

LOIP Delivery Group

Wednesday, 7 August 2019, 10.00 am
EVOC, 525 Ferry Rd, Edinburgh EH5 2FF

Agenda

1. Welcome/Apologies
2. Group – terms of reference
3. Nomination of Chair/Vice Chair
4. LOIP priorities progress update
5. LOIP performance framework
6. Next steps
 - a. Plan development
 - i. Wider stakeholder workshop
 - b. Business management
 - i. Secretariat function
 - ii. Future meetings
 - c. EP Board meeting – Priority 3
7. AOB



THE EDINBURGH PARTNERSHIP

TERMS OF REFERENCE

LOCAL OUTCOME IMPROVEMENT PLAN DELIVERY GROUP

1 Introduction

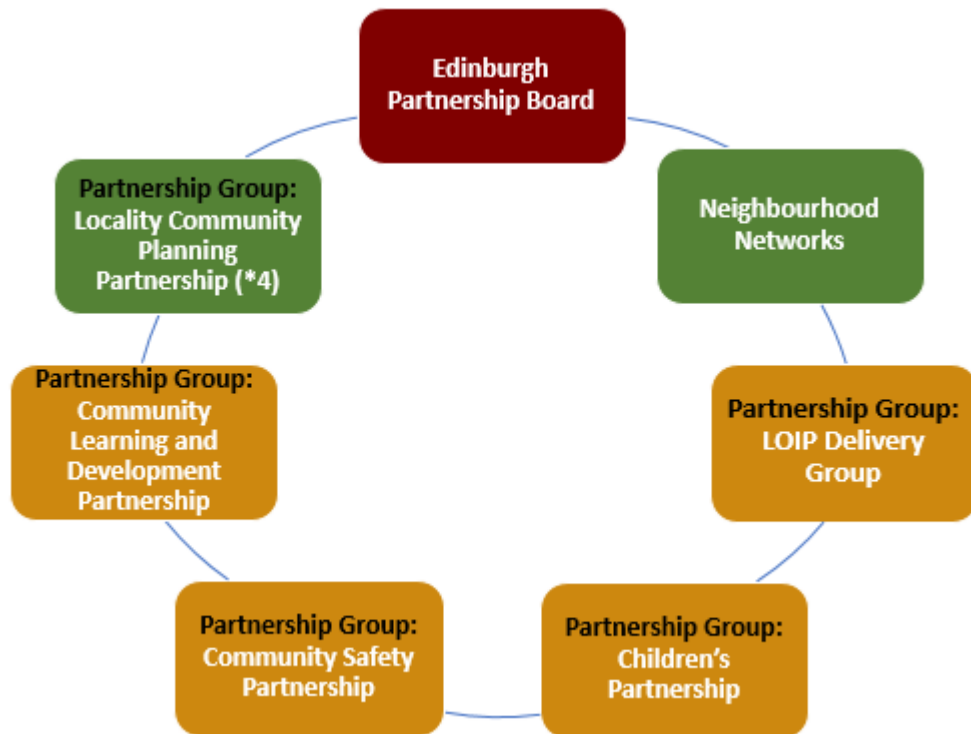
- 1.1 This document sets out the Terms of Reference for the Local Outcome Improvement Plan Delivery Group.

2 Background

- 2.1 The Local Outcome Improvement Plan Delivery Group forms part of the community planning governance arrangements for the city agreed by the Edinburgh Partnership Board in April 2019.
- 2.2 The Edinburgh Partnership's vision for the city, agreed in 2018, is that:

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

- 2.3 The Edinburgh Partnership is committed to combining its resources, thinking beyond organisational boundaries, to work meaningfully with communities to deliver this ambition for change.
- 2.4 The Community Empowerment (Scotland) Act 2015 requires the Edinburgh Partnership to put in place structures and arrangements which support effective and efficient community planning and provides a clear role for community bodies in its organisation and decision-making process. These arrangements are set out below.



3 Role of Members

3.1 All members will be committed to working together to improve outcomes for individuals and communities in the city and in doing so will:

- uphold and promote the aims and objectives of the Edinburgh Partnership and act in the best interests of the public at all times;
- comply with the Seven Principles of Public Life and the Good Governance Standard for Public Services (Appendices a and b);
- be committed to the National Standards for Community Engagement (Appendix c);
- champion more effective partnership working;
- work collaboratively to find shared solutions to issues; and
- uphold equality of opportunity principles to ensure no one is treated less favourably and promote good relations for all.

4 Remit

4.1 The Group is accountable to the Edinburgh Partnership Board in respect of leading, delivering and progress of the local outcome improvement plan. The remit is to:

- Plan, oversee and be accountable for the development and delivery of the local outcome improvement plan.

- Advise on, and be accountable for, how resources are aligned and allocated to support the delivery of the actions in the local outcome improvement plan.
- Ensure communities are engaged in the planning and delivery of the Edinburgh Partnership priorities.
- Ensure the effective management of performance and risk in relation to the delivery of the local outcome improvement plan and report progress to the Edinburgh Partnership Board.
- Maintain a strong understanding of the emerging needs, circumstances and opportunities relevant to the Edinburgh Partnership priorities, building a robust evidence base of data, information and community intelligence to inform decisions and actions.
- Establish and maintain effective relationships with all relevant bodies and partnerships, ensuring appropriate involvement and contribution to the community planning process.
- Put in place working group arrangements to support the delivery of the role and remit as appropriate, recognising and utilising existing partnership working arrangements to maximise opportunities whilst minimising the additional resource requirements placed on partners.

5 Membership

- City of Edinburgh Council
- Third Sector Interface
- Edinburgh College
- Equality and Rights Network
- Scottish Enterprise
- Police Scotland
- Armed Forces
- Skills Development Scotland
- Scottish Fire and Rescue Service

6 Chair and Vice Chair

- 6.1 The roles of Chair and Vice Chair will be appointed from within the membership of the group on an annual basis.

7 Meetings

- 7.1 The frequency and scheduling of meetings will be subject to the agreement of the Group.
- 7.2 Papers for meetings will be circulated in advance of the meeting and be posted on the Edinburgh Partnership webpage.
- 7.3 The quorum for the meetings is not less than one third of the Group membership and provided at least 3 partner organisations are present.
- 7.4 The Group will work towards achieving a consensus in making decisions, whilst respecting the right of individual members to disagree. If this cannot be reached a vote of members in attendance will be taken. If there is an equal number of votes the Chair will have the casting vote. In the event of the Chair not using their casting vote, the decision will be reached by lot.
- 7.5 Every meeting of the Group will be minuted and the minutes presented to the following meeting for approval.
- 7.6 The Group will provide reports to the Edinburgh Partnership Board on the delivery of the Local Outcome Improvement Plan in accordance with the approved performance framework.

8 Declaration of Interest

- 8.1 Group members will declare an interest in items of business where appropriate and in accordance with the provisions set out in Appendix (d). Declarations will be noted in the minutes of meeting.

The Seven Principles of Public Life

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Committee on Standards in Public Life

The Good Governance Standard for Public Services

The Good Governance Standard for Public Services is intended for use by all organisations and partnerships that work for the public, using public money. It sets out six core principles of good governance for public service organisations.

1 Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users

- 1.1 Being clear about the organisation's purpose and its intended outcomes for citizens and service users
- 1.2 Making sure that users receive a high quality service
- 1.3 Making sure that taxpayers receive value for money

2 Good governance means performing effectively in clearly defined functions and roles

- 2.1 Being clear about the functions of the governing body
- 2.2 Being clear about the responsibilities of non-executives and the executive, and making sure that those responsibilities are carried out
- 2.3 Being clear about relationships between governors and the public

3 Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour

- 3.1 Putting organisational values into practice
- 3.2 Individual governors behaving in ways that uphold and exemplify effective governance

4 Good governance means taking informed, transparent decisions and managing risk

4.1 Being rigorous and transparent about how decisions are taken

4.2 Having and using good quality information, advice and support

4.3 Making sure that an effective risk management system is in operation

5 Good governance means developing the capacity and capability of the governing body to be effective

5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well

5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group

5.3 Striking a balance, in the membership of the governing body, between continuity and renewal

6 Good governance means engaging stakeholders and making accountability real

6.1 Understanding formal and informal accountability relationships

6.2 Taking an active and planned approach to dialogue with and accountability to the public

6.3 Taking an active and planned approach to responsibility to staff

6.4 Engaging effectively with institutional stakeholders

National Standards of Community Engagement



DECLARATION OF INTEREST

1. Your interests

- 1.1 Interests which should be declared may be financial or non-financial. They may or may not be interests covered under the categories of a Register of Interests.
- 1.2 Interests which are registered should be declared.
- 1.3 Where a private or personal interest might be seen by a member of the public to be in a different light to that of an ordinary member of the public because of your standing in the Edinburgh Partnership the interest should be declared.

2. Interests of other persons

- 2.1 Where financial interests and non-financial interests are known to you of your spouse or your cohabiter, you will need to consider if these should be declared, where a member of the public might reasonably regard the interests as effectively your interests.
- 2.2 The interests, both financial and non-financial, known to you of relatives and close friends may have to be declared under the principle of transparency, where the interest might objectively be regarded by a member of the public acting reasonably, to be affecting your responsibilities in the EP.

3. Making a Declaration

- 3.1 Your declaration of interest must be made as soon as practicable, when a particular item is being discussed you must declare the interest as soon as you realise it is necessary.

- 3.2 an oral declaration should identify the item or items of business to which it relates and give sufficient information to enable those at the meeting to understand the nature of your interest. You do not need to give a detailed description.

4. Effect of Declaration

- 4.1 Declaring a financial or non-financial interest will have the effect of prohibiting participation in discussion or voting on the item. You may be asked by the Chair to leave the room until the business item is concluded.
- 4.2 A conclusive test of whether you should declare an interest is whether knowing all the relevant facts, a member of the public would reasonably regard your interest as so significant that it is likely to prejudice your discussion or decision making in your role in the Edinburgh Partnership.
- 4.3 If in doubt you should take no part in the discussion of the business item and leave the room until the item is concluded.



THE EDINBURGH PARTNERSHIP

Local Outcome Improvement Plan – Update

August 2019

PROGRESS UPDATE REPORT

This report provides an update on progress with developing the initial actions under the three priorities in the Local Outcome Improvement Plan 2018 – 28.

Background

- 1.1. During 2018 work was undertaken to develop a new Community Plan for Edinburgh. Priority leads were identified from across the partnership to investigate long standing thorny issues within Edinburgh that:
 - local intelligence highlighted as remaining issues for communities
 - require joint working to resolve
 - were not covered by business as usual by any single organisation or by existing partnership collaborations.
- 1.2. The result of this work was a new Community Plan focusing on three priorities (Enough money to live on; Work, learning and training; and a good place to live) with six areas of initial work outlined.
- 1.3. The Edinburgh Partnership Board agreed the new Community Plan 2018 – 28 (or Local Outcome Improvement Plan 2018 -28) at its meeting in October 2018 and have received a six month progress report in June 2019.
- 1.4. Responsibility for delivering this plan sits with the LOIP Delivery Group.
- 1.5. Since October 2018, the LOIP Priority Leads have continued to progress the development of each priority and the actions underneath.

Priority Update

- 1.6. Under the three LOIP priorities, six areas of initial work have been identified and an update on progress and challenges to date, and next steps for these areas is given below.

- 1.7. **Priority 1: Enough money to live on** - The initial focus under this priority is to deliver a more coordinated approach to planning income maximisation, support, and advice services.

Progress:

- current grant funding process for all services is completed. This is the baseline from which work on this priority will build.

Challenge:

- agreeing a collective 'Edinburgh approach' to income maximisation means agencies maintaining a focus on population need. It may require support from the Partnership to ensure all agencies across sectors agree to the new approach.

Next steps:

- form a working group to develop the 'Edinburgh approach'.

- 1.8. **Priority 2: Work, learning and training** - this priority has three groups where action will be focused initially.

- 1.9. Intensive support for families

Progress:

- creation of a process which identified 60 families that need intensive support in Edinburgh
- learning from pilot Maximise project
- workshop with parents on the Discover! Holiday hunger project
- workshop with 40 providers to establish a baseline and facilitate awareness of other services and create links
- linking into the Child Poverty Action Plan for reporting
- Capital City Partnership has secured resources to lead on this priority
- Undertook a capture of previous approaches (Total Craigroyston etc) as result of Edinburgh Partnership work to build on successful practice
- Submitted funding application to Scottish Government Investing in Communities for further Maximise work in early years centres, and also for participatory budgeting poverty prevention work. NHS, Chai and Children 1st partnership.

Challenges:

- European funding suspended/delayed for Poverty and Social Inclusion which is impacting on planning opportunities.

Next steps:

- develop a new service under the City Regional Deal using the additional Poverty and Social Inclusion funding
- build on good practice rather than parachuting in new services.

- 1.10. People released from prison

Progress:

- initial meeting with providers to establish existing pathways
- Construction and Skills Certification Scheme Cards issue resolved with reopening of the Individual Training Fund
- Providers meeting set for 20 August, including Community Safety Partnership, Criminal Justice and NHS Thrive representatives.

Challenges:

- Resource to co-ordinate and lead long term.

Next steps:

- Linking to Recruitment Incentive Fund with employers to increase post prison job outcomes.

1.11. Individuals with care experience

Progress:

- Care Experienced Fund in the Council to improve outcomes – mentoring a focus
- My World of Work already building specific language into every page for those care experienced, looking to widening this out to other sites
- Care Inspectorate improvement plan link established.

Challenges:

- identifying a leadership resource for co-ordination and reporting on this priority.

Next steps:

- arranging a Joined Up for Jobs upskilling session for frontline workers
- continue development of the Skills Development Scotland pilot which will support 10 looked after non-attenders in S3/S4 to improve their outcomes
- Skills Development Scotland continuing to support training providers to sign up as a “Job Club Friend” which is a system focused on moving young people into work.

1.12. **Priority 3: a good place to live** – this priority focuses on the places people live and work and has two areas of initial focus.

1.13. Land availability/building houses

Progress:

- delivery of new affordable homes in the city – over 1600 approved and over 1100 homes completed in 2018/19.

Challenges:

- one of the key risks to the delivery of affordable homes is failure to secure land for development.

Next steps:

- Public sector partners exploring the potential to establish a land/asset commission with a 'place based opportunities' workshop due to take place in June. The objective is to maximise the value and outcomes from Edinburgh's public-sector estate and deliver opportunities for accelerated investment through strategic partnership and review of public sector assets. This could provide land for development of affordable homes.

1.14. Place making

Progress:

- engagement with local communities based on the Place Principle is taking place across the city. Place Briefs have been approved by Planning Committee for a number of sites; including the Western General and Powderhall. A major community engagement exercise is taking place at Granton Waterfront to inform a Development Framework.

Challenges:

- making sure that the actions for Community Planning partners in relation to the placemaking commitment include actions over and above, or complementary to, what is already happening across the city and extend beyond housing and that measurable outcomes are identified.

Next steps:

- further engagement with partners to refine the commitment so that gaps and new opportunities/approaches are identified beyond the existing partnership activity around regeneration and placemaking and to develop achievable and measurable indicators for this priority.

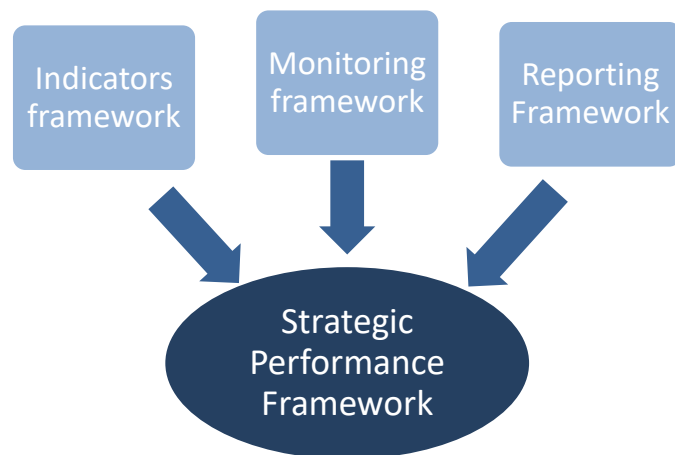
Local Outcome Improvement Plan 2018 - 28

Performance Framework

This Performance Framework describes how performance will be monitored for the Local Outcome Improvement Plan (LOIP). It provides guidance and tools for everyone involved in the oversight and delivery of the LOIP.

To be effective a performance framework must be more than defining indicators. It should describe the structure within which the indicators will be considered and outlines how decisions will be made based on the information collated and analysis of the wider landscape.

This framework consists of three elements:



Indicators:

- The suites of indicators used to monitor performance at each level

Monitoring framework:

- Timetabling and governance
- Identifying areas of good practice and areas for Improvement

Reporting framework:

- which reports are considered at which groups
- who is responsible for writing these reports

The LOIP contains initial high level actions that will be undertaken and some of the longer term outcomes this plan is aimed at impacting on.

Reporting Framework

Within the LOIP, under the three priorities, the initial high level actions and some possible measures are shown. Work will continue to develop detailed actions, timescales and the key measures that will demonstrate how change is taking place for each priority, forming the basis of the performance framework. Different reports will be generated for scrutiny at different levels such as:

1 Action plans

A set of more detailed action plans relating to the actions under each of the three priorities will allow monitoring of the partners' activity and progress towards achieving shared goals. Actions will be developed throughout the life of the LOIP so only the next set of actions to be undertaken to progress each priority will be shown. Lead officers will be identified for each action and they will be responsible for reporting on progress.

The modelling template (Appendix A) should be used to assist in the development of actions under each priority. This template details what is to be done, what resources are available for these actions, and identifies the short and long term impacts these actions are aiming at achieving. This template should be used each time a new set of activities are developed to ensure the link between the activities and the longer term outcomes are considered before implementation.

A final part of the development of actions should be the identification of output and outcome measures. These measures should be clearly linked to the actions and will allow for the monitoring of the impact of actions as they are implemented.

Below are links to some step to step guides to modelling actions and developing indicators:

- [NHS a practical guide](#)
- [Health Scotland simple guides](#)
- [Evaluation Support Scotland support guides](#)

2 Regular performance reports

These will detail progress towards achieving the outcomes. They could include actions, key performance indicators, case studies and wider factors influencing progress to give a balanced view on progress. These reports will be partnership documents with the lead officers for each action contributing to these reports. These reports aim to:

- Show accountability and impact of progress
- Raise barriers to be addressed
- Provide an opportunity to share learning
- Opportunity for discussion of overlap between priorities

The LOIP Delivery Group will be responsible for considering these reports on a quarterly basis and agreeing ways to address issues and support action progress. These reports will form the basis for the Annual Progress Report to the Edinburgh Partnership Board.

3 Annual Progress Report

The LOIP Delivery Group will be responsible for submitting an annual report to the Edinburgh Partnership Board. This report will summarise progress with actions and the impact on short term outcomes. The impact on individuals will also be covered by the inclusion of case studies within this report, where appropriate.

This report will also cover how these actions might have influenced the longer term outcomes. When considering the longer term outcomes, information on the impacts of other external factors, where known, should be included. These factors may include decision made at a local, regional, national and international level such as strategic priorities, new legislation, and taxation and benefit rate changes. The inclusion of this wider landscape should help to explain why local impact through actions are not reflected in changes to high level outcomes.

The aim of this report is to:

- Show accountability and impact of progress
- Raise barriers to be addressed
- Provide an opportunity to share learning
- Opportunity for inclusion in wider landscape discussion

A sample template for this report is shown in Appendix B. This template has the following sections:

- Here's what you need to know section (giving overview of performance and issues)
- What was planned to be done
- What was done
- What difference was made – with evidence (output and outcome measures, life experience stories)
- Challenges and changes - anything found helpful in achieving outcomes and any barriers

- Learning for the future - anything learnt about how to do the work and unexpected outcomes

This report is expected to fulfil the legislative requirement for each Community Planning Partnership to report back progress with the LOIP to their communities on an annual basis.

4 Exception Report

If barriers to progress are identified at any time which cannot be resolved by the LOIP Delivery Group and needs consideration at a strategic level, an exception report will be submitted to the next Edinburgh Partnership Board meeting for discussion. This should reduce delays in progress as strategic decisions can be made when issues are identified rather than when issues are considered as part of the annual performance reporting.

5. External scrutiny

Additional performance reports will be created to ensure compliance with external scrutiny and audit requests around the LOIP.

These requests may focus only on community planning activity, or include partnership working and community planning as part of a wider scope (such as the annual review of Local Authority performance reporting Audit Scotland undertakes each year which includes community planning performance as part of the scope).

The reports outlined above form a suite of reports that can then be used by partners within their own governance structures. Additional reporting structures are shown in Appendix C.

Monitoring Framework

Monitoring performance is more than looking at measures, it's about understanding the reasons behind the level of performance achieved and then agreeing changes when necessary. The following cycle will be used to progress performance.

Plan: set aims and visions based on intelligence

Do: plan actions in detail and implement

Monitor: monitor progress of actions and collect appropriate data

Review: review what the monitoring is telling you.



The Edinburgh Partnership, through the LOIP, sets out their vision for reducing poverty and inequality in Edinburgh by working together.

The LOIP Delivery Group will oversee the development of the detailed plans under the three priorities and monitor progress with actions. The LOIP Delivery Group may delegate the development and delivery of actions to other groups in the Edinburgh Partnership governance structure where appropriate such as when there is overlap between the LOIP priority and the other group's core remit. This should promote joined up thinking and ensure actions for different strategies are more co-ordinated. However, the LOIP Delivery Group will remain accountable for the LOIP delivery overall.

The review stage is where decisions are taken on the back of the monitoring in place. These discussions should acknowledge where action is progressing as expected, and ensure continued commitment to progressing the agreed actions. However when progress has stalled or having a negative impact on the outcomes, it is at this stage that decisions to change actions or stop them is taken and new actions are decided. These

reviews continue to focus on achieving the longer term aims. Throughout the life of the plan, both the Edinburgh Partnership Board and the LOIP delivery group will review progress through regular reporting and agree further actions as required.

One aspect of performance that also needs to be considered is the wider landscape in which the LOIP actions are implemented into. When reviewing progress, other factors which impact on the longer term outcomes must also be considered before decisions taken to stop or change the actions being implemented.

Indicators Framework

A range of different types of indicators will be used to monitor progress with the LOIP. Performance reporting of all these different types of information should allow the Edinburgh Partnership Board to have informed discussions about what is working and what is not. It is expected that the output and medium term performance indicators will be changed during the life of the plan as actions are completed. Life experience stories and outcome indicators will be monitored throughout the life of the plan.

Life Experience stories

These are not actual measures but are about bringing the plan to life. By the explicit inclusion of real life stories into the performance monitoring discussions, the partnership is ensuring that the ‘voices of real people most impacted by poverty and inequality’ are a part of decision making.

These stories can be used to inform both:

- the identification and development of actions
- the real impact of those actions on people’s lives.

Ongoing gathering of people’s experiences is required to achieve the partnership’s aspiration to keep ‘real life stories’ at the heart of their decision making.

Long term outcome indicators

These are the long term changes in people’s lives the plan is trying to achieve. They should be stated so that the direction of change is clear.

These are the indicators which highlight the aspirations of the Edinburgh Partnership Board – around reducing poverty and inequality. However, due to the complex interrelationship between a number of factors, these indicators are those where it is hardest to define a direct link between them and the actions undertaken.

Through the analysis undertaken when developing the priorities, the actions agreed are expected to make a difference in people’s lives and contribute to shifting these longer term outcomes. However, there will be many other factors also working on shifting these outcomes.

Medium term indicators

These are local outcomes that can be delivered within or over a couple of years. They should link directly to the specific activity undertaken to deliver the aims of the LOIP and will reflect the impact on the families and individuals supported through the joint working.

These are the short/medium changes that are achieved through the actions implemented. These indicators will be useful to ensure that the actions are impacting in the ways expected.

Output measures

These indicators are measures of the activity undertaken and will mostly focus on the process/procedural changes implemented. These are the indicators where progress should be shown over the short term.

Target setting

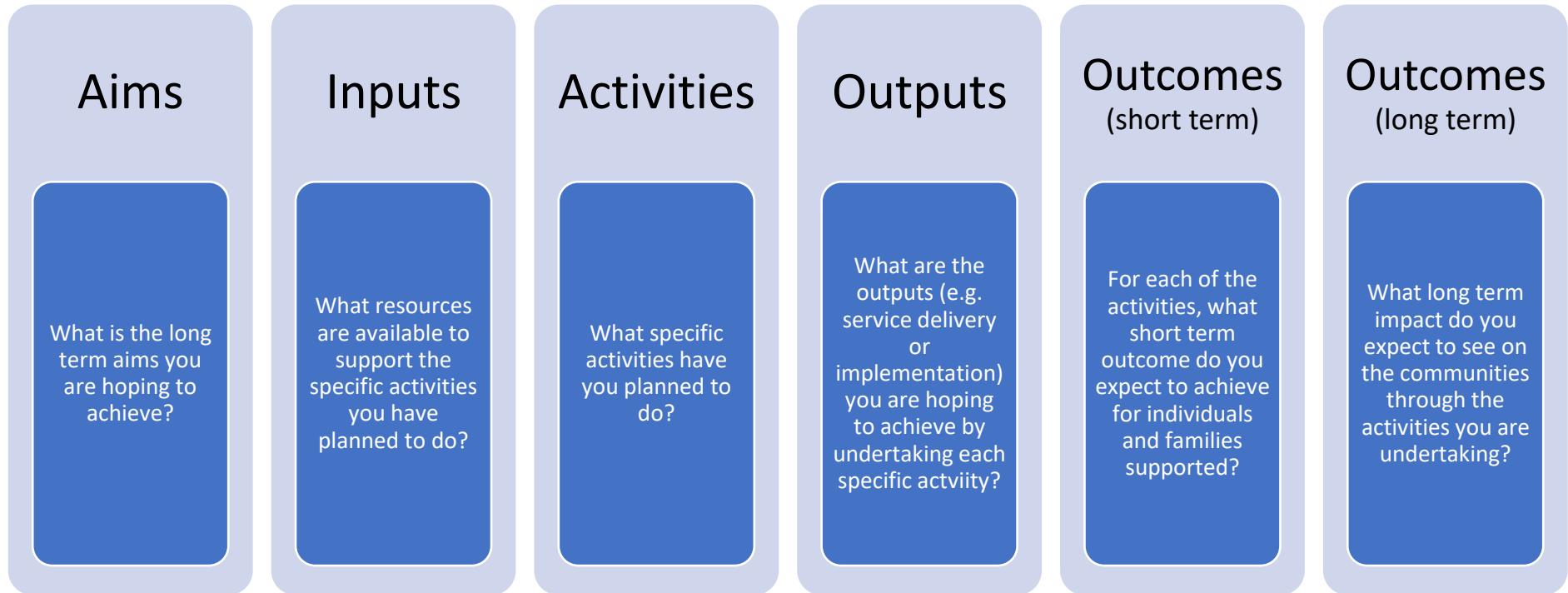
Target setting will be considered for all the measures identified. However, targets will only be put in place where it is appropriate. This will be determined by two main factors:

- *Direct link between action and indicator*
Where there is a clear causal link between the measure and the action a target can be set. Where there are multiple actions all impacting on a single indicator (e.g. the longer term outcomes), so that each action contributes to the change in the measure, the ability to set meaningful targets is less achievable.
- *Type of measure*
Target setting is easier for numeric indicators and harder for 'perception' indicators. Regardless of the type of measure, the direction of change should be clearly stated.

Any target setting must be based on an analysis of what is achievable so that the target set is challenging but realistic. Targets should also be cognisant of targets within other plans.

Appendix A: Detailed modelling template

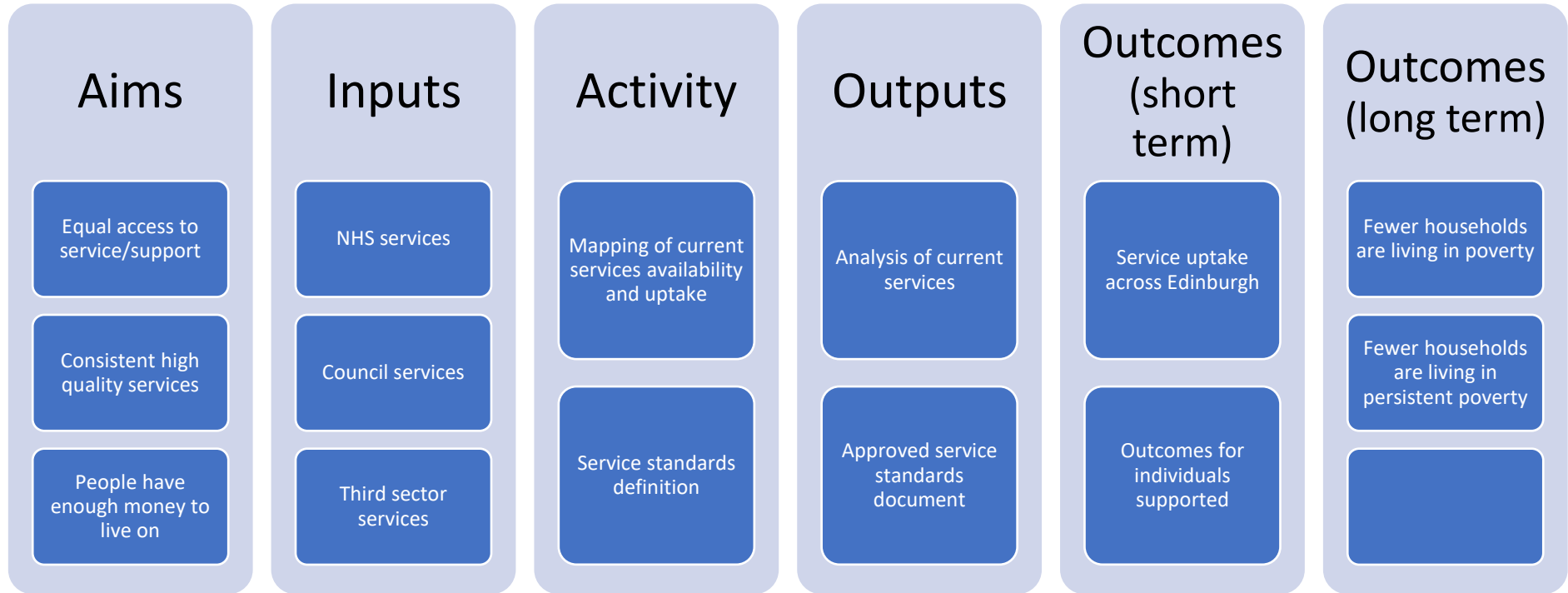
Priority 1: XXXX



Local/National factors

- What other factors may also impact on the long term outcomes you are trying to achieve?

Priority 1: Enough money to live on



Local/National factors
Implementation of universal credit

Wide Reporting Landscape

