transition from school to work or learning to help prevent worklessness and poverty. Since April 2016 Edinburgh Guarantee employer engagement work has supported 2,143 into jobs

## Benefits Claimant Rate – Aged 16-24



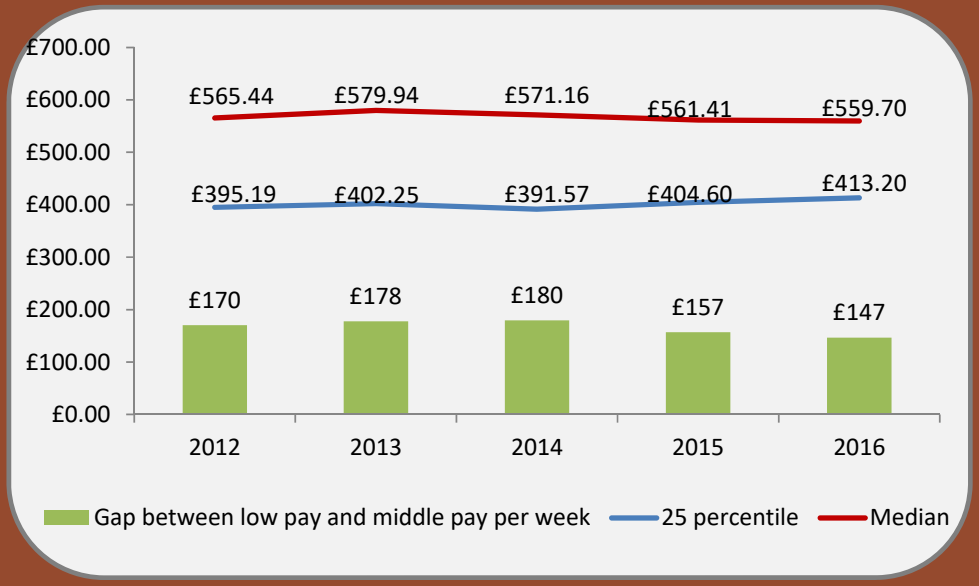

DWP benefits data includes claimants of disability related, income support and other benefits, as well as job seekers.
The number of claimants aged 16-24 in receipt of DWP benefits dropped to 2,700 (4.1% of that aged group) in the quarter to November 2016 down from 3,060 (4.5%) during the same period in 2015.

# Edinburgh's economy delivers increased investment, jobs and opportunities for all

*Reducing unemployment & tackling low pay*

**Summary:** While improving and leading as an employer having just achieved accreditation as a Living Wage Employer, more needs to be achieved to develop "inclusive economic growth". Employees want a decent hourly rate, job security, paid holidays and sick leave, a safe working environment, supportive line manager and flexibility. The latter is critical for parents and those employees who have care responsibilities.

- Earnings of bottom 25 percentile of Edinburgh residents in employment (full and p/t)




Low wage earnings is defined as a average gross weekly salary of the 25-percentile. This means that a quarter of the living in Edinburgh and working full time earn less than £413 per week in 2016. This is slightly more than in 2015 meaning that the gap between low and median wages has narrowed.

In real terms, average value low wage earnings in Edinburgh have increased from £395 in 2012 to £413 in 2016, whereas the average middle pay decreased, in real terms, from £565 to £560 over the same period.

# Edinburgh's economy delivers increased investment, jobs and opportunities for all

*Reducing unemployment & tackling low pay*

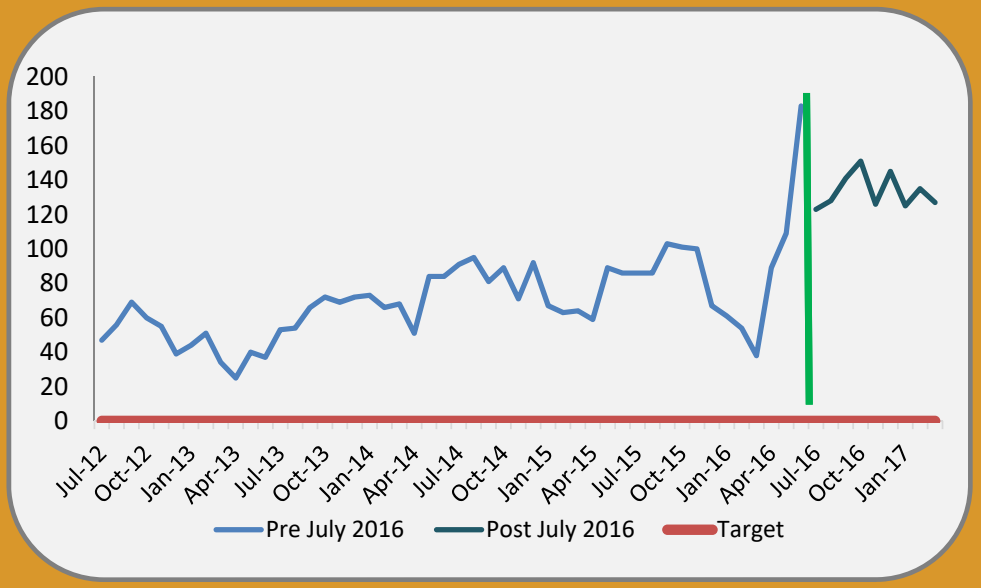
| Commitment to Action | Comment | Status |
|---|---|---|
| The establishment of a Corporate Social Responsibility (CSR) framework to make it easier for employers to engage in CSR activities | Promoting responsible business is largely led by the Chamber of Commerce following an agreed action plan, including events, PR and an award. | |
| To provide a range of programmes and interventions to increase and improve youth employability across the city | The Edinburgh Guarantee Partnership aims to improve the number of school leavers making a sustained transition from school to work or learning to help prevent worklessness and poverty. | |
| Identify opportunities for business involvement in school-based activity | Already an established action for the Developing Young Workforce Project (a regional version of the Edinburgh Guarantee approach). | |
| Establish Edinburgh as Scotland's Living Wage City | CEC has just received accreditation as a LW employer – process takes up to 2 years. This is not a realistic commitment and the wider regional direction, also Scottish vision needs to be considered. | |
| To provide a range of community-based adult literacy and numeracy programmes across the city | The range of Community Learning Development provision in Community Based Adult Learning is delivered through local teams. The Adult Education Programme is managed centrally from South Bridge Resource Centre and delivered in venues across the city. | |
| To provide a range of English to Speakers of Other Languages (ESOL) programmes across the city | English to Speakers of Other Languages (ESOL) work with Syrian Refugees (CLD, Edinburgh College and The Welcoming) is recognised as sector leading. | |

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Shifting the balance of care*

**Summary:** Delayed discharge: the Patient Flow Board oversees the range of work streams which have been set up to reduce delayed discharges. A self assessment of the current approach to managing hospital flow has been undertaken using national guidance on best practice. Actions arising from this assessment have been incorporated into the work streams. These include: addressing delays within the hospital pathway, admission avoidance, rehabilitation and recovery, implementing the new care at home contract and the Multi-Agency Triage Teams to provide rapid response to support people who are at immediate risk of hospital admission.

- Number of people waiting more than two weeks for discharge to an appropriate setting




Note that, since July 2016, this definitions underpinning this measure have changed, so the figures since then are not comparable with those before. The total delayed for longer than two weeks at the March 2017 census was 127.

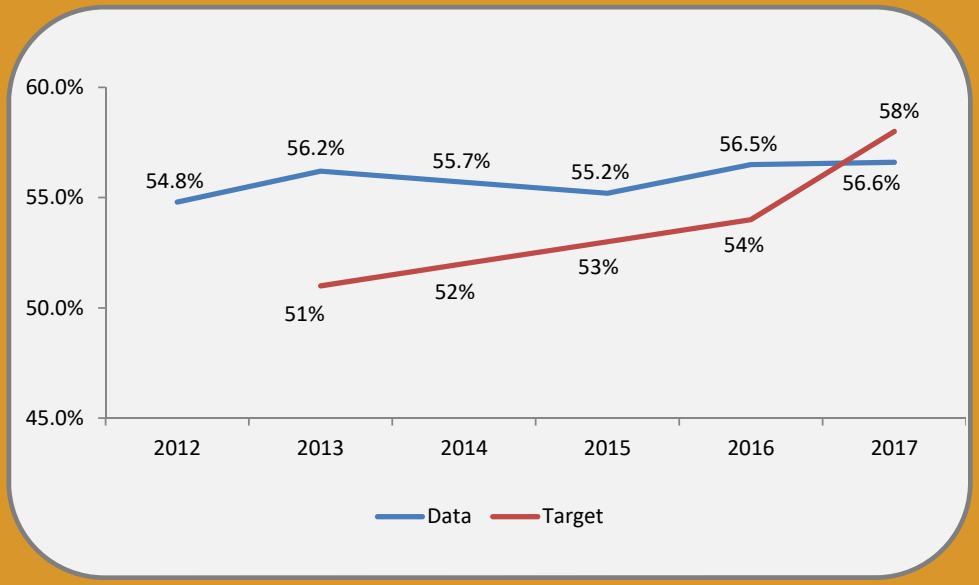
Patient flow is being addressed through a programme of actions which are being overseen by the Patient Flow Programme Board.

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Shifting the balance of care*

**Summary:** Balance of care: a comprehensive review of capacity and demand within the older people's care system is underway and this will inform actions for supporting further shifts in the balance of care towards community settings. The model of reablement has been changed to maximise the use of community capacity. The approach is to target reablement services to ensure that maximum benefit is afforded to the individuals who can achieve most benefit from targeted goal setting and reabling approaches. This differs from the previous approach which was targeted at all discharges from hospital. The target in the reduction in support needed of 45% has been exceeded, with a level over the first ten months of 55% (people who started since June and finished before the end of March 2017), compared with 37% over the previous 12 months.

- The number of adults (18+) receiving personal care at home or direct payments for personal care, as a percentage of the total number of adults needing care.




This measure has been revised to take into account changes in way that care is provided, mainly through reablement. The measure is now the number of adults (18+) receiving personal care at home or direct payments for personal care, as a percentage of the total number of adults needing care.

## Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Shifting the balance of care*

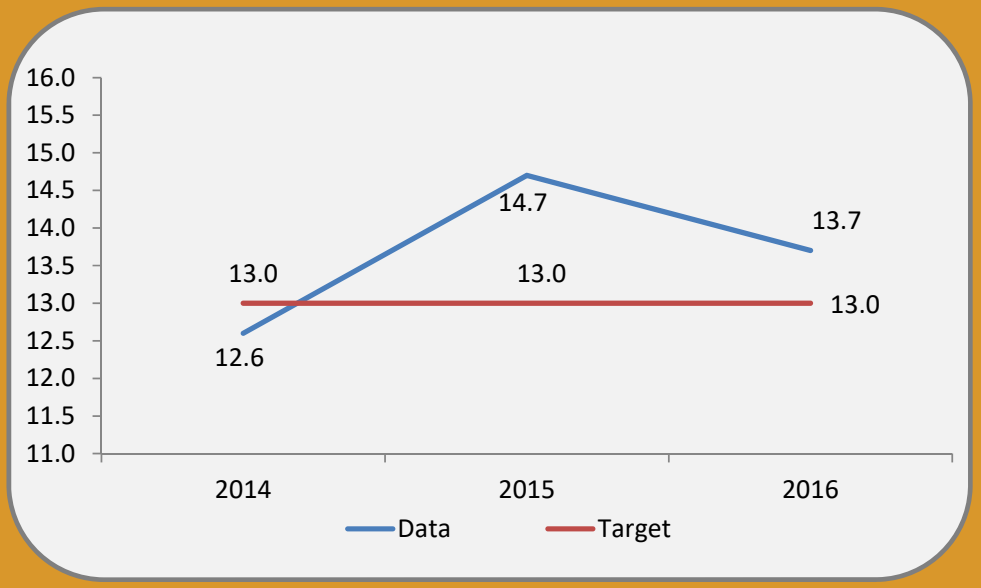
| Commitment to Action | Comment | Status |
|---|---|---|
| Addressing delays within the hospital pathway | A Flow Board has been established to oversee a programme of work to reduce the number of delayed discharges to 50 by December 2017. A Multi Agency Triage (MATT) function has been established as part of the new locality structure which focuses on admission avoidance and timely discharge. The number of delays is showing a downward trend from 201 at the October 2016 census to 176 for the March 2017 census. | |
| Rehabilitation and recovery | Changed approach to the use of reablement services to ensure maximum benefit is afforded to the individuals who can achieve most benefit from targeted goal setting and reabling approaches. This differs from the previous approach which was targeted at all discharges from hospital. Target is 45% reduction. For all those who started after June 2016 and finished Reablement before the end of April 2017, a 52% reduction in the hours of care required has been achieved. This compares with 37% in the year running up to the change in criteria. | |
| Implement the new Care at Home contract to support providers to maintain business continuity and provide a more flexible and responsive service | The care at home contract was implemented in autumn 2016 and work is ongoing with providers to increase market capacity. | |

## Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing alcohol and drug misuse*

**Summary:** Development of courses to reduce alcohol related harm is underway. The associated framework on the reduction of alcohol related harm has been published and integrated into the work of the strategic partnerships.

- Premise licences in force (off trade per 10,000 adult population)




Baseline data for March 2013/14:
- 1725 total licences
- 518 off sales

In 2014/15 there were:
- 1987 off licences
- 609 off sales

In 2015/16 there were:
- 2000 off licences
- 574 off sales

Source:
http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice/PubLiquor

## Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing alcohol and drug misuse*

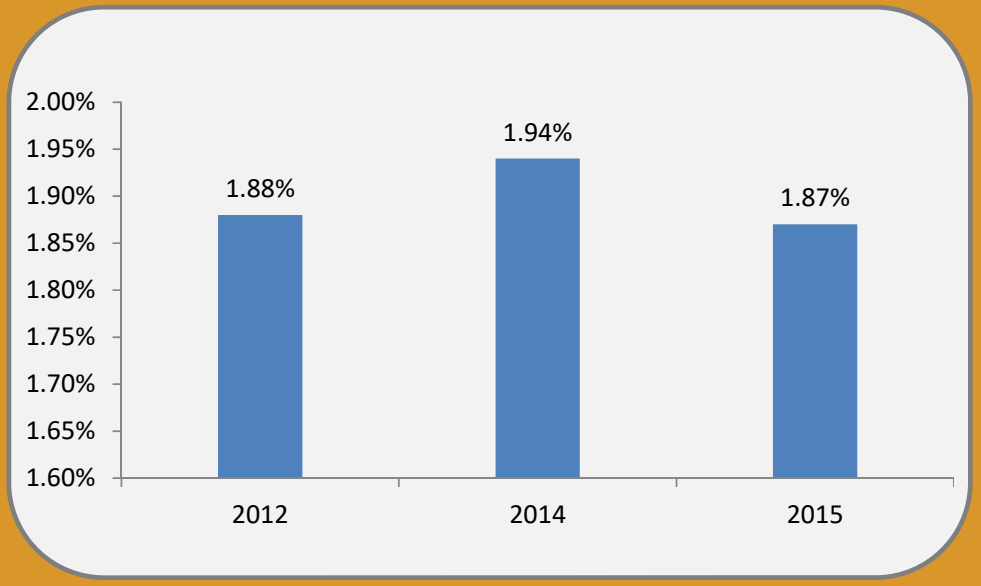
| Commitment to Action | Comment | Status |
|---|---|---|
| Redesign and secure delivery of a more recovery oriented system of care | This work is now completed. | |
| Work with Neighbourhood Partnerships to improve local input into licensing decisions and community responses to alcohol related harm | Alcohol profiles developed to support the development of the Locality Improvement Plans. | |
| Develop and implement a high level strategy to reduce alcohol related harm | Strategy will be presented to the Partnership Board in September 2017. | |

## Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing health inequalities*

**Summary:** The Edinburgh Health and Social Care Strategic Plan sets out the strategic intentions of the Integration Joint Board (IJB) in terms of tackling inequalities including health inequalities, which is to work with community planning partners to agree the most effective way of using the resources available. The IJB has agreed to continue with the existing Health Inequalities Grants Programme for a further year. The Edinburgh Choose Life Steering Group on Suicide Prevention is working to raise awareness of suicide prevention across agencies by promoting a programme of suicide prevention training.

- The ratio of premature mortality rates between the 15% 'most deprived' areas (per SIMD) and the Edinburgh average




Target is to reduce the gap.

The figure for 2015 is 1.87, which represents a reduction in the gap, in line with the objective to reduce inequality. The figure indicates that for every one premature death in Edinburgh there are 1.87 premature deaths in the areas of greatest multiple deprivation.

# Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing health inequalities*

| Commitment to Action | Comment | Status |
|---|---|---|
| Through its active travel forum and partners (e.g. NHS Lothian, Sustrans, etc), direct investment to bring about an uplift in active travel across Edinburgh's communities including in deprived areas | The council is continuing to follow the three strand approach: reducing the need to travel; encouraging use of alternatives to the car; and reducing emissions from motorised travel. To encourage use of alternatives to the car, the council is investing in cycling and walking infrastructure, to continually improve conditions for pedestrians and cyclists, as detailed in the Active Travel Action Plan. Recent achievements include: improving the National Cycle Network route 1 from Haymarket to Queensferry, a new NCN route 75 link from the Meadows to the Innocent Railway path and a new off-road cycleway from Gilmerton across the city bypass to Loanhead, Midlothian. | |
| Continue with existing Health Inequalities Grant Programme for 2017/18 and determine priorities for use of resources from April 2018 onwards | Grants have been awarded for 2017/18 in line with agreed priorities. | |
| Ensure that street design projects value the positive contribution from, and deliver, trees in the urban environment, to ensure positive well being, through the adoption of standards in the Council's street design guidance | The Street Design Guidance was created to ensure Edinburgh has a world-class network of vibrant, safe, attractive, effective and enjoyable streets. This includes guidance on introducing street trees and soft landscaping to conserve and enhance townscape character, to use as a traffic calming measure and to encourage walking and cycling. | |
| Development of Mental Health Re-ablement Service. Wayfinder Partnership and Public Social Partnership will implement a graded support model which focuses on person centred choices, providing a safe and secure base for people and activities | Positive Steps Reablement Service is operational and the Wayfinder Partnership has implemented a grade support model. | |

## Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

*Reducing health inequalities*

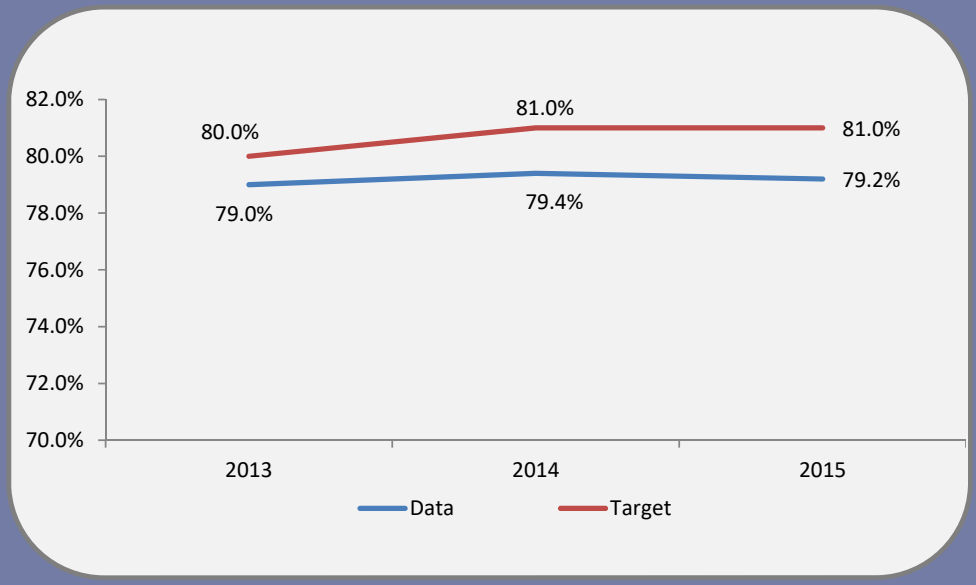
| Commitment to Action | Comment | Status |
|---|---|---|
| Edinburgh Choose Life Steering Group Suicide prevention – implementation of multiagency commitments to develop services to support people suffering distress | The Choose Life programme continues with various workstreams to develop services and raise awareness of the suicide prevention strategy. | |
| To maximise the therapeutic impact of the new Royal Edinburgh Campus through a Public Social Partnership focusing on the impacts of external environment and arts to support people's' mental health and wellbeing | Mental Health and Wellbeing Public Social Partnership established to redesign wellbeing and preventative services. Services to be in place from November 2017. | |
| Improving inpatient psychiatric care in fit for purpose environments | New Royal Edinburgh Building is due to open mid to late 2017. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving early support*

**Summary:** The 27-30 month review data has been shared with health visitor teams looking at uptake, documentation, outcomes and referral/support, resulting in areas for future work being identified. Family literacy work with parents in their children's early years continues to be recognised as a key element of the Integrated Literacy Strategy and Family Learning workers are engaging with groups of parents and carers to enable them to give support outside school to their children's early literacy and numeracy. The Edinburgh Children's Partnership has agreed a set of Wellbeing Outcomes which were developed and trialled by practitioners. These are being used to involve families in child planning and to measure its effectiveness.

% of children who have reached all the expected developmental milestones at the time of the child's 27-30 month child health review



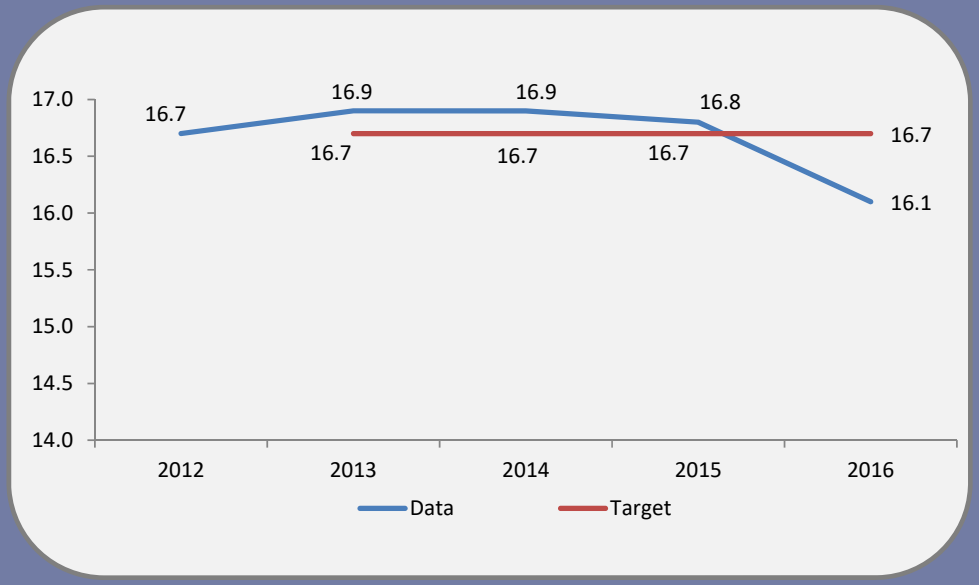

Data taken NHS ISD publication 'Child Health 27-30 Month Review Statistics' published in February 2017. Latest data shows that during the year 1 April 2015 - 31 March 2016, of the 5213 eligible children, 4466 were assessed. This is an uptake of 85.7%, up from 84.7%. There was no concern over all domains for 3538 (79.2%) of these children, short of the 81% target and higher than the national average of 72.4%. We are in the process of developing a system for regular and up to date reporting of the 27-30 month review data. Until this is available we require to use the officially reported information.

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving early support*

**Summary:** Through early support for children and families (while still responding to need) we aimed to reduce the rate of growth in the number of children who need to be looked after. We have made significant shifts in the balance of care, including significantly reduced usage of secure accommodation.
Earlier support to families is provided through the Multisystemic Therapy Service, Family Household Support Teams and the Family Group Decision Making Service.

## Number of children who need to be looked after (rate per 1,000)




Through early support for children and families (while still responding to need), we have aimed to reduce the rate of growth in the number of children who need to be looked after. Performance is now below the target figure. The national figure is 15.4. The data is published in 'Children's Social Work Statistics Scotland, 2015-16' by the Scottish Government on 28 March 2017 and relates to the position as at end July 2016.

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving early support*

| Commitment to Action | Comment | Status |
|---|---|---|
| Develop deliverable safe alternative(s) to secure accommodation for young women at risk | The first of two new, flexibly designed residential facilities (Heathervale) opened in August 2016 and plans are in advanced stages to rebuild Oxgangs Young People's Centre on the current site. | |
| Provide earlier support to families experiencing difficulties (with a specific focus on substance misuse and domestic violence) to reduce the need for children and young people to become looked after | Earlier support to families is provided through the Multisystemic Therapy Service, Family and Household Support Teams and the Family Group Decision Making Service. | |
| Expand the range of foster care and placements available | The net growth in foster care capacity has continued. CEC has wider choice of placement within the city. 28 new carers were approved in 2016. | |
| Evidence use of wellbeing indicators to consistently and holistically assess and meet needs across all children's service delivery | A revised version of Edinburgh's wellbeing outcomes was trialled on a multi-agency basis during 2016 in five school cluster groups. The Outcomes Working Group continued to support learning and the wider introduction of the use of the outcomes in the latter part of 2016. A report to Edinburgh Children's Partnership recommending citywide roll-out was approved. | |
| Develop and deliver the Psychology of Parenting Project in Edinburgh (a cluster based approach to begin with, building to a whole-city approach) | Psychology of Parenting programme is now being delivered citywide with improvements being shown in children's Strengths and Difficulties Questionnaires scores as a result. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving early support*

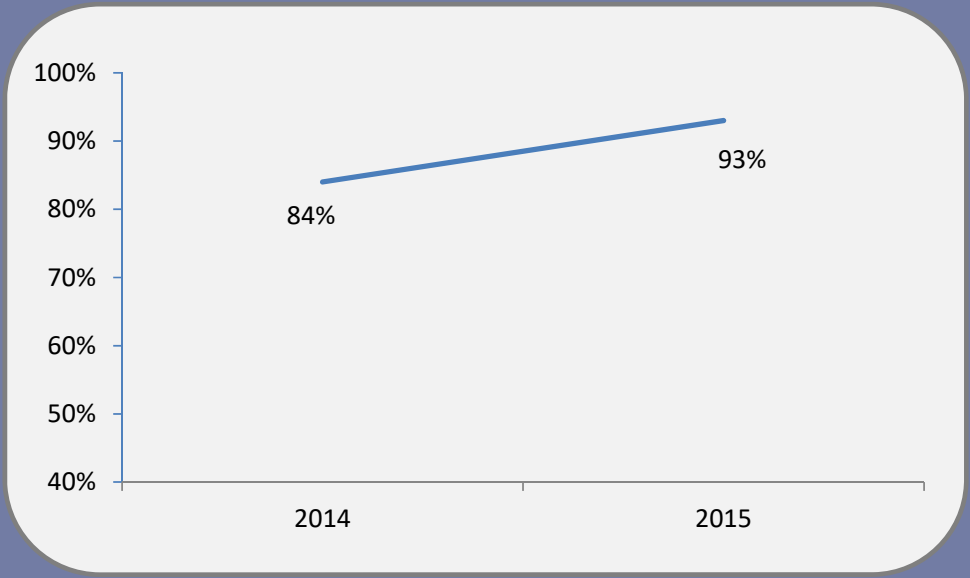
| Commitment to Action | Comment | Status |
|---|---|---|
| Increase access to early learning and childcare for all 3-4 year olds and eligible 2 year olds to 600 hours per year | The entitlement for all 4 year olds and eligible 2 and 3 year olds to be offered their entitlement of 600 hours has been achieved. | |
| Work with partners to develop a "Childcare Guarantee" based on the Edinburgh Guarantee to encompass childcare to support employment and training and universal breakfast and after-school club provision. Explore options for school holiday activity and care provision for children with additional support needs | We now have a contract for around 750 subsidised childcare places year in four locations targeted towards supporting low income household parents. An interactive website, updated directly by providers is now available providing up to date information on childcare places. | |
| Early Years Collaborative and Early Years and Early Intervention Change Fund aims to work in partnership to reduce the numbers of children who need to become looked after by supporting families earlier and more effectively | A number of successful initiatives from these programmes have now been mainstreamed. A final report on the Early Years and Early Intervention Change Fund was submitted to the Scottish Government early in 2016. | |
| Improve the quality of our services and our potential for early intervention through regular (annual) engagement with children, young people and their parents | More than 20,000 pupils in primary, secondary and special schools took part in this year's (2016/17) pupil surveys. Each school receives a report of their pupils' responses and this feeds into school improvement plans. A wide range of engagement activities have been undertaken across early years, schools, children's social work services and community learning, and services have been improved/ developed as a result. The new Children's Plan which is currently being developed by the Children's Partnership will include commitments in relation to the participation of children, young people and parents/carers which will be regularly monitored. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving outcomes for children in need*

**Summary:** The Corporate Parenting Action Plan has delivered a range of actions across 6 themes including the Looked After and Active programme. The plan was developed using a themed approach to give a broad indication of how well we are doing. Attainment of Looked After Children is improving and the Corporate Parenting Member Officer group will focus on further specific measures to build on this improvement in 2017/18. The redesign of services for children affected by parental substance misuse was completed with a single citywide contract awarded to Circle.

## Attainment of Looked After Children



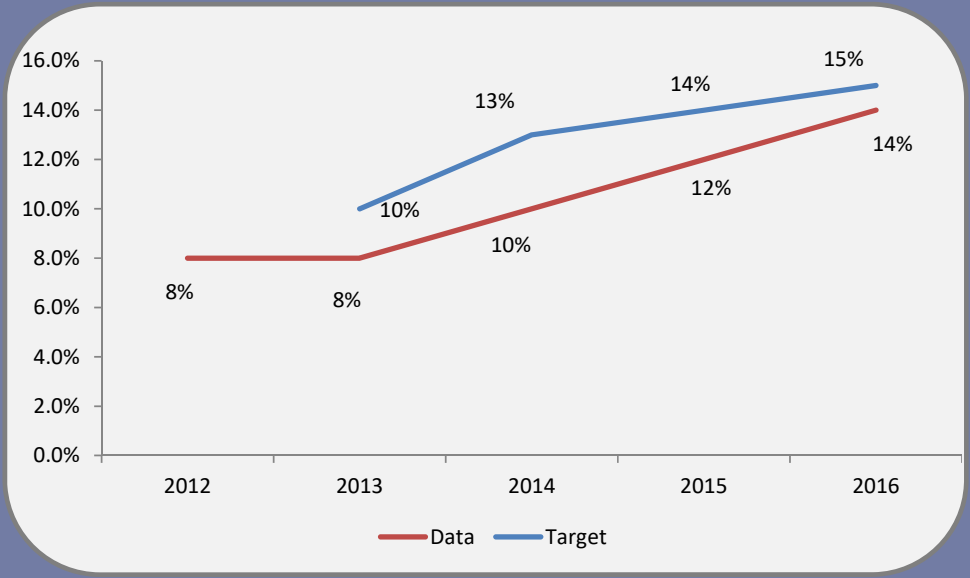

Data is taken from the Scottish Government publication 'The Education Outcomes for Looked After Children' published in June 2016. The figure (93%) is based on those young people Looked After for the full year and the National figure was 86%. The information in 2014 was the first following this definition and no retrospective information was calculated. Consequently targets have not been set until trend information can be analysed. The aim is to close the achievement gap experienced by those who are looked after.

## Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving outcomes for children in need*

**Summary:** The Corporate Parenting Action Plan has delivered a range of actions across 6 themes including the Looked After and Active programme. The plan was developed using a themed approach to give a broad indication of how well we are doing. The '1 in 5' project work to raise awareness and understanding of child poverty is now underway in over 40 schools, with more lined up to receive training. Feedback from schools about its impact is highly positive. In addition, a draft Equity Framework is currently under development

- % of pupils living in most deprived areas gaining 5+ awards at SCQF Level 6




Data was published by the Improvement Service in January 2017 as part of the Local Government Benchmarking Framework. No targets set beyond 2015/16 due to the change in the exam system. The national average was 15%. The aim is to close the achievement gap experienced by those living in the most deprived areas in the city. The gap has improved from 21 percentage points to 19. Nationally the gap was 18 percentage points.

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving outcomes for children in need*

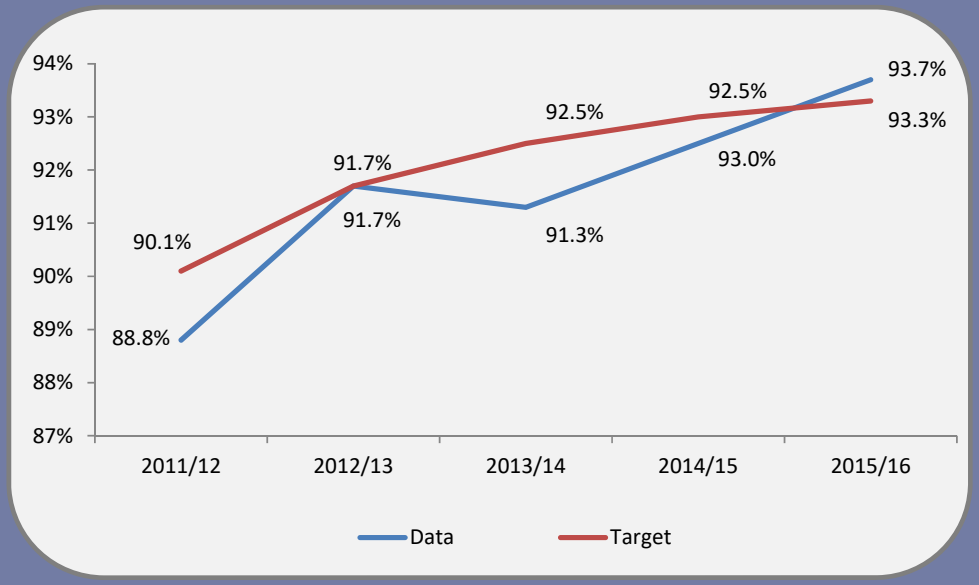
| Commitment to Action | Comment | Status |
|---|---|---|
| Deliver all actions in the city's Looked After Strategy and Corporate Parenting Action Plan | The Corporate Parenting Action Plan has delivered a range of actions across 6 themes including the Looked After and Active programme. The plan was developed using a themed approach to give a broad indication of how well we are doing. A revised plan is being developed. | |
| Raise the attainment levels of looked after children and young people through a range of targeted actions within school settings and as part of the Curriculum for Excellence | Attainment of Looked After Children is improving and the Corporate Parenting Member Officer group will focus on further specific measures to build on this improvement in 2017/18. | |
| Develop performance measures to allow monitoring of whether children with a disability are able to access the appropriate supports to enable them to experience improved outcomes | Development work in this area is ongoing taking into account the new processes in place to manage the implementation of Self-Directed Support. | |
| Redesign services for children affected by parental substance misuse | Redesign complete with a single citywide contract awarded to Circle to provide services to families affected by parental substance misuse. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving positive destinations*

**Summary:** Family Learning continues to work across targeted nursery and primary schools to deliver its service to children and families requiring additional support with literacy and pre-literacy attainment. Different pathways for individual young people have been introduced through college and business partnerships while a pilot in Engineering/Science SCQF levels 4-7 has been introduced through Edinburgh College. Courses have been offered in outreach locations to reach those furthest from learning: examples are Community based ESOL offered in areas identified as having the most need and the Prince's Trust team programme. Students on outreach courses are then encouraged to progress to college courses.

- % of senior phase leavers in a positive destination (work, education or training) within 6 months




Data is for leavers from the 2015/16 school session from mainstream schools, taken from the publication 'Initial Destinations of Senior Phase School Leavers – 2017 Edition' published in March 2017. The 2015/16 data shows further improvement with Edinburgh's performance now higher than the national figure of 93.3%.

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving positive destinations*

| Commitment to Action | Comment | Status |
|---|---|---|
| Further develop family engagement, including strong home-school partnerships and particularly for 'hardly reached' families | The Families and Schools Together (FAST) and Partnership Schools programmes continue to be delivered in selected primary schools. Family Learning works in all localities and includes support for nursery to primary transition. | |
| Total Craigroyston - focus on play and nurture in the very early years, better supporting parents and carers around developing early literacy and family learning | A final project report was taken to the Education, Children and Families Committee in March 2016 summarising its achievements and how they might inform the developing approach to localities work. | |
| Increase participation in youth work, particularly amongst Looked After and Accommodated Children, and in high-value achievement awards (e.g. Duke of Edinburgh's Award) by young people living in poverty | Approximately 25,000 children and young people opportunities are accessed each term time with a further 17,000 in holiday periods. Whilst there is no specific data, many of these are children and young people from low income families. | |
| Provide a range of youth literacy's (including financial literacy) programmes in deprived areas | Several programmes have been developed to improve youth literacies in deprived areas including Initi8, Recovery Essentials, Circle and work with young carers and their families. | |

# Edinburgh's children and young people enjoy their childhood and fulfil their potential

*Improving positive destinations*

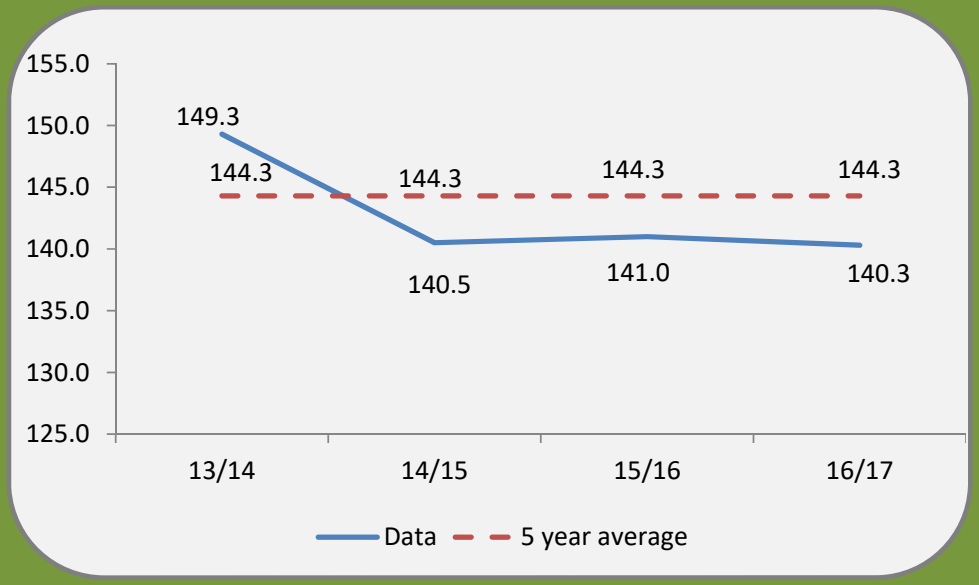
| Commitment to Action | Comment | Status |
|---|---|---|
| Provide a range of learning opportunities for personal and social development for children and young people within deprived communities | Universal community-based youth and children's provision is underpinned by the four capacities of Curriculum for Excellence and the seven key Children's Services priorities. It is offered via community centres, other venues and park-based initiatives to 7,168 individual children and young people. In addition, a further 17,000 opportunities were taken up by children and young people during the holiday periods. In addition, Circle provides homework support to children in North Edinburgh. Improvement activity in this area is ongoing. | |
| Establish 'Science, Technology, Engineering and Mathematics' (STEM) Academy to progress the key recommendations from of the Developing Scotland's Workforce report | A pilot in Engineering/Science SCQF levels 4-7 was and an HNC in engineering introduced. A financial Accounting course was also introduced at SCQF level 6 and linked to vocational opportunity for SVQ qualification. A College Steering Group was formed to take forward the recommendations of Developing Scotland's Young Workforce with joint working between Edinburgh College and City of Edinburgh Council. | |
| Increase the number of young people, particularly those living in deprived areas, who enrol in Edinburgh College | Edinburgh College has been working in partnership with other organisations to increase the number of young people enrolled in college and has guaranteed a place to every school leaver who applied to college for academic session 2016/17. | |

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

*Reducing antisocial behaviour, violence and harm*

**Summary:** Plan and deliver an enhanced policing structure for the Edinburgh Winter Festival - Extra uniformed officers were deployed from 1000 hours to midnight each day of the Festival. They comprised officers from Edinburgh, Fife, Forth Valley and Lothian and Scottish Borders Divisions. The officers were allocated beats within the Festival footprint, which were covered by cycle or on foot. Foot patrol officers were encouraged to use trams and buses to travel to their beats, thereby increasing our visibility on the public transport network. The Violent Offender Watch (VOW) Project is a small unit set up within Police Scotland aimed at reducing re-offending in Edinburgh. It manages a total of 31 offenders, ranging from 16 to 35 years old. The reduction in offending by those managed by the VOW Project, based on a 'like-for-like' comparison, is currently 82.37%. The VOW project has approached 250 people, with 90 engaging.

Rate of recorded violent crimes and offences per 10,000 population




The figures show a positive reduction in respect of recorded crimes of violence (per 10,000 population). This is being achieved through engagement with partners and intelligence-led policing.
The Business Intelligence Toolkit (B.I.T) is used to identify repeat offenders, hotspots and to support repeat victims.
In respect of violence in the city centre, we continue to deploy a revised city centre dispersal detail every weekend into areas we have identified as having issues. These officers will continue to work closely with Council Wardens, City and View CCTV and the Safe Zone Bus, to try and alleviate the problems of violence in the city centre.

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

*Reducing antisocial behaviour, violence and harm*

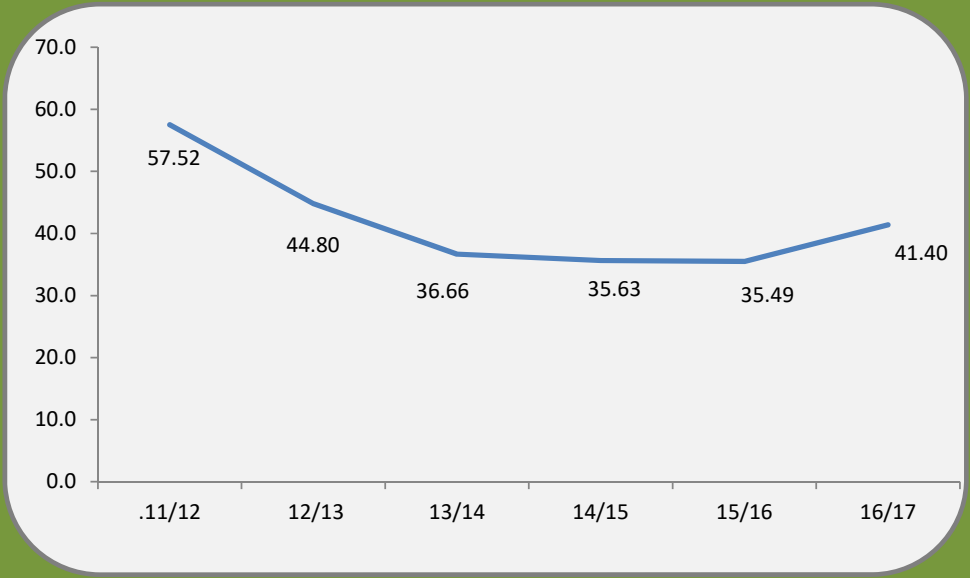
| Commitment to Action | Comment | Status |
|---|---|---|
| Reduce recorded crimes of violence in Edinburgh | Utilise the B.I.T (Business Intelligence Toolkit) and task and delivery board to predict and target repeat offenders, problematic persons / premises and locations.<br>Work with partners and licensing board to reduce the impact that overcrowding and over consumption of alcohol has on violent crime.<br>Plan increased resources for police demand during Edinburgh's event calendar. | |
| Work with partners on the Multi-agency Domestic Abuse Policy and reduce domestic abuse related crimes | Continuing to work with Council and partners to support the Domestic Abuse Service Redesign Project and drive change both through the Edinburgh Violence Against Women Partnership and through participation in the Edinburgh Domestic Abuse Service Re-Design Project Board. | |
| Use priorities identified with communities to disrupt and detect violent offenders | Ensure violence identified in Edinburgh Divisions Local Policing Plan is included in Locality Improvement Plans.<br>Monitor problem priorities using the CIP process and ensure targeted intervention. | |

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

*Reducing antisocial behaviour, violence and harm*

**Summary:** A new SLA is being developed that will further strengthen the partnership work with the Community Police Officers. A new Mediation Service has been developed by the Council. This service is free and available to all Edinburgh's citizens who are experiencing antisocial behaviour. Referrals are made through the Family and Household Support teams based in the Council and can also be accessed by Housing Associations. This service continues to grow whilst being embedded into the new Family and Household Support structures under Safer and Stronger Communities. The new Anti Social Behaviour (ASB) Strategy 2016 – 2019 has been developed by the Council with Police Scotland and continues to focus on reducing ASB city-wide by focusing on local solutions through the Community Improvement Partnerships, which are the main mechanism for co-ordinating responses to ASB.

Rate of recorded anti-social behaviour complaints per 10,000 population




The target is to reduce the rate of recorded anti-social behaviour (ASB) complaints year on year.
There has been an increase in ASB complaints over the last year.
The Council has put in place various initiatives and working practices to tackle ASB, including: the work of the ASB Review Group, which discusses complex ASB investigations. The group provides recommendations in tackling ASB that help to support communities affected by it more effectively. The Council also continues to fund and work alongside Community Police Officers who are based across the localities supporting the work of the new Family and Household Support Service.

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

*Reducing antisocial behaviour, violence and harm*

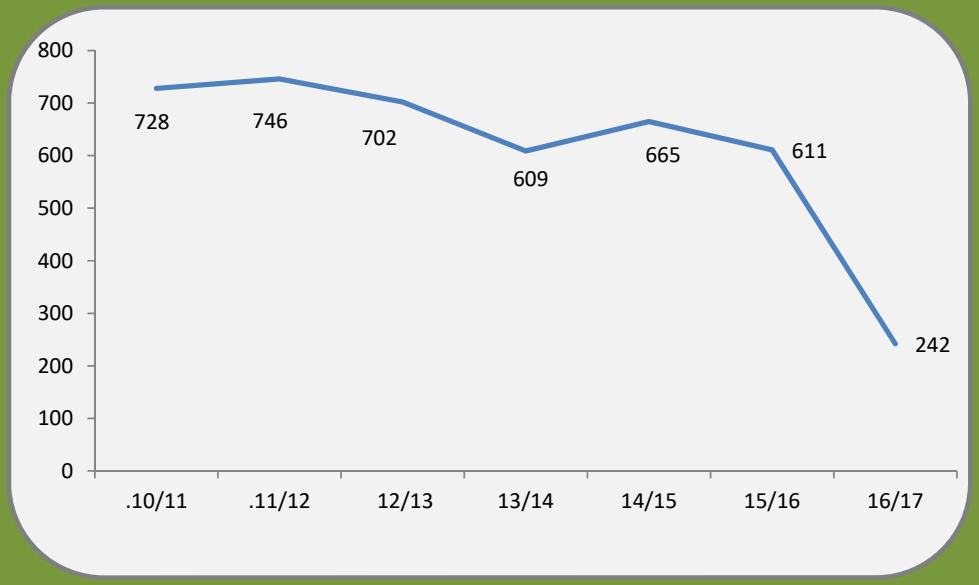
| Commitment to Action | Comment | Status |
|---|---|---|
| Further enhance partnership work to tackle ASB | Continue to work in a more focused way, enhancing partnership working in tackling ASB and crime in local communities through the Community Improvement Partnerships (CIPs). Further improve upon the current model ensuring CIPs adopt a truly local approach, aligning with Locality Improvement Plans. Ensure that CIPs are informed by up to date information in order to deploy joint resources effectively and tactically. | |
| Review the multi agency ASB Review Group ensuring that it provides and avenue to deliver the objectives of the new Family and Household Support | A review of the aims of the ASB Group will be carried out to ensure that it supports quality assurance and best practice in the new Family and Household Support teams. | |
| Take forward the new ASB Strategy and associated new ASB Policy and revised policy and procedures that will compliment the new Family and Household Support structures. | The ASB Strategy 2016 – 2019 was ratified at the Health, Social Care and Housing Committee in November 2016. It was developed by the Council with Police Scotland and continues to focus on reducing ASB city-wide. ASB Policy and procedures will be further developed to include the new aims and practices of the new Family and Household Support. | |

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

*Reducing antisocial behaviour, violence and harm*

**Summary:** This Fire Safety Initiative is now complete, with partnerships formed and evolving to generate high risk referrals. This work is now main-streamed and established across the city.

- Number of dwelling fires (Total deliberate and accidental dwelling fires)




Our Home Fire Safety Visit (HFSV) programme continues to be a success in reducing the number of accidental dwelling fires. To support this process we have seen an increase in the number of referrals we receive from partners across the city. Edinburgh's volunteer sector is providing great support with several large third sector organisations working with us to identify and reduce risk of fire to those at most risk.

Our target of reducing dwelling fires by 10% over a rolling three year drives our effort.

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

*Reducing antisocial behaviour, violence and harm*

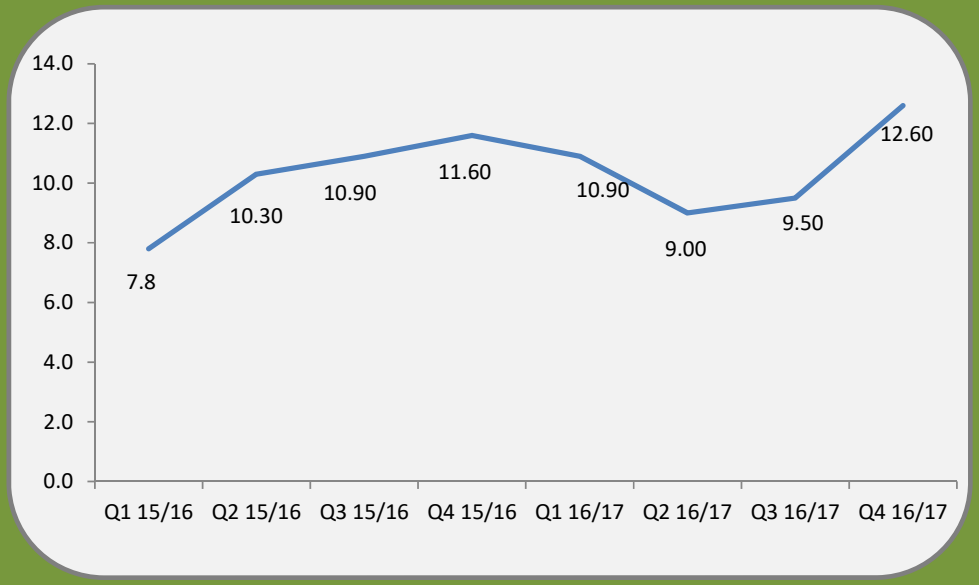
| Commitment to Action | Comment | Status |
|---|---|---|
| Fire Safety Initiative: 3 year part funded partnership initiative to examine Edinburgh specific preventative actions to reduce harm to those living at home and with vulnerabilities making them at high risk of fire. Part 1: referral pathways, part 2: H&SC staff training, Part 3: Provision of risk reduction measures | The SFRS and partners continue to work together in order to identify individuals who are at a greater risk of fire in the home. Over the last year, we have delivered Home Fire Safety Training as part of the Adult Protection Learning and Development forum. To support this, we have also created direct referral pathways with Health and Social Care and Third Sector groups across Edinburgh with bespoke training delivered to each group. At the time of writing this update, the SFRS, as part of the "Building Safer Communities Programme Phase 2" is consulting partners to support implementation of a more holistic Home Safety visit, which aims to reduce unintentional harm in the home. This includes falls assessments, alcohol brief interventions and dementia awareness. Our Community Action Teams are aligned and embedded within the four localities across Edinburgh. The outcome of these efforts has realised a 5.89% reduction in the number of all dwelling fires in the city. Fire fatalities and casualties have also reduced during this period. | |

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

*Reducing antisocial behaviour, violence and harm*

**Summary:** Tracking serious organised crime groups is a dynamic process. Threat scores are influenced by many factors. For example, when a group is first identified and mapped, the score is likely to increase at first, as a more comprehensive picture of the group's activity is developed. As progress is made towards dismantling the organisation, the score will begin to reduce over time. Timescales for this reduction will vary according to the complexity of the operational activity required. Threat scores are revised each quarter and groups are added or removed via a quarterly national peer review process.

Average threat scores of Edinburgh serious organised crimes




The division is currently managing seven mapped groups (Q4). Compared to the position at the end of 2015-16, the score for three of these groups has been reduced, one has stayed the same and three have increased. Due to the removal of three low scoring groups, the average score has therefore increased from 11.6 in Q4 of 2015/16 to 12.6 in Q4 of 2016/17. One group was removed at Q4 and a new group has been approved, which will be added at the next assessment.

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

*Reducing antisocial behaviour, violence and harm*

| Commitment to Action | Comment | Status |
|---|---|---|
| Work with the Licensing Trade to reduce violence relating to alcohol and licensed premises | This work is ongoing and is now embedded in the 2017/18 Service Level Agreement between the Council and Police Scotland to deliver on the overarching Partnership Agreement: "Crime and antisocial behaviour in communities are reduced" | |
| Reduce hate crime across Edinburgh by encouraging the positive challenging of hate crime behaviour and improving approaches to dealing with persistent hate crime offenders | A Community Improvement Partnership (CIP) was initiated, with 3 priorities: Community Engagement and Reassurance; Prevention; Intervention and Enforcement. This included a 'Shared Vision Your Decision' Participatory Budgeting initiative, which enabled local people to decide how public money should be spent to eradicate Islamophobia and associated prejudice behaviour across Edinburgh. Partnership funding was secured and a multi-faith steering group, led by Police Scotland, set the criteria for applicants, allowing them to apply for funds to deliver a project that they felt would tackle Islamophobia and improve community cohesion.<br>The project is now subject to evaluation, with early observations and feedback suggesting that the community involvement in the delivery of the initiative and the high profile visibility of the process have been very positive in terms of networking opportunities and police relations with the wider community.<br>We will continue to develop intelligence led partnership operations and patrols with hot spot areas for hate crime.<br>We will continue to deal robustly with perpetrators of hate crime in the community by making full use of associated legislation.<br>We will continue to support victims of hate crime and together with partnership agencies reduce victimisation. | |

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

*Reducing antisocial behaviour, violence and harm*

| Commitment to Action | Comment | Status |
|---|---|---|
| Improving services for victims of hate crime by encouraging increased hate crime reporting and ensuring appropriate support is available to victims | Edinburgh Division took part in the National Hate Crime campaign, during the week commencing 27 March 2017. Some of our activities during this week included delivering a joint input with LGBT Youth Scotland to the LGBT community. This focused on bullying and hate crime and the importance of reporting. We delivered a hate crime input at Barony Contact point. This focused on the disabled community (particularly mental health) and included both service users and organisations. Again the key message was to report.<br>We also attended an event at North Edinburgh Arts with the Equality and Rights Network, where we raised the profile of hate crime through interactive activities with young people.<br>We have trained personnel to staff 5 new 3rd party reporting centres and carried out refresher training for a further 6 3rd party reporting centres.<br>The Edinburgh Transport Charter Group, in which Edinburgh Division is a partner, has carried out a number of road shows highlighting the importance of reporting hate crime on the transport network.<br>We have also delivered joint training with ELREC (Edinburgh and Lothian's Regional Equality Council) on two occasions this year to a number of organisations across the city. The focus of this was to raise awareness of hate crime, highlight the responsibility as employers and encourage reporting of their staff. | |

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

*Reducing antisocial behaviour, violence and harm*

| Commitment to Action | Comment | Status |
|---|---|---|
| Implementation of a 20mph speed limit and school streets to improve conditions for walking and cycling and safety, in particular working with Transport Forum partners including Lothian Buses | The roll out of 20mph zones across Edinburgh is a key objective within the Councils priority to provide a transport system that improves connectivity and is green, healthy and accessible to us. Implementation of citywide 20mph scheme has three key elements, all of which progressed in the last 18 months:<br>• Design and Construction<br>• Monitoring<br>• Awareness/Behaviour Change<br>The Scheme is funded partly by external funders, including the Scottish Government and Sustrans. The new 20mph zones will be implemented over a number of phases and worked commenced in July 2016. Completion of the project is due in February 2018. | |

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

*Reducing antisocial behaviour, violence and harm*

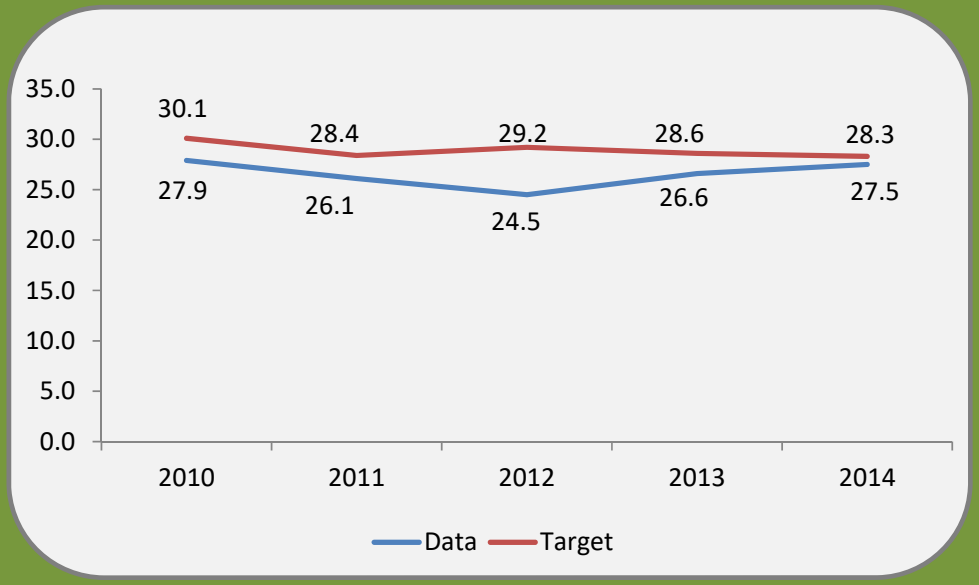
| Commitment to Action | Comment | Status |
|---|---|---|
| Implement the SOCG Multi Agency Action Plan | Edinburgh Multi Agency SOCG re-convened, membership and remit agreed and the group is now meeting quarterly. Edinburgh Multi Agency SOCG Action Plan reviewed and agreed with Police Scotland and other partners. | |
| Develop models of engagement with families with complex needs, drawing on the work of Total Place and Inclusive Edinburgh | The introduction of the Family and Household Support Service from September 2016 has drawn on the work of Total Place and Inclusive Edinburgh. The service brings together community safety, household support and support for children in locality based teams. The teams benefit from linked community police officers. The service has a strong early intervention and preventative focus. | |
| Sustain the partnership model of effective practice with women offenders through the Willow service after the removal of additional Scottish Government funding in April 2015 | The Willow Service has been allocated additional funds transferred from the Scottish Prison Service to local authorities in order to support community sentences. This has given medium term security and has helped reduce the waiting list for access to the service. | |
| Work through the Community Improvement Partnerships to identify and address issues arising from prolific offending in local communities | The Community Improvement Partnerships have been refreshed with the introduction of locality work and will develop alongside the Family and Household Support Service and the key performance indicators identified through the Partnership Agreement between the Council and Police Scotland. | |

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

*Reducing reoffending*

**Summary:** The new model for community justice, introduced by the Community Justice (Scotland) Act 2016, commenced on 1 April 2017. It aims to reduce crime, keep communities safe and promote social inclusion and citizenship. The Edinburgh Community Safety Partnership has developed the Community Justice Outcomes Improvement Plan, which demonstrates how community justice partners are working together to achieve the national outcomes for community justice. There is a strong focus on community participation, equal access to services, evidenced based interventions and improving personal outcomes. One of the services that features in the plan and contributes to reducing reoffending is Willow, a partnership between the Council, NHS Lothian and the third sector. It aims to reduce offending behaviour and health inequalities; to improve the health, wellbeing and safety of women in the criminal justice system; and to increase their access to services and involvement in their local community.

### One year reconviction rates




2013/14 Scottish Government reconviction figures were published in May 2016 and relate to the Sheriff Court where convictions are processed. Edinburgh Sheriff Court figures here include Midlothian offenders as well as Edinburgh. While the gap has narrowed, performance continues to be below Scottish level.

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

*Reducing reoffending*

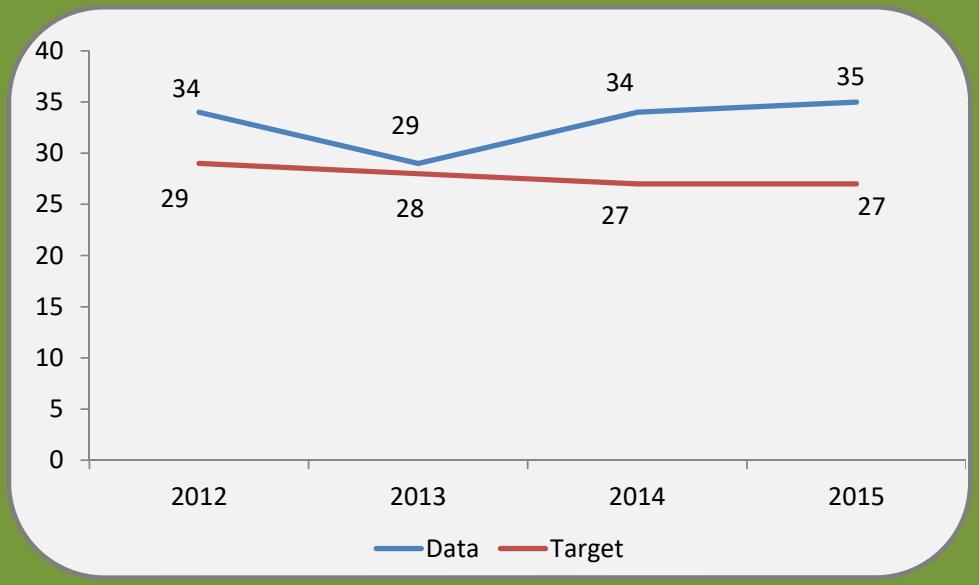
| Commitment to Action | Comment | Status |
|---|---|---|
| Reduce violent offending | The successful extension of the Multi Agency Public Protection Arrangements (MAPPA) to those who pose a risk of serious harm has provided an additional multi-agency mechanism for the management of such offenders.<br><br>Ensure best practice from Violent Offender Watch (VOW) and Community in Motion (CIM) in terms of prevention, early intervention and restorative justice from North East locality is replicated across all neighbourhood areas through Family and Household Support, School Link Officers and other community resources. | |

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

*Improving community cohesion, participation and infrastructure*

**Summary:** The most common volunteering activities in Edinburgh were: youth and children; children's activities associated with schools; hobbies / recreation / arts / social clubs; and health, disability and social welfare. This is similar to volunteering across Scotland. Men were significantly more likely to volunteer in relation to sports and fitness activities, while women were much more likely to volunteer in relation to school activities. The gender-gap in volunteering in these areas is slightly larger in Edinburgh than in Scotland as a whole.

### Volunteering Rate (Scottish Household Survey)




Given sample sizes involved in the Scottish Household Survey in Edinburgh, there is no significant change in the level of volunteering over the last four years. This is against a backdrop of nationally reducing figures recorded by the same survey – 30% in 2011, compared to 27% in 2015.

In Edinburgh in 2015, those most likely to volunteer are women (37%) rather than men (32%) and those aged 40 to 64 (38%) compared to all other age groups (33%). A similar pattern is observed in Scotland as a whole.

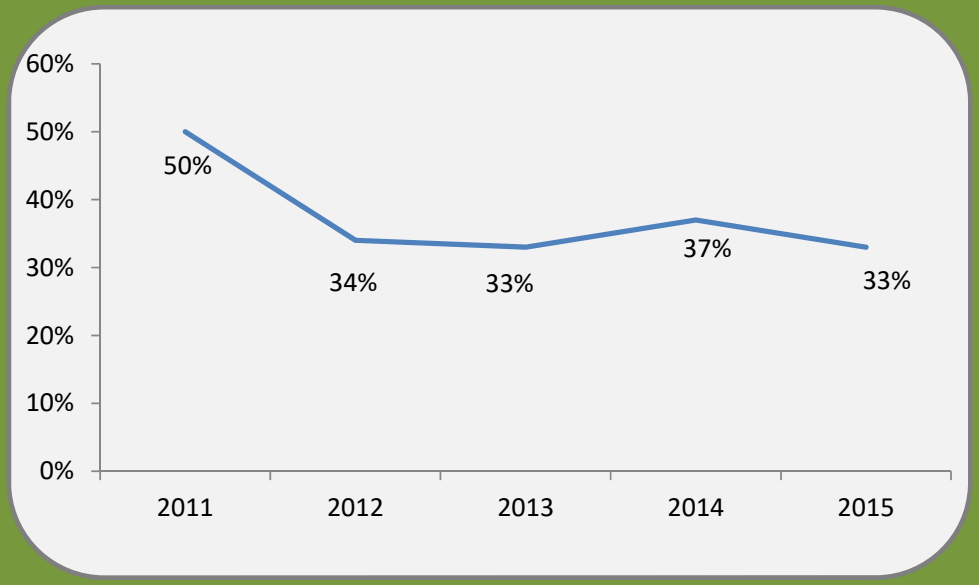
Volunteering is generally more likely as respondent income increases – 42% of those with household incomes above £30k per year volunteer, compared to only 27% of those with incomes up to £15k. However low income households and households in areas of multiple deprivation in Edinburgh are more likely to volunteer than low income / deprived households in the rest of Scotland.

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

*Improving community cohesion, participation and infrastructure*

**Summary:** The Community Empowerment Act provides opportunities for more residents to exercise control over local services and facilities, but there is no indication that currently unengaged residents are being told about this change, or that they will be motivated to take up this opportunity.
The Council is preparing a significant reorganisation to its asset base to facilitate locality working. Co-location opportunities are currently being developed with all partners to reflect the new locality and partnership working themes of the public sector. Forums for alignment of property requirements across the public sector are being developed to reflect transformation agendas and changing city demographics.

- % of residents who feel that they can have a say on things happening or how Council services are run in their local area (Edinburgh People Survey)




Although this indicator shows some yearly fluctuations, longer term the indicator is stable, reflecting the low level of consideration most residents give to this issue. Previous work to understand underlying social issues with this topic confirm that most people do not want to be engaged with local issues and will not willingly engage unless there is an obvious direct and immediate impact on them. Even amongst those willing to be engaged on local issues in general, there was a strong preference for low-demand engagement, such as surveys, over attendance at local meetings.

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

*Improving community cohesion, participation and infrastructure*

| Commitment to Action | Comment | Status |
|---|---|---|
| Scope the opportunities for shared service delivery from existing and new assets for inclusion in the Locality Improvement Plans and the Local Development Plan Action Plan | Short life working groups drawn from the localities leadership teams are being established to assess the asset base across all partners and opportunities for doing things differently, which will be described in the asset section of the Locality Improvement Plans. | |
| Complete pilot locality based studies in Wester Hailes - building on the model of co-location and review of assets | The Wester Hailes campus model continues to be developed with the localities manager to ensure that the appropriate teams are located in the right places, in line with the Council's new operating model. A key aspect is the Health and Social Care Partnership requirements, and information is now beginning to be available from the review to inform the accommodation strategy. | |
| Align housing investment, planning policy and asset strategy to maximise new homes | CEC asset strategy and working arrangements give consideration to potential use of surplus sites for housing-led development and/or other strategically important uses. Potential to extend approach to all relevant partners. | |
| Facilitate working models of community asset transfer under the City of Edinburgh Council's new Asset Transfer Policy | There are presently 23 notes of interest in potential community asset transfers, however none of these have yet progressed to a formal business case submission. The Council will continue to provide advice and support for those bodies interested in asset transfer. | |
| Continue the involvement of members of the public, alongside professional stakeholders, in participatory decision making in relation to the Council's Active Travel Action Plan, through regular meetings with decision makers in the city | Active Travel Forums, which meet quarterly have been set up to allow people in the city to input into policies and proposals for improving active travel. The Active Travel Forum has members representing<br>• walking and cycling groups<br>• disability groups<br>• local businesses<br>• community councils and individuals. | |
| To lead a city-wide approach to asset-based community development and co-production within CLD, including 'Skilled Citizens, Skilled Workers' - embedding the principles of co-production in practice | 11 training courses with various groups were delivered. This approach is informing the Living Well and Joining the Dots work in Wester Hailes and Sighthill, and will feature in other locality work. | |

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

*Improving community cohesion, participation and infrastructure*

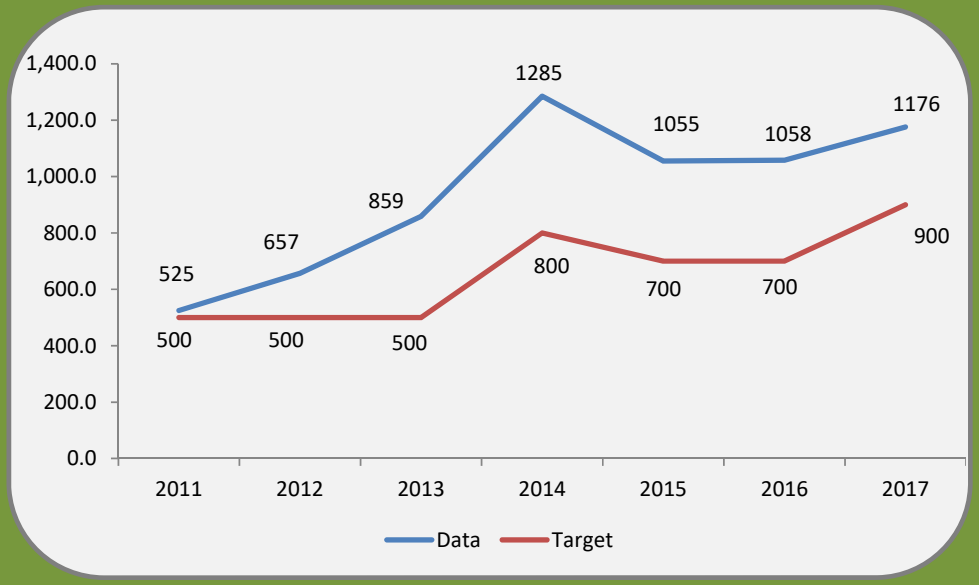
| Commitment to Action | Comment | Status |
|---|---|---|
| To provide a range of programmes to challenge and break down social isolation amongst adults and young people | 20,000 enrolments in the Adult Education Programme, a rise of 2,000 on the previous reported year. The city-wide Programme now fully integrates the programmes of the community high schools. | |
| To increase the range and quality of volunteering opportunities across the city | Citizens of Edinburgh donated 270,000 hours per week in 2015 through varied activities e.g. governance of charities, delivering services, campaigning & advocacy. This takes place across the voluntary and statutory sectors in areas such as health & social care, education, sport, arts/culture & the environment. Volunteering supports & complements the work of paid staff. However 56% of organisations report that they do not have enough volunteers and 74% report that their current volunteers are giving more hours than last year.<br>In Libraries, volunteers donated 17,500 hours of time. Community Centre Management Committees are run by approximately 300 volunteers. | |
| To maximise community access to local authority schools for a range of purposes | CATS programme continues to be implemented across the high school estate. | |

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

*Increasing availability of affordable housing*

**Summary:** New affordable homes continue to be delivered citywide. There are over 4,000 homes across the city which have been on site this year, are currently under construction, or are due to go on site in the next financial year. 120 new affordable homes delivered through National Housing Trust (NHT) developments will complete this year. The Council has committed over £100 million for almost 1,000 NHT homes across the city and eight Limited Liability Partnerships (LLPs) have been established. It was originally intended that there would be nine LLPs but one (for 23 homes on a small site) was unable to be established. The Strategic Housing Investment Programme (SHIP) 2017-22 identifies a pipeline of almost 6,000 potential completions over five years; a 50% increase on the previous SHIP.

Number of affordable homes completed




The Council and its housing association partners have agreed an ambitious plan to commit direct investment of £2 billion to deliver 16,000 new affordable and low cost homes over the next 10 years.

A report to the Edinburgh Partnership Board in March 2016 received support from Community Planning partners to support the strategy and identify potential opportunities for collaborative working that would maximise the wider benefit to the city.

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

*Increasing availability of affordable housing*

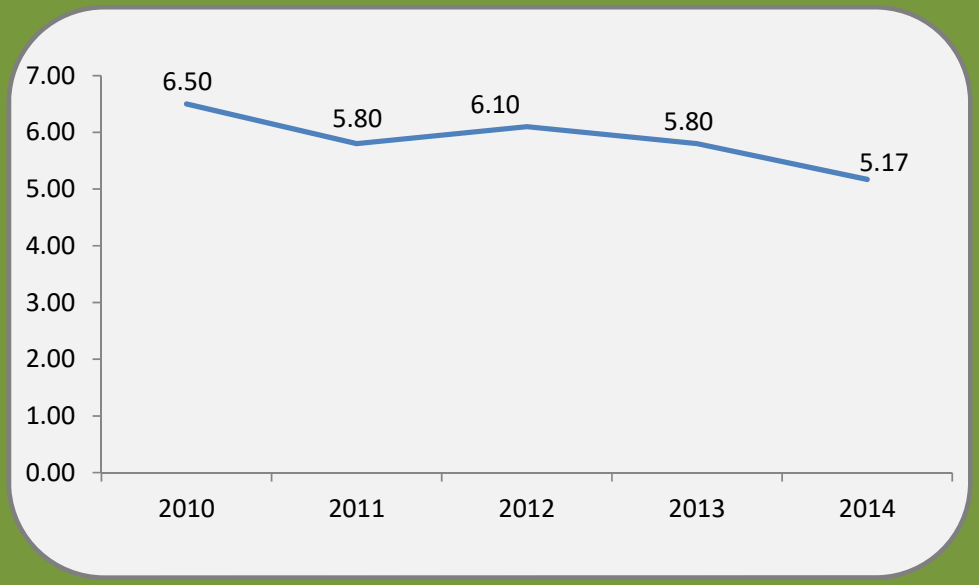
| Commitment to Action | Comment | Status |
|---|---|---|
| Increase the number of National Housing Trust Limited Liability Partnerships from five to nine which will deliver 900 mid market rent homes | In 2016/17, the NHT programme delivered 108 units through two projects at Sandpiper Road and Fruitmarket. | |
| People assessed with a housing need are given a high priority for re-housing. To help prevent delayed discharge from hospital the Edindex Partnership will look at new ways of matching people awaiting discharge from hospital with housing that meets their assessed needs | In 2016, 20 people awaiting discharge from hospital were housed through the Housing Matching Group. 14 of these people were under 65. | |

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

*Reducing greenhouse gas emissions*

**Summary:** The Edinburgh Sustainable Development Partnership has developed a web site www.sustainableedinburgh.org to publicise case studies and events that promote sustainability across the city. All organisations, businesses, charities etc across the city are requested to upload projects and events that assist in working towards the commitments to action.

CO2 emissions (tonnes per capita)




In June each year, the inventory is updated to take into account the latest year's emissions, and may also be revised historically as a result of improved data and methodology. Data is provided by the Dept. for Business, Energy & Industrial Strategy.

There has, in general, been a decline in carbon emissions across the UK due to a decrease in coal and gas usage for electricity generation.

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

*Improving community cohesion, participation and infrastructure*

| Commitment to Action | Comment | Status |
|---|---|---|
| Continue promotion of active travel and/or electric transportation (depending on decarbonisation policies regarding electric supply) | Continued extension of electric car charging infrastructure across the city. | |
| Partners implement actions that they can take to individually reduce carbon | Partners individually delivering on projects to reduce carbon emissions. Reporting to Scottish Government annually under the Climate Change (Scotland) Act 2009. | |
| Partners jointly implement bi-lateral and multi-lateral actions they can work on together to reduce carbon during 2016/17 & 2017/18 | To be addressed as part of work programme once new ESDP chair in place. No evidence of joint or multi-lateral project delivery on the ground. (ESDP currently relying on partners to work jointly and report to ESDP). | |
| Facilitate during the development of the next Community Plan a holistic approach towards achieving a sustainable Edinburgh | Away Day for the Edinburgh Partnership Board (21 April 2017) to explore an holistic approach to partnership working in the development and delivery of a Community Plan (2018 – 2023) based on the three domains of sustainability. | |
| Develop and deliver Resilient Edinburgh: Climate Change Adaptation Action Plan for the city in partnership with key stakeholders and local communities | Adaptation Action Plan developed and launched in December 2016 in partnership with over 50 stakeholders across the city. Number of actions implemented, or in the process of being implemented. Steering Group (chaired by the Royal Botanic Garden Edinburgh) monitor progress of Action Plan. | |

THE EDINBURGH PARTNERSHIP

# BOARD MEETING

**Thursday 15 June 2017**

**14.00 to 16.30**

# Item 12

# Ward Boundary Review of Edinburgh

- The Local Government Boundary Commission for Scotland published recommendations for changes to councillor numbers and ward boundaries in May 2016 to reflect changes in population.
- Changes agreed for the City of Edinburgh Council area came into force on 30 September 2016 effective for elections held on or after 4 May 2017.
- The number of councillors in Edinburgh was revised from 58 to 63 with:
  - 5no 3-member wards
  - 12no 4-member wards

# Revised Boundaries for Edinburgh

The following slides show revisions to boundaries in the City:

- Changes to ward boundaries from 2007 to 2017
- Changes to locality boundaries from 2007 to 2017
- 2017 ward and locality boundaries

**Ward boundaries (2007 and 2017)**

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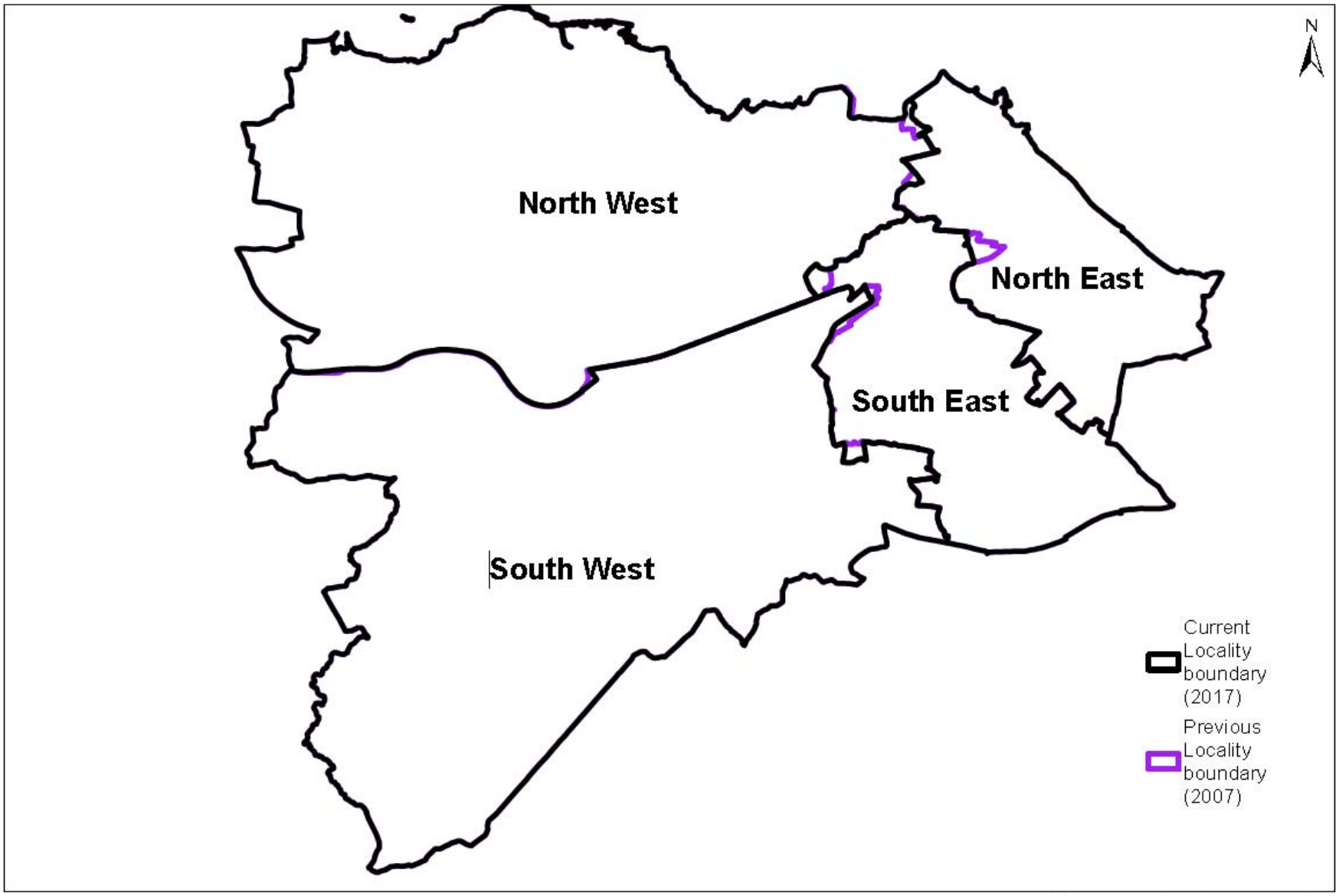


**Locality boundaries (2007 and 2017)**

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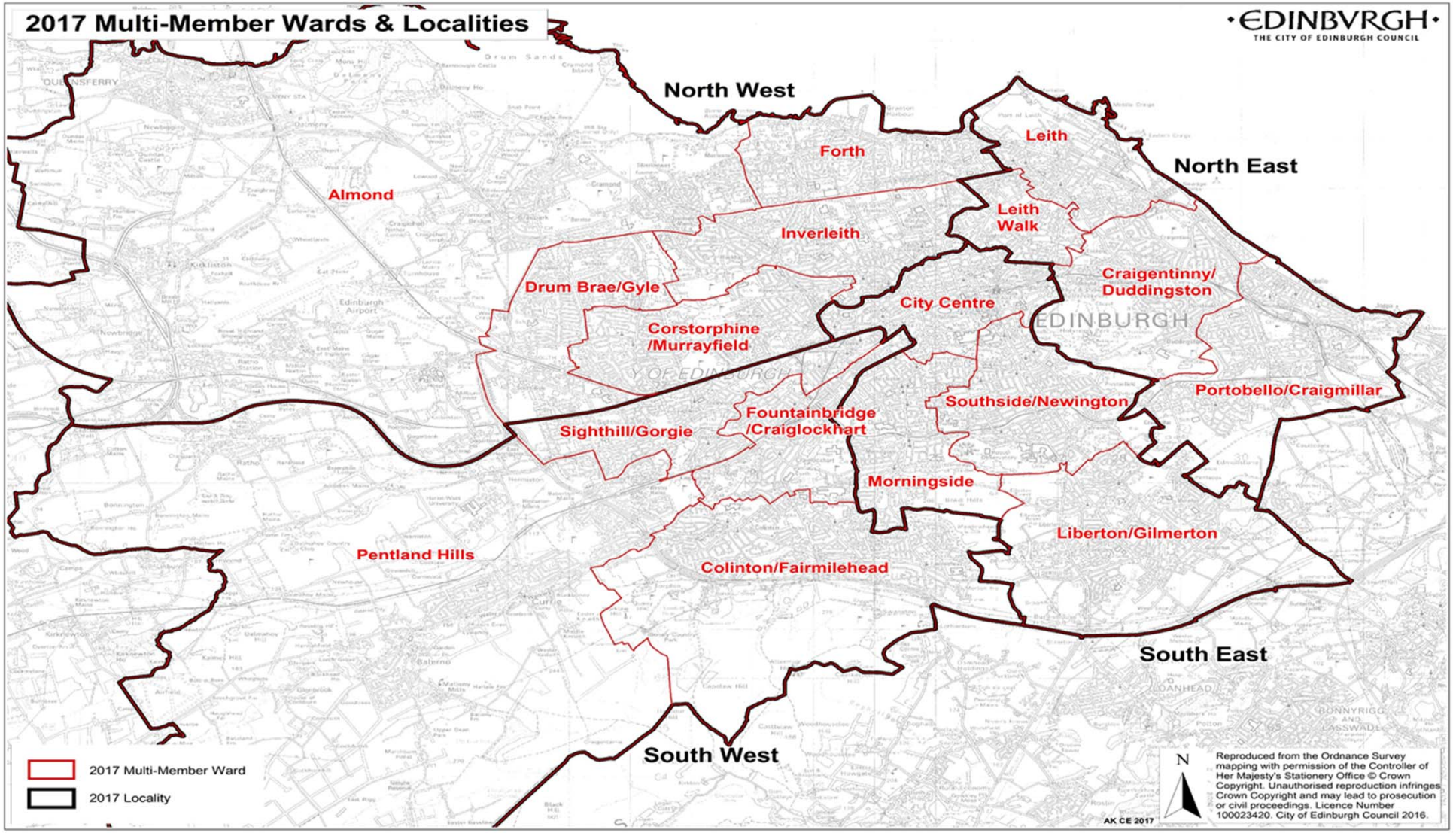
## Main Changes

- The neighbourhood of Wester Coates has moved from North West to South East
- A large section of Newhaven has moved from North East to North West
- St Mark's Park and a section of Warriston Road has moved from North East to North West.
- Viewforth, Polwarth and sections of Tollcross & Fountainbridge have moved from South West to South East.
- A large section of Comiston has moved from South West to South East.
- Areas of West End and Dumbiedykes are now included in South East, previously in North East.
- A large section of Abbeyhill has moved from South East to North East.


2017 Multi-Member Wards & Localities
EDINBVRGH
THE CITY OF EDINBURGH COUNCIL
North West
North East
South East
South West
Almond
Forth
Leith
Leith Walk
Inverleith
Drum Brae/Gyle
City Centre
Craigentinny/ Duddingston
Corstorphine /Murrayfield
Portobello/Craigmillar
Southside/Newington
Fountainbridge /Craiglockhart
Sighthill/Gorgie
Morningside
Liberton/Gilmerton
Pentland Hills
Colinton/Fairmilehead
EDINBURGH
2017 Multi-Member Ward
2017 Locality
N
AK CE 2017
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THE EDINBURGH PARTNERSHIP

# BOARD MEETING

**Thursday 15 June 2017**

**14.00 to 16.30**