

**THE EDINBURGH CHILDREN'S PARTNERSHIP**  
CHILDREN'S SERVICES PLAN  
2020 – 2023





## CONTENTS

<b>FOREWORD</b> .....	1	<b>SERVICES FOR CHILDREN</b> .....	13
<b>THE PARTNERSHIP</b> .....	2	<b>LOCAL OUTCOME</b>	
<b>OUR VISION</b> .....	2	<b>IMPROVEMENT PLAN (LOIP)</b> .....	14
<b>THIS PLAN</b> .....	3	<b>THE PLANNING LANDSCAPE</b> .....	15
<b>NEW AIMS</b> .....	4	<b>MEASURING SUCCESS</b> .....	16
<b>NEW PRIORITIES</b> .....	5	<b>DELIVERING THE PLAN</b> .....	17
<b>HIERARCHY OF NEED</b> .....	6	<b>PARTNERSHIP DEVELOPMENTS</b> .....	17
<b>PRINCIPLES</b> .....	7	<b>CELEBRATING PARTNERSHIP</b>	
<b>TASKFORCE</b> .....	8	<b>STRENGTHS</b> .....	19
<b>EARLY INTERVENTION</b> .....	9	<b>GOVERNANCE</b> .....	19
<b>PREVENTION</b> .....	9	<b>APPENDIX 1</b>	
<b>GIRFEC</b> .....	9	<b>EDINBURGH CHILDREN'S</b>	
<b>POPULATION OVERVIEW</b> .....	10	<b>PARTNERSHIP, CHILDREN'S</b>	
		<b>SERVICES 'PLAN ON A PAGE'</b> .....	20

## FOREWORD

**We want Edinburgh to be recognised as one of the best places in Scotland to grow up. This plan is our way of ensuring all of the different people who work with our children and young people do so in a joined up way.**

However, it must be stated at the very start of this plan, that the challenges faced previously, will only be heightened by the impact of the Covid-19 pandemic. We are living through a level of disruption to our way of life, the likes of which has not been seen since wartime. Effects of this pandemic has already impacted on the likes of employment, education, social behaviour, even our own personal freedom, and will likely continue to impact on these for years to come. As a result, for many families who were already facing challenges, life may be harder still, and without our intervention a generation of children and young people will face unprecedented challenges.

Therefore, we think it is right that this plan articulates a bold and clear vision for how we want to improve the lives of children and young people in Edinburgh.

Furthermore, at the start of the pandemic many teams evidenced the ability to adopt new ways of working, and harness the potential of technology at a rate never seen previously. We will strive to ensure that this accelerated pace of change is maintained and utilised in the delivery of this plan.

We have written this plan to improve the way that we work, refine our focus and, by working together, overcome the complex issues that have no clear single agency solution. We can all make a difference for children and young people and we can make a bigger difference by working together.

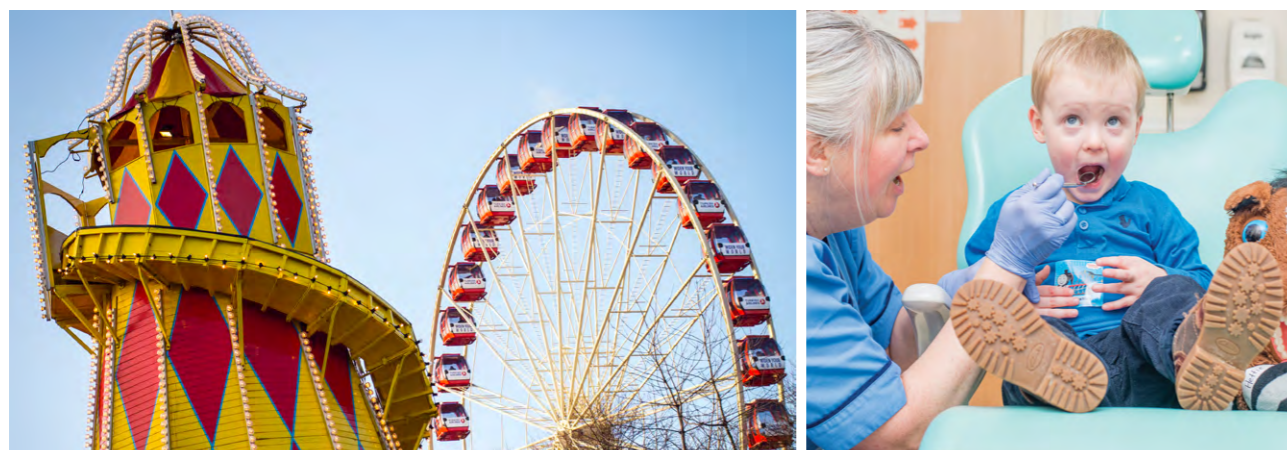
We are aware not all children and young people need the same kind of support, and that the type of support required may look different now as a result of the pandemic. However this plan is our way of ensuring that we are there for those who need us the most.

On behalf of the Edinburgh Children's Partnership we would like express gratitude to all of the Partnership staff who shared their views and attended the consultation events. Your invaluable input has helped to shape this plan. We also offer a huge thank you to the children, young people and their families who gave their input – through 'What Kind of Edinburgh?' and the consultations - as your significant contribution gave this plan a clear direction.

We look forward to the next three years, achieving our aims, improving the services we provide and producing better outcomes for the children, young people and their families in Edinburgh.

**Councillor Alison Dickie**  
Education, Children and Families  
Vice-Convenor

**Esther Robertson**  
Interim Chair  
NHS Lothian



## THE PARTNERSHIP

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

The Partnership is currently chaired by the Executive Director for Communities and Families - CEC and is vice-chaired by the Child Health Commissioner/Director of Maternal & Child Health Planning, Policy and Performance - NHS.

The Partnership is engaged with the Good Governance Institute and together are currently reviewing and updating the existing governance structure.

## OUR VISION

The Edinburgh Children's Partnership's vision is:

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

## THIS PLAN

The purpose of this plan is to:

- Set out a shared vision and strategic direction to guide the work of the Edinburgh Children's Partnership over the period 2020-23
- Detail the process that brought us to this point, including the consultation with staff, parents, children and young people
- Describe the outcomes we aim to achieve together and the improvements we need to make
- Set out an integrated approach to implementing our strategy and delivering those improvements
- Build on the progress of, and the themes included in, the previous plan.

The plan also takes into account the guidance issued by Scottish Ministers on how children's services should be prepared.

Services are provided in the way which –

1. best safeguards, supports and promotes the wellbeing of children in the area concerned,
2. ensures that any action to meet needs is taken at the earliest appropriate time and that, where appropriate, action is taken to prevent needs arising,
3. is most integrated from the point of view of recipients,
4. constitutes the best use of available resources, and
5. related services in the area are provided in the way which, so far as consistent with the objects and proper delivery of the service concerned, safeguards, supports and promotes the wellbeing of children in the area concerned.

This plan rolls on from the plan which was in place for 2017-2020, which identified five strategic outcomes. Those broad outcomes

have been refined to the three primary aims of this plan, taking the concerns of Edinburgh's children and placing them at the heart of the strategic pursuit of resolving some of Edinburgh's most entrenched complex social issues that are substantial and have no clear solution.

The five strategic outcomes of the 2017-2020 Edinburgh Children's Partnership plan were:

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

Under each strategic outcome were a further five objectives. Many of the objectives were either separate plans in their own right, for example the Child Protection Plan, the Corporate Parenting Plan, or were single agency in their delivery, for example implement the new universal pre-birth to pre-school pathway, deliver the '1 in 5' project and develop an equity framework for each school.

Overall, from 25 objectives, 19 of them were of a single-agency nature, and did not fully represent partnership working. Over the lifespan of the plan, it became apparent that the inclusion of these plans diluted the impact of the Partnership, affected the

capacity of those leading their development whilst also confusing the governance arrangements holding their activity to account.

It was agreed that the 2020-23 plan would acknowledge that the Partnership's role and function was to make best use of its collaborative gain and the influence that combined service provision could bring on complex social issues that are substantial and have no clear solution.

Alongside this, we analysed the extensive planning landscape which exists in

## NEW AIMS

In Autumn 2019, a development session was held with senior leaders from the Partnership. It was at this session that the involvement and inclusion of single agency or existing plans, was agreed as unhelpful, created duplication and generally confused staff. By acknowledging that agencies will continue to deliver their individual plans, as well as be cognisant of other plans, the Partnership can focus its attentions and energies into making real difference through their combined resources. As a result, the five strategic outcomes were merged into three aims, known as the 3Bs, building on the Partnership aspects of the previous five outcomes:

**Best Start** - To be thriving adults, the first few years in our lives are vital. The Edinburgh Children's Partnership is determined to ensure that appropriate support is provided at the right time to children and their families, to create the environment required to give every child the best start to a fulfilling life.

Edinburgh. The Partnership, wherever possible, will seek every opportunity to have a partnership approach to service delivery. Large areas of the planning landscape cover either public protection partnership arrangements or statutory service provision which require specific and resourced responses. There are areas however, where innovative approaches need to be better utilised in order to move away from traditional siloed service delivery to seamless, integrated and multi-resourced provision.

**Bridging the Gap** - Poverty and inequality affect many children and families, and this can bring great disadvantage upon a number of aspects of their lives. The Edinburgh Children's Partnership is determined to ensure that regardless of the challenges their circumstances may bring, every child will have the same chance to live a healthy, happy and fulfilling life.

**Being Everything You Can Be** - It is important to promote and support every child's aspirations to ensure they can become everything they can be, now and in the future. The Edinburgh Children's Partnership is determined to ensure that every child has the right to have all of their needs met and be able to shape and live a fulfilling life.

## NEW PRIORITIES

### **What Kind of Edinburgh? – what our young people told us**

In 2019 a group of children and young people across Edinburgh was brought together by the Edinburgh Children's Partnership, Young Edinburgh Action and the Children's Parliament to influence Edinburgh's children's services. Their participation and consultation formed What Kind of Edinburgh? The format of What Kind of Edinburgh? was based on the 2017-2020 plan's five strategic outcomes with each outcome generating a series of statements of concern from the children and young people.

### **Consultation based on What Kind of Edinburgh?**

These statements which applied to the previous strategic outcomes were matched against the 3Bs. The 26 statements were consulted upon extensively with children, young people, parents, carers and staff to establish the main priority under each aim. The consultation used the same approach, where the aim was described, and the priority statements were provided with a request that the top two from each aim were voted on.

### **Establishment of the three plan priorities**

The consultation clearly established a single priority for each aim.

- Best Start - Every child should have love, care and support
- Bridging the Gap - Every family should have enough money to live on
- Being Everything You Can Be - All children and young people should have access to a safe place and someone they can talk to

The consultation also asked for a description of whom and what would be involved in addressing the priority. This input allowed the Partnership to further define the actions it needed to set out in this plan.

### **Every child should have love, care and support**

Families should have access to the support they need to create a loving, stable and caring environment. This will encourage positive attachment and give the child the best possible chance to thrive.

The Partnership will expand the delivery of early intervention and prevention services.

### **Every family should have enough money to live on**

Families should have access to the support that they need to maximise their resources, increase employability, and make informed choices to improve their financial situation.

The Partnership will embed discussions regarding family budgets as central to their everyday tasks in order to effectively signpost families to the correct supportive services.

### **All children and young people should have access to a safe place and someone they can talk to**

All children and young people should have access to support from parents, friends, family and trusted adults to raise issues they may have such as bullying.

The Partnership will ensure that adults know how to signpost and access such support for children when required, and children and young people are also aware of these supports through targeted and universal publicising.

Appendix 1 sets this out in our 'plan on a page'.

The Covid-19 pandemic has massively altered how the Edinburgh Children's Partnership services have operated from late March 2020 to the time of writing. Measures to restrict community based infection, referred to as 'lockdown' has meant the closure of schools, as well as all with the exception of essential services. School is a critical part of childhood, and is central to many of the services that support children and their families. The challenge is, that with Covid-19 still a significant health risk, physical distancing is still required. Lockdown and physical distancing have meant the services provided by the Edinburgh Children's Partnership have had

## HIERARCHY OF NEED

The Edinburgh Children's Partnership understands that for every child, young person and their family members there are differing levels of need. Based on the work of Abraham Maslow, these needs are required to be met in the following order:

**Basic needs** – water, food, shelter, sleep and clothing

**Safety needs** – personal security, health and resources

**Love and belonging** – family, friendship, connection, and intimacy

**Esteem** – recognition, respect, self-worth and self-belief

**Fulfilling talent and potential** - pursuit of being the best version of 'you'

The challenge for services in Edinburgh, is how best to support children, young people and their families where deficits or barriers to meeting these needs exist. Covid-19 has increased this challenge. The 3Bs and their priorities seek to challenge the complex

to rapidly evolve. Across the Partnership, there has been a range of innovative and creative solutions to ensure that services have continued to support children and their families wherever possible and safe. The future in relation to the pandemic is uncertain, yet the services of the Edinburgh Children's Partnership will continue to evolve and adapt to whatever challenges Covid-19 brings in supporting Edinburgh's children.

The Edinburgh Children's Partnership welcomes the findings of the Independent Care Review and will seek to adapt and amend services in line with The Promise.



social issues that are substantial and have no clear solution that continually blight families and their communities in meeting children's needs. Through strategically focussing service development on the areas of Best Start, Bridging the Gap and Being Everything You Can Be, what is intended is a collective effort to support children and their families across all areas of the above needs, yet with a particular focus on getting it right with the foundation blocks of a fulfilling life.



## PRINCIPLES

The Partnership is built on strong relationships, prioritises prevention and early intervention and uses a strength based approach to working with families.

This plan is built around a set of core principles that guide everything we do together. They define the desired culture and behaviours we expect our staff to demonstrate as we work together in making Edinburgh the best place it can be for children to grow up in. In particular, we aim to embed a culture where services are delivered 'with' (rather than 'for' or 'to') children and young people, their families and their communities.

The three core principles are to:

### Place Children and young people at the centre of practice through strong relationships

The views and needs of children and young people will be at the centre of all policy, planning, and service delivery. Children's rights will be respected in line with the United Nations Convention on the Rights of the Child (UNCRC). The work we do is underpinned by the principles of Getting it Right for Every Child (GIRFEC) and we will use the Edinburgh Wellbeing Outcomes

to ensure that every child is Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

### Focus on personal, family and community strengths, assets and building resilience

Our support is based on recognising and building on the strengths of the family. Children and young people and their families will always be asked what is important to them, and the things that are working well. This information will be used to help them build confidence, strength and resilience.

### Prioritise prevention, early intervention and support

The Partnership will support more preventative work. Preventative practice, through a range of universal and specialist services, will ensure that every child and young person has better opportunities to fulfil their potential; problems are addressed before they become crisis and resources are used to better effect. When need is identified, we are determined to react quickly and provide the right services at the right time, with the knowledge that early intervention and support results in better outcomes.

## TASKFORCE

Early in the Covid-19 lockdown, the Edinburgh Children's Partnership established a Taskforce to help support and assist children and families. The Taskforce was a significant and major initiative of the Edinburgh Children's Partnership. Looking not only at responding to the city's needs, the Taskforce was also looking at the pandemic as an opportunity to do things differently. This included changing systems that may well not work as well as they might. The Taskforce uses Locality Operational Group meetings, which sought to identify where support and assistance is required, as well as shape responses to city wide challenges – either created by or exacerbated by the pandemic. The Taskforce identified the following:

### Challenges

1. There is a need for agencies and families to access to indoor and outdoor space
2. Coordination of services
3. Communicating what is possible and developing practice in new and creative ways
4. Responding to current and emerging need
5. Supporting our most vulnerable. Children and families
6. Mitigating against inherent disadvantage, inequalities and poverty

### Strengths

1. Establishment of strong networks of practice and a clear framework for what the Taskforce's task is
2. The City has a wide range of resources both physical and economic
3. There is clear evidence of community resilience and already there is a wide range of community initiatives to respond local to need
4. The Taskforce and Locality Operational Groups offer a forum in which to coordinate shared safe practice and use of resources
5. The Children's Partnership has a direct link to the task force and therefore can be appraised of developing need and can assist in supporting developments and innovation

## EARLY INTERVENTION

Early Intervention is not only support at the right time; it is support being offered as close to the realisation that a problem exists as possible. The Edinburgh Children's Partnership, in collaboration with the extensive Voluntary Sector services, offers an array of localised supports for children and their families, across Edinburgh.

Early Intervention may well involve GIRFEC planning, yet most often the support

needed and offered does not require that level of formal planning. Early support at this level can be the difference between a family experiencing a crisis and managing to cope with a 'helping hand'. The impact of this, combined with GIRFEC support beyond this if needed, means that there is always opportunity for support as early as it is required by a child or their family.

## PREVENTION

The collaborative objective of the Partnership is to provide high-quality services to our children and families through processes that allow us to recognise, at as early a stage as possible, when children and young people need support and protection. This is through universal services, voluntary sector support, GIRFEC and then on to more targeted support through specialist services across the Partnership.

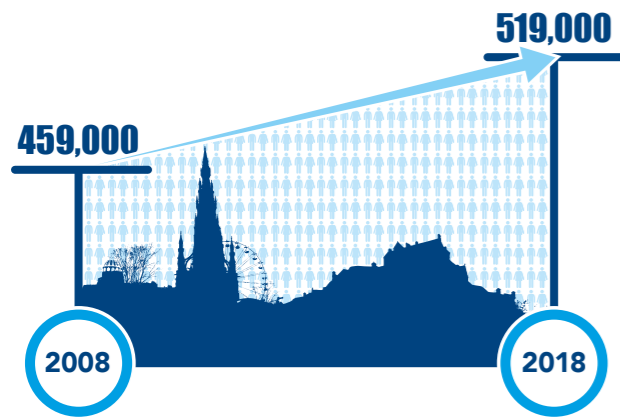
We recognise that agency involvement can create additional stresses for children, young people, and their families already experiencing trauma and unresolved needs. Consequently, the Partnership seeks to respond proportionately when a need or risk is identified with a supportive and strength-based approach that does not compromise the safety of children. This means that we are constantly alert to the need to take more formal protective action when required.

## GIRFEC

The Edinburgh Children's Partnership continues to promote and use GIRFEC as a guiding principle to support children and families when their level of need requires more support than is provided by universal services. Health Visitors and Head Teachers take the lead role when concerns are noticed and convene GIRFEC planning meetings.

Whilst GIRFEC is well embedded in the city, over the lifespan of this plan GIRFEC data will become better collated, understood and analysed to strengthen the system to make it as effective as possible in de-escalating family-based issues.

POPULATION OVERVIEW



In the ten years to 2018 Edinburgh's population **grew by 13% from 459,000 to 519,000** people. This growth was around three times the level for Scotland and was almost five times higher than for the previous decade.



Migration has been the main driver of population growth in Edinburgh since 2008 with this being from within and outside the United Kingdom. **In 2019 of the 51,000 children and young people** attending Edinburgh's local authority schools, **30% were Black, Asian and minority ethnic (BAME)** pupils with this being an increase from 23% in 2014.



The overall population is projected to increase by **3% between 2019 and 2024** with this being **5% for those aged 0 to 17 and 19% for those aged 12 to 17**.



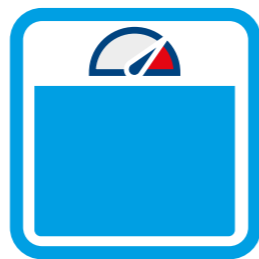
**Whilst around a fifth** of Secondary School aged pupils attend independent schools, there was an estimated **22% of all children in Edinburgh living in poverty** prior to Covid-19. This rate varies widely, with some areas recording **child poverty rates as high as 35%** and these rates rank among the highest levels of child poverty recorded in any local authority in Scotland. Immunisation rates for children are lower in more deprived areas.



**One in five** pupils do not have English as their main language.



Just under **40%** of pupils are assessed as having an additional support need with 1,700 assessed as having a disability. **One in ten children** had a least one developmental concern recorded at their 27-30 month review.



**One in five** children in Primary 1, around **900 pupils**, at risk of being overweight or obese.

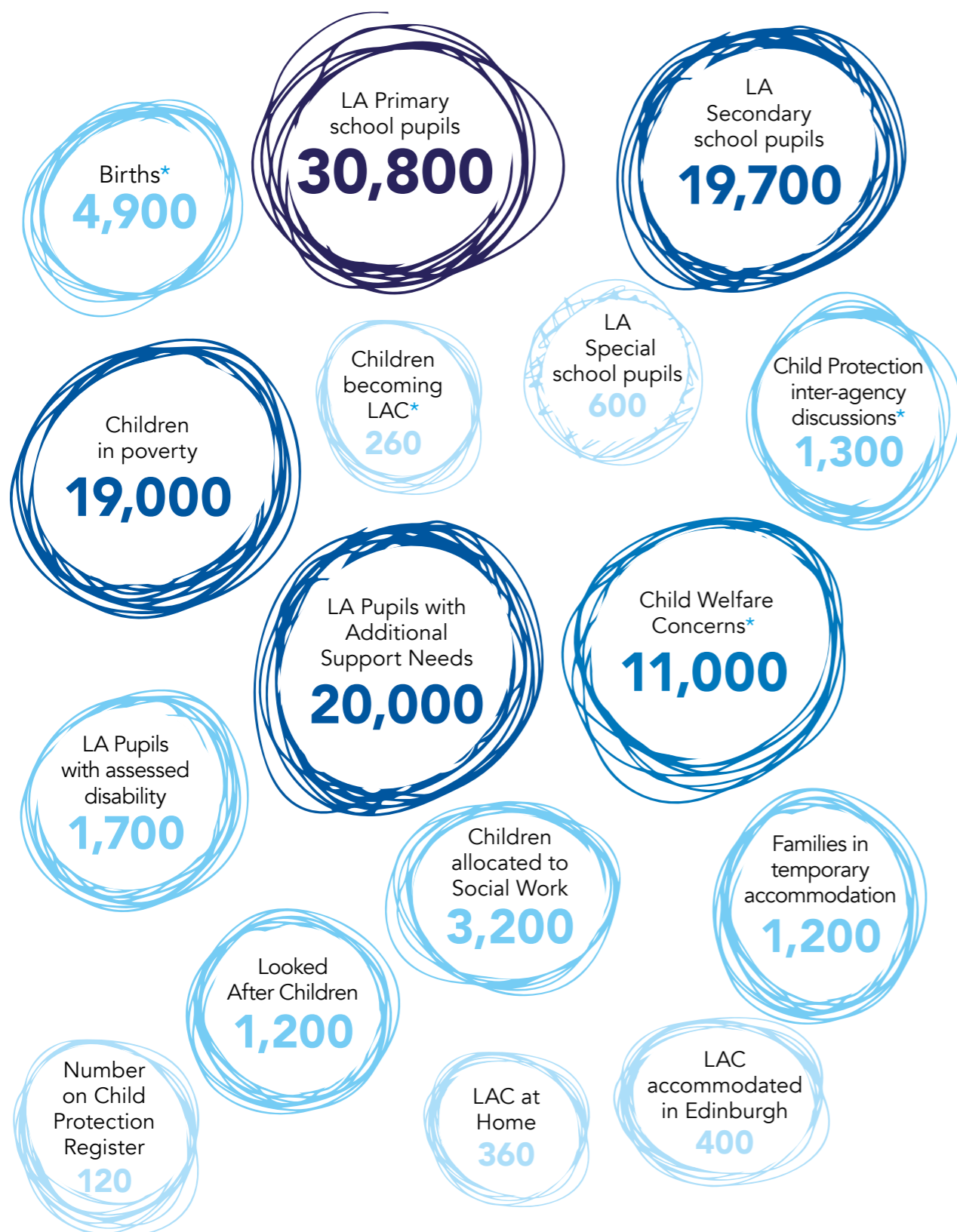


Over recent years the **number of children living in in-work poverty has risen significantly with an estimated 65%** of all children in poverty in Scotland living in households where at least one adult is in work. It is expected that unemployment in Scotland will more than double due to the impact of Covid-19. BAME families are more likely to be exposed to the economic effects of this crisis. The level of child poverty is also predicted to increase significantly.



In 2019 over **2,000 children** were involved with Homelessness Services.

# 0 – 17 POPULATION 87,500



\* annual figure LA – Local Authority; LAC – Looked After Children

## SERVICES FOR CHILDREN

City of Edinburgh Council	NHS Lothian	Police Scotland	Voluntary Sector	Independent and Government agencies
Early Years	Community Midwifery	Public Protection	Youth clubs	Children's Hearings
Schools and Educational Support	Health Visiting, School Nursing, Family Nurse Partnership & Immunisations	Domestic Abuse	Early intervention	Edinburgh College
Fostering and kinship care	Children and Adolescent Mental Health Service	Crime Prevention	Prevention	Edinburgh Leisure
Social Work	Allied Health Professionals	Education	Social capital	Career advice
Parenting	Public Protection	Detection	Food banks	Income maximisation

### The Voluntary Sector contribution

The services for children for the Voluntary Sector summarised above cannot fully describe the work of over 1,500 charities and groups in Edinburgh nor the many thousands of children and young people involved with them.

The Voluntary Sector plays a significant role in the Partnership, particularly on prevention and early intervention, providing services or other forms of direct support and advice to the groups they help. Their work both complements and extends that of the statutory services with the breadth of service provision reaching children, young people and their families across the communities in Edinburgh.



## LOCAL OUTCOME IMPROVEMENT PLAN (LOIP)

The Edinburgh Partnership, the governance body for the Edinburgh Children's Partnership, produces a Local Outcome Improvement Plan – known as the LOIP. The LOIP in Edinburgh has three main priorities that it will address over its 10-year lifespan. The LOIP aims for citizens of Edinburgh to have:

- Enough money to live on: Family income is often used as a key indicator of resources available and, by extension, of the ability to maintain an acceptable standard of living. Within this context, this workstream includes actions to maximise the income available to lower income households, and to ensure that residents have enough money to live on.
- Access to work, learning and training: Worklessness remains the single most important predictor of poverty - 74% of households in which no adult is in work live on incomes below the poverty threshold. However, work alone is not necessarily sufficient to prevent poverty. This workstream aims to provide additional targeted services to help residents access the work, learning, and training opportunities they need to maintain a good quality of life.
- A good place to live: The places people live and work, the connections with others and the extent to which they can influence the decisions that affect them, all have a significant impact on their quality of life and wellbeing. This workstream aims to articulate the additional actions we need to take to ensure residents can access an affordable, well designed, safe and inclusive place to live.



It was the intention when creating this Children's Services plan that the language and ambition to tackle complex social issues that are substantial and have no clear solution are aligned to the LOIP. The above priorities relate closely to the 3Bs, with clear intent to seek to address issues of poverty, inequality and disadvantage, as well as those of the Poverty Commission which published its findings in their [interim report](#) in May 2020.

## THE PLANNING LANDSCAPE

### Overview

The Edinburgh Children's Partnership recognises there is a range of partner plans that impact on the lives of children, young people and their families across Edinburgh. These plans have many interconnections and common goals/aims around the health, wellbeing and development of children and young people.

This plan does not seek to replicate the content of these plans or be seen as a 'master' plan for them. Rather this plan acknowledges their aims, priorities and actions and their relationship with the 3Bs.

The table below sets out a number of key partner plans for Edinburgh.

Edinburgh	
Child Poverty Action Plan	Children's Partnership Improvement Plan
Corporate Parenting Plans (Council, Health, Police)	Child Protection Improvement Plan
Edinburgh College Regional Outcome Agreement	Early Years Strategy
Edinburgh Voluntary Organisations Council Strategic Plan	Edinburgh Community Learning and Development Plan
Edinburgh Leisure Sport & Physical Activity Development Plan	Education Authority Improvement Plan
Local Outcome Improvement Plan (Edinburgh Partnership)	Edinburgh Lifelong Learning Plan
Best Start in Lothian Action Plan (NHS Lothian)	Locality Improvement Plan(s)
NHS Lothian strategy for children and young people	Thrive Edinburgh Strategy for Mental Health and Wellbeing
Scottish Children's Reporter Administration Corporate Plan	Police Scotland - Safer Communities and Children and Young People – Our Approach
Community Safety Strategy	Skills Development Scotland Strategic Plan
Youth and Children's Work Strategy	Community Mental Health Framework

### National policies and strategies

In line with the [Scottish Government Statutory Guidance for Children's Services Planning \(2020\)](#), this plan is part of a wider legal framework where local planning and reporting takes place.

This plan coincides with and relates to all relevant statutory and non-statutory national policies and strategies.

## MEASURING SUCCESS

The Edinburgh Children's Partnership will monitor and measure success over the life of this plan through:

- the ongoing collection of feedback from children, young people and their families about their lives and specifically around the aims and priorities set out in this plan
- the periodic reporting to the Edinburgh Children's Partnership from the project/delivery groups, drawing on a wide range of evidence of progress from partners
- a small set of population measures relating to the three Aims, that reflect national measures wherever possible
- the collation of the above into a richer narrative in an Annual Report that will reflect what is working well and what continues to be a challenge

### Best Start

- 1. Improvement in early child development** - measured by an increase in the percentage of eligible children reaching all of their developmental milestones at the time of their 13-15 month review [90.3% 2018/19]
- 2. Improvement in early child development** - measured by an increase in the percentage of eligible children reaching all of their developmental milestones at the time of their 27-30 month review [90.4% 2018/19]
- 3. Reduction in the level of concerns around child welfare** - measured by a decrease in the number of Child Welfare Concerns for children aged under five [2,675 in 2019/20]

### Bridging the Gap

- 1. Reduction in Child Poverty** - measured by a decrease in the number of children living in Relative poverty (after housing costs) [20,862 (23%) in 2017/18]
- 2. Reduction in the deprivation related gap in early child development** - measured by a decrease in the percentage point gap between the most deprived and least deprived of eligible children reaching all of their developmental milestones at the time of their 27-30 month review [14.3pp 2018/19]
- 3. Reduction in the deprivation related gap for literacy levels** - measured by a decrease in the percentage point gap between most deprived and least deprived Primary pupils achieving expected level in Literacy [26.9pp in 2018/19]

### Being Everything You Can Be

- 1. Improvement in mental health and wellbeing** - measured by a decrease in the number of referrals to outpatient services of the Child and Adolescent Mental Health Service [1,919 referrals 2019/20]
- 2. Improvement in school attendance** - measured by a decrease in the percentage of Primary pupils with low attendance [8.0% in 2019/20]
- 3. Improvement in destinations of school leavers** - measured by an increase in the percentage of school leavers entering a positive destination [95.1% for 2019]

## DELIVERING THE PLAN

The 3Bs will be delivered through three project groups. The groups will be led by a nominated senior leader from across the Partnership and have a combined strategic and operational membership, taking forward both the priority as well as the aim, ensuring that what is agreed strategically can be achieved operationally. Each of the plan's three priorities require the collaborative gain that a partnership of organisations can bring to their solutions.

Each project group will report on its progress and performance against their set priority and aim. The Partnership will scrutinise feedback, including performance as well as quality indicators, to establish progress and ensure best value and best return on the resources directed towards these.

## PARTNERSHIP DEVELOPMENTS

### Inspection 2019

The Edinburgh Children's Partnership was the focus of a joint inspection led by the Care Inspectorate in 2019. The report can be found [here](#). Although the report only identified three main areas of focus for improvement (strategic arrangement of corporate parenting, views of children shaping services, and how we make best use of data to inform impact and outcomes), the improvement plan focuses on wider areas that either we as a partnership were aware of or were noted by the care inspectorate in their report. There are five areas of focus:

- Outcomes for children
- Impact and effectiveness of services
- Corporate parenting
- Participation
- Mental health and life chances

The Partnership is committed to using Quality Improvement methodology to ensure that where changes occur, these changes are measurable and evidence improvements.

Each project group will meet at a minimum frequency, to ensure that the momentum required over the plan's lifespan is sustained and maintained. Each project group will have administrative support to ensure that the lead for each group can devote their attention and energy to managing the group's activities and plan.

Work from this is largely underway, or indeed complete, with the following being key areas of Partnership development work over the course of this plan's lifespan.

### GIRFEC mapping

Although long established in Edinburgh – until recently the Partnership did not know some basic data on how GIRFEC impacted on children's lives. Council and NHS mapping of GIRFEC plans will allow the Partnership to better understand the use and impact of GIRFEC in ways that previously it was not able to do.

### Outcomes and Impact

In South West Edinburgh the Partnership has rolled out the use of a simple approach to getting children and young people to map their outcomes against the eight areas of the wellbeing indicators. Using

this data, and building on the considerable experience and use of wellbeing assessments across the voluntary sector, the Partnership will have a better understanding of the shifts and changes in these outcomes through its services, and link this to impact measures – how did we help you improve that part of your life?

### Participation's demonstrable loop - You said, We did

Having a level of say in what services in Edinburgh look like is only part of the task of meaningful participation. The Partnership is developing a consistent approach to seeking, listening and acting upon the views of children and young people on how they would like services to be delivered which gets the balance right in terms of being realistic and prioritised in meeting the range of needs.

### Children's Rights

The United Nations Convention for the Rights of the Child (UNCRC) applies to all young people under the age of 18. The Convention has four main principles:

- 1. Non-discrimination (article 2):**  
All children have rights, regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
- 2. Devotion to the best interests of the child (article 3):**  
The child's best interests must be a primary consideration in all decisions affecting her or him.
- 3. The right to life, survival and development (article 6):**  
All children have a right to life, and to survive and develop – physically, mentally, spiritually, morally, psychologically and socially – to their full potential.

#### 4. Respect for the views of the child (article 12):

Children have the right to express themselves freely on matters that affect them, and to have their views taken seriously.

The Scottish Government launched its consultation on how to fully implement the UNCRC into Scot's law, making it clear that legislation to fully incorporate will follow. Given this, a focus for the Partnership over the lifespan of this plan will be to ensure that strategically and operationally, services under the Partnership's governance apply, adapt and champion the principles of the UNCRC.

Across the Partnership services continue to embed children and young people's rights in line with the UNCRC. Both What kind of Edinburgh? and the earlier pilot on [planning children's services](#) were grounded in the UNCRC.

To date over half the schools in Edinburgh have achieved Rights Respecting Schools status.

Professional learning is delivered to school staff on empowering learners through participation in decision-making across the four areas of: Learning, Teaching and Assessment; Opportunities for Personal Achievement; Decision Making Groups; and Links with the Wider Community.

In communities across the city almost 4,000 young people have taken part in Youth Talk, identifying key issues in their localities.

The use of technology has been trialled where children and young people, involved with statutory services, have found it difficult to express their views at meetings, such as children's hearings, Looked After Child reviews and Child Protection case conferences. This technology has enabled them to make their voice heard more effectively.

## CELEBRATING PARTNERSHIP STRENGTHS\*

In Edinburgh the Children's Partnership recognises and responds well when children and young people are at immediate risk of significant harm. The use of strengths-based approaches across the Partnership has led to increased wellbeing for children and young people and is helping to increase families' resilience. Added to this more children are now being looked after in community settings as a result of planned initiatives to strengthen kinship care and keep children at home. Supporting this multi-disciplinary through care and aftercare services were successfully providing support to young people, with promotion of their independence.

The Edinburgh Children's Partnership's recognition of children and young people at immediate risk of significant harm

is strong, based on good inter-agency communication, supporting quality planning and intervention. The Partnership's staff are well motivated and feel valued, and a learning culture is preparing practitioners to confidently fulfil their roles. Supporting all of this is that the Partnership's senior leaders collaborate to plan and direct service delivery across the partnership, sharing a common purpose which enables a learning culture to develop. The commitment of leaders to restorative, strength-based practice is having a positive impact on children, young people, families and staff alike.

\*as identified by the care inspectorate led joint inspection 2019

## GOVERNANCE

The Good Governance Institute is leading a review and outputs are expected to be reviewed and agreed by September 2020.

The joint planning arrangements for children's services in Edinburgh have been in place since 2014. The multi-agency Children's Partnership reports to the Edinburgh Partnership, the Education Children and Families Committee of the Council, the Strategic Planning Committee of Lothian Health Board and the Integrated Children's Services Board.

Since the establishment of this in 2014 there have been significant changes in legislation and policy therefore it is vital to ensure planning and oversight is best placed to maximise the benefits of these changes and likely future changes such as the proposed adoption of the United Nations Convention on the Rights of the Child into domestic law.

There is a shared view that the time is right to consider how current arrangements could be revised so children's services in the city are planned and commissioned to best effect, are designed and evaluated by the children, young people, families and communities they serve and have effective governance

## Appendix 1 - Edinburgh Children's Partnership, Children's Services 'plan on a page'

<b>VISION</b>	<b>Edinburgh's children and young people enjoy their childhood and achieve their potential</b>		
<b>PRINCIPLES</b>	<ul style="list-style-type: none"> <li>• Place Children, Young People, and their families at the centre of our activity through strong relationships</li> <li>• Focus on personal, family and community strengths, assets, and building resilience</li> <li>• Prioritise prevention, early intervention and support</li> </ul>		
<b>AIMS</b>	<b>BEST START</b> To be thriving adults, the first few years in our lives are vital.	<b>BRIDGING THE GAP</b> Poverty and inequality affect many children and families, and this can bring great disadvantage upon a number of aspects of their lives.	<b>BEING EVERYTHING YOU CAN BE</b> It is important to promote and support every child's aspirations to ensure they can become everything they can be, now and in the future.
	<b>The Edinburgh Children's Partnership is determined to ensure that:</b>		
<b>PRIORITIES</b>	<b>Every child should have love, care and support</b> Families should have access to the support they need to create a loving, stable and caring environment. This will encourage positive attachment and give the child the best possible chance to thrive.  The Partnership will expand the delivery of early intervention and prevention services.	<b>Every family should have enough money to live on</b> Families should have access to the support that they need to maximise their resources, increase employability, and make informed choices to improve their financial situation.  The Partnership will embed discussions regarding family budgets as central to their everyday tasks in order to effectively signpost families to the correct supportive services.	<b>All children and young people should have access to a safe place and someone to talk to</b> All children and young people should have access to support from parents, friends and family to raise issues they may have such as bullying.  The Partnership will ensure that adults know how to signpost and access such support for children when required, and children and young people are also aware of these supports through targeted and universal publicising.

**THE EDINBURGH CHILDREN'S PARTNERSHIP**  
CHILDREN'S SERVICES PLAN  
2020 – 2023

**Keith Dyer**

Quality Assurance and Compliance Manager  
Quality, Governance and Regulation  
Safer and Stronger Communities  
City of Edinburgh Council  
1/8 Waverley Court  
4 East Market Street  
Edinburgh  
EH8 8BG  
[keith.dyer@edinburgh.gov.uk](mailto:keith.dyer@edinburgh.gov.uk)

**Oliver Campbell**

Strategic Programme Manager  
Maternal & Child Health  
Strategic Planning and Modernisation  
NHS Lothian  
Waverley Gate  
2 – 4 Waterloo Place  
Edinburgh  
EH1 3EG  
[oliver.campbell@nhslothian.scot.nhs.uk](mailto:oliver.campbell@nhslothian.scot.nhs.uk)

**getting  
it right**  
*for every child*

  
THE EDINBURGH PARTNERSHIP