

Public Document Pack



THE EDINBURGH PARTNERSHIP

Meeting Wednesday, 18 December 2019
Time 3.00 pm to 5.00 pm
Venue Main Council Chamber - City Chambers

Edinburgh Partnership Board

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1. Minutes of the Edinburgh Partnership of 24 September 2019	3 – 10
2. Edinburgh Community Learning and Development Plan - Annual Report	11 - 70
3. Poverty Commission	Verbal Report
4. Local Outcome Improvement Plan - verbal update Richard Thomas and Nick Croft	Verbal Report
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9. Board Induction and Development	Verbal Report

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THE EDINBURGH PARTNERSHIP BOARD

Tuesday 24 September 2019: 14.00 – 15.30

Board Room, Scottish Enterprise, Haymarket Terrace, Edinburgh

MINUTE

Board members present

Ella Simpson	(in the Chair) EVOC
Keith Anderson	Edinburgh Affordable Housing Partnership
Cllr Cammy Day	The City of Edinburgh Council
Audrey Cumberland	Edinburgh College
Kenneth Rogers	Scottish Fire and Rescue Service
Cllr Iain Whyte	The City of Edinburgh Council
Elaine Morrison	Scottish Enterprise
Richard Thomas	Police Scotland
Brian Houston	NHS Lothian
Grant McDougall	Skills Development Scotland
Saty Kaur	Edinburgh Association of Community Councils

Ellie Bird	City of Edinburgh Council
Gavin Donoghue	Edinburgh University
Mairi O'Keefe	Chamber of Commerce
Paul Wilson	Equalities and Rights Network

Advisers present

Andrew Kerr	The City of Edinburgh Council
Stephen Garland	Scottish Government

In attendance

Hugo Clark	Army, Edinburgh Garrison
Paula McLeay	The City of Edinburgh Council
Michele Mulvaney	The City of Edinburgh Council
Ken Shaw	The City of Edinburgh Council
Alistair Gaw	The City of Edinburgh Council
Jim McCormick	Joseph Rowntree Foundation
Chris Adams	The City of Edinburgh Council
Diarmaid Lawlor	Architecture and Design Scotland
Rona Fraser	The City of Edinburgh Council

Apologies

Adam McVey	The City of Edinburgh Council
Cllr Hal Osler	The City of Edinburgh Council

1 Minutes

- 11 June 2019 - approved as a correct record.

2 Edinburgh Children's Plan

The Annual Report for 2018-19 for the Children's Services Plan 2017-2020 was presented to the Edinburgh Partnership. It set out, for each of the strategic outcomes, progress made in the first two years of the plan alongside some of the key challenges that were being faced.

Decision

To approve the second Annual Report on the Edinburgh Children's Partnership's Children's Services Plan 2017 – 2020.

3 Mind The Craic

A presentation was delivered by Diarmaid Lawlor from Architecture and Design Scotland on "Mind The Craic", which was a research project commissioned by EVOC from August to early December 2018. The project, carried out by an ethnographer, met with people from various communities around Edinburgh, accessing them through the voluntary sector. Partner organisations invited the ethnographer to join groups, meet individuals and hear the voices of a wide diversity of people.

The research showed the need for prevention and early intervention and people having a sense of community and a feeling of belonging. The research further noted that it was through community that people could be truly empowered.

The discussion that followed centred on the following themes:

- How partners may look for possibilities to share facilitates.
- That the individual accounts gathered during the research were compelling.
- That consideration should be given to ensure duplication with the Community Plan and the work underway by the Poverty Commission did not occur.

Decision

- 1) To note the presentation.
- 2) To circulate the presentation.

- 3) To note the offer by Ella Henderson and Diarmaid Lawlor to attend other partner meetings.
- 4) To ensure that the outcomes of Mind the Craic and the Poverty Commission were joined up.

4 Poverty Commission

The progress of the Edinburgh Poverty Commission in the period since its formal launch in November 2018 was presented, alongside a summary of initial findings and recommendations developed by the Commission, based on its work to date.

Decision

- 1) To note the work carried out to date by the Edinburgh Poverty Commission.
- 2) To note the initial findings and solutions presented by the Commission.
- 3) To agree which findings should be priority for the Edinburgh Partnership to address.
- 4) To confirm how Edinburgh Partnership member organisations would engage on the findings that had emerged, and whether there were solutions which could be progressed ahead of the final publication of The Poverty Commission's findings.
- 5) To agree that each organisation on the Edinburgh Partnership would have 1:1 sessions with the Edinburgh Poverty Commission.
- 6) To agree that the findings from the Poverty Commission were considered by the Edinburgh Partnership and that the delivery group reported back to the Board on an ongoing basis.

5 Community Plan

Since agreeing the new Community Plan 2018 – 28 in October 2018, the Edinburgh Partnership Board had been considering progress with each of the three priorities: enough money to live on; access to work, learning and training; and a good place to live.

An update on progress with Priority 3: a good place to live and the two initial areas of focused action: land availability and place making were presented. Proposals for next steps for each area were presented.

Decision

- 1) To agree to consider how a link between the LOIP Delivery Group and the Land Commission could be developed.
- 2) To discuss whether the place making workshop fully addressed the three LOIP test questions.
- 3) To approve the placemaking workshop proposal.
- 4) To identify individuals from Edinburgh Partnership organisations involved in placemaking, who would attend the workshop.
- 5) To agree that the Land Commission would receive a report on the progress of the Community Plan.

6 Community Justice Activity Report 2018/19

The Edinburgh Community Safety Partnership (ECSP) had responsibility for developing and implementing Edinburgh's Community Justice Outcomes Improvement Plan (CJOIP) on behalf of the Edinburgh Partnership. The completed Community Justice Activity Report (Local Area Annual Return Template) highlighted examples of partner's individual and collective community justice activity during 2018/19. The ECSP agreed the draft Community Justice Activity Report on 27 August 2019.

Decision

To approve the completed Community Justice Activity Report, highlighting community justice activity in 2018/19.

7 Community Justice Outcomes Improvement Plan 2018/19

The Community Justice (Scotland) Act 2016 introduced a new model for community justice and from 1 April 2017, devolved decision making for the planning and delivery of community justice services to local community planning partnerships. The Edinburgh Community Safety Partnership (ECSP) had responsibility for developing and implementing Edinburgh's Community Justice Outcomes Improvement Plan (CJOIP) on behalf of the Edinburgh Partnership. The ECSP agreed the draft CJOIP 2019-22 on 27 August 2019.

Decision

To approve the CJOIP 2019-22.

8 Partnership Governance Update

The Edinburgh Partnership at its meeting on 1 April 2019 agreed a new governance framework. In addition to establishing new partnership arrangements, the work programme provided for a range of other activity to strengthen participation and partner working including the development of a communications strategy and community participation strategy. Details of the overall programme of work, together with summary details of the progress to date was presented. The delivery was the responsibility of the interim Community Planning Support Team.

Decision

- 1) To agree the implementation programme;
- 2) To note the progress made in the development and delivery of each of the workstreams.
- 3) To agree to the implementation plan being a standing item on the Board agenda.

9 Edinburgh Partnership - Resources

The budget collectively provided to meet the development and operational cost of the Partnership was presented and approval was sought for proposed spend.

Decision

- 1) To note that while City of Edinburgh Council have not contributed to the Community Planning revenue budget, as per custom and practice, they had provided support 'in kind' through the provision of resource and direct funding such as the development budget for the Community Safety Partnership;
- 2) To note the contributors to and the collective revenue, £20,000, currently available to meet the development and operational costs of the Partnership;
- 3) To note that the Scottish Fire and Rescue Service were still to confirm a financial contribution and to agree that a letter would be written to the National Fire and Rescue Service, regarding financial contribution to Edinburgh Partnership facilitation and support.
- 4) To note that NHS Lothian's financial contribution was yet to be received;
- 5) To agree to provide up to £1,000 to support the development of each of the 13 neighbourhood networks;
- 6) To agree to allocate £1,000 to meet revenue costs associated with the Board;
- 7) To agree to allocate the remaining budget, including contributions still to be received, to meet research and project costs, with initial work to include an independent review of the interim support arrangements.
- 8) To agree to allocate the remaining budget to support the Community Participation Checkpoint Group.

10 Dates of Future Meetings

- 2pm Wednesday 18 December 2019 (The City of Edinburgh Council)
- 2pm Tuesday 17 March 2020 (Venue to be confirmed)

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THE EDINBURGH PARTNERSHIP

Edinburgh Community Learning and Development Plan 2018-21

Executive Summary

1. Led by the Council Lifelong Learning service, the Community Learning and Development Partnership (CLDP) produced an Edinburgh CLD plan for 2018-2021.
2. The plan focuses on key areas of activity agreed by partners. This is intended to add *value* to community learning and development delivery by identifying where the partnership can bring fresh thinking and collaborative effort to make a difference and improve outcomes.
3. The CLDP wishes to update the EP Board on progress 2018/19 and point to a revised approach to the plan for 2019 to 2020.

Recommendation

1. The Board is asked to note progress and the revised approach.

Main Report

- 1.1. Under the powers of the 1980 Education (Scotland) Act, the Council has a duty to fulfil the Requirements for Community Learning and Development (Scotland) Regulations 2013.
- 1.2. Local authorities are expected to: identify individuals and groups and their needs regarding community learning and development; assess the degree to which these needs are being met; identify barriers to the adequate and efficient provision of community learning and development; publish a three-year CLD plan.
- 1.3. A CLD partnership with largely new membership produced an Edinburgh CLD plan for 2018 -2021, reflecting some of the priorities identified through several mechanisms: The Locality Improvement Plans consultation; an evaluation of the CLD plan 2015-18; conversations and questionnaires with learners and volunteers; Council and partner staff workshops; audit of the four locality action plans; the developing Community Plan and its themes; relevant council, partner and community plans.
- 1.4. A progress update on the first year of the plan is included with this report.

Governance

- 1.5 The CLDP has revised its terms of reference to strengthen governance and decision-making, restructuring the partnership to develop a Board and Delivery Group model
- 1.6 The Board develops, implements and oversees the CLD Plan for the Edinburgh Partnership, identifying and contributing the resources needed to achieve desired outcomes
- 1.7 The Delivery Groups develop and implement specific pieces of work to help achieve the outcomes in the CLD Plan, thus creating, shaping and actively contributing to the content of the CLD Plan.
- 1.8 The revised terms of reference are attached, including a list of CLDP member organisations

Learning

- 1.9 The CLDP has reviewed the actions in the plan and concluded that the number of actions in year one was perhaps ambitious. Capacity limitations are apparent in some organisations which could be a factor in some of the actions not being taken forward. However, the reality of capacity limitations strengthens the case for concerted collaboration and partnership, to maximise the effectiveness of partner resources by sharing and directing these to help those most in need.
- 1.10 This review of the actions has led to a different approach emerging for sections two, *improving life chances of all people* and three, *building stronger, more resilient communities*. This approach is more realistic in terms of the number and level of ambition in the actions whilst at the same time focusing more on the *essential collaboration* which the CLDP will bring to achieving the stated outcomes: *what difference does the CDLP make? What is the added value?*
- 1.11 The review concluded that sections one, *planning for improvement* and four, *monitoring and reporting* did not require to be amended and have been relatively successful in the way baseline information has been gathered from all CLDP members and a monitoring and review cycle implemented. Shared training on evaluation and using data to influence services has taken place. The next step is to demonstrate how this has led to service improvement and benefits for learners.
- 1.12 The CLDP has devoted time in the last year to the review of the plan and to the revision of the governance model and term of reference. This has had, to a

degree, an impact on progress with some of the actions. In 2020 the group will devote more energy to taking forward the ambitions in the plan.

- 1.13 Raising awareness of the plan is an area for improvement and the CLDP will consider ways of doing this when they meet in January 2020.
- 1.14 Reflecting and demonstrating the voice and views of learners could be more extensive. While good practice exists in work with children, young people and adults the potential role of the CLDP in promoting this further may be usefully explored.

Next Steps

- 1.15 The CLDP will publish the revised sections 2 and 3 in January: plan for awareness raising on the plan; establish delivery groups to take forward the actions.

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

Paul McCloskey Lifelong Learning Strategic Manager CLD and Libraries

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 Email Address paul.mccloskey@edinburgh.gov.uk

Hyperlinks to:

- Appendices
- Background Papers / Reports

Terms of Reference for the Community Learning and Development Partnership (CLDP)

1. Introduction

1.1 The Community Learning and Development Partnership (CLDP) is a strategic group responsible for co-ordinating a multi-agency response to promote Community Learning and Development (CLD) which supports primarily disadvantaged and vulnerable groups and individuals to engage in learning, personal development and active citizenship, bringing about changes in their lives and communities.

1.2 Effective CLD depends on a complex, multi-agency and multi-sector approach to the delivery of a wide range of both universal and specialist services.

1.3 The governance arrangements of the CLDP comprise a CLDP Board and CLDP Delivery Group.

2. CLD's specific focus is:

2.1 Improved life chances for people of all ages, through learning, personal development and active citizenship

2.2 Stronger, more resilient, supportive, influential and inclusive communities.

3. Plan

3.1 The City of Edinburgh Council has a statutory obligation to produce a three-year plan, outlining priorities for, and how it will secure 'adequate and efficient' provision of, CLD across Edinburgh.

3.2 The Council has worked with partner organisations to create a refreshed CLD Partnership. This CLDP has produced a three-year plan, reflecting city priorities and a shared ambition to make a positive difference for local people.

4. Priorities

4.1 The focus of the partnership is to deliver priorities in the CLD Plan 2018-2021:

- Planning for Improvement – this will include creating a culture of self-evaluation and improvement, and improved use of data.

- Improving life chances for people of all ages – this will include workforce development for CLD staff.
- Building stronger, more resilient communities – this will include improved engagement with people and communities
- Monitoring and reporting – this will include a better understanding of the impact of CLD

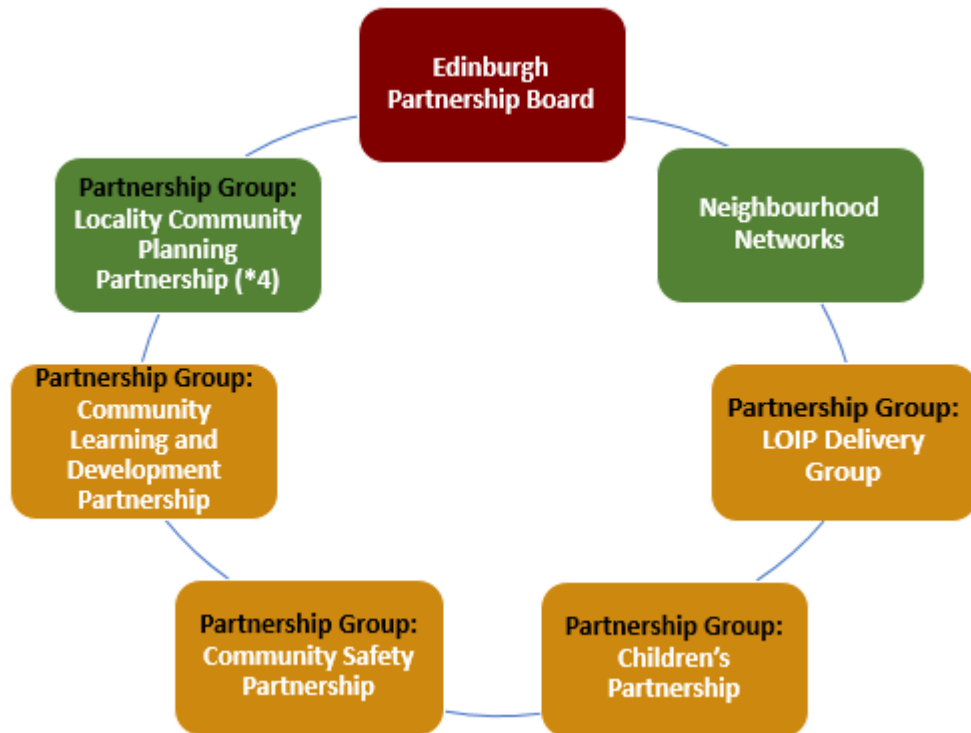
5. Remit of the CLDP Board

In relation to developing and improving CLD, the purpose of the Board is to:

- Develop, implement and deliver the CLD Plan for the Edinburgh Partnership
- Put in place delivery 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.
- Identify, agree and contribute the resources needed to achieve shared outcomes
- Hold each other to account for the delivery of outcomes through constructive challenge and effective performance reporting
- Analyse service gaps, duplication and overlap to ensure priorities are addressed as efficiently as possible
- Ensure that strategic priorities are aligned with other strategic plans.
- Agree priorities for service development and seek, where appropriate, funding opportunities to progress priorities
- Ensure the participation of communities in relation to planning and delivering community learning and development
- Ensure the effective management of performance and risk in relation to the delivery of the CLD Plan and report progress to the Edinburgh Partnership.
- Identify and share examples of best practice

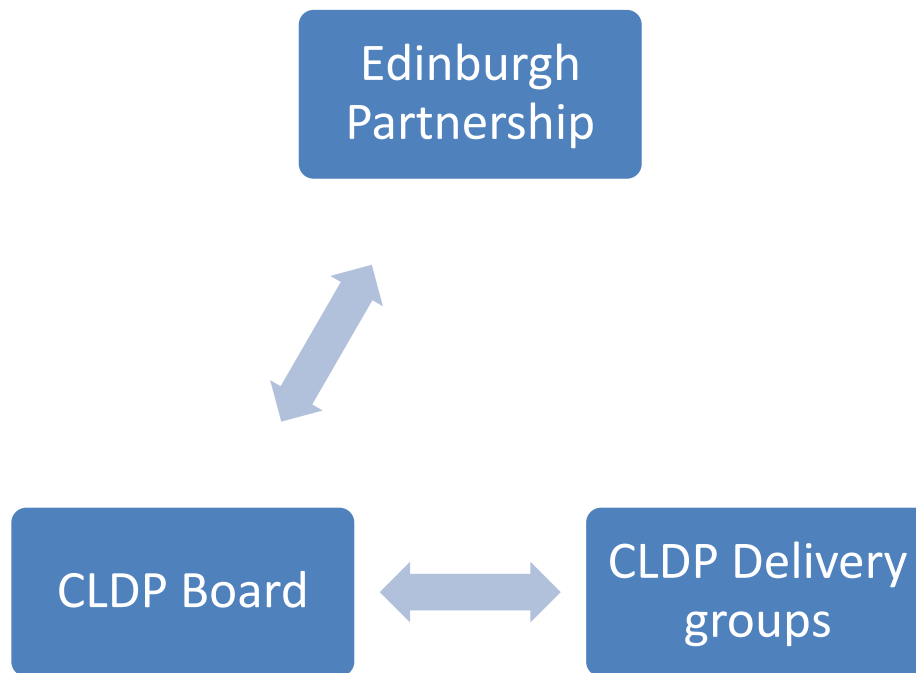
6. Governance and performance reporting arrangements

The diagram below sets out the governance arrangements for community planning in Edinburgh



The CLD Partnership is accountable to the Edinburgh Partnership in respect of leading, delivering and progress on the CLD Plan. It reports to the Edinburgh Partnership on the strategic priorities, reporting annually on Plan progress.

It will report annually on progress to the Council Education, Children and Families Committee and to other partner organisations as appropriate.



7. Delivery groups

7.1 The Partnership will establish delivery groups to support its work programme. The focus of these groups may change over time, in response to changing policy or service imperatives. Each delivery group will have an identified lead organisation.

7.2 The remit of the delivery groups:

- Develop and implement specific pieces of work to support the outcomes in the CLD Plan
- Involve stakeholders, partners, statutory and third sector organisations and individuals as appropriate in the work of the group
- Implement strategic direction and advice from the Board to address priorities/actions
- Report to the Board any barriers which could hinder completion of the work
- Report to the Board on progress and completion of the work
- Create, shape and actively contribute to the content of the CLD plan
- Organise learning and development opportunities to improve professional practice across partners

The delivery groups will report directly to the Board, which will guide their work.

8. CLDP Meetings and chairing arrangements

8.1 The Partnership will meet quarterly.

8.2 Members will require to be nominated by their constituent organisation based on their authority and ability to fulfil the remit and to:

- represent the strategic views of their organisation;
- support the vision and aims of the CLDP; and
- contribute to the delivery of the outcomes of the CLDP as defined in its strategic plan

8.3 Changes to existing positions, and requests for new members, should be notified in writing to the Chair and will be considered at a Partnership meeting.

8.4 Each member is an equal partner. The values of shared priorities, collaborative action, collective responsibility and shared accountability apply to each member and all CLDP business.

8.5 CLDP will work towards achieving a consensus in making decisions. If this cannot be reached a vote of members in attendance will be taken. In 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.

8.6 From time to time, individuals from other organisations and individuals may be invited to attend to address specific matters under discussion. They shall have no voting rights.

9. Chair and Vice Chair

9.1 The roles of Chair and Vice Chair will be appointed from within the membership of the CLDP every two years. They can't both be from the same organisation.

10. Meetings

10.1 The Partnership will meet a minimum of four times per year and agree an annual schedule of meeting dates and a forward work programme. Additional meetings will be arranged as required.

10.2 The quorum for the meetings is not less than one third of the membership and provided at least 3 partner organisations are present.

10.3 Every meeting of the Partnership will be minuted and these will be presented to the following meeting for approval.

10.4 Group members will declare an interest in items of business where appropriate. Declarations will be noted in the minutes of meetings.

10.5 The Board will provide reports to the Edinburgh Partnership on the delivery of the CLD Plan in accordance with the approved performance framework.

11. Membership:

To be agreed

12. Documents, reports and minutes

Papers will be published on the Edinburgh Partnership Website.

Supporting Officer

The Lifelong Learning Strategic Manager (Community Learning & Development and Libraries) is responsible for planning the agenda in close cooperation with the chair and others as required. Meeting support to be identified from within the CLDP member organisations

CLDP Members

(December 2019)

National Health Service Lothian, Edinburgh University, Edinburgh College, Edinburgh Health & Social Care Partnership, Scottish Fire and Rescue service, Edinburgh Voluntary Organisations Council, Lothian Association of Youth Clubs, Edinburgh Leisure, Skills Development Scotland, Volunteer Edinburgh, Workers' Education Association, Council Lifelong Learning & Strategy and Insight teams.

Board members

(December 2019)

Edinburgh College, Lifelong Learning, Workers' Educational Association, National Health Service Lothian, Edinburgh Voluntary Organisations Council.

Edinburgh Community Learning and Development Plan

Changing lives through learning

2018 – 2021





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CLD: Vision

By 2021 community learning and development activity will have enabled people, particularly those people who are more vulnerable or disadvantaged, to make positive changes in their lives and in their communities through learning.

Welcome

Welcome to the Edinburgh Community Learning and Development (CLD) Partnership plan which sets out our collective ambition to make a positive difference for people in Edinburgh.

We recognise that a wide range of organisations deliver community learning and development in the City. These include the public and third sector working with children, young people and adults. The intention of the plan is to add value to this existing delivery by identifying where we as a partnership can bring fresh thinking and ideas to address what are often longer term, so called 'thorny' issues. The partnership will do this by using data to identify some of these intractable issues; consider what actions have worked in the past or are working presently, both in Edinburgh and in other local authorities, to address these issues; engage with target groups to co-design service activity and harness the collective resources across the partnership, focusing on actions which will bring about positive change and progress.

The plan therefore does not reflect the broader CLD activities already reported in other plans. It will however monitor this broader range of CLD activity, promote sharing of good practice and challenge Council and partner organisations where it feels that there is lack of activity or the activity itself is less effective in meeting identified needs and/ or national and City priorities.

Thank you to learners, volunteers, partners and CLD staff who have contributed to the plan development. This contribution has been carried out through evaluation of the CLD plan 2015–18, face to face conversations and questionnaires with learners and volunteers, Council and partner staff workshops, an audit of key themes in the four locality action plans, the developing Local Outcome Improvement Plan and its themes, relevant council, partner and community plans.

The plan is a living document and as such will be reviewed and amended in light of experience and changing needs and expectations.

Ian Brooke and Paul McCloskey

The Partnership welcomes comments and feedback on the plan and you can do this by contacting Ian or Paul as below.

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What will the CLD Partnership change and improve in Edinburgh?

The changes and improvements fall into four main areas:

Planning for Improvement

Reflection and self-awareness through self-evaluation are fundamental for good CLD practice: seeking to improve professional competencies around community learning and development and continually improving practice in order to become more effective and have greater impact. The Partnership will champion self-evaluation, share and promote examples of how this has led to improved practice and outcomes for citizens.

It will also champion the effective use of data through workshops to improve staff knowledge and in sharing data across partners in order to inform effective practice.

Improving the life chances for people of all ages

Youth work is intrinsic to community learning and development and to meeting the needs of children and young people, who have a right to experience the best possible start in life. It isn't easy being young today and sometimes, through circumstances beyond their control, they may find life particularly challenging. Delivering high quality youth work requires high quality youth work practitioners: confident and competent, knowledgeable and skilled, ambitious for children and young people and able to help them achieve their potential and be the best they can be. The Partnership will champion existing competencies for youth work, identifying and developing training to enable staff to effectively communicate with young people, appreciate and understand their realities. There is a perception among partners that children and young people from black, Asian and minority ethnic communities do not engage widely in youth work. There are likely to be a number of reasons for this. The Partnership will establish a baseline of participation levels and consult with young people to explore potential barriers to participation and identify ways in which these could be overcome.

Literacy and numeracy are important life skills and not having these can be a disadvantage in a society which assumes the possession of these skills. The Partnership seeks to more effectively meet the needs of the learners including the systematic use of individual learner plans that clearly identify learner progression.

It recognises the need to be more creative in engaging people who would not necessarily want to come forward or identify themselves as being someone in need of literacy and numeracy support.

Mental health and wellbeing touches all of our lives. Staff sometimes lack knowledge and communication skills in communicating effectively with people who are affected by mental health issues. The Partnership will work alongside existing training plans and programmes to share knowledge of what is available and to create new staff learning opportunities.

Building stronger, more resilient communities

Social isolation, linked increasingly to poor health outcomes, can occur in rural and urban environments and has been linked to wider changes in society. There are a range of organisations in Edinburgh which exist to connect people who are socially isolated. The Partnership will look at examples of the impact of models in Edinburgh and beyond and work on how good practice models could be extended and professional awareness of what is available improved.

Involving local people in decision making and services design, while a key Christie Commission recommendation and intrinsic to community empowerment, isn't always as widely adopted as it could be. The Partnership will look at successful models within and outwith Edinburgh and seek to encourage the adoption of effective forms of local decision making.

Monitoring and Reporting

One of the issues for community learning and development has been, albeit that some good practice examples exist, a lack of consistency in data gathering and in particular baseline performance gathering and reporting.

A consequence of this is that what is at times excellent work remains hidden as staff are not able to demonstrate improvement and change. The Partnership will develop a means of monitoring and reporting information to measure the impact of CLD Partnership activity in this CLD plan. It will also identify existing mechanisms and those in development which together will ensure that that it has an overview of the impact of citywide CLD activity.

Unmet need

There is a requirement to identify unmet need – as in those needs which will not be met in the three years of the plan. The Partnership will seek to interpret what this means for Edinburgh and the role of the CLD Partnership, identifying potential unmet need during the first year of the plan. Certainly, at a time of unprecedented budgetary constraint, it behoves the Partnership to, as Jim Collins states, 'confront the most brutal facts of your reality'. It may be that CLD, as much as it needs to define what it can do, needs to also define what it cannot do.

A three year plan

As a result of engagement with partners and an exercise to identify key priorities, the plan shows a greater level of detail in year one; some of these year one actions may extend into years two and three. A list of additional themes for years two and three are included at the end of the plan. Plans are living documents and planning an organic process. The more detailed picture for year two will be teased out during the course of year one; the detail of year three will be developed in year two.

This approach recognises the need for flexibility in planning: being able to adapt to unforeseen circumstances, as needs change and demand on resources increases or other resources become available. These changing needs and demands will require improved partnership and collaborative working, in order to target resources and develop services for those most vulnerable and disadvantaged in society, a tenet of community learning and development.

'The true measure of any society can be found in how it treats its most vulnerable members'
Mahatma Gandhi

What is Community Learning and Development?

Community Learning and Development (CLD) supports primarily disadvantaged or vulnerable groups and individuals to engage in learning, personal development and active citizenship, bringing about change in their lives and communities. CLD is a distinctive process of engagement and support, with a learning content that is negotiated with learners.

Community Learning and Development activity has a strong focus on early intervention, prevention and tackling inequalities.

Community Learning and Development is widely understood to include:

- * community development (building the capacity of communities to meet their own needs, engaging with and influencing decision makers)
- * youth work, family learning and other early intervention work with children, young people and families
- * community-based adult learning, including adult literacies and English for Speakers of Other Languages (ESOL)
- * learning for vulnerable and disadvantaged groups in the community, for example, people with disabilities, care leavers or offenders
- * volunteer development
- * learning support and guidance in the community.

Community Learning and Development's specific focus should be:

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



The Edinburgh CLD Partnership Plan

Community Learning and Development (Scotland) Regulations 2013

Under the powers of the 1980 Education (Scotland) Act, the City of Edinburgh Council, in common with every local authority, has to fulfil the Requirements for Community Learning and Development (Scotland) Regulations 2013. Local authorities are expected to:

- * Identify target individuals and groups and their needs in regard to community learning and development
- * Assess the degree to which these needs are being met
- * Identify barriers to the adequate and efficient provision of community learning and development
- * Publish a (three year) plan which specifies:
 - How the local authority will co-ordinate this community learning and development with other people (including partners) who provide this activity
 - What action the local authority will take to provide community learning and development over the three years
 - What action other people including partners will take to provide community learning and development
 - Any needs for community learning and development which will not be met within the period of the plan

Consultation is intrinsic to the development of the plan. Consultation with learners who are representative of the target groups, people including partners who provide community learning and development, volunteers, sessional staff, Council staff, other organisations and groups relevant to the provision of community learning and development. The result of this consultation is an Edinburgh CLD Partnership Plan which is relevant to the community learning and development needs and aspirations of Edinburgh's citizens and communities.

The plan is an evolving document that is reviewed annually and amended in light of changing priorities and circumstances.

Who is involved in creating the plan?

The Community Learning and Development Partnership is involved in writing, developing, reviewing and monitoring the plan. This planning process is led by the Lifelong Learning Strategic Manager (CLD and Libraries). Central to the development of the plan is consultation and engagement: with learners, volunteers, members, target groups, sessional staff, partners, Council staff, others involved in community learning and development activity.

The Community Learning and Development Partnership includes organisations with a citywide remit including representatives from National Health Service Lothian, Police Scotland, Edinburgh University, Edinburgh College, Edinburgh Youth Work consortium, Edinburgh Voluntary Organisations Council, Volunteer Edinburgh, Desire Lines (Arts and Cultural Sector), Edinburgh Leisure, Lothian Association of Youth Clubs, Skills Development Scotland, Workers' Education Association, the Council Lifelong Learning and Strategy and Insight teams.

The CLD Partnership acts as the main agency for the strategic development of CLD in the city and provides governance for the three year plan through:

- * Sharing good practice and developing new areas of work in response to new and emerging needs
- * Ensuring the plan reflects Council and partner community learning and development activity in response to new and emerging needs
- * Overseeing the extent, quality and impact of community learning and development activity across the city
- * Developing a performance framework to monitor progress and identify strengths and areas for improvement
- * Advising the Edinburgh Partnership on community engagement and empowerment
- * Learning from good practice in other local authorities



The wider legislative and policy context for the plan

A wide range of national and local guidance, plans and policies provide a framework to inform and influence the plan. Some of these key documents are listed below:

[How good is the learning and development in our community?](#) This key self-evaluation resource supports quality improvement in community learning and development. The quality indicators reflect the context within which community learning and development partners operate, focusing on the impact of CLD provision including work with young people, adults and communities.

[Strategic Guidance for Community Planning partnerships: Community Learning and Development \(2012\)](#) promotes a more integrated approach to support active community participation in planning and delivery of services.

[The Requirements for Community Learning and Development \(Scotland\) Regulations 2013](#) provides the legislative framework for Community Learning and Development.

[National Youth Work Strategy 2014–2019](#) aims to improve outcomes for young people through youth work.

[Adult Learning in Scotland – Statement of Ambition 2014](#) sets out the ambitions for adult learning in Scotland, defining three principles for adult learning: that it is lifelong, life-wide and learner-centred.

[Adult Literacies in Scotland 2020: Strategic guidance \(ALIS 2020\)](#) aims to promote equal access to and participation in literacies learning for all adults.

[A professional development framework for Scotland's adult literacies workforce](#) aims to develop professional development of workers, leading to improved achievement and progression by literacies learners.

[Welcoming Our Learners: Scotland's ESOL \(English for Speakers of Other Languages\) Strategy 2015–2020](#) sets out the importance and context of ESOL learning in Scotland.

Wider policy context:

- * [Children and Young People \(Scotland\) Act 2014](#) legislation on the rights of children and young people in Scotland
- * [Getting it right for every child \(GIRFEC\)](#) is the national approach in Scotland to improving outcomes and supporting the wellbeing of children and young people
- * [Developing Scotland's Young Workforce](#) is a response to the challenge of youth unemployment
- * [Opportunities For All – Post-16 transitions – Policy and Practice Framework](#) aims to provide guidance for those involved in supporting post-16 transitions, and the planning and delivery of education, training and careers information advice and guidance for young people in Scotland.
- * [Community Empowerment \(Scotland\) Act](#) aims to help communities to do more for themselves and have more say in decisions that affect them.
- * [Skills for Scotland: A Lifelong Skills Strategy](#) has a vision for a smarter Scotland with a globally competitive economy based on high value jobs, with progressive and innovative business leadership.



What are the local policies and plans which influence the plan?

'Live Well in Later Life', Edinburgh's Joint Commissioning Plan for Older People 2012–2022 covers care and support services to older people over 65 years of age and aims to improve outcomes for older people.

Youth and Children's Work Strategy for Edinburgh 2017–20 provides a framework for the delivery of children and young people's services

The Edinburgh Children's Partnership Children's Services Plan 2017–20 directs strategic planning, development and delivery of children and young people's services on behalf of the Edinburgh Partnership.

The Edinburgh Partnership is the community planning partnership for Edinburgh. The aim of the Partnership is to deliver better outcomes for communities, and particularly for those experiencing the greatest inequality. How it does this is set out in a Local Outcome Improvement Plan. This plan focuses on partners working together to address poverty and inequality with the priority themes covering income maximisation, housing and place, education and employability. Community participation and influence is central to the work of the Partnership.

This citywide activity is complemented by four Locality Improvement plans (LIPs), one for each of the South West, North West, South East and North East localities. The LIPs aim to deliver better outcomes for individuals and communities by simplifying and strengthening existing improvement planning and partnership working, placing communities at the heart.



Demographic, socio economic drivers: a growing city with growing inequality (Council Business Plan)

Over the last 10 years	Over the next 10 years
<ul style="list-style-type: none"> * Edinburgh has been one of the fastest growing local authorities in the UK * Edinburgh has an estimated population of 506,000 which makes it the second most populous city in Scotland and the 7th in the United Kingdom * From 2005 to 2015, the population of the city grew by 10% – over 49,000 people * This is more than double the growth seen across Scotland, and faster than that of any other city 	<ul style="list-style-type: none"> * Analysis suggests that Edinburgh is likely to see further population growth – it is estimated that it will reach 567,000 by 2030 * The projected population increase from 2014 – 2024 is 44,500 people (9%) with strong growth at both ends of the age spectrum * The population aged 12 – 17 is projected to grow by around 23% in this period * The population aged over 75 is projected to grow by 25%, almost 3,000 people over the same 10 year period

This growing population is one of the most visible signs of Edinburgh's success. However, not all citizens share in that success and alongside the affluent areas, Edinburgh contains some of the most deprived communities in Scotland.

- * In 2015 estimates show that almost 80,000 people in Edinburgh were living on incomes below the UK poverty threshold
- * This means that 16% of Edinburgh's citizens are living in poverty, a rate very close to the Scottish average of 18%
- * Within that overall rate, poverty levels among households with children are particularly high
- * Data shows that 21% of all Edinburgh's children grow up in poverty, meaning that over 20,000 children in the city live in families who get by on very low incomes.

These estimates mask the depth of poverty and income inequality faced by many. Within the most deprived wards of Edinburgh, as many as 30% of all residents live in households below the poverty threshold. Looking at smaller geographical areas and communities, these rates can be even higher, with pockets of poverty and deprivation as severe as those recorded in any other part of Scotland.

Mental Health

There are an estimated 120,000 people in Edinburgh who experience either common or complex mental health issues, which equates to over 25% of the population.

Percentage of Young People from Black, Asian and Ethnic Minority communities attending school in Edinburgh where the main home language is not English

BAME young people: Primary/Secondary Schools	Percentage attending in 2015 (%)	Percentage attending in 2017 (%)	Percentage increase (%)
Percentage of BAME pupils in Primary School	17.9 %	20.2 %	2.3 %
Percentage of BAME pupils in secondary school	14.7 %	16.6 %	1.9%
Percentage of BAME young people in Primary and Secondary schools	24.2%	27.5%	3.3%

Annual Pupil Census (Strategy & Insight)



Section 1: Planning for improvement

Steps taken by the CLD Partnership to identify and put in place actions that will result in a continuous cycle of improvement for all partners

High level improvements		1.1 Improve self-evaluation across the CLD Partnership, ensuring it is consistent and systematic. 1.2 Improve the way in which data is gathered, shared, analysed and used for planning and evaluation across the CLD Partnership. 1.3 Improve mechanisms for reporting on the impact of Community Learning and Development as a community of practice. 1.4 Increase engagement with all stakeholders in training, planning and evaluating CLD activity.				
Outcomes	Links to other plans and strategies	Time scale	Actions	Leads (lead name in bold)	Key Performance Indicators/ Measures	
1.1 1.3 1.4	A culture of self-evaluation and improvement exists across the CLD Partnership Team Plans: Strategic teams CLD Plan: Lifelong Learning Locality Improvement Plans: Locality teams	Jan 2017 and ongoing Review annually from July 2019	Support colleagues to strengthen practices in self-evaluation using How Good is Our Frameworks Develop a Lifelong Learning service-wide self-evaluation calendar Introduce Lifelong Learning staff and relevant CLD partners to Improvement Methodology	Christine McKechnie Lifelong Learning John Heywood Lifelong Learning Caroline Lamond Lifelong Learning	Most staff report increasing confidence and skills in using self-evaluation through attendance at, and feedback from, training and Continuous Lifelong Professional Learning Number of staff attending training	

1.1	Self-evaluation is embedded across the CLD Partnership	Education Authority (NIF) Improvement Plan Lifelong Learning	Ongoing Review annually from July 2019	Deliver a structured programme of self-evaluation and data training for partners	Paul McCloskey Lifelong Learning	Baseline templates are updated annually in July with a snapshot annually in October/ November
1.2	Staff and partners confidently engage in a continuous cycle of planning and evaluation Using data to inform planning and generating evidence to demonstrate impact is routine and embedded in practice	CLD Plan: Lifelong Learning Integrated Children's Services Plan: Identified strategic leads for Lifelong Learning Locality Improvement Plans: Lifelong Learning Growing the Learning Culture in CLD: A strategy statement and framework for action		Managers create more opportunities for joint planning and evaluation and practice sharing All teams and partners contribute to writing reports for Education, Children and Families Committee demonstrating the impact of planned activity Lifelong Learning staff actively encourage partners to participate in joint self-evaluation and training opportunities Increase the number of staff who become members of the CLD Standards Council	Ian Brooke Edinburgh Voluntary Organisations Council Christine McKechnie Lifelong Learning John Heywood Lifelong Learning Caroline Lamond Lifelong Learning Helen Bourquin Lifelong Learning	

Section 2: Improving life chances for people of all ages

Steps taken by the CLD Partnership to promote prevention and early intervention, and reduce inequalities

High level improvements	2.1 Increase the focus of the CLD Partnership on activities that are designed to intervene early.					
	2.2 Increase the focus of the CLD Partnership on activities and interventions where the purpose is preventative.					
	2.3 Increase the focus and capacity of the CLD Partnership to reduce inequalities and improve life chances for people of all ages.					
Outcomes	Links to other plans and strategies	Time scale	Actions	Leads (lead name in bold)	Key Performance Indicators/ Measures	
Year 1						
2.1 2.2 2.3	<p>We have learning opportunities which are designed to meet the needs and support the ambitions of vulnerable and disadvantaged groups and individuals</p> <p>Vulnerable groups and individuals are engaged through effective collaborative planning and co-ordination</p> <p>Vulnerable and disadvantaged groups and individuals are able to access facilities and participate in social, cultural and learning opportunities</p>	<p>Our ambitions for improving the life chances of young people in Scotland: National Youth Work Strategy 2014–2019</p>		<p>A set of competencies and skills for sessional youth work staff will be identified.</p> <p>Sessional Youth Work staff will be upskilled through workforce development opportunities offered through the CLD Partnership.</p> <p>Training opportunities will be promoted and shared with partners. This will include digital skills and social media; how to encourage participation of children and young people from minority communities; people's mental health and wellbeing.</p>	<p>Simon Jaquet Edinburgh Youth Work Consortium</p> <p>Laurene Edgar Lothian Association of Youth Clubs</p> <p>John Heywood Lifelong Learning</p> <p>Tommy George Edinburgh Leisure</p> <p>Jackie Stewart Lifelong Learning</p>	<p>Youth work providers adopt Youth Link competencies</p> <p>Numbers attending training</p> <p>Evaluation and feedback from staff participants shows % increase in upskilling and confidence</p> <p>Examples of improved practice</p> <p>Promotional materials distributed to city youth work providers</p> <p>Training opportunities shared with partners regularly</p>

2.3	Barriers to participation in youth work provision for young people from Black, Asian and Minority Ethnic communities are reduced			<p>Develop a means of actively recruiting youth workers from Black, Asian and Minority Ethnic (BAME) communities</p> <p>Carry out an assessment/ audit of what barriers may exist, real or perceived, for BAME youth from mainstream provision. Assessment needs to look at what provision is provided within communities and how mainstream could interact with that</p> <p>Establish a baseline for numbers of BAME young people participating in youth work provision across the city.</p> <p>Young people from Black, Asian and Minority Ethnic (BAME) communities will be targeted to become more involved in local youth work provision</p>	<p>Julie Coyle Skills Development Scotland</p> <p>John Heywood Lifelong Learning</p> <p>Paul Wilson Volunteer Edinburgh</p> <p>Laurene Edgar Lothian Association of Youth Clubs</p> <p>Gordon McLean Lifelong Learning</p>	<p>% increase in participation by young people from BAME communities</p> <p>Increase in targeted campaigns for BAME communities</p> <p>Carry out consultation with key agencies and identify barriers to BAME participation</p> <p>Carry out annual audit of BAME participation</p>
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<p>2.3</p>	<p>Meet the needs of the learners involved including the systematic use of individual learner plans that clearly identify learner progression</p>	<p>Adult Learning in Scotland Statement of Ambition (2014)</p>		<p>Literacy and Numeracy provision will be reshaped to meet the needs of the users of the service.</p> <p>Develop pathways and progression routes for adults where a literacy/ numeracy need has been identified.</p> <p>Resources are targeted to develop new, first step literacy provision for adults and families.</p> <p>Provide shared practice events for literacy practitioners to identify 'Literacy Challenge' activities to engage new and hard to reach learners.</p> <p>CLD Partnership to revisit the delivery of literacy and numeracy classes within the workplace.</p>	<p>Sheila Duncan Lifelong Learning</p> <p>Archie Campbell Workers Educational Association</p> <p>Diane Gordon Edinburgh College</p> <p>Tommy George Edinburgh Leisure</p> <p>Gordon McLean Lifelong Learning</p>	<p>Examples of learner progression</p> <p>All learners have an individual learning plan in place.</p> <p>Where relevant learners have a progress tracker in place.</p> <p>Percentage of new courses and learners</p> <p>Number of adult literacy shared practice events delivered.</p> <p>Number of participants at events and training completing evaluations.</p> <p>Increase in numbers of new learners in literacy provision</p>
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				Professional Development Award Literacies training to be offered to Lifelong Learning Development Officers		Number of LLDOs trained in PDA in literacies
2.3	Staff will be able to better communicate and work with people affected by mental health issues	Scottish Government Mental Health Strategy 2017–2027	April 2019 and ongoing thereafter	<p>Share existing training and development programmes and create new learning opportunities in this area.</p> <p>Increase partner staff awareness and knowledge around mental health and wellbeing for people of all ages</p>	<p>Moyra Burns NHS Lothian</p> <p>Diane Gordon Edinburgh College</p> <p>Sheila Duncan Lifelong Learning</p>	<p>Number of places for mental health training offered by the college</p> <p>Numbers of staff attending mental health training courses in college</p> <p>Number of training sessions delivered (adults, children and young people)</p> <p>Numbers of staff evaluations completed</p> <p>Increase in awareness and knowledge by participants in the CLD partnership</p>

Section 3: Building stronger, more resilient communities

Steps taken by the CLD Partnership to build the capacity and agency of communities

High level improvements	3.1 Provide more opportunities for local communities to participate in decision making and the co-design and delivery of service.				
	3.2 Improve skills, knowledge and confidence of communities to build active participation.				
	3.3 Local people feel their voices are heard and are more connected and invested in their communities.				
Outcomes	Links to other plans and strategies	Time scale	Actions	Leads (lead name in bold)	Key Performance Indicators/ Measures
Year 1					
3.1 3.2	Community groups and individuals have the opportunity to be engaged in planning and evaluation of services Skills and learning opportunities are co-ordinated by partners and communities to ensure that provision is targeted and reaching those most in need	June 2019	Partners will be involved in this review The CLD Partnership will contribute to a review of criteria applied to the distribution of funding through the Third-Party Revenue Grants.	John Heywood Lifelong Learning Ian Brooke Edinburgh Voluntary Organisations Council Laurene Edgar Lothian Association of Youth Clubs Simon Jaquet Edinburgh Youth Work Consortium Jackie Stewart Lifelong Learning	Number of consultations undertaken and feedback from events Number of community events dedicated to planning and evaluation of services Completion of review of 3rd Party Revenue Grants by March 2019 CLD Partnership established to provide support to those most in need Standing agenda item on regular CLD partnership meetings to discuss skills and learning opportunities for those most in need

						Meetings held quarterly Equalities Impact Assessment will be reviewed at 6 monthly intervals.
3.2	Vulnerable people are supported to reduce sense of loneliness and social isolation by building better connections between services.			Look at the impact of models such as Community Connectors in Frome (Dorset) and Next Door App. Audit similar programmes in Edinburgh, share this information widely. Look at how successful initiatives can be extended to other parts of the City	Paul Wilson Volunteer Edinburgh Ian Brooke Edinburgh Voluntary Organisations Council Peter Strong Locality Manager (NW) Kevin McLean Police Scotland	Reported improvements in vulnerable people feeling less isolated as a result of improved local/city connections Carry out a SWOT analysis of identified models Evaluate existing practice Evaluate improvements to be implemented
3.1	Local communities are more involved in decision making (particularly people who don't usually participate in dialogue) and their capacity to effect change is increased.		May 2019	Learn from other successful models within and outwith Edinburgh eg: Fife model which focused on political literacy, asset transfer and helping people define and address local issues (partnership of Fife College and CLD). Consider role of 'critical thinking' for citizens as part of this process.	Archie Campbell Workers Education Association Sheila Duncan Lifelong Learning Jackie Stewart Lifelong Learning	Number of community decision making events Evaluate feedback from decision making events Examples of successful model looked at and implemented

3.1 3.3	Citizens are more involved in deciding how budgets are spent.		February 2019	Explore different ways of engaging people in communities of all ages to influence the budgeting affecting their lives, eg Canny Cash	Jan-Bert van den Berg Artlink Ian Brooke Edinburgh Voluntary Organisations Council	Identify examples of good practice Contribute to council wide budget engagement exercise
3.1 3.2 3.3	Community Centre Management Committees are confident in managing and making the most of local assets	Community Empowerment (Scotland) Act	December 2019	Training programme developed and implemented Review and revision of Community Centre Handbook Development of Keyholder policy	Ian Brooke Edinburgh Voluntary Organisations Council Paul McCloskey Lifelong Learning Helen Bourquin Lifelong Learning Caroline Lamond Lifelong Learning	Number of training courses delivered Number of participants attending training Evaluation of training Annual review of keyholder policy and handbook Contribute to the strategic asset review that includes community centres



Section 4: Monitoring and reporting

Steps taken by the CLD Partnership to improve governance, monitoring and reporting

High level improvements	4.1 Strengthen the governance arrangements for CLD and the links with Locality Governance					
	4.2 Improve and strengthen the monitoring of CLD across the partnership					
	4.3 Improve mechanisms for reporting on the impact of the CLD Partnership					
Outcomes	Links to other plans and strategies	Time scale	Actions	Leads (lead name in bold)	Key Performance Indicators/ Measures	
Year 1						
4.3	There is a clearer understanding of the purpose and impact of CLD across the Council and Community Planning Partnerships.	CLD Improvement Plan Locality Improvement Plans Local Outcome Improvement Plan Lifelong Learning Plan Edinburgh Children's Partnership Children's Services Plan 2017–20:	November 2018	Ensure the Local Outcome Improvement Plan and CLD Plan are aligned and complementary Report on CLD activity through Locality Dashboards Produce and circulate annual report demonstrating impact of CLD across partnership activity Report on CLD activity in Education, Communities and families Business Bulletin Reports to the Locality Committees and the Culture and Communities Committee. Actively participate in CLD Managers Scotland Forum	Paul McCloskey Lifelong Learning Ian Brooke Edinburgh Voluntary Organisations Council Michele Mulvaney Strategy and Insight	Organogram in place (including partners) to show where CLD Partnership sits Regular reporting to appropriate bodies on CLD activity Number of CLD forums attended over number or % held

4.2 4.3	Clear evidence of improved performance is achieved through systematic use of baseline templates	Lifelong Learning plan		Use templates to measure progress Quantitative baseline templates are in place to facilitate clear, consistent monitoring and reporting mechanism	Christine McKechnie Lifelong Learning John Heywood Lifelong Learning Moyra Burns NHS Lothian	All partners on CLD Partnership to complete a baseline template in accordance with reporting cycle Increase provision or uptake through analysis of data from baseline templates
4.1 4.2 4.3	Clear demonstration of impact of CLD Partnership		January 2019	Clear monitoring and reporting of the CLD Partnership plan is established Develop an agreed means of sharing monitoring information to measure the impact of the CLD Partnership plan activity by tabling this at October and January meetings	John Heywood Lifelong Learning Simon Jaquet Edinburgh Youth Work Consortium Diane Gordon Edinburgh College Paul McCloskey Lifelong Learning Helen Bourquin Lifelong Learning	Annual monitoring and reporting of CLD Plan through Education, Children & Families Committee The Edinburgh Partnership Board The CLD Partnership Monitoring information shared with CLD Partnership at CLD Partnership meetings

4.1	The CLD Partnership receives quarterly information on CLD development and activity citywide		March 2019	<p>The CLD Partnership receives annual information on CLD development and activity citywide</p> <p>Identify existing mechanisms and those in development which together will ensure the CLD Partnership has an overview of the impact of citywide CLD activity</p> <p>Table this at October and January meetings</p> <p>Annual cycle in place to report to the Edinburgh Partnership, CLD Partnership, Education, Children & Families Committee.</p>	<p>John Heywood Lifelong Learning</p> <p>Helen Bourquin Lifelong Learning</p> <p>Gordon McLean Lifelong Learning</p> <p>Peter Strong Locality Manager (NW)</p>	<p>Monitoring information shared with CLD Partnership at CLD Partnership meetings</p> <p>Annual monitoring and reporting of CLD Plan through Education, Children & Families Committee Edinburgh Partnership Board</p> <p>CLD Partnership</p>
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Themes for years two and three

Outcomes	Links to other plans and strategies	Time scale	Actions	Leads	Key Performance Indicators
<p>We have meaningful evidence that individuals are supported to access and maintain volunteering opportunities</p> <p>The number and range of volunteering opportunities has increased</p>	<p>The Volunteering and Active Citizenship Strategy</p> <p>National Framework of Volunteering Youth and Children's Work Strategy for Edinburgh 2017–2020</p>	<p>Consider September 2019</p>	<p>Consider this again in September 2019</p> <p>Support individuals to access volunteering opportunities with a focus on improving employability skills and support those individuals to translate and utilise those employment skills and experiences gained through volunteering.</p> <p>Develop volunteering opportunities to gain work related experience and life skills</p>	<p>Paul Wilson Volunteer Edinburgh</p> <p>Ian Brooke Edinburgh Voluntary Organisations Council</p> <p>Jan-Bert Van den Berg Artlink</p>	

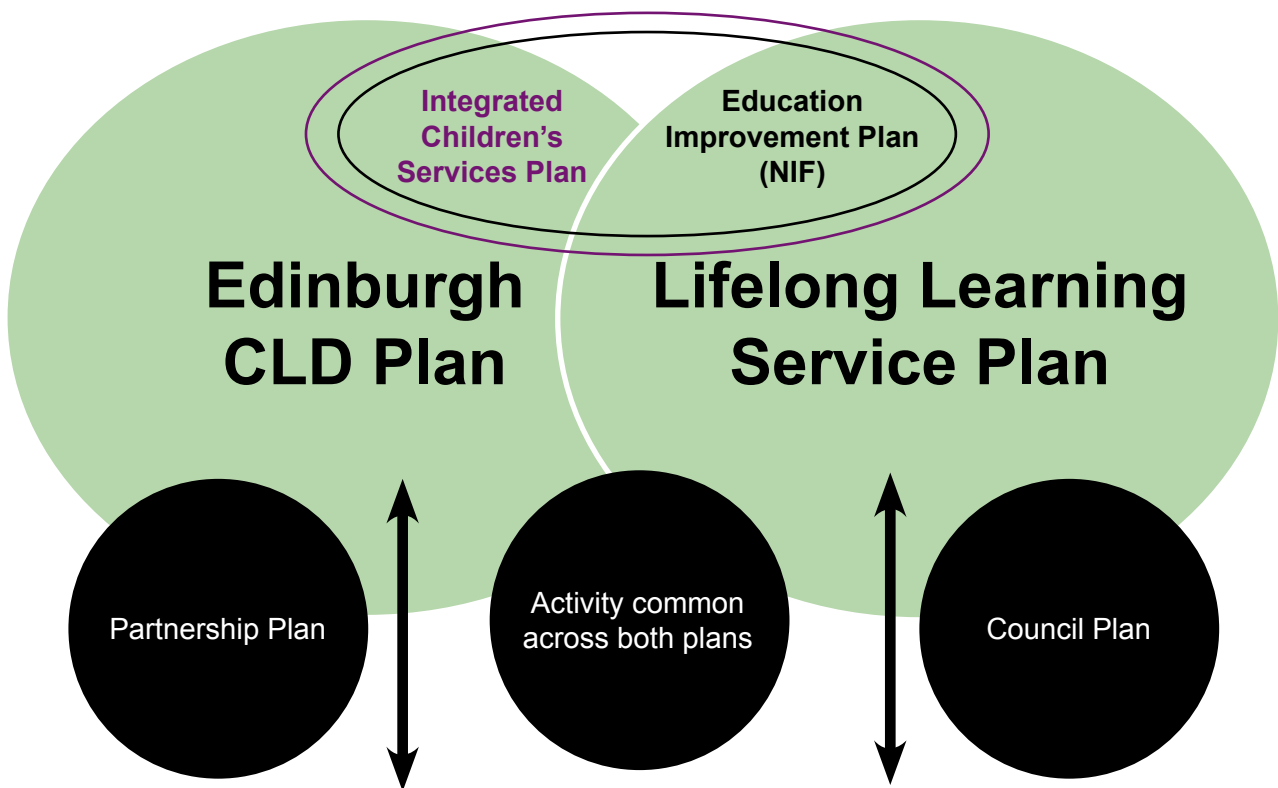
Reduce levels of antisocial behaviour as highlighted by the partnership, including motorbike crime, bonfire night issues, violence and knife crime by developing fresh thinking and approaches.		Consider April 2019	Consider this again in April 2019 to explore whether the CLD Partnership can apply fresh thinking.	Kevin McLean Police Scotland Paul McCloskey Lifelong Learning Tommy George Edinburgh Leisure	
Sustained positive destinations for young people		Consider in December 2019	Explore fresh thinking around the need to increase the number of young people Edinburgh who are achieving sustained positive destinations	Julie Coyle Skills Development Scotland Lorna Sweeney Schools Manager	

Relationship between The Lifelong Learning Service Plan, Edinburgh CLD Plan and other plans

A Lifelong Learning Service Plan sets out the strategic context for the work of the newly formed Council Lifelong Learning service area.

Lifelong Learning Service provides locally delivered lifelong learning opportunities for individuals and groups, including access to libraries and information services, youth work, adult education, community capacity building, arts and creative learning, health and wellbeing, parent and carer support, sport and physical activity.

The diagram below illustrates the relationship between the Council Lifelong Learning Service Plan and the new Edinburgh CLD Partnership Plan.



Community Learning and Development is a major contributor to national outcomes as outlined in Scotland's National Performance Framework below.

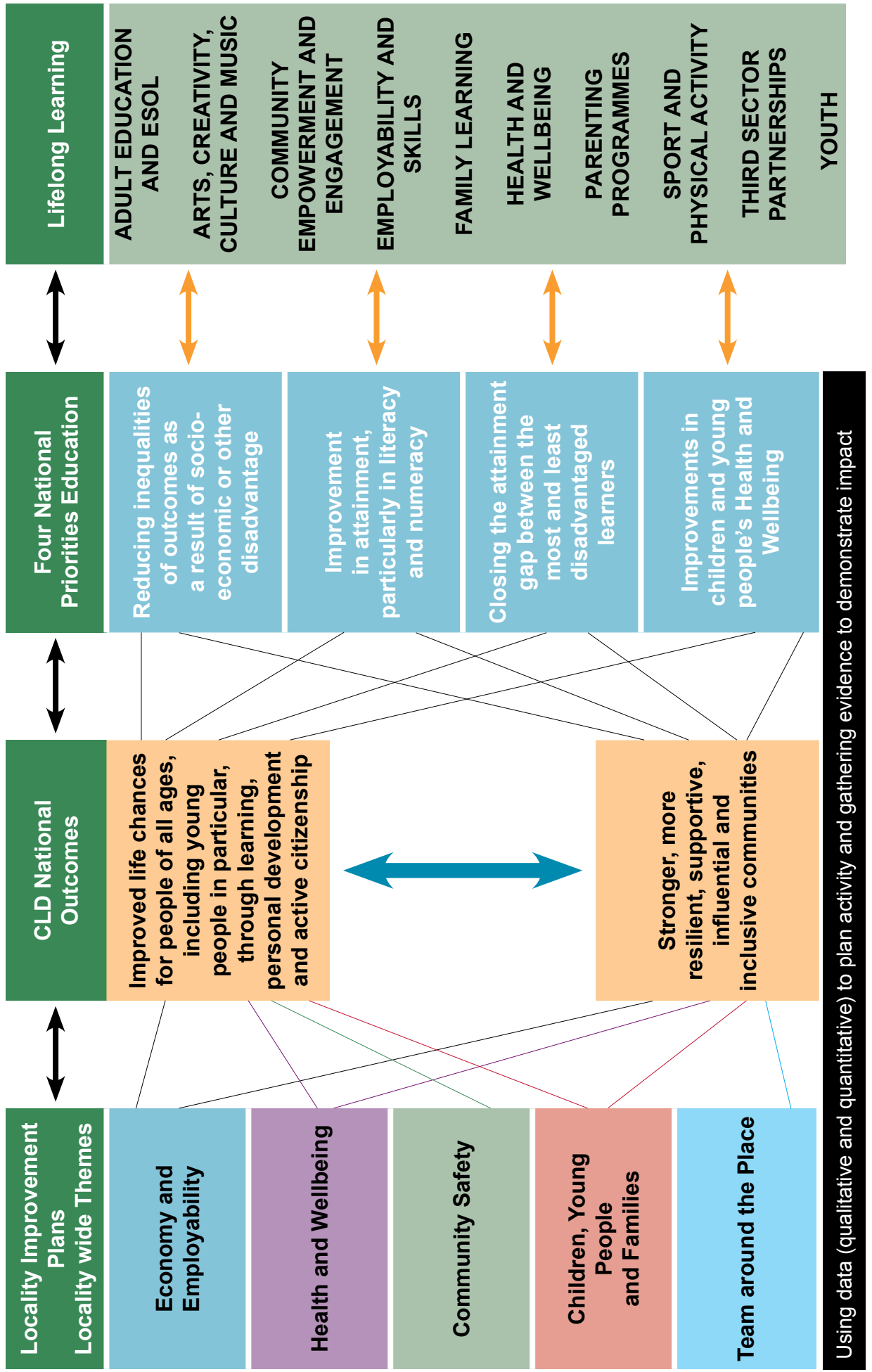
Scotland's National Performance Framework

Since 2007, National Outcomes have provided a focus and direction for policy action across the public sector. The National Performance Framework (NPF) has transformed the way public services are delivered in Scotland into an outcomes based approach. The outcomes approach is now placed in statute through the Community Empowerment Scotland (2015) Act.

In June 2018 the new NPF was launched, based on the kind of Scotland people said they would like to live in. A new set of National Outcomes was developed, which reflect a unified vision as described in the NPF's Purpose, Values and National Outcomes (left). This helps us to achieve goals that improve the wellbeing and quality of life of the people of Scotland. They reflect our values as a nation and the aspirations we hold for our future. It also links with our commitment to the United Nation's Sustainable Development Goals which are aimed at improving wellbeing across the world.



The relationship of Community Learning and Development to the national CLD Outcomes, National Education Priorities, Locality Improvement Plans and Lifelong Learning is illustrated below



Using data (qualitative and quantitative) to plan activity and gathering evidence to demonstrate impact

Overview – CLD outcomes

Outcomes set by Community Learning and Development Managers Scotland (CLDMS) and key partners.

Youth Work	Adult Learning	Community Development
* Young people are confident, resilient and optimistic for the future.	* Adult learners are confident, resilient and optimistic for the future.	* Communities are confident, resilient and optimistic for the future.
* Young people manage personal, social and formal relationships.	* Adult learners develop positive networks and social connections.	* Communities manage links within communities and to other communities and networks.
* Young people create, describe and apply their knowledge and skills.	* Adult learners apply their skills, knowledge and understanding across the four areas of life.	* Community members identify their capacities, learning and skills, enhance them and apply them to their own issues and needs.
* Young people participate safely and effectively in groups	* Adult learners participate equally, inclusively and effectively.	* Community members form and participate equally, inclusively and effectively in accountable groups.
* Young people consider risk, make reasoned decisions and take control.	* Adult learners are equipped to meet key challenges and transitions in their lives.	* Communities consider risk, make reasoned decisions and take control of agendas.
* Young people express their voice and demonstrate social commitment.	* Adult learners express their voices, co design their learning and influence local and national policy.	* Communities express their voice and demonstrate commitment to social justice and action to achieve it.
* Young people's perspectives are broadened through new experiences and thinking.	* Adult learners critically reflect on their experiences and make positive changes for themselves and their communities.	* Community members' perspectives are broadened through new diverse experiences and connections.







HAPPY TO TRANSLATE

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CLD Partnership Plan Progress update

Things to consider in moving forward with the Plan:

Successes:

- ✓ Section 1 and 4 have worked particularly well
- ✓ Structure/layout of plan
- ✓ Demonstrated commitment from majority of partners to get involved
- ✓ Information sharing and training as a result of partner relationships

Room for improvement:

- Ensure outcomes and actions refer to and reflect the 'added value' that CLD Partnership can bring
- Outcomes and Actions: Less is more
- Raise awareness of the plan
- Focus more on what difference the CLDP is making or could make

CLD Partnership Plan Progress update

Section 1 Planning for Improvement

Steps taken by the CLD Partnership to identify and put in place actions that will result in a continuous cycle of improvement

High level Improvements:

- Improve self-evaluation across the CLD Partnership, ensuring it is consistent and systematic.
- Improve the way in which data is gathered, shared, analysed and used for planning and evaluation across the CLD Partnership.
- Improve mechanisms for reporting on the impact of Community Learning and Development as a community of practice.
- Increase engagement with all stakeholders in training, planning and evaluating CLD activity.

Outcomes	Timescale	Actions	Specific Actions achieved	KPI's/Measures
A culture of self-evaluation and improvement exists across CLD Partnership.	Jan 17 and ongoing. Review and annually from July 2019	Support colleagues to strengthen practices in Self-evaluation using 'How good is Our' Frameworks.	Self-Evaluation Career-long Professional Learning (CLPL) for Managers, practitioners & partners. Multi-disciplinary 'How Good are the Services in our Locality' resource developed for Lifelong Learning Locality staff. Shared resource with CEC Locality and Strategic staff.	Staff report increasing confidence and skills in using self-evaluation.
		Develop a Lifelong learning service-wide self-evaluation calendar	Monitoring, Evaluation and Reporting Calendar (MER) now developed.	
		Introduce Lifelong Learning staff and relevant CLD partners to improvement methodology.	MER shared with CLD Improvement Group and CLDP. Partners across CLD and tertiary staff have attended training and self-evaluation is embedded into annual planning meeting with staff.	

Outcomes	Timescale	Actions	Specific Actions achieved	KPI's/Measures
<p>Self-evaluation is embedded across the CLD Partnership. Staff and partners confidently engage in a continuous cycle of planning and evaluation.</p> <p>Using data to inform planning and generating evidence to demonstrate impact is routine and embedded in practice.</p>	<p>Ongoing Review annually from July 2019</p>	<p>Deliver a structured programme of self-evaluation and data training for partners.</p> <p>Managers create more opportunities for joint planning and evaluation and practice sharing.</p> <p>Increase the number of staff who become members of the CLD Standards Council</p>	<p>Self-evaluation CLPL delivered to Lifelong Learning Strategic and Locality staff and partners across Edinburgh.</p> <p>Use of Data in Planning for Improvement CLPL for Mangers, Strategic and Locality staff and partners.</p> <p>Session on 4 July to review year 1 of the CLDP plan and progress with the actions. New actions for 2019/20 also identified and further refined on 2 October. Reviewed at CLDP on 11 Oct. Final version to be ratified at January 2020 meeting.</p> <p>Lifelong Learning has facilitated specific planning sessions so that the LLDOs plan a programme of work together – using shared knowledge to identify specific gaps. To better manage the thematic specific activity and service planning smaller team meetings are held with Adult Learning staff, Youth Work staff and Subject Specific staff who have a remit for Health and Wellbeing, Sports and Physical Activity and Arts and Culture. A Youth Work Providers Conference took place where youth work providers from across the locality shared best practice and identified key areas of work going forward. This will then inform the structure and themes of the youth work provider meetings.</p> <p>Contact made with CLD Standards Council to plan a membership drive across CLDP members to coincide with a refreshed CLD Standards website and set of benefits for members.</p>	<p>Baseline templates are updated annually in July with a snapshot annually in October/ November</p>

Section 2 Improving Life Chances for all People

Steps taken by the CLD Partnership to promote prevention and early intervention and reduce inequalities.

- Increase the focus of the CLD Partnership on activities that are designed to intervene early.
- Increase the focus of the CLD Partnership on activities and interventions where the purpose is preventative.
- Increase the focus and capacity of the CLD Partnership to reduce inequalities and improve life chances for people of all ages.

Outcomes	Timescale	Actions	Specific Actions undertaken	KPI's/Measures
We have learning opportunities which are designed to meet the needs and support the ambitions of vulnerable and disadvantaged groups and individuals.		<p>A set of competencies and skills for sessional youth work staff has been identified.</p> <p>Sessional Youth Work staff will be upskilled through workforce development opportunities offered through the CLD Partnership.</p>	<p>Early 2019 a Basic Youth Work Course was piloted between Lothian Association of Youth Clubs (LAYC) and the Lifelong Learning team. This has since been reviewed and now delivers in partnership a one-day Induction training session aimed at new volunteers, trainee youth workers and new sessional staff.</p> <p>Provision of this introductory training supplemented by the topical training on offer through LAYC starts to give a baseline for best practice and therefore supports the provision of positive and engaging services in communities for children and young people.</p> <p>Through the South West Youth Work Providers Forum, Lifelong Learning and partners have been working together to identify training needs and delivering sessions for staff, including tertiary, using skills and resources available across the organisations taking part.</p>	Youth work providers adopt Youth Link Competencies

Outcomes	Timescale	Actions	Specific Actions undertaken	KPI's/Measures
			<p>Central Youth Work Strategy Group Evaluation (Edinburgh Youth Work Consortium) containing impact statements and case studies.</p> <p>Self-evaluation of Youth Work in Edinburgh – Youthlink Scotland’s National Youth Work induction checklist adopted through workforce development: Joint work LAYC/CEC. LAYC access to range of data from member groups.</p> <p>PDA YW course started November 2019. 20 participants.</p> <p>LAYC/CEC joint and individual training. Case studies available to share from LAYC.</p> <p>Youth Work organisations constituted to reach Black, Asian and Minority Ethnic (BAME) Children and Young People (C & YP) will be included in the new Central Y/W Strategy Group. (19/20)</p> <p>The BAME actions were taken from the Edinburgh Youth Work Strategy. This is being reviewed and a new one will be produced in 2020. Data about BAME still to be gathered.</p> <p>LAYC being involved in the Edinburgh CLD Partnership in a representative role for community-based universal youth and children’s work organisations, means not only the voice of these groups are brought to discussions and decision making, but also that 83 youth and children’s organisations operating in Edinburgh and in membership with LAYC are connected with key decision making and this strategic plan for the city. The network of 83 Edinburgh community-based youth and</p>	

Outcomes	Timescale	Actions	Specific Actions undertaken	KPI's/Measures
		<p>'Literacy Challenge' activities will be developed cross partners to engage new and hard to reach learners.</p> <p>Professional Development Award Literacies training to be offered to Lifelong Learning Development.</p> <p>CLD Partnership to revisit the delivery of literacy and numeracy classes within the workplace.</p>	<p>children's organisations includes 1601 practitioners - with 50% being volunteers - engaging 15,869 children and young people.</p> <p>Literacy Challenge Fund initiated across localities and 14 new literacy/ESOL/digital learning classes developed.</p> <p>Learners Event in February 2019 provided feedback from over 50 learners from 7 statutory and voluntary providers. Learners' feedback used to inform programme development. Annual Learner Voice report completed.</p> <p>National Outcomes/Key Performance Indicators agreed for Community Based Adult Learning.</p> <p>New ESOL curriculum portfolios to establish more consistent levelling and evaluations of learner progress established in compliance with new SFC funding measures in place. Training delivered to all tutors and LLDO's.</p> <p>Shared practice for 54 adult learning tutors delivered in March 2019.</p> <p>Professional Development Award (PDA) Literacies accredited course for 8 new literacy volunteers completed in March 2019 by Strategic & Locality LLDOs No progress made on the idea of delivering literacy and numeracy classes in the workplace</p>	<p>Examples of learner progression: learners have an individual learning plan in place.</p> <p>Where relevant learners have a progress tracker in place: % of new courses and learners.</p> <p>Number of participants at events and training</p> <p>Increase in numbers of new learners in literacy provision.</p>

Outcomes	Timescale	Actions	Specific Actions undertaken	KPI's/Measures
Staff will be able to better communicate and work with people affected by mental health issues.		<p>Share existing training and Development programmes and create new learning opportunities in this area.</p> <p>Increase partner staff awareness and knowledge around mental health and wellbeing for people of all ages.</p>	<p>Guidance and Adult Learning and Mental Health training delivered to Lifelong Learning Development Officers (LLDO) and tutors by September 2018.</p> <p>Workshops on Outlook Programme – ‘What is Mental Health’ delivered at SE Collaborative training day in Moray House.</p> <p>Staff have taken part in mental health first aid training, including school library staff.</p> <p>LAYC and NHS working together to develop mental health first aid training.</p> <p>Youth Work and Health and Wellbeing teams jointly produced a ‘top tips’ leaflet on mental health and wellbeing for all schools.</p>	

Section 3 Building stronger more resilient communities

Steps taken by the CLD Partnership to build capacity and agency of communities.

- Provide more opportunities for local communities to participate in decision making and the co-design and delivery of service.
- Improve skills, knowledge and confidence of communities to build active participation.
- Local people feel their voices are heard and are more connected and invested in their communities.

Outcomes	Timescale	Actions	Specific Actions undertaken	KPI's/Measures
Community groups and individuals have the opportunity to be engaged in planning and evaluation of services. Skills and learning opportunities are coordinated by partners and communities so provision is targeted and reaching those most in need.	June 19	Partners will be involved in this review. The CLD Partnership will contribute to a review of criteria applied to the distribution of funding through the Third-Party Revenue Grants.	Young people are engaged in a range of participation activities to gather their views e.g. Youth Talk, What kind of Edinburgh and Young Edinburgh Action. What Kind of Edinburgh completed. The key messages emerging from the project will form the foundation of the new Children's Services Plan, due to be completed by March 2020. Youth Talk underway in each locality and informing local priorities. A Participation Group is co-ordinating the various youth engagement activities taking place. CLD Partnership Chair, Youthwork representatives, LAYC and CEC and Locality Service Managers present on revenue grant review panel.	Number of consultations undertaken and feedback from events. Number of community events dedicated to planning and evaluation of services. Completion of review of 3rd Party Revenue Grants by March 2019.

Outcomes	Timescale	Actions	Specific Actions undertaken	KPI's/Measures
Vulnerable People supported to reduce sense of loneliness and social isolation by building better connections between services.		Look at the impact of models such as Community Connectors in Frome (Dorset) and Next Door App. Audit similar programmes in Edinburgh, share this information widely. Look at how successful initiatives can be extended to other parts of the City.	<p>'Canny wi' cash' report shared</p> <p>No progress on Community Connectors in Frome (Dorset) and Next Door App. This is due to a lack of dedicated resource reducing the capacity to evaluate support models.</p> <p>The CLDP to consider whether a university department may want to take up this theme as a potential piece of student or faculty research.</p>	Reported improvements in vulnerable people feeling less isolated as a result of improved local/city connections.
Local communities are more involved in decision making (particularly people who don't usually participate in dialogue) and their capacity to effect change is increased.		Learn from models within and out with Edinburgh e.g : Fife model on political literacy, asset transfer and helping people define and address local issues (partnership of Fife College and CLD).	Initial meeting has taken place [Spring 2019] to look at how we could progress this as a pilot programme working with Workers Educational Association – funds still to be identified to progress this.	Number of community decision making events Evaluate feedback from decision making events Examples of successful model looked at and implemented

Outcomes	Timescale	Actions	Specific Actions undertaken	KPI's/Measures
Citizens are more involved in deciding how budgets are spent.		Explore different ways of engaging people in communities of all ages to influence the budgeting affecting their lives, e.g. Canny wi Cash	<p>Participatory Budgeting: Youth work services supporting young people in setting priorities and assessing applications.</p> <p>Choose Youth Work completed in 2019 with young people setting priorities via Young Edinburgh Action and Youth Talk and assessing applications for funding. Report approved at E, C & F Committee in May 2019.</p>	<p>Identify examples of good practice</p> <p>Contribute to council wide budget engagement exercise.</p>
Community Centre Management Committees are confident in managing and making the most of local assets		<p>Training programme developed and implemented</p> <p>Review and revision of Community Centre Handbook</p> <p>Development of Trusted Keyholder policy.</p>	<p>Community Centre Handbook implemented July 2018 and currently being reviewed. Engagement with Management Committees September and October 2019 on a bespoke Community Centre Assurance framework. Council officers exploring with MCs how their participation and motivation can be supported and encouraged.</p> <p>Trusted key holder pilot at 4 centres successful in releasing additional capacity and allowing additional (unstaffed) activity hours and programmes: it will be extended to centres where appropriate in early 2020.</p> <p>Regular Community Centre Communications Updates are circulated to Committee reps.</p> <p>Workshops on health and safety themes have been delivered</p> <p>All centres now have building user groups set up.</p>	<p>Number of training courses delivered</p> <p>Evaluation of training</p>

Section 4 Monitoring and Reporting

Steps taken by the CLD Partnership to improve governance, monitoring and reporting.

- Strengthen the governance arrangements for CLD and the links with Locality Governance
- Improve and strengthen the monitoring of CLD across the Partnership
- Improve mechanisms for reporting on the impact of the CLD Partnership

Outcomes	Timescale	Actions	Specific Actions undertaken	KPI's/Measures
There is a clearer understanding of the purpose and impact of CLD across the Council and Community Planning Partnerships.		Produce and circulate annual report demonstrating impact of CLD across partnership activity. Actively participate in CLD Managers Scotland Forum	New CLD Plan priorities defined in context of the Community Plan 2018-28 New terms of Reference agreed for the CLDP Partnership in September 2019 Adult Learning Annual Report Summary for adult learners and professionals. CLD and Libraries strategic manager circulates information from Scottish CLD Managers forum and the South East & Central CLD Workforce Consortium Successful inter authority (Borders, Mid Lothian and Fife) funding attracted for Science Technology Engineering and Maths training for Council staff and partners.	
Clear evidence of improved performance is achieved through		Quantitative baseline templates are in place to facilitate clear, consistent monitoring	Baseline templates completed by CLD Partnership for 2017/18. Baselines completed for 2018/19 in July 2019.	All partners on CLD Partnership to complete a baseline

systematic use of baseline templates		and reporting mechanism.	Strategic Adult Learning Team gather in quality data on performance and learner progress through SQA results; quarterly reports from LOMIS. Training on completion of baselines delivered to CLD Partnership members	template in accordance with reporting cycle
Clear demonstration of impact of CLD Partnership		Clear monitoring and reporting of the CLD Partnership Plan is established.	Baselines Templates in place for year 1 established and targets set: year one completed. MER Cycle shared and in place.	

Improving Life Chances for People of All Ages

Communities are able to benefit from different routes into learning opportunities

How we will co-ordinate and integrate access to formal and informal learning opportunities		
<ol style="list-style-type: none"> 1. Improve access and cross referral for adults into adult learning opportunities across key providers <ul style="list-style-type: none"> • Re-introduction of Big Plus 0800 number, partners will share information/guidance and cross refer to most-appropriate provision. 2. Annual guidance or 'Learning Fair' event for learners seeking adult learning options will be organised by key partner providers centrally and/or in localities 3. Annual Learners Event will allow learners to critically reflect on their experiences and make recommendations for change or improvement 4. Regular meetings with key partner providers will be re-instated to establish gaps in provision, look for opportunities to share resources/venues/publicity /deliver in partnership. 		
How will we know? (that we have co-ordinated and integrated access to formal and informal learning opportunities)		
<i>Taking each action in turn, how will you know you have done it?</i>	Timescale	Lead
<ol style="list-style-type: none"> 1) Re-introduce and publicise 0800 number in all partner publicity <ul style="list-style-type: none"> • Monitor number of calls to the number and cross referrals made 	June 2020	CEC/Edinburgh College (EC)
<ol style="list-style-type: none"> 2) Annual guidance event held <ul style="list-style-type: none"> • Numbers of learners attending guidance events • Evaluation and feedback from learners 	September 2020	CEC/EC
<ol style="list-style-type: none"> 3) Annual learner event held Number of adult learners across partners participating in learner Voice consultation events Actions for change will be collated in a Learner Voice report and actions implemented reported on at next Learner in the form of 'you said we did' 	November 2020	CEC
<ol style="list-style-type: none"> 4) Joint meetings, joint planning evaluation and delivery have taken place between ESOL, Community Based Adult Learning partners <ul style="list-style-type: none"> • Partners have reciprocally promoted each other's – measured by asking learners where they heard about the programme • Joint use of partner campuses for promotion and delivery – measured by a brief annual audit of this to show increased joint use 	June 2020	EC/CEC

Youth Workers are able to access training to better support young people

How we will develop training based on gathered evidence		
<ol style="list-style-type: none"> 1. Offer youth workers and relevant interested parties a learning pathway that is accredited and/or adheres to nationally-recognised occupational standards 2. Offer an up-to-date needs-led programme of topical training that is reviewed annually. Offer an up-to-date programme of training that is reviewed annually and based on evidence 		
How will we know? (that we have developed training based on gathered evidence)		
<i>Taking each action in turn, how will you know you have done it? (max 2 measures for each action)</i>	Timescale	Lead
1) 50% of participants who have attended training report and demonstrate increase in skills, knowledge and confidence	Annual	CEC/LAYC
2) At least three CLD partners take part in, and report benefit from, the training programme	Annual	CEC/LAYC

Building Stronger, More Resilient Communities

1. Communities, especially the hardly reached/seldom heard, are able to feel they are equal partners in identifying and addressing issues of local concern

How we will engage with seldom heard communities:		
The partnership will share best practice on participation with seldom heard communities by showcasing a range of new and existing participation methodologies and their findings. (e.g. Youth talk, Place Standard)		
How will we know (that we have engaged with seldom heard communities?)		
<i>Taking each action in turn, how will you know you have done it? (max 2 measures for each action)</i>	Timescale	Lead
1. We will have hosted an event to share best practice - measured by a report on the event and a you said we did feedback to participants.	April 2020	Subgroup formed of ECLDP delivery group members
2. An evaluation of the event will have been completed	May 2020	As above

2. Communities feel supported to influence decisions affecting them.

How we will support communities to influence decisions affecting them:		
- The partnership will review the Community Activists training pack with the view to develop a resource fit for purpose which can be used with partners.		
How will we know (that we have supported communities to influence decisions affecting them)		
<i>Taking each action in turn, how will you know you have done it? (max 2 measures for each action)</i>	Timescale	Lead
1. A new "active citizen" resource will have been developed	November 2020	Subgroup formed of ECLDP delivery group members
2. We will have identified community group(s) to take part in a pilot of the resource.	December 2020	As above



THE EDINBURGH PARTNERSHIP

Edinburgh Partnership – Locality Improvement Plans

1. Executive Summary

- 1.1 Locality improvement plans are a legislative requirement of the Community Empowerment (Scotland) Act 2015. They are a key responsibility of the Edinburgh Partnership and part of its approach to improving outcomes for those citizens and communities experiencing the greatest inequality.
- 1.2 The plans, agreed by the Board in December 2017, set out the outcomes and priorities for partnership action identified by the communities in each of the four localities in the city. The first annual progress report was considered in December 2018 when the Board, whilst noting the progress made, agreed that a review should be carried out by the locality community planning partnerships to address the challenges identified in the report.
- 1.3 This paper provides the annual report on progress in delivering the plans for 2018/19, together with an update and proposals for the review process.

2. Recommendations

- 2.1 The Board is recommended to:
 - i. note the progress made during 2018/19;
 - ii. agree the proposals for the review of the locality improvement plans and the operational arrangements;
 - iii. support the approach to the continued delivery of community priorities through their own organisations and partner groups as identified in paragraph 3.11; and
 - iv. refer the report to the locality community planning partnerships for information and action.

3. Main Report

- 3.1 As a legislative requirement, locality improvement plans are designed to improve outcomes for individuals and communities, of place and interest, experiencing the greatest inequality through partnership working and the meaningful engagement of residents and communities.
- 3.2 The plans set out the priorities for improving outcomes over a five-year period (2017-22) at locality level based on community needs, circumstances and

aspirations. These are based around five themes: place making; children, young people and families; economy/employability; health and wellbeing; and community safety. Additionally, the plans set out outcomes for small areas within each locality where the communities experience a higher level of inequality.

- 3.3 The new Locality Community Planning Partnerships have responsibility for the development and delivery of the locality improvement plans supported operationally by partners working together. The partnership working arrangements vary across localities with actions being delivered through a combination of small area working groups, project groups and thematic partnership groups including: Community Improvement Partnership; Children's Services Management Group; Health and Wellbeing Group; Team around the Place; and Economy and Employability Group.
- 3.4 Progress has been made during 2018/19 as evidenced in the report at Appendix 1. It should be noted that the locality community planning partnerships have not had an opportunity to meet to consider the information in advance of presentation to the Board. It is noted however that future reports will be considered by the locality community planning partnerships in advance and referred as appropriate as part of their decision-making process.
- 3.5 A key challenge identified in the first year of the plans was the need to focus on actions that can make a significant impact on tackling poverty and inequality through a partnership approach and this remains the case. The Board, in December 2018, recognised this challenge and agreed that the plans should be reframed specifically to address poverty and inequality. It was noted doing this would ensure consistency with the approach of the community plan which focuses on a limited number of intractable issues that can only be tackled through partnership working.
- 3.6 In agreeing the need for a review on this basis, the Board remitted the task to the locality community planning partnerships. This was considered at each of the first meetings of the partnerships with papers being presented on a stocktake of the existing locality improvement plan process together with a first stage proposal to develop refreshed profiles for each area as a basis for informing the review.
- 3.7 The stocktake involved interviews with partners across each of the localities. The findings identified several areas for improvement including:
 - The size of the action plans was considered unwieldy and included actions that were business as usual which hindered joint working and the focus on reducing poverty and inequality.
 - Changes to individuals within working groups presented a challenge to the pace of progress.

- The lack of links between working groups led to silo working and the opportunities to address cross cutting themes were not always identified and progressed.
 - There was a need to improve links to other plans and groups to ensure a joined-up approach and reduce duplication.
 - The identification of impact measures and attribution presented challenges.
- 3.8 The development of the refreshed profiles is designed to identify those individuals and communities experiencing the greatest inequality to ensure any changes to the locality improvement plans in terms of areas of operation and/or associated outcomes are evidence based. The data contained within the updated [locality profiles](#) together with the poverty profile, attached as Appendix 2, are proposed to provide this information and support the review process. The Board is asked to agree them on this basis.
- 3.9 Whilst each locality community planning partnership will want to design its own approach for the review, the Board is asked to agree that the same principles to those used for the community plan are applied, namely that priorities identified:
- can only be addressed through partnership working;
 - are thorny issues; and
 - tackle poverty and inequality.
- 3.10 This will ensure consistency whilst recognising the need for a tailored approach based on local circumstances. The intention is to produce a more streamlined and focused plan containing a limited number of priorities which will tackle the poverty and inequality experienced by individuals and communities in the locality and is structured around the priorities of the community plan.
- 3.11 A key concern expressed by the partnerships in respect of reviewing and streamlining the plans is what happens to actions which are no longer included. It is noted that where the action relates to a single service issue, individual partners will be asked to take the work forward as part of their service plans. Partnership activity will be referred to other partner groupings in the city, for example the Health and Social Care Partnership, for inclusion in their existing strategic or local plans as appropriate. Board members are asked to support this approach within their own organisation and at partnership groups to ensure community priorities continue to be progressed through the appropriate mechanism.
- 3.12 As agreed by the Board in December 2018, the reframing of the locality improvement plans is to be supported by a review of the operational arrangements to establish appropriate delivery mechanisms. This complementary workstream will have implications for two of the strategic

partnerships, the Edinburgh Community Safety Partnership and Edinburgh Children's Partnership in relation to the Community Improvement Partnerships and Children's Services Management Groups. A city-wide approach is therefore proposed with this to be developed by the Joint Community Planning Support Group, which includes the lead officers for the strategic partnerships and the Council Locality Teams.

- 3.13 Reports on the progress and outcome of the review of the locality improvement plans and operational arrangements will be presented to the Board at future meetings.

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Locality Improvement Plans

Progress Report 2019



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Section A: Overview

Background

Locality Improvement Plans are a legislative requirement of the Community Empowerment (Scotland) Act 2015 and provide a framework for partnership action to improve the quality of life for the people experiencing the greatest inequality.

There are four plans (South East, South West, North West and North East) covering the city, each of which sets out the priorities for improving outcomes over five years from 2017 – 2022.

The outcomes and priorities identified in the plans are based on what local people from across each of the localities said in 2017 would make their areas better and the action needed to achieve this. These are identified under five themes: place making; children, young people and families; economy/employability; health and wellbeing; and community safety. In addition, the plans set out outcomes for small areas in each locality where the community experiences higher levels of inequality and a poorer quality of life.

Summary Progress

During 2019 new governance arrangements, agreed by the Edinburgh Partnership Board, were established. The new Locality Community Planning Partnerships have responsibility for the development and delivery of the locality improvement plans supported operationally by partners working together. The partnership working arrangements vary across Localities with actions being delivered through a combination of small area working groups, project groups and thematic partnership groups including: Community Improvement Partnership; Children’s Services Management Group; Health and Wellbeing Group; Team around the Place; and Economy and Employability Group.

Whilst these arrangements were being implemented, work on the delivery of the community priorities continued, as summarised in Section C. Progress has been made in all localities with action across all priority themes. This progress has been achieved during a period of change and against a backdrop of significant challenge, identified in the first year of reporting in 2018, namely:

- The breadth of outcomes in the plans has resulted in an extensive number and range of actions
- Many of the actions are ‘business as usual’ activity and not necessarily additional or collaborative in nature



- There are mixed levels of understanding and expectations of the purpose of the plans with them being viewed as a place to capture all work in the locality rather than activity specifically designed to tackle poverty and inequality leading to a dilution of impact and less effective targeting of resources
- The structuring of plans around 5 themes and small areas has led to a loss of profile on addressing the needs of those experiencing the greatest inequality and have proved difficult to manage operationally and administratively.

To address these challenges the Edinburgh Partnership Board agreed that a review should be carried out with this to be taken forward by the Locality Community Planning Partnerships. The purpose of the review is to 'improve outcomes for those individuals and communities experiencing the greatest inequality'. This work has now begun with initial activity including a stocktake of the plans and the development of refreshed profiles designed to identify those individuals and communities experiencing the greatest inequality.



Section B: Performance Overview

A key aspect of the development of the Locality Improvement Plans has been the defining of the performance framework so that the impact of actions can be monitored. The performance framework has developed in two ways:

- the development of action plans with associated measures, where feasible, recognising issues of data availability, relevance and attribution
- the identification of high level measures that reflect the longer term outcomes and aims of the plans.

The detailed measures identified within each action plan may be different between the four localities as they relate to the actions each area takes forward. However, the priorities within each of the four plans cover five similar themes (place making; children, young people and families; economy/employability; health and wellbeing; and community safety) so a single suite of citywide outcome indicators has been agreed that reflect the longer term aims of the plans.

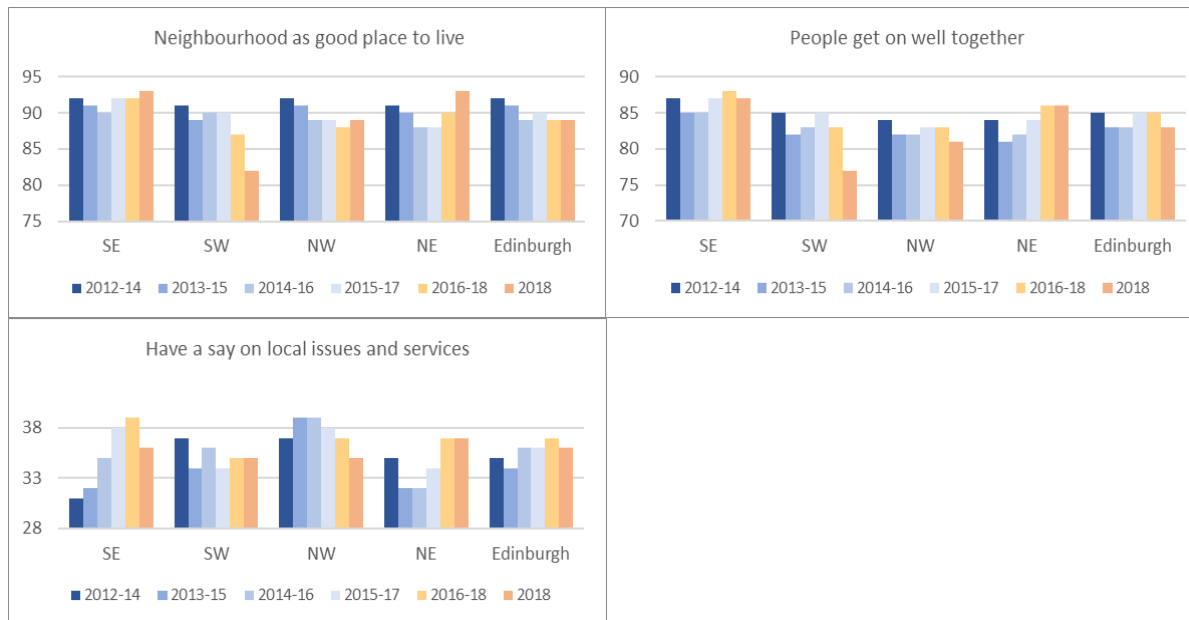
Below is a summary of current performance for the longer-term outcomes which will be used to monitor progress under the five priorities over the life of the Locality Improvement Plans.





Place making

Summary: The population of Edinburgh is increasing and there is a growing need for affordable housing across the city. A detailed plan to build 20,000 affordable homes over the next ten years has been developed. The first stage being the identification of sites for development. Alongside new housing, the development of a sense of place for communities is key including local services and good civic spaces. Local actions to build on community participation to ensure everyone has a good place to live will continue.



Across the localities, the majority of respondents consider their neighbourhood as a good place to live. There is no trend apparent with slight variation year on year.

Similarly, most respondents report that people from different backgrounds get on well together. There is a slightly rising trend, in all four localities, between 2013 and 2017. In 2018 performance declined for all localities except one – NE, where performance was maintained.

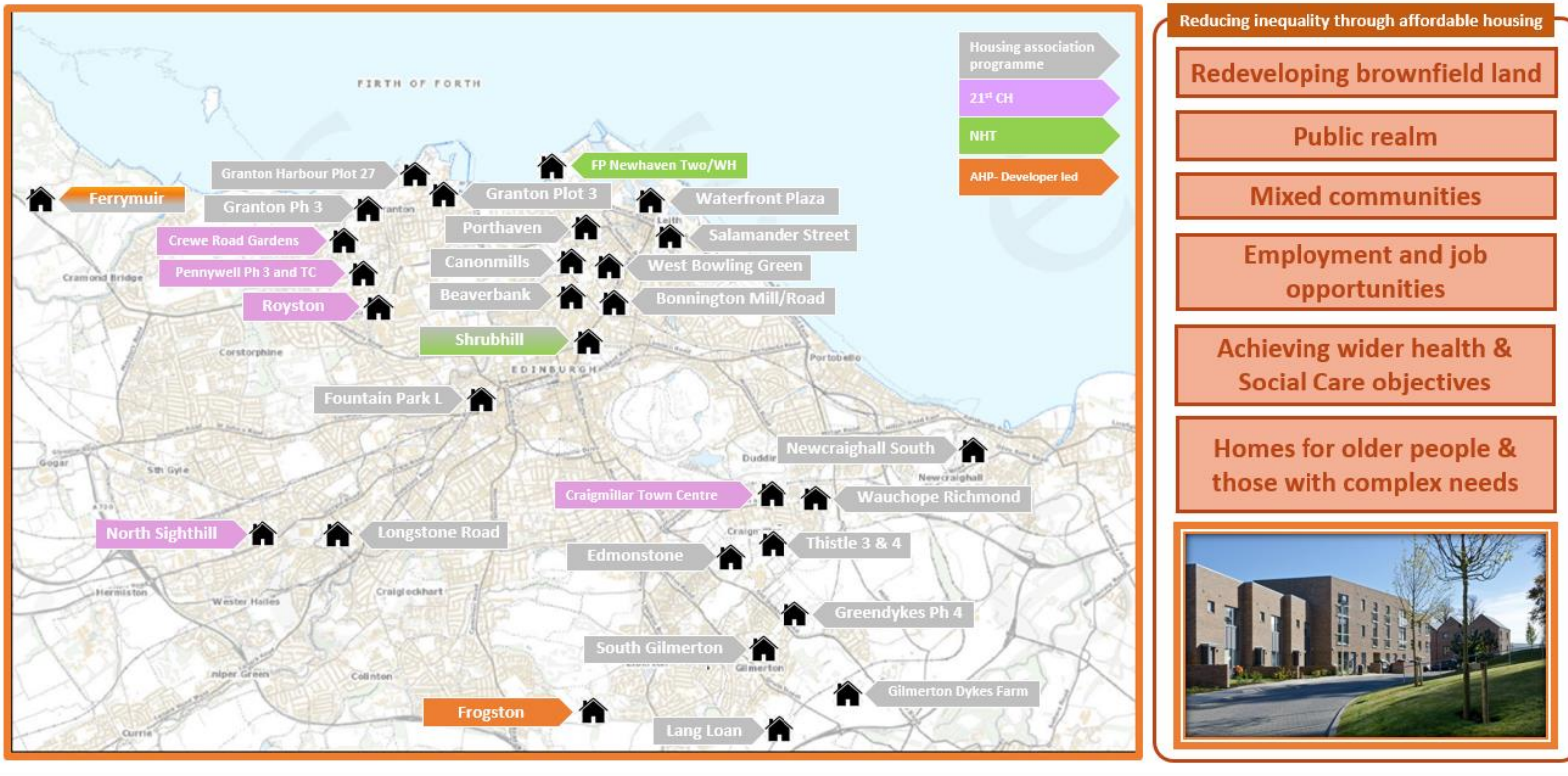
Responses about ‘having a say in local decisions’ shows some yearly fluctuations across all localities. For Edinburgh there is a slight decrease in 2018.

Data source: Edinburgh Peoples’ Survey



The map gives an overview of the work already well under way and shows the 32 sites across the city where over 1,840 affordable homes are currently under construction.

1,840 homes currently under construction on 32 sites

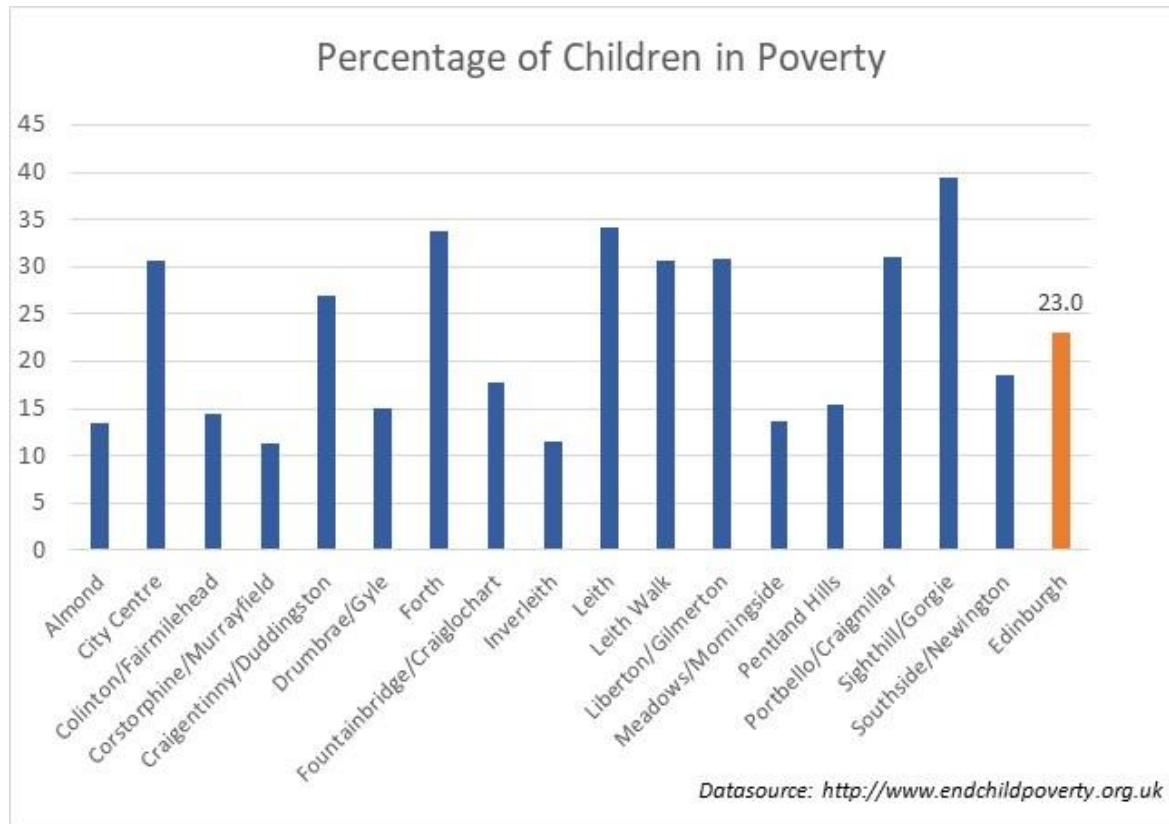


Data source: Strategic Housing Investment Plan 2018/19 – 2022/23



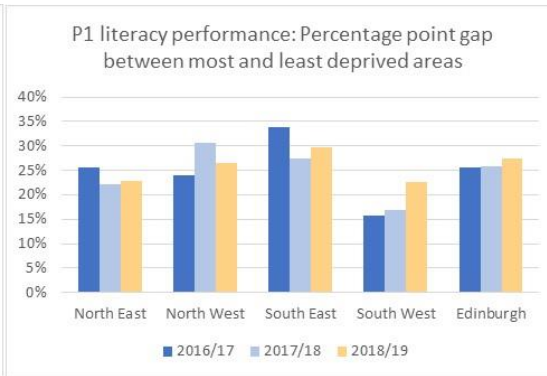
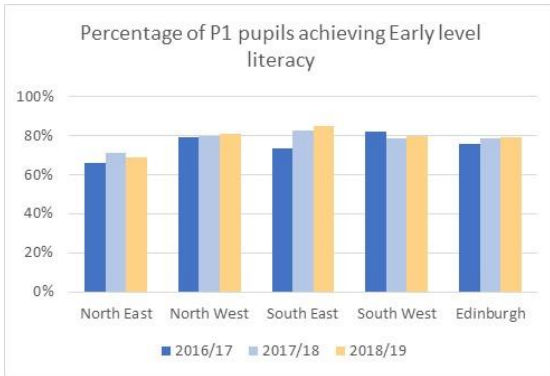
Children, young people and families

Summary: There is variation in levels of poverty across Edinburgh. Educational attainment is lower for children in areas of deprivation compared to Edinburgh as a whole. Looked after children are also less likely to have a positive destination on leaving school. Local actions to reduce these gaps and ensure all children and young people achieve a good start in life are part of the Locality Improvement Plans.

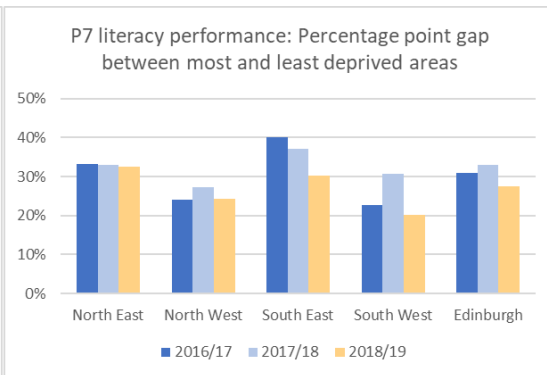
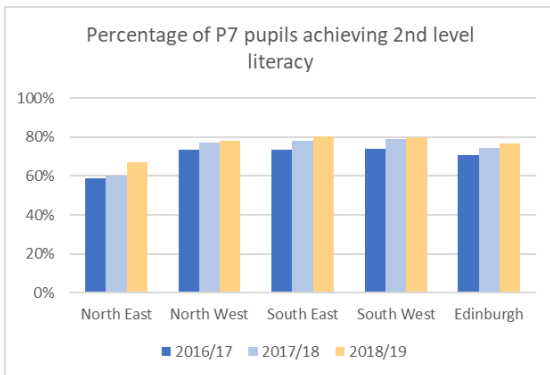


New estimates of children living in poverty in Edinburgh at ward level are now available. These estimates use a revised method of calculation ([rational for new methodology](#)) so previous estimations are not included as they are not comparable. The percentage of children in poverty shows variation across the city – ranging from 1 in 10 children to almost 4 in 10.



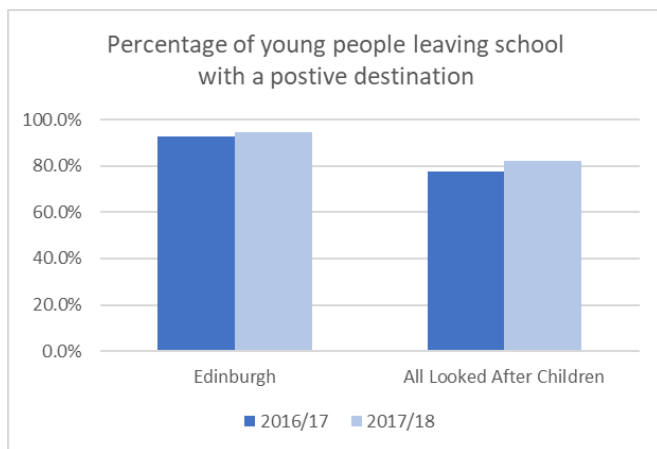


The gap between P1 literacy performance for Edinburgh has increased slightly. North East, South East and South West show an increasing gap and North West shows a reducing gap.



The gap between P7 literacy performance for Edinburgh shows a 5% decrease compared to 2017/18. South West shows the biggest decrease of 11% whereas South East shows a 7% decrease.

- Percentage of school leavers living in most deprived areas gaining 1+ awards at SCQF level 5 2016/17 – 74.5% and 2017/18 – 72.1%
- School leavers performance: Percentage point gap between most and least deprived areas 2016/17 – 19.8% and 2017/18 – 23.7%



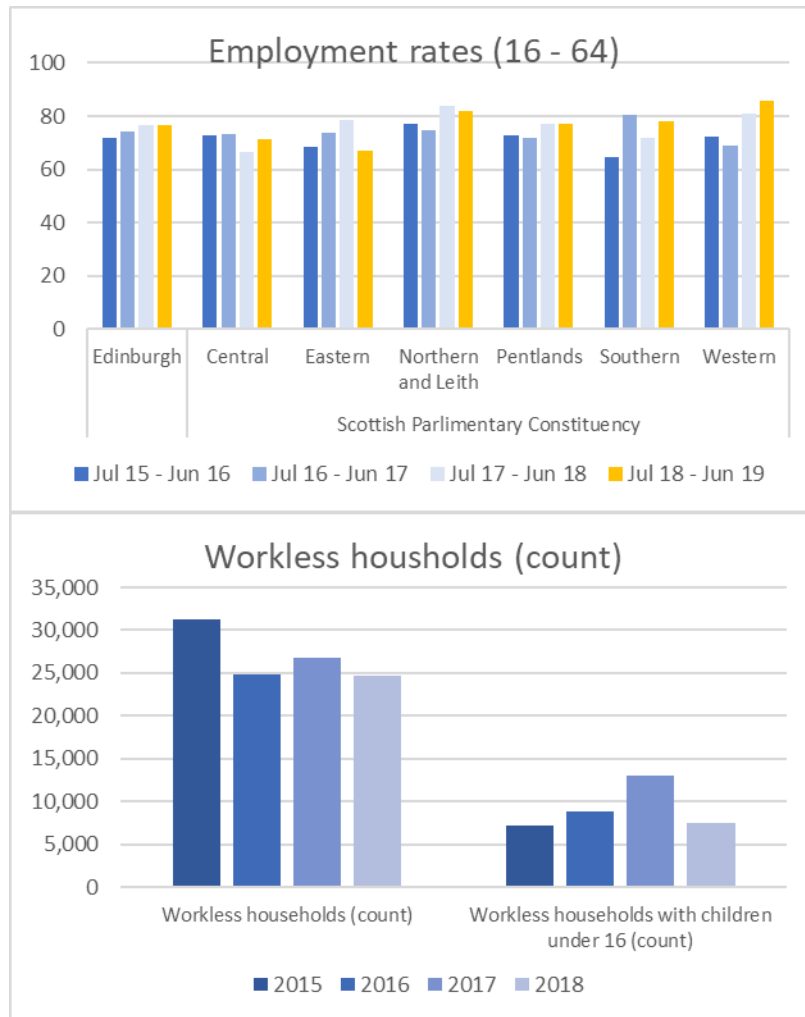
A smaller percentage of young people who are looked after have a positive destination when leaving school than the school leavers as a whole. 2017/18 shows around 5% increase compared to 2016/17.





Economy/Employability

Summary: There are more people in work in the city than ever before but there are also almost 25,000 households with no adult in work. Worklessness remains the single most important predictor of poverty. As employment rates vary across the city, local actions to ensure everyone has access to work and learning opportunities will be key to reducing inequalities.



Rates of employment show a gradual increase at a citywide level but there is more variation at the Scottish parliamentary constituency level.

After the initial increase in the number of workless households and the number of workless households with children under 16 in 2017, in 2018 the number of these households decreased.

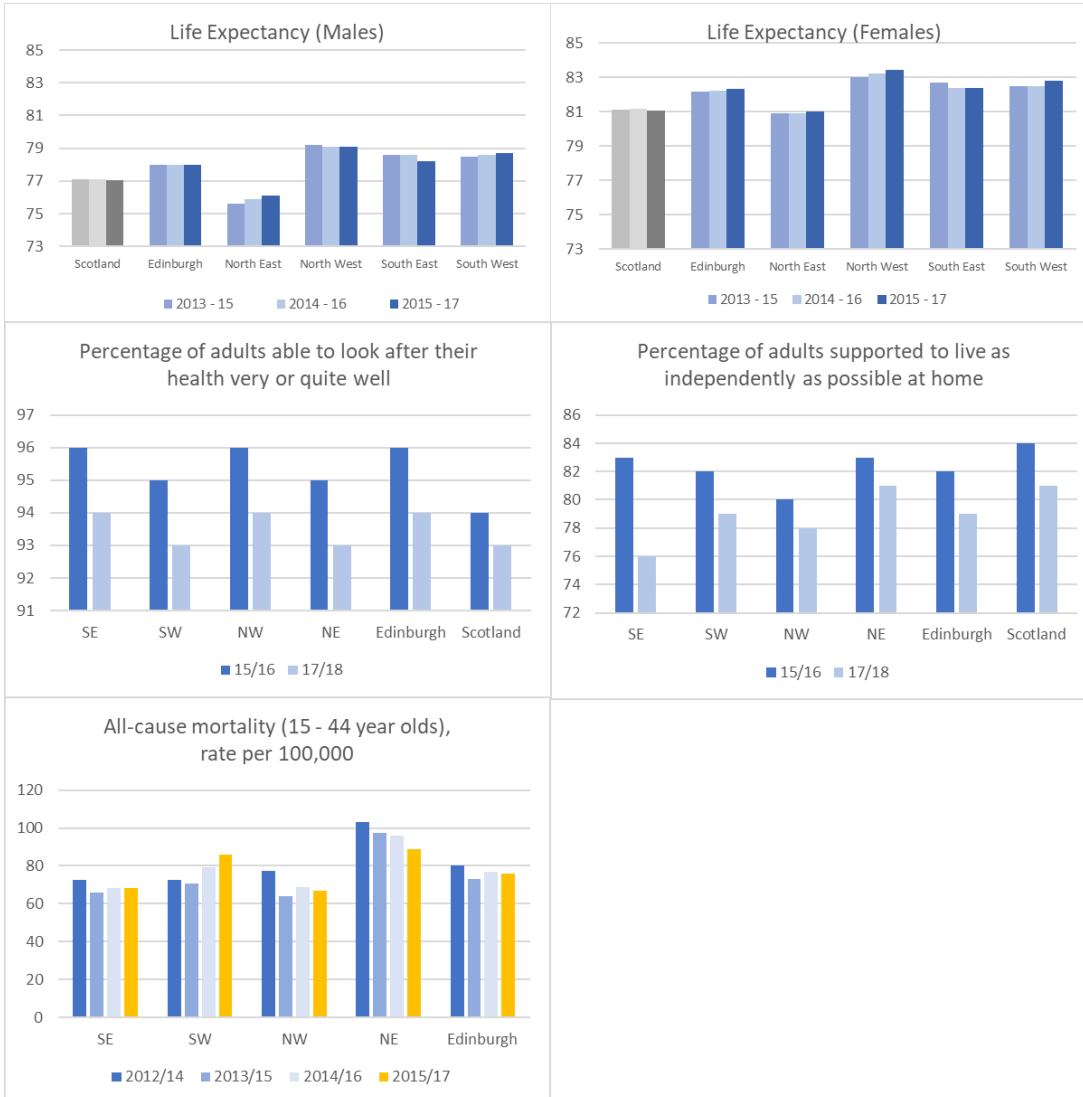
Figures for workless households are available at lower geographies but are not shown as potentially unreliable due to sample sizes.

Data source: NOMIS annual population survey



Health and Wellbeing

Summary: Life expectancy for Edinburgh is above the Scottish average and continues to improve for females and is at level for males. However, people remain twice as likely to die prematurely in areas of deprivation than in Edinburgh as a whole. Reducing this gap through local actions is one of the longer term aims of the Locality Improvement Plans.



In Edinburgh rates of life expectancy for males is at level while for females it increased slightly. There is more variation within the Scottish parliamentary constituency level.

Although the majority of respondents felt able to look after their own health very or quite well, there is a drop between 15/16 and 17/18 surveys. A similar picture is also shown for those who feel supported to live independently at home.

Premature deaths show a declined across the city in 2015/17 compared to 2014/16. There is more variation at a locality level. South West show rising rates while North East shows falling rates. However North East rate remains higher than the other localities.

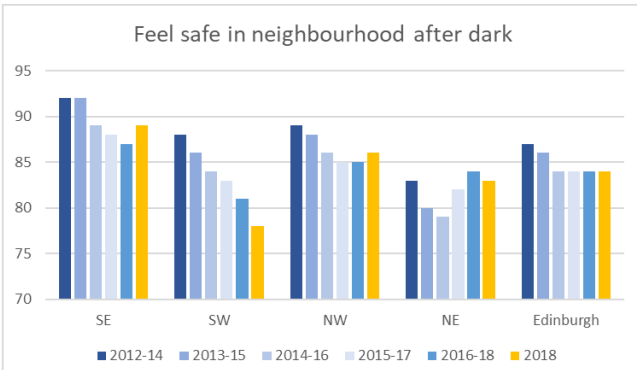
Data sources: NRS website, ISD, Public health ScotPho



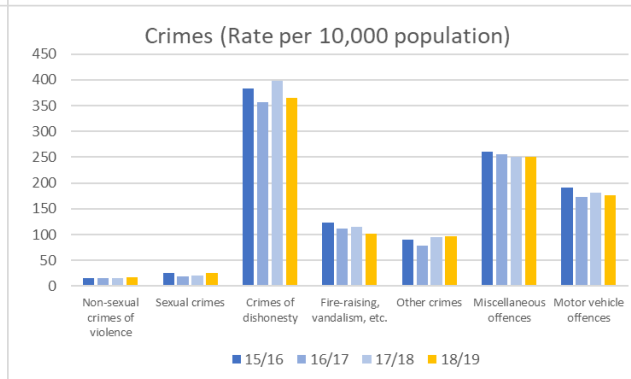
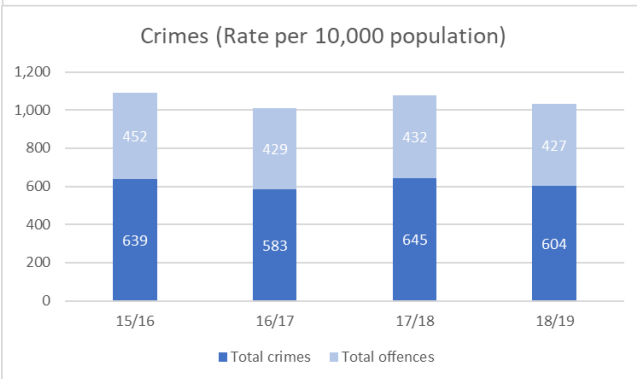


Community Safety

Summary: Crime and offence rates show a slight reduction and people's perception remains at level. Local actions to keep people who live, work or visit the area safe and improve people's perceptions of safety are part of the action plans.



Edinburgh reports a steady trend of 84% from 2014-16 to 2018 for people feeling safe in neighbourhood after dark. Only South East and North West show a rising trend compared to last year.



Crimes and offences show a decline in 2018/19 with crimes of dishonesty showing the biggest decline. Non-sexual crimes of violence, Sexual crimes and Other crimes show a slight increase.

Data sources: Edinburgh Peoples survey, Scottish Government Recorded crime publication



Section C: Locality Improvement Plan – Action plan update

South West

Priority 2: Health and Social Care

Progress over last 12 months



From April to August 2019, SW supported five community health & wellbeing events in each of the small priority areas as well as the Pentland Villages with key voluntary sector partners leading on it. These events were for the community with a purpose of:

- Celebrating local success
- To continue community engagement
- Offer a range of fun activities for everyone, so inclusive and appealing to a range of age groups
- Inform people of local services/ activities/ support (Community Police Officers, services have ranged from Stop Smoking services: Quit Your Way, to advise services in the area, local library, local voluntary groups etc).
- Have a healthy food offering.

There was extremely positive feedback and appreciative for such events; so much so there is a desire to make this an annual occurrence.

All of the small areas in SW have their own small area networks: Living Well Wester Hailes, Joining the Dots (Broomhouse), Gorgie/ Dalry Forum and Oxbgangs Forum. Support for these networks varies from being the interim Chair, conducting community engagement to understand the needs of their community, discussions on re-prioritising of the LIP, as well as improving social isolation and loneliness.

A South West Physical Activity Alliance was launched at an event at Napier University in August 2018 and a further networking event was held in Tynecastle Stadium in June 2019. A multi sector planning group led by NHS Lothian Health Promotion Service supported the organisation and ensured a great turnout at both events. The themes for the June event were inclusion and addressing inequalities. Common issues raised included partnership, networking, and support for people to access physical activity opportunities and targeting excluded groups. The ideas raised through discussion will inform the focus of work in the locality over the coming year as well as being shared with the city-wide group working to develop Edinburgh's physical activity strategy. An interactive GPS map of physical activity opportunities in the city is currently being developed.



Priority 3: Safer Communities



Progress over last 12 months

Domestic Abuse Campaign in December 2018 / January 2019: The aim was to raise awareness of coercive control and provide advice on reporting mechanisms and support agencies. Throughout the campaign there was engagement stalls with domestic abuse support services EDDACs and Woman's Aid. Extensive poster distribution and merchandise/leaflets handed out. 46 arrests were made in relation to domestic abuse with offenders being brought to justice. Presentations on domestic abuse provided to schools.

National Hate Crime Awareness Week in January 2019: This campaign was run alongside national Hate Crime Awareness Week to raise awareness of what a hate crime is, reporting mechanisms and support agencies. Over 1500 children received inputs in schools - 15 engagement events held. Social media footprint of over 31,000 engagements. The Hate Crime Subgroup between police, Council, ELREC and Score will continue with plans for further events using the #NoHateMate slogan and merchandise.

Edge Autism: Officers working alongside Edge Autism to help provide support to residents in the area and raise awareness of the support they can offer.

NHS referrals: Project ongoing alongside NHS and other agencies to introduce and pilot an information booklet containing agency numbers etc which can be used by officers to provide further support and referrals to people we deal with ensuring an improvement in signposting.

SCOREScotland referrals: Project conducted to improve awareness of the services SCOREScotland provide and improve support and signposting for those victim of hate crimes. A hate crime subgroup set up.

Military Liaison: Officers continue to work alongside the army to ensure support and wellbeing through a joint agency approach. Project started working alongside the military and Amey to patrol barracks, deal with abandoned vehicles and crime prevention.

Domestic Abuse Local Action Group (DALAG): DALAG is a process of working alongside council, housing, social work and domestic abuse services to improve early intervention and support we can provide to those subject or affected by domestic abuse. After a successful pilot in South West Edinburgh work continues to develop this into a divisional strategy and add as part of training to professionals and organisations throughout Edinburgh.

Community Alcohol Partnership (CAP): Work with the CAP chaired by police continues. We have done two weeks of action involving licensed premise checks, school inputs, engagement stalls alongside Council, licensing, elected reps, youth providers, retailers and other agencies. It aims to tackle alcohol and substance misuse amongst youths and the associated criminality whilst encouraging responsible selling of alcohol. Over 30 members/organisations involved. Over 50 visits conducted to licensed premises, a variety of stalls held with partners.



Operations involving Partnerships:

- Sedgewick - Operation running throughout the school holidays to tackle any youth related ASB. Officers doing joint patrolling with environmental wardens, youth provider engagement, council CCTV deployed.
- Spylaw - Officers deployed alongside council CCTV and environmental wardens to address antisocial behaviour in the area.
- Screening - Local officers attended the National Cycle Conference in Birmingham to represent Police Scotland and present the good work South West officers have been conducting to address bike thefts in the area and improve crime prevention (23 arrests, 173 charges, £60000 bikes recovered, 10 premise warrants executed over the period).
- Joint patrols conducted with Dunedin Canmore, Council and Police visiting known offenders. Crime Stoppers Leaflets posted and visits speaking with over 200 residents. DVLA uplifted numerous cars involved in ASB in area for no tax etc. Joint operation ran with UKBA. Crime prevention visits conducted to over 30 pubs/off licences providing 'no cash held overnight' signs and crime prevention letters/inputs. Plain clothes and high vis patrols conducted alongside dog and motorbike patrols. Crime prevention and vehicle security/marketing event held for young farmers. Social media advice put out. Officers have been conducting crime prevention surveys in the area. 2 stolen vehicles recovered.
- Monarda - This operation aims to tackle doorstep crime and involved a letter drop between police and Police Scotland Youth Volunteers. Over 200 addresses visited. Numerous patrols and engagement with vulnerable members of the public. Themed coffee with a cops and stalls held. Social media advice put out.
- Heddle - This operation continues to tackle road safety/crime over the festive period into this year with stalls held providing road safety advice at Westside Plaza and Fountain Park. Patrols conducted at all schools in South West Edinburgh. 20 road/speed checks conducted. 17 tickets issued. 5 prosecutions. 1 drink driver. 3 vehicles seized. 60 warnings for various issues. Over 44,000 impressions for #OpHeddle on twitter.



Priority 5: Team around Place



Progress over last 12 months

Community Growing

The community garden site numbers were 22 existing rising to 26 in 2019/20. The Broomhouse Market site is due for imminent opening and a further four under investigation for feasibility and future development. A publicity campaign was launched in late Spring 2019, to encourage uptake/usage of the existing sites from members of the public and we are keen to develop closer links between the south west community gardening hub and the kindness directory work supported by Edible Edinburgh.

Community Clean-Ups

There have been 34 Community led clean ups events in 2018/19 across the 4 South West Locality small areas with a variety of community groups/partners, such as Friends of Parks Groups, Tenants and Residents organisations, Scottish canals, and Community Councils, with the support of Environmental Wardens, Locality Waste & Cleansing Officer.

The Place work stream aimed to organise 20 Community led clean up events across the South West Locality small areas for 2019/20. However, we have already completed 28 Community led clean up events by 27th June 2019.

We have also sourced Our Edinburgh Campaign materials in the shape of Lamppost wraps, Corex boards and leaflets that will allow us to advertise in the Locality to encourage groups and individuals to register to request litter picking equipment and support from Edinburgh Council.

Affordable homes in South West Locality

- By October 2019, 99 new homes will have been delivered through the Small Sites programme in the SW locality. These sites are at Calder Gardens / Fernieflat Neuk (37 homes), Hailesland Place (32 homes) and Dumbryden Drive (30 homes)
- In addition, the first 12 of 132 new affordable homes at North Sighthill were handed over in August 2019, with remaining completions phased over the remainder of the year.
- A planning application has been submitted for a further 49 homes at Dumbryden Drive through the Small Sites programme.
- In a joint initiative with Health & Social Care colleagues, 29, 1-bedroom properties have been delivered at St Stephens Court
- 145 affordable housing units will be provided as part of high-profile development at the Fountainbridge site.



Small Area Priority: Oxgangs

Progress over last 12 months

Health and Social Care

Through the NHS Lothian Health Improvement Fund three local organisations received small grants for work in Oxgangs.

- Edinburgh and Lothians Greenspace Trust engaged 270 participants in a variety of opportunities to take part in physical activity and cooking programmes located in different venues including local community centres, schools and local parks. Of those surveyed: 100% felt more aware of their local greenspace, 100% felt more comfortable using greenspace and local parks, 88% were using greenspace more often, 98% were more aware of the importance of physical activity, 95% were more physically active than they used to be.
- Due to this success, ELGT has been able to secure further funding to enable work in Oxgangs to be sustained, thereby meeting an identified need in the area.
- Community Help and Advice Initiative (CHAI) received a grant to employ a part time advice worker to deliver a Family Support and Advice Service in Oxgangs Primary School. 55 individuals received tailored support and advice. Positive outcomes included reduced risk of homelessness; and financial gain for clients totalled £10,459. The initiative helped people access employability support, reduce levels of stress and mental health issues, improve health and well-being of clients and their families, and helped increase children's attainment at school.
- Oxgangs Neighbourhood Centre used their grant to devise a growing and healthy eating project, called "Plough to plate", this included a "garden gang" and "cook school" and helped engage different people of different ages and backgrounds. Qualitative feedback shows that people benefited from the social interaction offered through the range of welcoming activities and opportunities to learn and try new recipes and work in the garden.



Safer Communities

Presentation to the Oxgangs forum around work to tackle ASB. Work continues at the forum involving schools, community centre, youth providers, elected members, council, social work, NHS and many more to improve support, wellbeing and services in the Oxgangs area.

Team Around Place

- Work to identify further affordable housing and development sites in the Oxgangs area is ongoing with a number of initial feasibility studies having been undertaken.



Actions planned for next 12 months

A community engagement exercise was undertaken using the Place Standard Tool, taking place with the people living in Oxgangs, Firrhill and Colinton Mains during January to June 2019. The data was analysed, and a report disseminated to all key partners. The findings are being presented to the Oxgangs Forum and the Firrhill community Council. With the following actions identified:

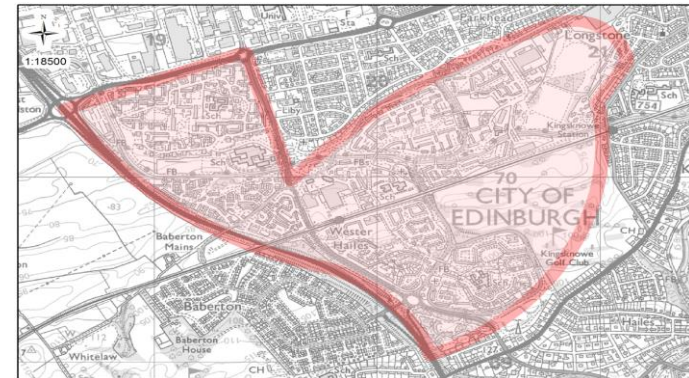
- Make the most of all the local resources in the area ensuring that they are welcoming places and are maximising social connections for everyone
- Continue the dialogue and build trust with this community
- Assess whether outcomes set out for the Oxgangs area in the South West Edinburgh Locality Improvement Plan are progressing and having a positive impact.

Small Area Priority: Wester Hailes

Progress over last 12 months

Team Around Place

- 37 new affordable homes at Fernieflat Neuk (Calder Gardens)
- 32 new affordable homes at Hailesland Place
- 30 new affordable homes at Dumbryden Drive
- Dumbryden Drive (Phase 2), Planning consent granted September 2019, with Revised programme being prepared - site start expected Spring 2020.
- Murrayburn Gate Demolition complete. Design & build through new housebuilder framework once approved in September. Expected site start 2021.
- Dumbryden Drive (Phase 3), Property now vacant and demolition being arranged. Further design work being procured with Robertson Partnership Homes.
- Westside Plaza Regeneration - Outline design completed & detailed design consultant completed. Work to begin on site January 2020.

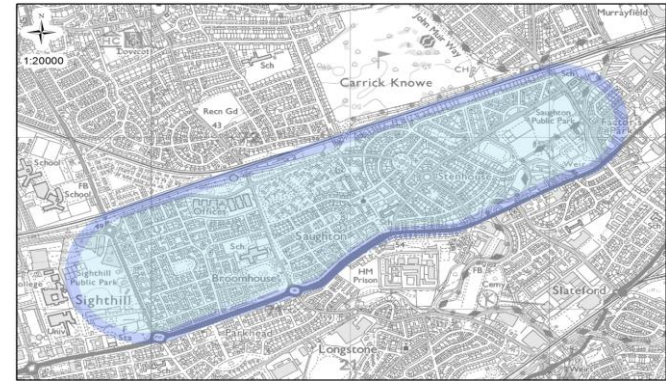


Small Area Priority: Broomhouse/Saughton

Progress over last 12 months

Team Around Place

- First 12 of 132 new affordable homes at North Sighthill were handed over in August 2019, with remaining completions phased over the remainder of the year.
- New Community Hub build completed August 2019.

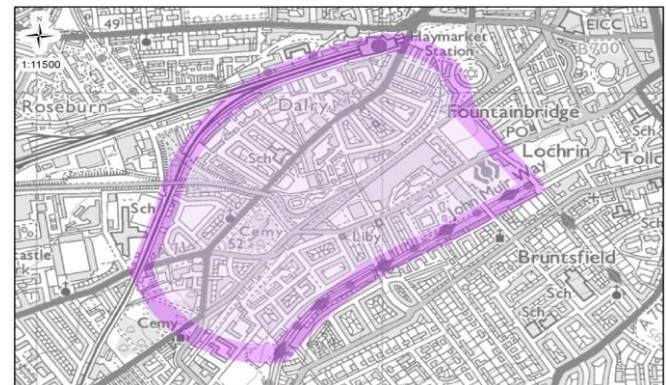


Small Area Priority: Dalry/Fountainbridge

Actions planned for next 12 months

Team Around Place

- Agree development partner for 145 affordable homes (113 social/32 MMR) to be delivered as part of mixed-tenure development of the Fountainbridge site.



South East

Introduction

During 2019, many projects and initiatives have been progressed in South East that are aimed at tackling priorities within the Locality Improvement Plan, with a key focus on Liberton Gilmerton and Dumbiedykes, the areas within South East experiencing the greatest inequality. Much of the work that has been taken forward spans more than one of the thematic or small area plans and delivers against more than one priority within the plan, evidencing the complexity of how the plan and priorities are currently organised and the need to review them moving forward. Some of the projects that have been delivered have been initiated on a citywide basis but with local input to ensure that they are directed towards benefiting the local communities and tackling local issues that are a priority in South East. The Locality Improvement Plan has been helpful in articulating what and where those priorities are and therefore influencing the direction of resources.

The partnership network in South East has continued to grow and while there is still much work to do to support and involve our grass roots community groups, in particular. The establishment of Neighbourhood Networks is bringing a renewed focus to building on the effective partnership working with communities that is already happening in South East.

The summary below highlights some examples of the activity that has been undertaken within the five thematic and four small area plans.

Priority 1: Place making



Progress over last 12 months

A key priority in the plan is to reduce street clutter to improve streets for pedestrians. Following the ban in November 2018 of on street advertising boards, the South East Locality Team was responsible for rolling the implementation of the ban out in 2019 and providing support to businesses to help them comply, and carrying out enforcement where necessary. This has been widely successful and largely welcomed by communities, delivering significant improvements in many areas in the accessibility of streets.

Several neighbourhood environment projects have been progressed this year including footway improvements along Nicolson Street, East Mayfield, and Balcarres Street; drainage work at Newbattle Terrace; and new heritage paving around St Andrews St George's Church in George Street.



Community clean-ups have taken place around Nicolson Square and gardens, St Patrick's Square and gardens, and local parks, where local residents and businesses have worked together to improve their surroundings. Community clean up kits have been created and offered to constituted groups to undertake clean ups in their neighbourhoods. The Big Spring Clean 2019 saw eight events across South East Edinburgh parks and greenspaces including Burdiehouse, St Katharine's Park, Gracemount, Moredun, Gilmerton Dykes and Ellen's Glen supported by local Friends' groups.

One-off graffiti removal projects were completed within the West End Business Improvement District, Southside, and St Patrick's Square areas. Graffiti is a blight in our communities, and this initiative sought to target some of the most problematic areas. The graffiti removal was assisted and supported by local residents and businesses.

Work continues on improving active travel infrastructure, such as the roll out of on-street cycle storage. Several on-street cycle hire stations have been installed around the city centre with extra stations installed for the festival period.

Funding of £500 was provided to 11 Friends' of Parks groups throughout the locality to help groups develop and improve their parks and greenspaces to promote membership among local people and help to improve their health and wellbeing and reduce social isolation. St Katherine's Park, Burdiehouse Burn Valley Park and Seven Acre Park have also received awards from the local Community Grants Fund to take forward further park developments, including creating new wildflower areas and installing bike stands and animal sculptures.

Priority 2: Children, young people and families



Progress over last 12 months

Following the Youth Talk event in March 2019 in Liberton Gilmerton, a Youth Forum has been formed and has been meeting regularly. The forum is meeting once a month and they continue to share their experiences and views.

Complementing the Youth Forum, the recently formed SEEYA - South East Edinburgh Youth Alliance - is a partnership group of service providers with representation from the Council, 3rd sector, voluntary organisations, uniformed and faith groups, sports clubs, schools, police and health. It provides a place to share information, discuss arising youth themes, plan for holiday programmes and discuss partnership work and funding opportunities. The group is chaired in rotation by partners and in different venues in the locality.

A key concern voiced by young people through the Youth Talk engagement is feeling unsafe in their community. In response to the concerns about safety, Police Scotland linked additional officers into two secondary schools in the area and there is a plan for officers to report back to the Youth Forum.



Two Lifelong Learning workers have been identified to take forward the next phase in Youth Talk focusing on the other three wards in the locality – Morningside, Southside/Newington and City Centre. This is at an early stage but there will be a Youth Talk event planned and undertaken with the aim to set up a forum for young people in those areas.

A joint project with Family Group Decision Making and Multisystemic Therapy along with the Social work Practice Team (School Matters Pilot) is looking at targeted support for Looked after Children whose attendance at school is seen to be slipping. The aim is to build attendance and attainment. This is happening in two localities, North West and South East. In South East the focus is on the Liberton and Gilmerton cluster. Lifelong Learning are also in the early stages of collaborating with the Additional Support for Learning service to trial a small scale and bespoke learning offering at Tollcross Community Centre for young people who are on part-time timetables at school in the local area.

Priority 3: Economy/Employability



Progress over last 12 months

In addition to the ongoing early intervention support for young people who have left school without a positive destination (formerly Activity Agreements) delivered by Dunedin Canmore Youth Projects in Valley Park Community Centre, Access to Industry host a weekly youth employability session in Goodtrees Neighbourhood Centre for young people who are dealing with mental health issues.

Edin Me offers a holistic, person centred approach to dealing with barriers which may be stopping a young person from taking the next step towards training, further education or employment. Through 1-2-1 sessions, groupwork and access to specialist support, the project works with young people in a non-threatening, non-time limited approach.

Support for those with English as a Second Language (ESOL) is delivered in a variety of community settings throughout the locality - Goodtrees, Gilmerton and Valley Park Community Centres – and offers a range of programme options depending on level of referral. From targeted family ESOL to a popular Syrian Family Homework Group, a number of models are being piloted in different settings.



Priority 4: Health and wellbeing



Progress over last 12 months

This year there has been a focus on communication within the locality and who is working within South East, both statutory and third sector. Two “who’s who” events took place, one in January run by the 3rd sector and one in July run by the Edinburgh Health and Social Care Partnership. At each of these locality events a marketplace was provided displaying and promoting services that are working within the South East. Networking was the key to these events and understanding other agencies roles and responsibilities within the locality, looking at how we can all work more effectively in partnership to meet the needs of our community.

A number of initiatives and projects have been developed aimed at reducing loneliness and social isolation, having been identified as a key priority in South East. Developed following the Discover programme, a Family Nurture Group has been created as a space for families coming together to be involved in activities that work towards building positive relationships between parents and children whilst assisting with social isolation and loneliness. Amongst those attending this group are mothers who are experiencing poor mental health and poverty. A Community Arts Project based around the high flats in Moredun has been running throughout 2019, reaching out to each of the 540 households inviting residents to get involved in sharing their stories about high flat living and contributing to the development of a booklet “Tall Tales”. One of the aims of the project is to create a stronger sense of community and belonging for the residents of the Moredun multis.

Priority 5: Community safety



Progress over last 12 months

Following the feedback through Youth Talk and some high profile incidents in the Liberton and Gilmerton ward area, Police Scotland undertook a review of the resourcing that is put into engaging with young people in the area. In March a decision was made to have 2 officers provide the link to the school but also the wider youth community for a 6-month pilot. Over this period there has been a significant amount of positive engagement between officers and young people, with officers having a presence at youth groups held at Goodtrees Community Centre and getting involved with a range of summer activities in partnership with Edinburgh Leisure. Officers also organised a P7 transition football tournament for 150 pupils and 10 police officers acting as referees. Officers have also

engaged with Education Welfare Officers and are putting together a joint initiative with local School Liaison Officers to combat truancy.



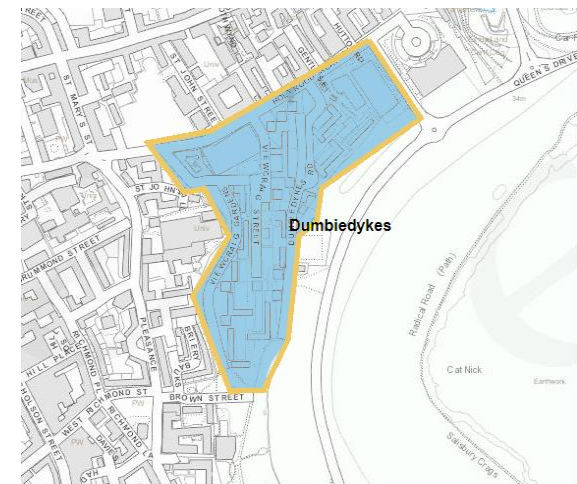
A key concern for residents within South East is the impact of antisocial behaviour on their quality of life. Over the last few months South East's Community Policing Team have been working with various Registered Social Landlords (RSLs) and third party agencies, predominantly focusing on antisocial behaviour and drugs issues in the locality. It has been recognised there could be better information sharing and joint working between the agencies to deal with issues in South East. To assist with this a Wider Action Group has been established, including all RSLs and Edinburgh University. This follows on from good work with CastleRock Edinvar where multi-agency joint work led to households being identified and intense focus and support around these properties resulting in a better quality of wellbeing for residents.

Work is ongoing in relation to the issues of anti-social behaviour in Holyrood Road. A partnership approach has been adopted which has improved relations between the University of Edinburgh and charities in the area who support homeless and vulnerable people, including Streetwork. This work highlighted concerns regarding an increase in anti-social behaviour around specific times when Streetwork closed its hub, such as at lunch time. To address these concerns, Streetwork is looking at its operating hours and the University of Edinburgh is looking at funding options to create a garden area at the rear of the premises, to provide a welcoming area for service users to wait. Plans are being developed for a partnership operation to address street drinking in the area and there has been an increased focus on intelligence gathering regarding drugs misuse in the area.

Small Area Priority: Dumbiedykes Progress over last 12 months

The Dumbiedykes Small Area Plan prioritises working closer with residents to increase provision of activities for young people and families as well as to improve access to the Braidwood Centre and so the work continues to be targeted around these areas.

The local Lifelong Learning Team organised a series of 'Family Fridays' during the recent summer holiday period at the Braidwood Centre. The aim was to bring local families together to enjoy activities and to promote future learning opportunities that they might like to get involved in (e.g. creative writing group, employability workshop). It was also an opportunity to engage with families about what learning activities they might like to see in their area in the future too, including more youth work and adult learning. The activities delivered on the Fridays included storytelling, circus skills, garden games, bookbug and arts and crafts. They were structured to enable the whole family to participate together and there were also trips to the Holyrood Rangers and Dynamic Earth. In total 15 local families participated and this included around 20-30 individuals each week. Participation was



also supported by local family support and teaching staff from the Royal Mile and Preston Street Primary Schools. Due to their success work is now underway to establish them every Friday, including during term time starting in the new year.

A local Community Grant Award was also made to the Edinburgh and Lothians Greenspace Trust to undertake work in the Dumbiedykes community that will develop a programme of opportunities around health and wellbeing. This will include outreach activities, taster events and a networking event for local organisations working in the area too. That event was held on 26 November 2019 in the newly opened Crannie. A sub-group is also being established as part of the Locality Improvement Plan's Health and Wellbeing workstream that will look to address loneliness and social isolation in the local community.



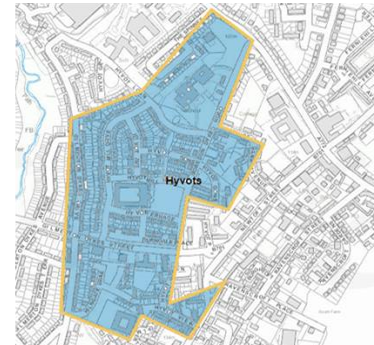
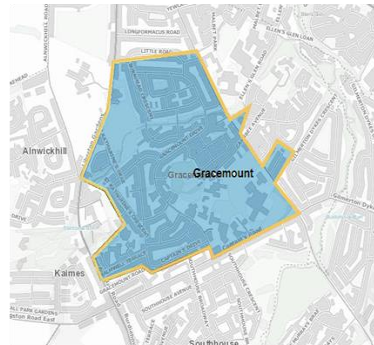
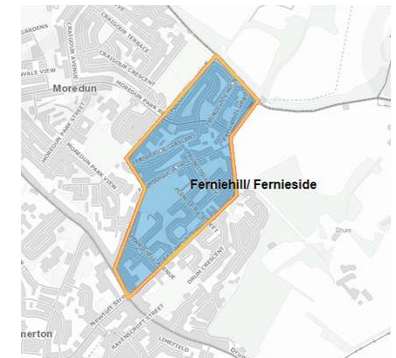
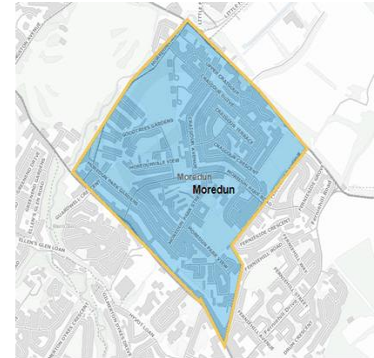
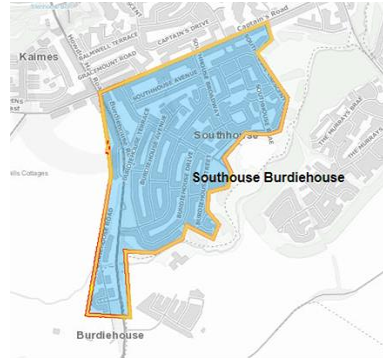
Small Area Priority: several communities within the Liberton/Gilmerton ward (Southhouse, Burdiehouse, Gracemount, Moredun, Hyvots, Ferniehill and Fernieside)

Progress over last 12 months

Involving the community in improving their local environment has been a focus over the past 12 months. Throughout Liberton Gilmerton, various community-led clean up events involving children and young people from Goodtrees and Valley Park Community Centres working with Council services and voluntary sector groups have taken place, and over 30 Estate Walkabouts have been carried out involving local registered tenants' organisations, community councils, elected members and other interested local people.

The Council's Lifelong Learning service in partnership with Dunedin Canmore organised a **Summer on the Streets** programme at Valley Park Community Centre. Moving away from traditional building-based activity, young people were targeted via outreach streetwork in the run up to summer and a programme of outreach activities were established in park areas in "the dip" at Burdiehouse Burn Valley Park, in the walled garden area at Gracemount and in Moredun. The focus was on building relationships with those not engaged in traditional youth work over a 6-week period and working with them to identify their needs and issues they face living in Liberton Gilmerton areas.

As a result of the summer outreach work a new Friday teatime drop in has been established in Valley Park Community Centre for S1+ young people attracting 25 + per week to the centre and a new multi media/arts and film HUB has been established in Gilmerton Community Centre aimed at young people 11-18 years.



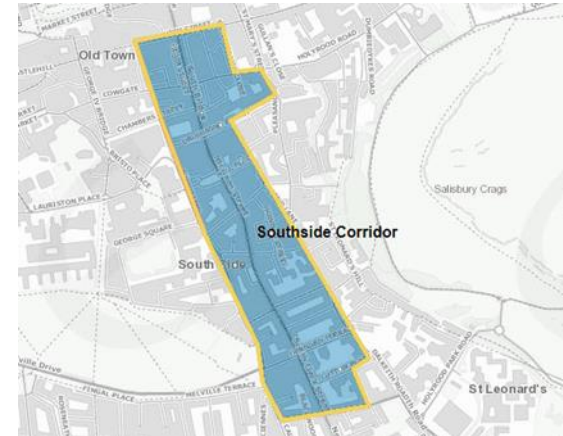
Small Area Priority: Southside Corridor

Progress over last 12 months

A key priority for the Southside Corridor is to reduce street clutter and improve the on-street environment. The community raised concerns in 2018 about the impact of flyposting during the summer. Close working with the Southside Association influenced changes to the new outdoor festival advertising contract, which led to a much-improved environment during and following the festival period. Feedback from the Southside Association noted a significant improvement compared to previous years.

Nicolson Square has experienced longstanding issues with antisocial behaviour. The effective partnership work involving the community that commenced in 2018 continued into 2019, with the Friends group growing in strength and delivering significant improvements in the gardens. This is evidenced through the Park Quality Assessment results, which identified Nicolson Square Gardens as the most improved park in South East in 2019. Wider environmental improvements around Nicolson Square are now being explored to improve the safety of the Square.

Haddon's Court is another area in Southside that has regularly attracted antisocial behaviour and residents have reported feeling unsafe. Through working with the Council's street lighting to improve lighting, street cleansing teams to address cleanliness issues, engaging with Streetwork to provide support to people rough sleeping and Police Scotland's crime prevention advice to the local businesses there has been an overall improvement in the quality of the living environment for residents.



Small Area Priority: City Centre

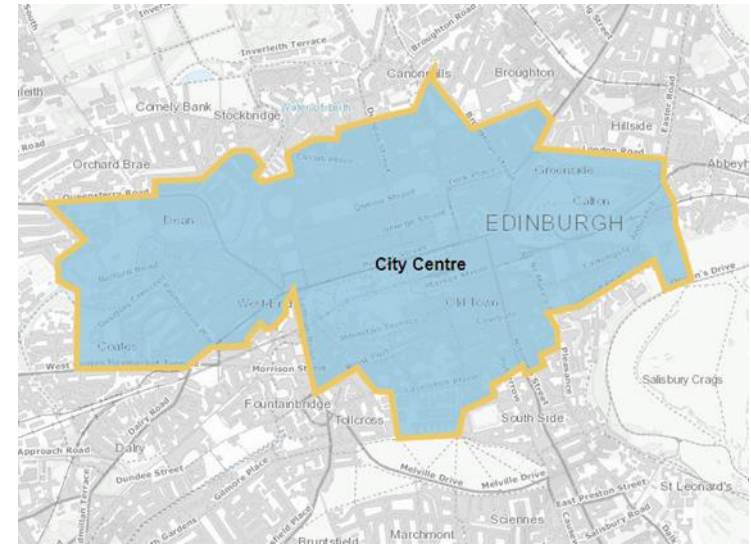
Progress over last 12 months

This year saw the return of the Street Ambassador Initiative during the summer, with additional resource being brought in to concentrate mainly on issues that cause concern to local residents during the busy festival period, such as busking and street cleanliness. In the past the Ambassadors have been largely centred around Grassmarket but this year the area was expanded to a wider footprint in the city centre. Observed successes were a reduction in buskers using amplification and quicker response to complaints of busking nuisance. In addition, timely reporting of littering and waste issues allowed Environmental Wardens and Street Cleansing to better focus resources.

Identifying opportunities to involve local people in improving greenspace in residential areas in the city centre is one of the priorities in the plan. In the Grassmarket, the Council's parks team has been working closely with local volunteers to get involved with planting up the various large planters in the area. Another project is being explored at Robertson's Court to build and install planters that residents could plant up and maintain.

A key issue for residents in the city is the impact of holiday lets. Work has been taken forward to address the policy and regulatory issues around holiday lets, recognising the impact that the growth of this sector has had on the residential nature of the city centre and on residents, and this is ongoing.

How public space is used for events or activities in the city centre is managed to some extent through the Public Spaces Protocol, which was launched in 2018. It was due to be reviewed in 2019. However, it is recognised that there are other related issues such as how parks are used for events that are relevant to this work and therefore time has been taken to align this work and consider the scope of this review. A report aligning the Parks Manifesto and Public Spaces Protocol, with proposals to better jointly plan events and activities, provide information and engage with the community and stakeholders will be considered at the Council's Culture and Communities Committee in January 2020.



North West

Priority 1: Employment, training and education



Progress over last 12 months

Outcome 1 - Our young people will leave school with suitable 'life skills' to help them make appropriate and informed choices, and will be supported to be ready, equipped and confident to enter the world of work

MCR Pathways have been supported to establish a programme within Craigroyston High School, replicating their highly successful mentoring programme with Glasgow high schools. Initially a cohort of around 50 S3/4/5 pupils from care experienced backgrounds and/or on alternative timetables have been matched with mentors to provide wide ranging life skills and emotional support. This will be complemented with tailored work placements and 2 talent tasters as the pupils' progress through school. This is a long-term project not expected to deliver tangible results until 2-5 years into the programme, and the intention is to roll it out across secondaries within North West.

Outcome 2 - Identified a wide range of high-quality employment, training and further education opportunities for our residents

Jobs Fair in Craigroyston High School took place on 29th October 2019.

Outcome 1

Expansion of MCR Pathways mentoring project to new S3 pupils, and greater co-ordination of NW schools' use of Pupil Equity Fund monies to provide a more cohesive range of services by local 3rd sector providers. This workstream will be taken forward by the Integrated Children's Service Management Group.

Outcome 2

Further Jobs Fairs in a wider variety of locations including Community Centres and Edinburgh College's Granton Campus.



Priority 2: Health and Wellbeing



Progress over last 12 months

Outcome 1 - Accessible GP and supporting services, with appropriate time for consultation

Cluster GP leads have shared information and best practice across GP practices, and established baseline information on a range of topics including same day appointments, open surgeries, missed appointments and patient satisfaction.

Link Workers have been rolled out to 13 of 14 NW GP practices.

Outcome 3 – Key facilities in our communities are more accessible, affordable and welcoming, and people know how to get support and access resources

Funding has been secured to develop a bespoke North Edinburgh information app/platform, with technical and design support from staff and students from Edinburgh College. This app will provide local residents with a wide range of frequently updated information on services and projects within North Edinburgh and addresses issues around a lack of information and communication common across all LIP themes.

Actions planned for next 12 months

Outcome 2 – Better equipped services to support independent living and those in need of care

Targeting of resources combined with Edinburgh Health and Social Care Partnership’s “3 conversations” approach will prioritise earlier and meaningful interventions with people, offering immediate practical help and support rather than them sitting on a waiting list for a routine assessment. This will be supported by increased co-ordination with 3rd sector organisations. A Health and Wellbeing stakeholders’ event bringing together staff from a wide range of statutory and voluntary organisations is planned for early 2020.

Outcome 3

Soft launch of app with selected organisations and services in early 2020, followed by a roll out across North Edinburgh, with intention to roll out across North West in future years.



More generally, Health and Wellbeing priorities will be progressed under the lead of Edinburgh Health and Social Care Partnership's Locality Manager as an integral part of EHSCP's operational delivery and development of services.

Priority 3: Community safety



Progress over last 12 months

Outcome 1 - Our Police are accessible, approachable and involved with our communities

Police Officers routinely attend community council meetings and other ad hoc community meetings on request, providing updates on local crime and antisocial behaviour hotspots and feeding back community concerns.

Outcome 2 - The resources aimed at tackling crime and anti-social behaviour can meet the demands of the whole locality

The North West Community Improvement Partnership (CIP) has met monthly throughout 2019, tasking police and partner resources and co-ordinating local initiatives such as bonfire night preparation and a new Community Alcohol Partnership in North Edinburgh. Better planning and co-ordination have contributed to a decrease in crime figures overall and much reduced criminal and antisocial behaviour on bonfire night.

Outcome 5 - Our community is empowered to help promote responsible behaviours and work with key agencies to tackle local issues, sharing escalating issues and hotspots

North West Community Safety Forum, bringing together Police Scotland, partner agencies and community representatives has met regularly during the course of 2019, and provides a useful forum for locality-wide discussions.

Actions planned for next 12 months

As partnership working has become embedded in normal Police Scotland and partner operational delivery, the community safety priorities of the LIP will be taken forward on a "business as usual" basis co-ordinated by the CIP.



Priority 4: Children, young people and families



Progress over last 12 months

Outcome 2 - There are high quality spaces for young people to play to encourage healthier lifestyles

In response to supporting Youth Talk outcomes in Queensferry/Kirkliston, the summer programme provided a dedicated sports festival providing a wide range of sports and physical activity.

Outcome 4 - Informal activity and learning opportunities, including library membership, are affordable and accessible to every child

Youth Talk has been rolled out across Western and Almond Neighbourhood Network areas, with funding secured to put in place improvements suggested by young people in Queensferry/Kirkliston and Western Edinburgh.

Muirhouse library delivered a successful Summer holiday breakfast club in partnership with 3rd and private sector partners, and plan to replicate this in the future.

North Youth Service Providers Consortium secured £50k joint funding to increase provision at weekends, during challenging times i.e. Bonfire week and to help establish a Youthwork Academy model.

Actions planned for next 12 months

Outcome 1 - Our schools are fit for the future and will support greater levels of engagement in positive activities for the wider community

This will be a key priority for Integrated Children's Services Management Group (ICSMG) going forward, with a baseline survey of school availability and use by community groups planned for early 2020, with an appropriate action plan being developed thereafter.

Outcome 2 - There are high quality spaces for young people to play to encourage healthier lifestyles

Funding will be sought to embed the sports and physical activity programme with potential to roll out to other areas in NW.

Outcome 4 - Informal activity and learning opportunities, including library membership, are affordable and accessible to every child

Youth Talk for the remaining areas in North is at an advanced planning stage, with an event planned for early 2020.



Generally, most of the activities to deliver existing LIP outcomes will be taken forward by the ICSMG, reporting back to the NW Locality Community Planning Partnership as required.

Priority 5: Place



Progress over last 12 months

Outcome 1 - Large scale developments are better managed and consider the wider infrastructure and specific needs of communities

Outcome 2 - Our communities are better connected and have appropriate transport links and public and community transport services fit for future use

Briefings to community groups on the Local Development Plan (City Plan) and the LDP Action Programme have been delivered regularly throughout 2019, along with ongoing discussions with community councils where specific developments have been proposed.

In North Edinburgh the Waterfront Working Group has met regularly to masterplan the next phases of development in the Waterfront area.

Actions planned for next 12 months

Outcomes 1 & 2

“Place Planning” is being trialled in Wester Hailes, with the intention of developing best practice and guidelines for the implementation of national legislation and how this will be delivered in the Edinburgh context. Once lessons have been learned, the approach will be rolled out across North West, building on the placemaking approach and exercises which have already taken place in South Queensferry and Corstorphine

Generally, outcomes from the Place theme will be taken forward by the Place Directorate within the Council, linking in with existing local interfaces such as Neighbourhood Networks who will discuss Neighbourhood Environment Programme projects.



Small Areas: Walker Drive (South Queensferry), Clermiston/Drumbrae, East Craigs, Gateside (Kirkliston)

Progress over last 12 months

Other than ongoing routine service delivery, the following are of note:

- Building warrant and planning permission granted to demolish garages in Walker Drive
- Siting of community hub in Gateside

Actions planned for next 12 months

Most issues raised continue to be addressed by routine operational service delivery, such as dealing with antisocial behaviour, dog fouling, littering and car parking. As such the LCPP has considered that they should be progressed directly with the relevant community groups rather than being contained within the LIP. Specific actions include:

- Demolition of garages in Walker Drive and replacement with landscaped parking area
- Action plan to address mixed tenure housing issues in Walker Drive
- Friends of Clermiston Park group established
- Fully serviced community hub in Gateside



Small Area: North Edinburgh

Progress over last 12 months

Outcome 1 - Residents and service providers share values and understand each other's perspectives

Range of training and community development activities took place over 2018 and early 2019. These benefitted the relatively small number of community activists and service provider staff who attended.

Outcome 2 - Address the community's cross cutting issues (Childcare/creche provision and Information & Communications)

A multi-agency group reviewed child care provision and found a lack of co-ordination between projects and opportunity for a local social enterprise to fill the gaps. To date no business case to meet this opportunity has been developed.

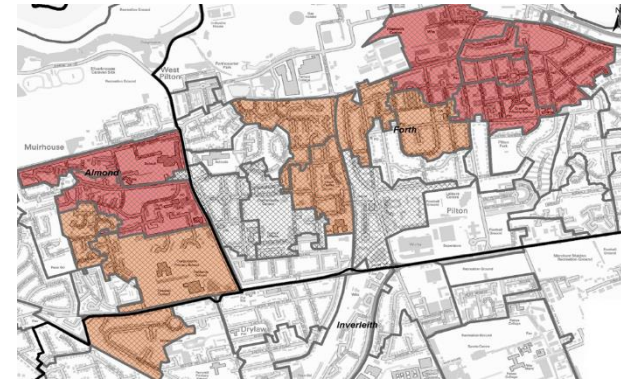
As noted above, a North Edinburgh information app/platform is at an advanced stage of development, with a soft launch planned for early 2020, and the intention for a wider roll out throughout 2020 and beyond.

Outcome 3 - Establish forum for development and monitoring of action plan

No action taken on this outcome.

Actions planned for next 12 months

Review community priorities as expressed in 2017 report [People Powered Communities](#) with a view to establishing more focussed suite of priorities. Review community engagement and support activities and establish a suitable mechanism to oversee community and partner effort to achieve the priorities.



North East

Introduction

Over the last 12 months, partners have continued to deliver improvement work across the NE Locality, strengthening existing relationships and building new ones within local communities. Work within the small areas has been prioritised and approaches developed have sought to ensure the continued involvement and engagement of local people and stakeholders. The summaries below represent a selection of developments and initiatives that have been taken forward in the last year across each of the five thematic workstreams and three small area plans.

Priority 1: Economy/employability



Progress over last 12 months

A rolling programme of employability events which aims to bring together employability organisations to raise residents' awareness of support, training providers and local employment opportunities has been initiated with the first event taking place in Craigentenny Community Centre. A working group from the NE Economy and Employability Partners Group, including representatives from Employability & Talent Development, Lifelong Learning, Skills Development Scotland, Jobcentre Plus, Fort Kinnaird Recruitment & Skills Centre, People Know How and All In Edinburgh worked together to plan the event. The event aimed to: support local jobseekers to access live vacancies, training and education opportunities; provide access to health & wellbeing and income

maximisation support services to help remove any perceived barriers for those seeking opportunities; facilitate networking between public, private and third sector agencies in the area for the purposes of supporting access to employability services in the future.

In total, 24 companies and organisations participated which included training providers, representation from the childcare, social care and retail sectors and public/ private sector employers. 2,000 leaflets and posters, a front page article and advert in the "The Speaker" local newspaper and social media presence provided the promotion for the event alongside electronic marketing through the Joined Up for Jobs Network, local high schools, youth groups and the Jobcentre Plus communications with clients. The event ran in March and was attended by over 50 individuals with over half coming from the area immediately surrounding the Community Centre. Feedback was positive from those who attended, and organisations benefited from networking with other employability organisations in the area as well as reaching potential new clients.



Priority 2: Health and wellbeing



Progress over last 12 months

The North East Wellbeing Network has been developed over the last year and now has over 300 professionals working in the public, third, private and academic sectors, which serves as a foundation for information sharing and partnership working. Building on the positive feedback received from the Hidden Treasures event in February 2018, with participants expressing that the format proved helpful in developing relationships and trust, we have begun to hold lunchtime networking events at a more local level (after an initial Locality-wide launch event held in Leith in August 2019). Local practitioners are being given the opportunity to share information about new sources of support or services that their organisation provides with others who are interested in learning about what is going on in the area. The NE Wellbeing Network events which have been held to date have focused on the Craigmillar and Niddrie area in September 2019, the Leith area in October 2019 and the Craigentenny area in November 2019. The feedback from participants has been overwhelmingly positive, and the plan is to hold the remaining local events in early 2020.

“Connect Here” is a pharmacy-based initiative which has aimed to build on a successful model of engagement initially established in the Leith Walk area, where a range of third sector organisations held pop ups and provided pharmacy staff and local people with information about opportunities, activities, support and services available locally and across the locality. Edinburgh University worked with those involved in the project, which resulted in helpful insights – including the need for an easily recognisable sign which quickly helped citizens to recognise quality support – not someone trying to sell them something, or another citizen. From this, Connect Here was developed and is now moving out into pop ups in local pharmacies, medical centres, libraries and other places where local people visit in other parts of the locality. A third edition of the online “City Connect Here” Directory was made available in October 2019 and a fourth edition will be available in January 2020, which is another development from the work, listing all of the useful contacts for support and services available locally.



Priority 3: Community safety



Progress over last 12 months

Activity has continued across a wide range of community safety priorities in the Locality. The North East Domestic Abuse and Violence Against Women Working Group has delivered Rethink training to frontline Council staff and Police Officers. Police and Licensing Officers have completed the roll out of the "Ask for Angela" scheme to licensed premises in North East Edinburgh. The North East "Action on Alcohol" Group and the Community Alcohol Partnership have delivered focussed Weeks of Action and delivered training to small retailers in relation to the sale of alcohol.

In addition, a number of Weeks of Action have been carried out across all three small areas identified in the LIP, providing the opportunity to actively engage with the community and gather feedback from local people on community safety concerns and perceptions. Officers delivered door to door surveys in targeted areas gathering feedback whilst providing residents with advice on Crimestoppers. Information gathered has been used to inform patrols and other activities aimed at improving community safety. Environmental Visual Audits have been undertaken to identify a range of environmental improvements required. Positive actions have included increased flytipping and graffiti removal, the delivery of bespoke litter, flytipping & dog fouling campaigns in identified areas and community litter picks.

In relation to Anti Social Behaviour, partners have continued to prioritise work based on incidents and intelligence, with several targeted youthwork initiatives aimed at reducing ASB and rewarding positive engagement. E.g. local youthwork organisations were supported to deliver a series of diversionary activity sessions with young people during bonfire week.

Partnership work to address Hate Crime continued with the delivery of a joint initiative between police and NHS partners engaging minority groups at local multicultural events to better understand the issues people were experiencing in their communities. Sessions were then developed and delivered which involved educating offenders who had committed hate crime on the negative impact of their actions to prevent them from committing further offences.



Priority 4: Children, young people and families



Progress over last 12 months

Youth Talk, a youth engagement model designed to give local young people the opportunity to put forward their views about the development and delivery of local facilities, activities and services, has been successfully taken forward in Leith by the North East Youth Ambassadors. The Ambassadors are a group of 6-7 young people aged between 12-17 who came together from across the locality and have been supported by the NE Locality Youth Worker based at the Citadel. The Group oversaw the development and delivery of Youth Talk in Leith with a programme of activity which included the delivery of an online flashpoll and focus groups in schools and youth clubs to engage young people in conversations about what they like about Leith and what would make Leith an even better place to live. The initiative has been developed in partnership with the council working alongside NHS Lothian, the police and with local youth work organisations all listening to the views of over 250 local young people. A Youth Gathering event was held in June 2019 with 25 young people working together with partners, voluntary organisations and “decision-makers” to focus on what matters to local young people including:

- Reducing young people’s access to alcohol and increasing health awareness
- Making parks and green spaces feel safer
- Increasing young people’s online safety
- Increasing young people’s access to sports and fitness activities and weekend activities

A new Youth Talk Action Group has been established to bring about positive change in relation to these identified areas and to support partners to address the highlighted issues. A member of the Young Ambassadors in Leith is working to support the development of the Youth Talk process in Craightonny and Duddingston over the coming year

Priority 5: Place





Progress over last 12 months

Development work has been continuing throughout the previous 12 months at the Gypsy Travellers site at North Cairntow in Craigmillar. The aim of the work is to improve the quality of life for the community with partners undertaking a wide range of actions with the full involvement of local residents through a newly established Tenants and Residents Group. Housing improvements have been taken forward following the completion of a feasibility study with the commissioning of an architect to support the community to co-design the site modernisation work. A business case for future Capital Investment has been presented to cover the cost of the planned programme of improvement works.

In response to identified community need, the on-site hub has been developed with the extension of an events programme to include literacy, art and income maximisation workshops. One of the initiatives involved the Lifelong Learning Service working in partnership with MECOPP (Minority Ethnic Carers of People Project) who have developed strong links with the gypsy traveller's community on site to deliver a tin smithing art project. Several workshops were held at the hub attracting younger and older members of the community who produced artwork using traditional skills whilst connecting across the generations. Other developments included the provision of health screening for residents and support for an NHS immunisation programme through the provision of alternative accommodation.

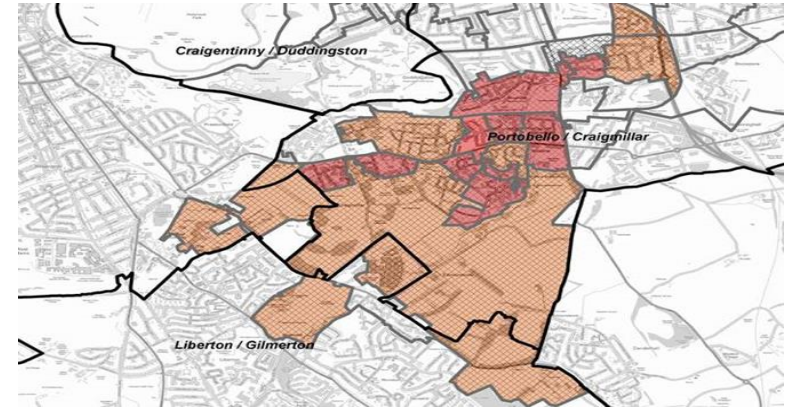
Partners have taken forward a number of initiatives across the Locality to support local people in having a say on making budget decisions. Initiatives included the development of the You Choose process in Portobello & Craigmillar with over 5,300 people voting in 6 voting stations across the community to decide which organisations received grants funding. Choose Youthwork saw nine local young people taking part in a Funding Panel to assess and award local groups funding to deliver youthwork. Whilst £eith Chooses, in its tenth year of development, celebrated the biggest ever numbers of people participating in the community led process. Over 1,200 people attended the annual event which involved 30 organisations bidding for funding to deliver initiatives which addressed inequalities through food/ support for vulnerable people.



Small Area Priority: Greater Craigmillar - Bingham, Magdalene, Niddrie and The Christians

Progress over last 12 months

One of the initiatives which was delivered in Craigmillar Library in February sought to impact on priorities across all five of the workstreams. The “Know Your Neighbourhood” event which took place on a Saturday in February aimed to make positive connections between local people and the wide range of services/ facilities which are available in the local community in Craigmillar. More than 40 organisations, community groups and public and statutory services were represented at the event which adopted a themed approach to information stations provided by each exhibitor, alongside a number of family activities and events for children which included storytelling, puppet making and craft sessions. Within the event, 6 organisations delivered individual engagement exercises including the launch of the “Changing Craigmillar” Placemaking project, consultation on the new Castlebrae High School and Hunter’s Hall Park development. A robust marketing approach was used to promote the event targeting new residents to Craigmillar and those living in the small areas with over 6,000 flyers distributed, a social media presence and posters displayed across local venues. 850 people visited on the day with very positive feedback received and requests from participants and visitors for an annual event.

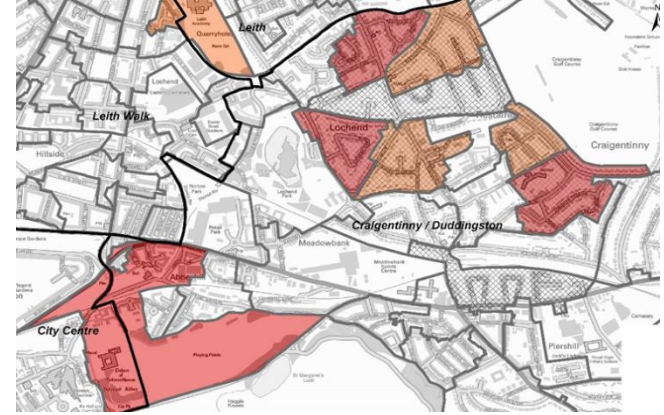


Small Area Priority: Restalrig/Lochend/Loganlea

Progress over last 12 months

Work has continued to develop the “Discover” programme to help combat hunger and food stress for local children and families experienced during the school holidays and to reduce the poverty related achievement and attainment gap. Lifelong Learning Services and third sector partners have worked to provide a range of activities and opportunities across a number of venues including St Ninians’s Primary School and previously Craigtinny Community Centre. Activities have included outdoor arts, cookery, sport and music with weekly excursions to a number of sporting, arts and cultural venues including Edinburgh Castle, the Royal Observatory, Fox Lake Waterpark, Vogrie Country Park and a number of historic locations. Alongside the fun activities for children, healthy lunches and snacks were provided for all participants and a programme of learning and support sessions for parents e.g. welfare advice, parenting and volunteering information.

Numbers attending Discover have been steady throughout each school holiday break, averaging around 55-60 families and children. However, during the summer six week period the numbers participating rose to between 65 to 85 families enjoying the activities and support provided by the extensive programme. In total, the North East Locality has welcomed 850 people to the Discover curriculum with numbers continuing to grow.



Small Area Priority: Areas within Leith

Progress over last 12 months

The North East Action on Alcohol Group is a partnership group which was initially set up as part of the Leith Small Area Action Plan, since addressing and preventing alcohol-related harm had been identified as a priority by community members who had done a lot of work on this previously. This group of practitioners has mainly facilitated partnership work in areas related to Alcohol Licensing, Alcohol Brief Interventions and anti-stigma trainings. Since Leith Youth Talk brought to light the strong feelings that young people have about alcohol-related harm this year and following on from the decision by the Licensing Board not to include Leith as an area of alcohol overprovision, the Group co-designed an event with young people and people in recovery, which was held on 13 November 2019 during Alcohol Awareness Week. Two Licensing Board members, two local Councillors, twelve local people and five supporting practitioners participated in the workshop. They made use of an engagement tool developed by the NE Health and Wellbeing Team this past year called the Community Board. With members of the NE Action on Alcohol Group facilitating, participants openly discussed issues related to alcohol-related harm in the area and came up with potential solutions that could be taken forward in partnership. A detailed write-up of the workshop, outlining the priorities and actions, was produced and shared with participants and partners, and the intention is to distribute this information more widely in order to raise awareness of the issues and of the potential solutions identified.



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THE EDINBURGH PARTNERSHIP

EDINBURGH PARTNERSHIP - RESOURCES

1 EXECUTIVE SUMMARY

- 1.1 The Edinburgh Partnership Board in April 2019 agreed to interim support arrangements whilst work was carried out to consider sustainable options for the future including financial commitments.
- 1.2 The original intention was for a paper setting out a sustainable way forward to be presented for consideration in December 2019. This work was remitted to the interim Community Planning Support Team established in June 2019 for a period of 6-months. This intention has not been fully realised for several factors including the resource challenge of the current interim arrangements and competing pressures of establishing new governance arrangements. Notwithstanding these constraints, progress has been made with an initial programme of work having been carried out including a stocktake with partners of governance and facilitation to capture current baseline data and a review of the interim arrangements, together with the identification of potential options for the future model of support. This paper sets out information on these areas of work.
- 1.3 The information is presented for the Board's consideration to inform the next steps in the delivery of the work. Specifically, a view is sought on the options the Board would wish prioritised for further development and detailed engagement with partners. Phasing of the work in this way will allow for the future model to be considered within the context of the transformational programmes currently underway in partner organisations, as detailed in the report, and which will have a potential impact in determining the direction for the future. The outcome of this activity will be reported to the Board in June 2020.
- 1.4 To enable the work to be progressed the paper proposes the continuation of the interim Community Planning Support Team for a further 6 months. Recognising the current challenges of the model, any continuation requires partners to reconfirm their commitment to the approach and to allocate dedicated staff based on the individual(s) having the capacity to carry out the necessary work of the group.
- 1.4 Similar pressures to those identified above have also impacted on the review of third sector participation. Progress has been made however with initial scoping of the work carried out and engagement with the third sector and wider stakeholders completed. Further work is now needed to define a sustainable model and the consequent resource requirements with the intention of this being subject to engagement with partners in advance of a proposal being submitted for consideration by the Board at its meeting in June 2020.

2 RECOMMENDATIONS

2.1 The Board is asked to:

- i. note the financial contribution of £10k is still to be realised from the Scottish Fire and Rescue Service;
- ii. agree the options it would wish prioritised for further development and detailed engagement with partners;
- iii. agree to receive a further report on the future resource model in June 2020;
- iv. agree to receive a report on third sector participation in June 2020; and
- v. agree to continue the existing interim community planning support arrangements until June 2020 subject to the reconfirmation sought in paragraph 6.1.

3 CONTEXT

- 3.1 The Board at its meeting in April 2019 agreed interim arrangements for 6 months for the resourcing of community planning whilst a review to identify a sustainable future model was carried out.
- 3.2 In addition, an annual financial contribution of £10k from each of Police Scotland, NHS Lothian, Scottish Enterprise and the Scottish Fire and Rescue Service was agreed. The City of Edinburgh Council was not asked to provide a direct financial contribution recognising its existing support across all levels of the Edinburgh Partnership, both in kind, staffing and direct budget. To date, financial contributions have been received from all except the Scottish Fire and Rescue Service.
- 3.3 The interim arrangements made provision for support for all aspects of the governance framework and work of the Edinburgh Partnership. In line with previous practice the City of Edinburgh Council continued to provide most of this support, with the addition of the establishment of a multi-agency Community Planning Support Team comprising officers from the City of Edinburgh Council, Police Scotland, Scottish Enterprise, Scotland Fire and Rescue Service, NHS Lothian and Edinburgh Voluntary Organisations Council. This recognised the legislative requirement placed on named public bodies to facilitate and support community planning.
- 3.4 To inform the future approach a review of the interim Community Planning Support Team arrangement was commissioned and carried out by Edinburgh University in November 2019. The review was based on one to one interviews and a group discussion with the Community Planning Support Team to identify the opportunities and challenges of the model. The summary findings from this work are included as Appendix 1.
- 3.5 This identified several benefits to the approach, most notably providing for a deep form of collaboration based on a plurality of inputs from a range of partners and greater empathy across the group. It also identified several challenges. Key



amongst these was resourcing, with the need for greater continuity in representation, and a disparity of skill base amongst members of the group. Additionally, whilst the legislative requirement for bodies to participate in community planning is clear, the current framework does not mandate all elements of support in terms of financial and resource commitment.

- 3.6 Whilst these findings provide an applied insight to the potential way forward, any approach needs developed within the current organisational landscape. This includes transformation programmes that have a potential impact in determining the direction for the future.
- 3.7 Under the existing interim arrangement, the City of Edinburgh Council continues to provide the main support through the locality teams for the community planning arrangements at the locality and neighbourhood levels. Discussions on the future of the current locality way of working have been taking place informally within the Place and Communities and Families Directorates during 2019. These discussions have led to a wider set of ideas emerging under the auspices of the City of Edinburgh Council's Change Programme. On 18 September 2019, these discussions were taken forward through the City of Edinburgh Council's new approach to organisational change which sets out a process for the development of such proposals, starting with widespread staff engagement which would then help develop concrete proposals and, where appropriate, organisational reviews. This initial phase of staff engagement resulted in a significant number of responses being received. These contributions are now being considered carefully, to ensure these inform any organisational change proposals. Given the amount of material to consider, and the complexity of the services, it is therefore now the aim to begin the formal organisational review by the end of January 2020 with the resultant timeframe for the likely implementation of any new structure not anticipated before April/May 2020.
- 3.8 In NHS Lothian the Public Health Directorate is currently under review. The aims of this process are to reinforce internal governance, clarify a common purpose, review and strengthen the public health offer to colleagues and partners, and improve alignment with the community planning partnerships and the Integrated Joint Boards. This review is being undertaken alongside the national public health reform, which is being led by the Scottish Government and COSLA and will support different ways of working to develop a whole system approach to improve health and reduce inequalities. The outcome of the NHS Lothian review and how the Directorate will be structured going forward remains unclear at this time.
- 3.9 The Enterprise and Skills review has prompted the creation of a series of Regional Economic Partnerships across Scotland, with Scottish Enterprise asked to undertake a key role in ensuring that regional economic strategies are developed and inform a series of regional investment prospectus which then attract the necessary people, business and funding to realise those opportunities and spread inclusive economic growth across Scotland's communities. In light of



this form of engagement at a regional level and the additional resourcing required, Scottish Enterprise is currently in the process of reviewing whether that is an effective means by which to deliver its statutory obligations in relation to community planning partnerships, or whether a blended or different approach is required. It is anticipated that this review will conclude by end 2020.

- 3.10 A further consideration in developing a new model is the partners' current and future support for community planning in the city. To better understand this landscape a stocktake with partners was carried out details of which are set out below.

4 STOCKTAKE

- 4.1 The stocktake focused on governance and facilitation, to capture current baseline data and views around a sustainable future state model. This was carried out with partners during the period July to November 2019. Undertaken by Police Scotland, the programme involved face to face and telephone interviews of 21 people, drawn from within and across partners including Board Members or their nominated representative(s).
- 4.2 Whilst partners attend the Edinburgh Partnership Board, Local Outcome Improvement Delivery Group, Locality Community Planning Partnerships, as appropriate, and have, where relevant, committed resource to the Community Planning Support Team, a review of the available data identified significant variance in respect of the resource and time commitment provided to actively support the facilitation and governance of the Edinburgh Partnership.
- 4.3 The City of Edinburgh Council and Police Scotland are currently independently and collectively broadly discharging the facilitation and governance requirements of the Edinburgh Partnership, which includes progressing and delivering on most of the Edinburgh Partnership work programme. This has resulted in an increased commitment to the interim arrangement from Police Scotland than originally agreed in April 2019.
- 4.4 As noted earlier the City of Edinburgh Council continues to provide the majority of the support including development support for the neighbourhood networks; active participation of the Locality Managers in all four of the locality community planning partnerships together with secretariat support; lead officer support for two of the locality community planning partnerships; facilitation of the Local Outcome Improvement Plan Delivery Group through the provision of the a lead officer for the group and priority 3; and lead officer and the secretariat function for the Board. The lead officer support and secretariat function are also provided for the Edinburgh Community Learning and Development Partnership, Edinburgh Community Safety Partnership and Integrated Children's Services Partnership.
- 4.5 Alongside the City of Edinburgh Council, Police Scotland is fully embedded within the Edinburgh Partnership framework, with each of the four Local Area Commanders actively participating in their respective locality community planning



partnerships, supplemented by lead officer support for two of these partnerships. Police Scotland also Chair the Local Outcome Improvement Plan Delivery Group and provide the secretariat function.

- 4.6 Interviewees variously voiced frustration and/or disappointment that the Community Planning Support Team had yet to initiate development work, a feeling shared by the Team themselves. It was recognised that this had been as a consequence of the abridged resource, now resolved, and varying levels of contribution by partners.
- 4.7 Further, whilst some participants articulated having been unclear as to the initial ask, with the benefit of applied perspective, and with acknowledgement of competing priorities, there was broad agreement around the efficacy and intention of the dedicated resource, with wider requirements predominantly mirroring the Community Planning Support Team's ongoing work programme. This includes the development and embedding of a performance framework, development of a communication / digital media strategy, awareness raising activity across and within all member organisations and a community participation strategy.
- 4.8 Notwithstanding the acknowledged challenges of ongoing transformational work, budgetary pressures and competing priorities, the membership of the Edinburgh Partnership Board were considered key to delivering successfully on the collective ambitions and aspirations with this being achieved through mandating the availability and continuity of a diversely skilled and invested multi-agency Community Planning Support Team resource.

5 OPTIONS

- 5.1 The initial programme of work, in addition to the stocktake, included the identification of potential future models of support. Information on each of these is summarised below.

Option 1: Fully outsourced external solution

Engage with an external third party to take on the support and facilitation of the Edinburgh Partnership.

Pros Innovative new model of delivery
Alleviates personnel pressures of individual organisations
Allows for a tailored service based on the required skills and experience
Provides for contractual accountability

Cons Availability of suitable third party service provider
Substantial and secure financial commitment required by partners
Potential inflexibility of contractual model including staff terms and conditions
Lead partner required to procure and manage service
Increased timescale given need for procurement process



Not integrated within community planning partners
Untested approach
Increased reputational and operational risks
No clear lines of accountability to Board
Lack of shared ownership

Option 2: A Support Office

The remit of the support office would be to provide support, co-ordination and development for the Edinburgh Partnership and could take several forms. These range from informal to formal arrangements as detailed below.

(a) Support office based on formal secondment/recruitment under new brand or entity

This option would involve the Edinburgh Partnership becoming a new business entity with employer status and the ability to recruit to the support office on a permanent basis. This could be achieved through the Edinburgh Partnership becoming an incorporated body as legislated for in the Community Empowerment (Scotland) Act 2015 with the consent of the Scottish Government.

- Pros**
- Innovative new model of delivery
 - Increased joint accountability and improved governance
 - Provides for autonomy
 - Allows partners to pay for a resource
 - Achieves joint ownership and not led by one partner
- Cons**
- Requires Edinburgh Partnership to become an incorporated body with consequent legal and financial implications
 - Does not embed collaborative working within existing organisations resulting in potential disconnect
 - Does not take account of governance framework and separate legislative requirements of strategic partnerships
 - Requires a substantial financial commitment
 - Untested approach
 - Increased timescale for development and implementation
 - Requires partner approval and commitment
 - Relies on Scottish Ministerial approval

(b) Support office based on formal secondment under existing partner organisations

This option would involve a lead managing partner to be identified, job descriptions, contracts and conditions to be issued to formally second employees for a defined period.

- Pros**
- Existing mechanisms and protocols likely to exist for quick implementation
 - Relationships and integration within partner organisations maintained
 - Formalisation and enhancement of interim model
 - Allows partners to pay for a resource
 - Ensures accountability of support office to the Edinburgh Partnership
 - Embeds collaborative working within existing organisations
 - Increased accountability and improved governance
 - Alleviates personnel pressures of individual organisations
 - Allows for the clear definition of expectations of role and skills required to support delivery
 - Mitigates churn associated with an informal arrangement
 - Fewer legal requirements/burdens on the Edinburgh Partnership
- Cons**
- Short term secondment problematic
 - Requires the identification of a lead partner
 - Challenges in identifying appropriate secondees

(c) Support office based on informal secondment with existing partner organisations

This replicates the current interim arrangement, where each organisation commits an employee(s) to participate in Edinburgh Partnership support activities.

- Pros**
- Flexible model allowing for intra and interagency working
 - Allows for relationship building and sharing of knowledge
 - Fewer legal requirements/burdens on the Edinburgh Partnership
 - Allows partners to pay for a resource
 - Achieves joint ownership and not led by one partner
 - Allows for quick implementation
- Cons**
- Relies on parity of commitment (personal and organisational)
 - Lack of continuity as a consequence of churn and competing priorities
 - Lack of clear lines of accountability and governance to Edinburgh Partnership



Option 3: Embedded Community Planning Support Group

This option would require the support activities to be integrated into each team member's remit as part of their 'day job' and, as a compulsory and consistent task to be fulfilled moving forward.

- Pros**
- Provides flexibility within partner organisations
 - Fewer legal requirements/burdens on the Edinburgh Partnership
 - Achieves joint ownership and not being led by one partner
 - Allows for quick implementation
- Cons**
- No clear management
 - Relies on parity and sustained commitment (personal and organisational)
 - Lack of continuity as a consequence of churn and competing priorities
 - No surety around the skill base of contributing partners
 - Lack of clear lines of accountability and governance to the Edinburgh Partnership

Option 4: Partners financially contribute to costs of one partner providing necessary staffing all drawn from that organisation

- Pros**
- Clear lines of accountability and management
 - Mitigates churn associated with an informal arrangement
 - Alleviates personnel pressures of individual organisations
 - Increased accountability and improved governance
 - Allows for the clear definition of expectations of role and skills required to support delivery
 - Fewer legal requirements/burdens on the Edinburgh Partnership
 - Allows for quick implementation
- Cons**
- Lack of clear lines of accountability and governance to the Edinburgh Partnership
 - Does not provide for shared ownership and collaborative working
 - Requires significant financial commitment which certain partners may have difficulties in meeting
 - Does not embed community planning across partners

6 CONCLUSION

- 6.1 To take this forward, further detailed work and a programme of engagement with partners and the strategic partnerships is required. With the current interim arrangement ending in December 2019, the Board is asked to agree to the continuation of the Community Planning Support Team to allow for the necessary work to be carried out and the existing work programme to continue. This relies on the individuals identified having the capacity to carry out the necessary functions of the group and partners are asked to reconfirm contribution on this



basis. The outcome will be presented to the Edinburgh Partnership Board in June 2020 at which time the interim arrangement will end.

7 CONTACTS

Community Planning Support Team:

Michele Mulvaney, Strategy Manager (Communities), City of Edinburgh Council

Sam Ainslie, Chief Inspector, Police Scotland

David Rennie, Team Leader, Scottish Enterprise

Peter O'Brien, Group Manager, Scottish Fire and Rescue Service

Kerry Murray, Senior Health Promotion Specialist, NHS Lothian

Ian Brooke, Depute Chief Executive, Edinburgh Voluntary Organisations Council

Edinburgh Partnership Board: Community Planning Support Team

This paper is based on individual semi-structured interviews with 5 members of the Community Planning Support Team on Wednesday 30th October (Michele Mulvaney, City of Edinburgh Council (CEC); Lee-Ann MacCallum (SE); Catherine Stewart (CEC); Sam Ainslie (Police Scotland); Peter O'Brien (SFRS); Ian Brooke (EVOC) and one meeting with all members of the Support Team together on Wednesday 6th November 2019. In addition, papers were consulted on the background to the establishment and functions of the Support Group. The aim of this exercise was to facilitate discussion on and contribute to the review of the Group and consider any changes to the existing model.

Key themes emerged in discussions that are discussed below:

- functions and purpose;
- resourcing;
- accountability;
- role of partners

Functions and Purpose

Tasks

- Progress monitoring and reporting.
- Liaise with and support for partnership structures and members.
- Plan design, development and delivery.
- Project planning and management including risk management, option appraisal and cost benefit analysis.
- Performance management including development of measures and data development and sharing.
- Development of engagement approaches involving partners and communities including digital platforms.
- Undertaking research and data analysis including horizon scanning, researching best practice, and benchmarking with other CPPs and nationally.
- Development of links across the city to ensure synergies/opportunities for joint working are maximised.
- Agenda planning and organising meetings.
- Action tracking and coordination.

The Support Group has performed a **secretariat function and implementing the new arrangements agreed through the review** in this first phase of the revised partnership. This has involved bringing papers to the Board which have largely focused on processes. Much of this work has been done by CEC and Police Scotland Support staff. It is envisaged that this role will continue to be required in future. It is also anticipated that the work of the Group should become more involved in **developmental work** with a view to encouraging the **delivery** of greater partnership. Much early work has involved **monitoring and reporting on progress**, liaising with partners.

The Group also has a **network function**, serving as the link between the Board and the wider partnership. This involves both communication up to the Board and into the various partner organisations.

The Support Group has gelled well despite challenges (see below) and operates as a deep form of collaboration. The value of the Group lies in the **plurality of inputs** reflecting the different organisations. This creates inevitable tensions given the diverse nature of the partners organisations but has allowed each member of the team to gain a better understand of other partners. This has contributed to greater **empathy**, an essential feature of successful partnership working.

There is broad agreement within the Group that the basic concept is correct but greater emphasis is now required on **development work**. In addition, **resourcing of the group needs to be addressed**.

Resourcing

A key issue that has emerged is the **resourcing** of the Support Group. One of the challenges is ensuring a greater degree of continuity. Change in the membership cannot be avoided but results in a need for new members to familiarise with the work, work to become part of the team and become socialised into its operation. Efforts are required to minimise the negative impact of churn. A key part of this is to ensure that continuity planning becomes a responsibility of each partner, ensuring that when change occurs this does not disrupt the group. Embedding partnership more formally within each partner would improve the prospect of success for the Edinburgh Partnership.

The skills and experience required that were outlined when the Group was established proved a good base. Such skills and experience need to be more embedded throughout partners to enhance partnership working. But these cannot be the exclusive property of the support group but need to become embedded throughout each partner organisation. Greater efforts will be required to develop these skills within each partner.

Skills and experience

- Ability to provide advice and contribute to decision making based on technical/specialist knowledge
- Demonstrated competence in managing complex projects/programmes
- Change management knowledge and skills
- Experience of performance management and evaluation
- Experience of working in partnership settings and the development and leading of multi-agency groups on specific initiatives
- Ability to communicate and negotiate effectively at all levels and maintain effective relationships with a diverse range of people and organisations
- An understanding of community planning and relevant policy, public service and community issues
- Experience of community engagement practice and methodologies
- Demonstrated competence in championing and promoting cultural change
- Ability to work in a dynamic environment with a large number of stakeholders

A key issue concerns the resources made available to the Support Group while acting as a lynchpin in Edinburgh Partnership. Different options exist including making a financial

contribution, as distinct from appointing designated staff. Such funding might buy staff time which could be devoted to the Group but Group members need to be able to have roots in each partner organisation and stability of membership so far as possible. A key lesson of the informal secondments characterising the Support Group to date suggests that secondments allow for good partnership working. But **formal named secondments** would be a major step towards deeper collaboration and minimise disruption caused by changes in personnel.

Accountability

Accountability is a challenge in any partnership which leaves individual members with the degree of autonomy that exists within Community Planning. **Members of the Group are primarily accountable to line managers in their partner organisation but not the partnership as a whole.** Members of the Support Group have a dual responsibility as members of the Group to the partnership as a whole. This can create tensions and frustrations.

The Edinburgh Partnership, in common with all Community Planning Partnerships, is a loose confederation of bodies which aspires to create greater integration but faces institutional challenges to breaking out of silo working. This is an endemic and unavoidable feature of Community Planning Partnerships. Though there may be a statutory obligation to be a member of a partnership that obligation is silent on the precise nature of membership and the commitment involved. Additionally, Community Planning is a very small element in the statutory and other obligations of each partner with often few FTE allocated to this work. Enhancing the sense of commitment to the Edinburgh Partnership is thereby challenging.

Role of Partners

Community Planning Partnerships have evolved but, according to Audit Scotland, 'not yet delivering the ambitious changes in the way public services are organised and delivered, with and for communities, that were envisaged in the Statement of Ambition'. In order to achieve this ambition, partners need to **embed collaboration** throughout the partnership. This cannot be done by a small Support Group on its own but requires leadership throughout the partners. Consistent and repeated messaging from senior leaders is essential. Partnership working can only succeed when it is owned throughout the partnership and not only by the Board or Support Group.

Reporting and monitoring

A key role for the Support Group will continue to be monitoring and reporting both of its activities but more importantly of partnership working. **Annual reporting** will allow best practice to be highlighted and identifying areas which needs to be addressed by the Partnership Board.



THE EDINBURGH PARTNERSHIP

Edinburgh Partnership - Governance Arrangements

1. Executive Summary

- 1.1 The Edinburgh Partnership Board, at its meeting on 4 April 2019 agreed a new governance model. This included provision for the establishment of four locality community planning partnerships and the Local Outcome Improvement Plan Delivery Group.
- 1.2 This paper seeks revisions to aspects of the governance arrangements for these partnerships based on feedback from the first round of meetings held over October to December 2019.

2. Recommendations

- 2.1 The Board is recommended to:
 - i. allow for the provision of substitute members for locality community planning partnerships as set out in paragraph 3.5;
 - ii. allow for the provision of co-chairing of locality community planning partnerships;
 - iii. agree the presumption that the locality community planning partnership meetings will not be held in public unless by exception and subject to the agreement of the chair in consultation with members;
 - iv. allow for the LOIP Delivery Group to co-opt additional voting members as appropriate to the furtherance of the remit of the group and provided the overall number of members is manageable; and
 - v. refer the report to the locality community planning partnerships and Local Outcome Improvement Plan Delivery Group for information.

3. Main Report

- 3.1 The governance framework agreed by the Edinburgh Partnership Board sought to support a new way of working. Whilst the framework set out the remit, membership, role of members, provision for the chair/vice chair and business arrangements for the partnerships, it was recognised that the operating arrangements for the new partnerships would evolve over time.

- 3.2 At the initial meetings of the locality community planning partnerships and Local Outcome Improvement Plan Delivery Group matters were raised which are not currently provided for within the governance arrangements. Whilst recognising that the framework is subject to review after 12 months, as agreed by the Board, the matters raised were considered to warrant the early consideration of the Board. These matters are set out below.

Locality Community Planning Partnerships

- 3.3 Provision for substitutes – The purpose of the Edinburgh Partnership review was to increase transparency and accountability. This was due to concerns over who was involved in community planning, what they did and what they were empowered to do. In addition, a key element to the success of partnership working is building strong relationships. In agreeing the membership of the locality community planning partnerships named nominees were sought from the constituent bodies. Providing for named members not only ensures people with the appropriate authority participate and that there is continuity of attendance, critical to successful partnership working, but that the broader aims of the Edinburgh Partnership are met.
- 3.4 The process for seeking named nominations varied depending on the sector. For public bodies the nominee was sought via the Board member; for elected members nominations were sought from the Council as part of the appointments process in May 2019; for the neighbourhood networks there was an advertised and open process whereby nominations were sought from community bodies, including provision for voting where there was more than one nominee; and for the voluntary sector, the former named voluntary sector forum representatives under the locality leadership teams continues whilst work is carried out to consider future third sector participation within community planning in the city.
- 3.5 Whilst two of the locality community planning partnerships have requested that substitutes be allowed, in agreeing this, recognition needs to be given to the different processes used to secure named nominees and measures taken to ensure all sectors are treated equally. To support this and the broader aims of the Board it is proposed that one named substitute is sought for each of the members following a similar process as previously used. For the neighbourhood networks local discussion will be required, now they are established, to agree an appropriate mechanism. This process needs to recognise that the substitute representative is to be drawn from the neighbourhood network and not from the community body that currently is a member of the locality community planning partnership.
- 3.6 Co-chairing – Currently the arrangements make no provision for co-chairing. Two of the locality community planning partnerships wish to allow for co-chairs and/or vice chairs allowing for responsibility to be more broadly shared across

the membership. The Board is asked to allow for this subject to the agreement of the relevant locality community planning partnership membership.

- 3.7 **Business arrangements** – Under the existing arrangements there is no mention of whether the meetings should be held in private or public. Interest has been expressed by one of the locality community planning partnerships to allow the public to observe proceedings. Whilst this can be considered advantageous in increasing transparency, other areas have identified that involvement of the community is more effectively achieved through improved communication and direct engagement activity rather through coming to meetings. It has also been highlighted that the neighbourhood networks are the vehicle for seeking wider community participation, with the views expressed informing the work of the locality community planning partnership through the representative members. Additionally, the remit of the locality community planning partnerships may involve discussions on resources or pressures which may be sensitive and/or challenging in nature and therefore not conducive to a public setting. Given these matters, the Board is asked to agree that there will be a presumption against the meetings being held in public unless by exception and subject to the to the agreement of the chair in consultation with members.

Local Outcome Improvement Plan Delivery Group

- 3.8 Co-option – There is currently no provision in the governance framework for the Local Outcome Improvement Plan Delivery Group to co-opt members. Recent discussions by the Group have identified the need to bring in additional expertise in relation to the delivery of the priorities and specifically potential for the involvement of the Department for Work and Pensions and Edinburgh Health and Social Care Partnership in relation to ‘enough money to live on’. Given this the Board is asked to amend the framework to include the following provision:

“The Group may co-opt as additional voting members a representative of an organisation with knowledge or expertise relevant to the furtherance of the remit, provided the Group ensures that the overall number of members is manageable.”

- 3.9 As noted above, the governance framework, including the locality community planning partnerships and Local Outcome Improvement Plan Delivery Group, will be subject to review after 12 months. This will inform any further changes to realise the Board’s aspirations for the review.

4. Contact

Michele Mulvaney – Strategy Manager (Communities)
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THE EDINBURGH PARTNERSHIP

Edinburgh Partnership - Board Operating Model

1. Executive Summary

- 1.1 The Edinburgh Partnership Board, at its meeting on 4 April 2019, agreed a new governance model. The need to shift to a different way of working was central to this arrangement. This included an aspiration to change the way the Board operated to allow for a greater focus on action and strengthening of the business processes.
- 1.2 This paper outlines options for a new operating model for the consideration of the Board.

2. Recommendations

- 2.1 The Board is recommended to:
 - i. agree the new approach to the format of meetings and proposed standard agenda as set out in paragraph 3.4;
 - ii. decide on the issues for inclusion in the forward work programme from the suggestions identified in 3.5 and 3.6;
 - iii. agree the agenda planning proposals set out in paragraph 3.7;
 - iv. agree to the introduction of a rolling action log as a standard agenda item; and
 - v. agree the simplified report template.

3. Main Report

- 3.1 The Edinburgh Partnership Board, through the review process, identified an aspiration to operate differently. The Board wanted to move away from simply being an information sharing and planning space to one focused on joint decision making that drives action through collaboration and deliberation and the sharing of resources to improve citizen outcomes.
- 3.2 Set out below are mechanisms whereby the Board can achieve this shift covering a range of businesses processes. This has been informed by feedback from Board members.
- 3.3 Currently meetings follow a standard business agenda with input as relevant from external stakeholders on individual initiatives or programmes of work. The

content is driven by the work programme and specific requests being made to bring something to the Board. The Board had expressed an aspiration for greater forward planning to ensure significant issues were considered and addressed. Within this there was also a desire to hear from a greater range of participants, particularly those directly affected by an issue, to help inform the discussion and agreed action. To accommodate this, it is proposed to format the meetings differently, by having a business section to the agenda followed by thematic issue-based discussions where solutions/decisions are required.

- 3.4 For the business section, only those matters that require a decision by the Board will be considered. This should include a clear focus on delivery of the priorities already agreed by the Board including the community plan and locality improvement plans. The second part of the agenda will enable a broader range of experts to be invited to discuss an issue in depth. It will also enable the right people with appropriate authority on a given matter to attend to ensure action is taken forward. Members that responded to a recent survey agreed with this approach. Matters for information only would be addressed as part of the communications strategy but the agenda would include a section identifying matters which would be for noting unless a member considers further discussion is required. The matter could then be considered at a future meeting. A sample agenda using this format is included as Appendix 1 for the agreement of the Board.
- 3.5 Members were asked to consider what matters should be considered using this new format, recognising that any matter should require action on behalf of the Board. The feedback from respondents was as follows:
- Public health reform – agreed by majority.
 - Poverty commission – agreed by majority but suggested reframed as poverty reduction.
 - City region deal – agreed by majority.
 - Circular economy – agreed by majority and suggested reframed to ‘addressing climate change’.
 - Rape crisis support – There was no clear position on this issue with one respondent questioning the specificity of the issue.
 - Mediation support – There was no clear position on this issue with one respondent questioning the specificity of the issue.
- 3.6 Other areas identified for consideration covered sustainability, tourism, transport, social care capacity, Brexit/economy and affordable housing. In considering the matters to include in the forward work programme, recognition should be given to determining a set of criteria for what is a priority requiring attention. The test applied in developing the LOIP can be used as a starting point in that the matter:

- can only be addressed through partnership working;
- is a thorny issue; and
- tackles poverty and inequality.

In addition, consideration should be given to the impact of the matter on the strategic plans the Board is responsible for and whether it requires a Board decision. The Board is asked to agree the matters it would like to see included in the forward work programme on this basis.

- 3.7 Currently the agenda planning for the Board is officer led, formerly carried out by the Lead Officers Group and now by the Community Planning Support Group. To shift to the Board taking ownership of the agenda it is proposed to introduce a new model of business planning as shown in Appendix 2 with the support of the lead officer and the secretariat.
- 3.8 The model recognises the need to provide members with greater time to consider Board papers shifting from a one week to two week issuing schedule. It also allows for the introduction of action tracking, a current area of weakness in the management of the Board meetings. To strengthen this aspect further, in addition to the action sheet issued post the Board meeting, it is proposed to introduce a rolling action log for consideration at each meeting. This will allow for progress on agreed actions to be tracked and reported back to the Board within agreed timescales. Work has been carried out to review previous Board meetings and an initial action log produced of outstanding items. This is included as Appendix 3. These actions will be factored in to future Board meeting agendas.
- 3.9 Papers for this meeting have been produced using a revised report template. The sections have been simplified and the grid identifying the impact of the report on a range of issues, such as sustainability and prevention, removed. In the absence of any guidance, this grid box had become simply a tick box exercise for report authors and was not used meaningfully to inform discussion. In moving away from this template, report authors will be encouraged to highlight within the body of the report any significant issues it contributes to enabling these to be considered as appropriate.

4. Contact

Michele Mulvaney – Strategy Manager (Communities)
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Meeting Wednesday, 18 December 2019
Time 3.00 pm to 5.00 pm
Venue Main Council Chamber - City Chambers

Edinburgh Partnership Board

Pages

Business

- Item 1
- Item 2
- Item 3

Themed Discussion

- Item for discussion

For Information

- For information



THE EDINBURGH PARTNERSHIP

Edinburgh Partnership – Key Dates for Board Cycle 2020

CALL IN FOR AGENDA ITEMS FROM BOARD MEMBERS	AGENDA PLANNING MEETING WITH CHAIR AND VICE CHAIR (SIX WEEKS PRIOR TO EP BOARD)	PAPERS PUBLISHED (TWO WEEKS BEFORE EP BOARD)	BOARD MEETING DATE	ACTION SHEET OF MEETING PUBLISHED (ONE WEEK AFTER EP BOARD)	MEETING WITH CHAIR AND VICE CHAIR (TWO WEEKS AFTER EP BOARD)
28 January 2020	4 February 2020	3 March 2020	Tuesday 17 March 2020 2pm-4pm	24 March 2020	31 March 2020
15 April 2020	22 April 2020	27 May 2020	Wednesday 3 June 2020 3pm-5pm	10 June 2020	17 June 2020



EDINBURGH PARTNERSHIP BOARD ACTION TRACKER

No	Meeting Date	Item	Action	Lead	Due for Completion	Comment
3	7/6/18	Community Safety – Motorbike Crime	Progress report to be provided in one year.		June 2019	
4	7/6/18	Looked After Children	A discussion on looked after children to be scheduled for a future meeting.		Unspecified	
5	30/10/18	Scotland's Charter for a Tobacco-free Generation	Data and case studies to be shared with the Board by ASH Scotland to support promotion of the Charter within each agency. A further report on how the EP might take this forward to be provided for consideration at a future meeting.	Colin Beck/Sheila Duffy	Unspecified	
7	30/10/18	Community Plan	To convene an exploratory session, led by the University of Edinburgh, to consider data sets held by public and private sectors and to discuss how these could be used to determine how patterns of inequality emerge.		Unspecified	

10	6/12/18	Scotland's Charter for a Tobacco-Free Generation	<p>To commit to signing up to the Charter for a Tobacco-Free Generation with the Edinburgh Alcohol and Drug Partnership to lead on work to identify the actions and resources needed to meet the requirements of the Charter, via a working group, and to report these back to the Board for approval.</p> <p>To provide a progress report to the March 19 Board meeting.</p>		March 19	
13	19/3/19	Non-Beverage Alcohol Misuse	<p>The issue to be raised at the Inclusive Edinburgh Board which includes Police Scotland, NHS Lothian, City of Edinburgh Council and third sector representatives from addiction services to assess where risks lay and how various agencies interacted with the group.</p> <p>To contact COSLA concerning their work on groups without recourse to public funds and add the experience of non-beverage alcohol misuse experiences</p>	Colin Beck, Edinburgh Health and Social Care Partnership	Unspecified	

			<p>in Edinburgh as part of the discussion.</p> <p>To convene a meeting with the Polish community in Edinburgh, Hibernian Football Club and relevant partners to explore synergies and possible ways to address non-alcohol beverage misuse.</p> <p>NHS Lothian to review hand gels provided in its properties to establish if there was an alternative alcohol-free produce which could be used.</p>			
14	11/6/19	Thrive Edinburgh: Improving the Mental Health and Wellbeing of Edinburgh's citizens.	To receive a further report in February 2020, following the conference, with proposed actions for the Edinburgh Partnership and requests for partners.	Linda Irvine Fitzpatrick, Edinburgh Health and Social Care Partnership	February 20	

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