











THE EDINBURGH PARTNERSHIP

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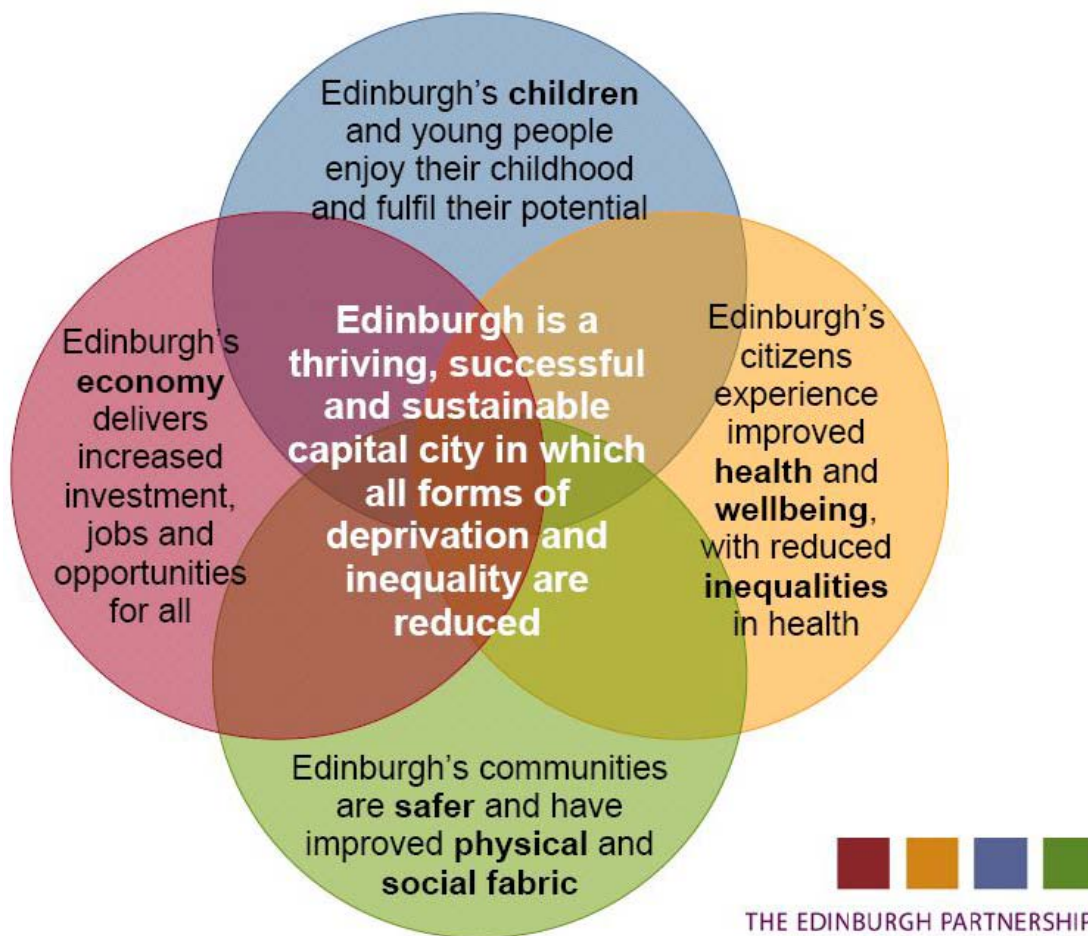
1. THE EDINBURGH PARTNERSHIP'S VISION FOR THE CITY

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

Action to deliver this vision will be concentrated on four high level outcomes outlined in the diagram opposite. Reducing inequalities is integral to all four outcomes because this is the most effective preventative action for many social and health problems.

The vision and four accompanying outcomes capture the essence of the Partnership's ambition for the city and its citizens. The outcomes and actions in this SOA are designed to tackle some of the key economic, health, educational, and social priorities in the city. The Partnership also wants improved outcomes in these areas to bring benefits to as many citizens as possible, to reduce poverty, inequality and disadvantage and provide a positive legacy for future generations. Partners' resources will be harnessed efficiently and effectively and better targeted to tackle these priority issues.

The Partnership will provide services which embrace the approaches of prevention, early intervention and innovation, based on evidence and with citizens at the heart of what we do. This means learning from initiatives such as Total Craigroyston. Here in North Edinburgh we are building partnership approaches with the community and local staff to improve outcomes for children, young people and their families.



2. INTRODUCTION TO THE EDINBURGH PARTNERSHIP COMMUNITY PLAN

This section provides a background to the 'Edinburgh Partnership Community Plan,' and the approach to community planning in the city.



THE EDINBURGH PARTNERSHIP

The Edinburgh Partnership

Community planning in Edinburgh involves a wide range of partnerships, initiatives and projects, supported by public, private, third sector and community organisations, in the delivery of agreed joint outcomes.

The Edinburgh Partnership encompasses all of the City's community planning partnership arrangements. These are brought together under the auspices of the Edinburgh Partnership Board, which oversees and coordinates the delivery of the Plan's vision and four priority outcomes. The Board is supported by an Executive Group of Chief Officers.

Central to the delivery of this Plan is the 'family' of Strategic and Neighbourhood Partnerships in the city, established to deliver agreed outcomes for citizens and communities.

The Edinburgh Community Plan

This plan describes the approach to community planning in Edinburgh, setting out the agreed outcomes and how these will be delivered.

It has been developed and agreed by partners, building on the success of previous Single Outcome Agreements.

The Plan places partnership working, cooperation, co-production and leadership and workforce development at the heart of everything the partners do, as this is the only way to meet the significant challenges that lie ahead.

This established approach recognises that people grow prosperous as co-produced value is shared, and that communities naturally thrive on co-operation.

The shift towards preventative approaches in public services must have public support. Only when we are all actively involved in our own (and our families') education, healthcare and safety can public agencies achieve a just and lasting change. This is exemplified by the Partnership's adoption of the Total Neighbourhood East and Total Craigroyston approaches to promote innovation in public service delivery.

Development of the Plan

The wider context for community planning partners' work together is one of unprecedented change. Specifically, the following factors have influenced the contents of this plan:

1. The Edinburgh Partnership Summit in October 2012, which demonstrated a desire amongst partners to (i) improve preventative approaches (ii) place more emphasis on cooperation and co-production and (iii) improve partnership workforce development and leadership programmes.

2. New Scottish Government guidance that requires community planning partnerships to (i) embed prevention (ii) delineate clear priority outcomes (iii) work in partnership with the National Community Planning Group (iv) lead on transformational change and (v) improve scrutiny.
3. A focus on six specific national policy priorities is also required. (economic growth and recovery / employment / early years / outcomes for older people / health inequalities / safer communities and offending). These correspond with the four high level outcomes in this Community Plan as follows:

Economic growth, employment and recovery – *Edinburgh's economy delivers increased investment, jobs and opportunities for all;*

Early Years – *Edinburgh's children and young people enjoy their childhood and fulfil their potential.*

Outcomes for older people and health inequalities – *Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health.*

Safer communities and offending – *Edinburgh's communities are safer and have improved physical and social fabric.*

4. In addition, three transformational themes must also be referenced (investment in early years / reducing offending / increasing physical activity across the life course) and an indication be provided of resource commitments to deliver priority outcomes.
5. Scottish public sector reform leading to (i) changes in the way police and fire and rescue services are organised, (ii) the further integration of health and social care services (iii) improved opportunities for communities and citizens to influence and shape public services and (iv) changes to the way public services are provided and procured.

The Edinburgh Partnership is committed to meeting all of these challenges, and delivering the Plan's vision and four priority outcomes.

Engagement

This ambition can only be fulfilled by involving people and communities in decisions that affect them. Engagement is therefore a core aspect of community planning.

It is only through close working with individuals and communities to understand their needs maximise talents and resources, support self reliance, and build resilience that we can design and deliver effective services.

To improve and increase the opportunities for engagement, communities need to be more empowered and this means building capacity. The Edinburgh Partnership is taking a more integrated approach in supporting communities in the participatory processes, with capacity building planned and resourced across partners.

The Edinburgh Community Learning and Development Partnership has a key role in this respect. This means bringing together public,

private and third sector agencies to support the dissemination and implementation of the Strategic Guidance for Community Planning Partnerships: Community Learning and Development. <http://www.scotland.gov.uk/publications/2012/06/2208/0>

In developing the Community Plan, engagement activity has been undertaken by the Strategic Partnerships and Neighbourhood Partnerships and through Edinburgh Partnership in Conference 'EPiC' events.

The involvement of communities is central to the Neighbourhood Partnership approach across the city. Communities are actively involved in identifying local needs and priorities and in working collaboratively with partners to find and deliver solutions. As Advisory Committees of the Council, the Neighbourhood Partnerships are embedded within the governance framework for the city, strengthening community involvement in the democratic process.



The Neighbourhood Partnerships

The twelve Neighbourhood Partnerships are firmly rooted in communities. They play a critical role as part of the community planning family by enabling:

- communities
- elected members
- public sector partners
- third sector partners
- business sector partners

to work co-operatively to identify and find solutions to local issues and needs. This focus on achieving better outcomes through the engagement of communities and joint working contributes directly to the city and national agendas for change and to the successful delivery of the city vision and strategic priority outcomes.

The Third Sector

Proud of its diverse spread of some 3,000 organisations (from big international NGOs to thriving Social Enterprises to local, volunteer-run groups) employing an estimated 15,000 staff, the capital's Third Sector continues to be a powerful contributor to each of the high-level Outcomes at the city and neighbourhood level.

Around one in three people within Edinburgh volunteer, giving their time in purposeful work whether it be gardening, counselling, fundraising or public relations. The Volunteer Centre recruits for 3000 different volunteering roles.

The Third Sector is an essential partner to Public Agencies in delivering against high-level targets.

The preventative impacts of programmes that are designed and delivered at human scale close to the community are well understood.

The Social Value released through the Third Sector touches everyone's life – whether or not direct beneficiaries, professional delivery staff or volunteers, we all benefit from being part of the High-Trust society. The Edinburgh Compact Partnership is committed to building social value and brings together the city's main public agencies and its diverse third sector.

A committed, resilient and well run and well supported third sector can play a pivotal part in delivering prevention and engagement.

3. UNDERSTANDING EDINBURGH

This section provides a summary of the issues which have helped to determine the vision, priority outcomes and partnership delivery arrangements.

The information below summarises the policy context and evidence which has informed the priorities of the Edinburgh Community Plan.

More detailed analysis is available on the 'Understanding Edinburgh' section of the Edinburgh Partnership website.

Population

Edinburgh's population is growing. Since 1981, the total population has risen by 9.1%. In comparison, Scotland's total population has risen over this period by 3.2%. The population of Edinburgh accounts for 9% of Scotland's total population.



Whilst this growth has many social and economic advantages, it presents challenges in terms of housing and infrastructure capacity. Edinburgh's ageing population will also present additional challenges to public services such as housing, health and social care.

Edinburgh has an increasingly diverse ethnic, cultural and linguistic population and a long and proud history of equalities work, across all protected characteristics, between public sector services and community and voluntary groups. There is also a strong tradition of social inclusion and anti poverty work, targeting the 20% of the population with service needs beyond mainstream provision.

Deprivation and Inequalities

More equal and fairer societies benefit everyone, and place less demand on public services. Despite being a mainly affluent city, Edinburgh has persistent inequalities affecting a significant minority of its people. These include, but are not limited to, some identifiable geographical areas such as those highlighted in the [Scottish Index of Multiple Deprivation](#) (SIMD). (See Appendix 1)

In large urban areas, the Index shows that only half the income deprived households are located in the 15% most deprived areas, and about 36% of people living in the worst 15% of areas are income –deprived

The 2012 SIMD Profile indicated that Edinburgh had 5.8% of the '5% most deprived' data zones (small geographic areas) in Scotland. Within the areas identified by the SIMD, 9.5% of Edinburgh's population were described as employment deprived and 10.4% income deprived. With 50,730 income deprived people living in the city, Edinburgh has the third highest level of income deprivation across all Scottish Local Authorities. A proxy indicator for [child poverty](#), indicates that 18.5% of Edinburgh's children live in poverty. In some of the poorer areas of the city around a third of children live in poverty, using this measure.

The whole of the city experiences health inequalities not just the poorest areas, with a greater prevalence there of serious illnesses, and earlier deaths around twice as high as in the rest of the city. There is also a difference in male life

expectancy of around 9 years between the 15% most deprived areas and the remainder of the city.

Whilst much of this inequality affects specific geographic areas, inequality of opportunity can also affect certain men and women, minority ethnic and faith/ belief communities, disabled people, older people and other groups.



There is clear evidence that income inequality is the largest causal factor for a wide range of physical, mental health and social problems. Preventative approaches must target this inequality to reduce the load on public services and improve everyone's quality of life. Significantly better results are achieved in prosperous developed countries which have less inequality than the UK.

Edinburgh is a highly unequal city, with the largest concentration of areas in the top 10% or least deprived group, alongside the third highest level of income deprivation across all Scottish Local Authorities.

Thus, the imperative to build a more socially just Edinburgh, where significant inequalities are tackled, is central to the vision of this plan.

Partners are committed to this vision and a new strategy and citywide partnership has been established to drive forward this work.

Local Priorities - Neighbourhood Evidence

The communities served by Neighbourhood Partnerships are extremely diverse.



Comprising either one or two multi member wards, populations range from 22,000 to 64,000. There is a mix of urban and rural communities and some areas have a significant transient population with high numbers of students or visitors. The work of Neighbourhood Partnerships is driven by an understanding of this diversity and the various needs it presents.

Core to the NPs understanding of place is community experience and knowledge.

Continuous dialogue with people in the area is achieved through community participation on each Neighbourhood Partnership and its sub groups, together with activities to ensure that the views of all sections of the communities are heard.

This includes working collaboratively with key community groups such as community councils, registered tenants organisations, youth groups, Friends of Parks, the Edinburgh Association of Community Councils and the Edinburgh Tenants' Federation. In engaging communities, approaches include street surveys, engagement in local facilities, themed events, road show programmes with attendance at gala days and community meetings and themed 'Weeks of Action'. This activity is complemented by the use of social media tools. All neighbourhoods now have Facebook or Twitter accounts which enable 'real time' dialogue with people on local issues.

This community information is complemented by neighbourhood area data. Sources include the

census, SIMD, the Edinburgh People's Survey and partner service data. Examples can be viewed in the [Neighbourhood Partnership Performance Booklet](#).

The developing Total Neighbourhood East approach will enable local communities to have an increased voice in influencing local priorities and public service delivery through better engagement and co-ordination.

Strategic Priority 1 - Economy and Employment

The Partnership aims to ensure that 'Edinburgh's economy delivers increased investment, jobs, and opportunities for all'.



Scotland's economy continues to make a slow recovery from the effects of the 2008 global economic downturn. Recent estimates by the Fraser of Allander Institute forecast the continuation of challenging economic conditions across Scotland, with output expected to grow by only 0.9% in 2013 and rising unemployment predicted for 2013 and 2014.

Against this national trend, analysis shows that Edinburgh has weathered the recent recession more successfully than other cities. As of December 2012, employment in the city had recovered back to its pre-recession peak level of 250,000 jobs, while the Scottish total remains 4% below that peak. Significant challenges remain though for partners in the city. The total number of unemployed residents of Edinburgh has risen by 6,000 in the period since onset of recession, while 8% of all residents aged under 25 are



dependent on out of work benefits. In terms of income, average earnings of workers in Edinburgh remains high in comparison to Scottish averages, but has fallen in real terms over the past five years.

Tackling these issues is the focus of the Economic Development Strategic Partnership.

Strategic Priority 2 - Health

Demand for community care services

Those in need of community care support include older people, people with learning and physical disabilities, people with mental health problems, people with problem substance misuse, people with HIV/AIDS and informal carers. In 2011/12 the Council's Health and Social Care service supported around 25,000 people in various settings, through a mix of internal (Council) and external services (voluntary and private sectors) which account for around 55% of the budget.

Demand is increasing for many of these groups. For example, medical advances have resulted in people with learning disabilities living longer and with more complex conditions. Similarly, the number of adults with physical disabilities has also been increasing through improved survival of very premature and low birth weight babies, and through the survival of strokes, road accidents and other trauma. Future levels of demand for other care groups are less easy to predict, although the impact of poverty and deprivation on life-expectancy and on mental health is well documented. The negative implications of Welfare Reform are now a further risk factor

Mechanisms are in place to oversee the joint strategic planning and commissioning arrangements to support the needs of people in each of these groups.

Older People

Edinburgh's population of people aged 65 and over is expected to increase by around 54% over the next 20 years, from an estimated 73,866 in 2013 to 113,759 by 2033.



Numbers of people aged 85 and over are expected to increase by 75%. The number of people with dementia is expected to rise alongside the rise in the numbers of older people overall.

With advancing age comes increased need and rising demand for care and support services. Current arrangements are not sustainable and creative and ambitious changes are necessary. The Scottish Government's **Reshaping Care for Older People Programme** drives these changes. The objective is to optimise independence and wellbeing for older people at home or in a homely setting. A 'Change Fund' has also been introduced to enable local health and social care partners to make best use of the combined resources for older people. An overview of how the Change Fund is being used in Edinburgh is available [here](#).

The **Live Well in Later Life** Joint Capacity Plan is Edinburgh's framework for planning services for older people and is available **online**. The challenges arising from the current financial situation and population changes are considerable, and so this topic is featured later in this plan.

Mental Health

The Scottish Government's **Mental Health Strategy for Scotland: 2012-2015** recognises that improving mental health and treating mental illness are two of our major challenges. Around one in four people are estimated to be affected by mental illness in any one year.

Suicide rates are a key, high level indicator of mental health. Edinburgh's rates have remained fairly stable over recent periods, and the most recent data (2007-11) shows that city rates (14.7 per 100,000) were slightly lower than across Scotland (15.3).

The Council and NHS Lothian have agreed the joint strategy **A Sense of Belonging**, which promotes positive mental health and well being by ensuring that all services are recovery focused, and by recognising the importance of social inclusion. Reducing inequality, including health inequality, is a priority. A key challenge is to focus on the most vulnerable in the current economic climate. Implementation is monitored by the Edinburgh Joint Mental Health Planning Forum, which includes statutory and voluntary agencies, service users and carers.

Mental health services are being redesigned to be community- rather than hospital-based, again reflecting the shift in the balance of care. The challenge of improving mental health is given further consideration later in this plan.

Alcohol and Drugs

It is estimated that there are 20,280 people with dependent drinking and 6,933 with problem drug use in Edinburgh. These problems are more heavily concentrated in the



most deprived data-zones and are both a consequence and contributing factor to inequalities in health. This can be for both the person with the problem, their family and the community.

The national drug and alcohol strategies place a strong emphasis on recovery, ensuring that treatment and support services make a clear and coordinated contribution to people's journey away from problematic use towards stability and good health. For those with children, parenting and support is a key part of the recovery journey for families.

Amongst children and young people, 80% of 15 years olds report never trying illegal drugs with 25% never drinking alcohol. Whilst this reflects the picture across Scotland, there are some children and their families who are at greater risk of developing problem drug/alcohol use than others. This means that effort must be focused on preventative work amongst these families. Drug and alcohol related crime, including anti-social behaviour, violence and the supply of illegal drugs has an adverse impact on communities and undermines safety and social fabric.

The 'Action on Alcohol and Drugs Edinburgh' strategy centres on prevention, recovery, community safety, supporting families, and improving the effectiveness of services.

Personalisation

The personalisation of health and social care support is part of wider public sector reform, responding to demographic pressures, changing public expectation



and financial constraints.

The personalisation programme seeks to deliver: preventative approaches; a shift away from institutional-based care towards people living as independently as possible within their communities; support which enables people to exercise as much choice and control as they wish over the way in which their care and support needs are met; and a focus on the outcomes achieved for people.

The Social Care (Self-directed Support) (Scotland) Act 2013 will be implemented on 1 April 2014. Self-directed support is a mechanism and a legislative driver for achieving personalisation.

Delivery of the changes required for personalisation and self directed support is being led by Health and Social Care and involving Children and Families. The Personalisation Programme has nine separate work-streams, each of which is dealing with a key aspect of the agenda including: prevention; developing new models of delivery – for example, tools to support outcomes-focused assessment and care planning; market shaping - assisting service providers in developing their business plans and strategies in response to personalisation and self-directed support; and workforce planning.

Physical Activity

Partners are working to increase participation in physical activity so that more people reap the associated health benefits of an active lifestyle. The promotion of active living such as walking and cycling, and the wide range of activities offered by Edinburgh Leisure in community based programmes, leisure facilities



and schools, means that Edinburgh is well placed to support a more active life for all.

The city offers many opportunities for walking, cycling and participating in physical activity and sport. Whilst the main focus is on initiatives that aid the inactive to become more active, therefore maximising overall impact to population health in Edinburgh, ensuring that those who are already active remain active is also important. Strategies are being developed to focus the efforts of the various stakeholders towards achieving these aims.



This includes implementing Edinburgh's new Physical Activity and Sport Strategy and working collaboratively with key Council departments, NHS Lothian, Edinburgh Leisure and third sector agencies. Evaluation and monitoring against objectives are key elements of all initiatives, and of the overall strategies. Our focus is to become the most active city in Europe by 2020.

Strategic Priority 3 – Children and Young People

Children's Services

In addition to population increase, creating growing demand for services, there have been significant increases in specific groups of children and young people requiring specialist services. These include those with exceptional additional support needs and/or having complex needs, those who are bilingual, those who belong to minority ethnic groups, those identified as having a disability and/or long term illness and those



requiring to be looked after.

The inter-agency provision of children's services in Edinburgh was recently the subject of a pilot joint inspection led by the Care Inspectorate. The summary report of this inspection, published in April 2013, assessed the provision of these services as good. The following particular strengths were identified as making a difference to children, young people and families:

- The high motivation and strong commitment of staff to improving the life chances of vulnerable children, young people and families.
- The actions taken to keep children and young people at risk of abuse and harm safe
- The very wide range of measures to consult and seek the views of children, young people, families and other stakeholders
- A strong culture and ethos of positive partnership working for the benefit of children, young people and families at all levels
- The visionary leadership and direction of the Edinburgh Children's Partnership and commitment to prevention and early intervention.

Inspectors are very confident that services will be able to make the necessary improvements in the light of the inspection findings. In doing so the Edinburgh Partnership and the Edinburgh Children's Partnership should take account of the need to:

- improve and extend help and support at an early stage for children, young people and



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

Section 5.3 sets out how the Children's Partnership will ensure these, and other areas identified as priorities for improvement are progressed.

Strategic Priority 4 - Physical and Social Fabric

Social Fabric

Resident satisfaction with Edinburgh as a place to live is high, and improving. People continue to regard Edinburgh's neighbourhoods as places they want to live. Besides the physical fabric and service infrastructure, one of the characteristics of the 'liveable city' is social fabric. This describes a community where bonds are strong, where supportive relationships abound, and in which people find a range of opportunities to engage – whether through volunteering, community learning and development, or participation in representative structures like school committees or community councils. Young people engage in participation events at



local events and through city wide gatherings. Supported by peer mentors, their views are represented nationally through 12 Edinburgh MSYPs.

Mosaic data indicates that 49% of Edinburgh residents "would be willing to volunteer my time for a good cause". The Scottish Household Survey 2011 reports 36 % providing unpaid help in the last year. There are significant differences in volunteering participation across income bands and geography which need to be addressed to improve social fabric overall. 90% of respondents felt that people from different backgrounds got on well together.

Partners seek to develop social capital as well as develop the context within which social capital is exercised ensuring that '[Edinburgh's communities are safer and have improved physical and social fabric](#)'

Community Safety

The Partnership's priorities are based on evidence about the real risks to safety in the city and local neighbourhoods through the Community Safety Strategic Assessment.



Edinburgh is a safe city with reducing crime rates and successful action on youth offending and anti-social behaviour, as a result Edinburgh remains one of the safest cities in the UK.

To maintain this, the Edinburgh Community Safety Partnership aims to address emerging and priority issues such as public protection, violence, tackling the effects of drug and alcohol misuse, antisocial behaviour and hate crime by working with and involving local communities. These issues have been identified as priorities

within one of the Edinburgh Partnership's four local outcomes to ensure that '[Edinburgh's communities are safer and have improved physical and social fabric.](#)'

Reoffending

The impact of offending behaviour affects individuals, their families and the whole community. To have safer and stronger communities, we need to minimise reoffending.

The Criminal Justice Social Work Service is located within the remit of the Council's Chief Social Work Officer, together with responsibility for mental health, substance abuse and homelessness, in recognition of the key public protection role these services play, and the fact that most offenders have one or more of these characteristics, which, if addressed, would reduce their risk of reoffending.

Edinburgh's reoffending rates have been lower than the Scottish average for a number of years, for example, the latest published data (2010-11) for reconviction within one year shows Edinburgh's level at 27.9% compared to 30.1% for Scotland.

The SOA reflects the priorities contained within the Lothian and Borders Community Justice Authority area plan and any developments from that plan will be informed by local evidence.

Effective reduction in reoffending depends on a complex, multi-agency approach to the delivery of a wide range of universal and specialist services and the Reducing Reoffending in Edinburgh Strategic Planning Group has been established to ensure that this multi-agency approach is taken.

Reducing reoffending is a priority at national and local level, and is considered in detail later in this plan

Housing

Access to good quality, affordable housing has an impact on employment, people's health and wellbeing, educational attainment and ensuring successful and sustainable communities.



Housing priorities are identified and reviewed through the City Housing Strategy and outcomes are delivered through partnership working. Tenants and service users are at the core of service development and review. Existing collaborative and partnership working will be built on as development of co-operative housing arrangements is encouraged.

Edinburgh is a growing city and housing demand and costs remain high. Affordability includes energy costs so improving energy efficiency in Council homes and helping people to reduce their energy consumption are priority areas for investment.

In 2011/12 the Council approved the build of 1,558 affordable homes to meet housing needs. Innovative approaches to funding and land use is key to sustaining this level of affordable housing approvals. The Council has attracted Scottish Government funding through the National Housing Trust (NHT). Nearly 70% of NHT Phase 1 homes across Scotland have been built in Edinburgh. 1,400 new homes are being built across five sites as part of the Council's 21st Century Homes Programme.

There is a significant challenge in sustaining the income to fund services and investment in the face of welfare reform.

Cross Cutting and Emerging Priorities

Carbon Management and Climate Change

In March 2012 the Council approved Sustainable Edinburgh 2020, the vision for the sustainable development of the City to 2020. A framework for action will be embedded into all Council policies, programmes and services. For the city to develop sustainably though, further action is required with all stakeholders working together.



Sustainable Edinburgh 2020 is key to achieving the Edinburgh Partnership vision for "a sustainable capital city in which all forms of deprivation and inequality are reduced".

The newly formed Edinburgh Sustainable Development Strategic Partnership is a new governance arrangement which will enhance the profile and joined up approach of sustainability issues across the Edinburgh Partnership family.

In 2008 members of the Edinburgh Partnership signed a 'Climate Change Statement of Intent'. This acknowledged the reality of climate change and committed the partnership to helping reduce greenhouse gas emissions in the city, raising awareness and assisting adaptation to the impacts of climate change.

Since then, a new legislative framework establishes carbon reduction targets for Scotland and specific duties for the Public Sector.

The [Climate Change \(Scotland\) Act 2009](#) requires Scotland to reduce greenhouse gas emissions by 42% by 2020 and 80% by 2050.

[Section 44 of the Act](#) requires that a public body must, "in exercising its functions, act in the way

best calculated to contribute to the delivery of the Act's emissions reduction targets, in the way best calculated to deliver any statutory adaptation programme; and in a way that it considers most sustainable."

Public bodies and their stakeholders have both a direct role in addressing climate change and a wider, indirect, influencing role. To date, the main focus has been on mitigation or the reduction of carbon emissions. In 2013, the Scottish Government will begin a major consultation on adaptation and this will be a focus for debate on how local communities can build resilience to the unavoidable impacts of a changing climate.

Transport and Infrastructure

A Transport Forum has been created to support the development of the future Local Transport Strategy 2013-2018. It ensures that policy and strategy development is informed by an effective balance of interests and expertise from across the city. In achieving this outcome, the Forum is made up of elected members, transport users, neighbourhood areas, transport operations and businesses.



Emerging recommendations are reported to the Transport and Environment Committee. By involving those with a stake in delivering transport in the city, discussions and debates inform policy and strategic direction and contribute to medium to long term planning.

Four Forum sessions will occur per year, with early meetings focussing around themes such as 'Integrated Transport' and 'Building a Vision for the City Centre'.

Community Learning and Development

A significant number of adults in the city experience difficulties with reading writing or numbers. This impact's adversely on their ability to gain employment or progress through education or training. Some parents lack the skills and confidence to support their own children's learning, creating a cycle of under achievement and educational attainment.

- Adult literacy's in Scotland 2020: Strategic guidance - <http://www.scotland.gov.uk/publications/2011/01/25121451/0>

Some young people need post school support to ensure that they have the skills required to make a successful transition into positive destinations (further education or employment) by improving their literacy, numeracy, ICT and core skills.

Children and young people also make a significant contribution to their own learning, development and achievement when they engage in youth work and other community activities that support experiences and outcomes across 'Curriculum for Excellence'.

- Post 16 learning - <http://www.scotland.gov.uk/publications/2011/09/15103949/0>

These matters are the core business of the Edinburgh Community Learning and Development Partnership which has lead responsibility for:

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

4. NEIGHBOURHOOD PRIORITIES

Neighbourhood Partnerships aim to achieve better outcomes for communities through the development and delivery of Local Community Plans.

Across the Neighbourhood Partnerships the plans identify a range of priorities aimed at improving the quality of people's lives. As a three year plan it sets out the strategic vision and priorities for the area, with supporting action plans describing how these will be achieved and the resources needed.

To carry out this work Neighbourhood Partnerships have developed appropriate sub structures. In most cases this comprises sub groups themed by priority. These groups involve a wide range of practitioners and community members ensuring a co-operative approach to identifying and delivering against the agreed priorities.

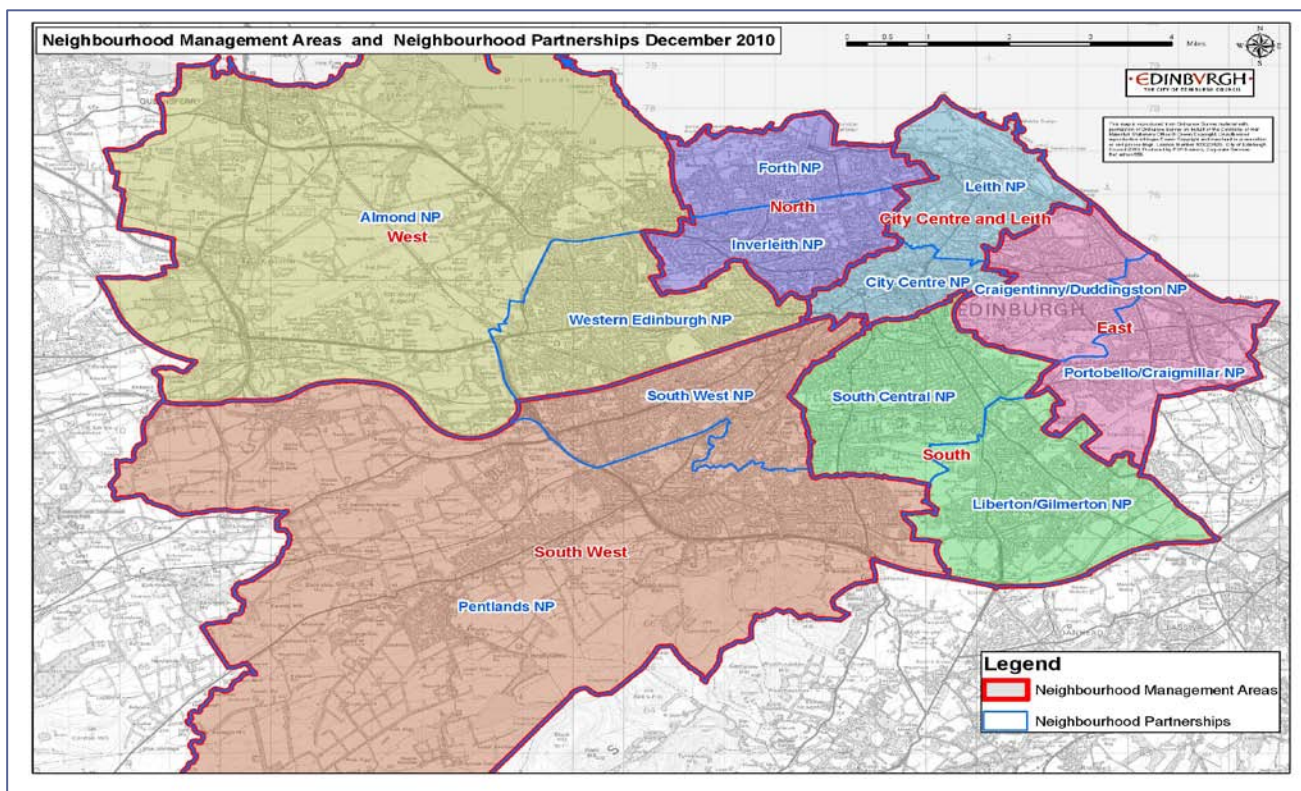
Each **Neighbourhood Partnership Local Community Plan 2011-14 Executive Summary** can be viewed by clicking the appropriate area on the map opposite.

A key priority for the Neighbourhood Partnerships is improving the synergies and strengthening the links between the local and strategic levels to ensure community experience, knowledge and priorities inform service development and delivery and resource deployment at a city level.

In developing the 2014-17 Local Community Plans, Neighbourhood Partnerships will move to an outcome based approach, with an increased focus on prevention.

The importance of building partner relationships as part of this process is recognised, particularly in supporting and encouraging a shared ownership of local outcomes and developing solutions. Joint workforce development encourages partnership working. This activity forms a key component of local and strategic Neighbourhood Partnership improvement plans.

Hard copies of all linked information is available from local Neighbourhood Teams.



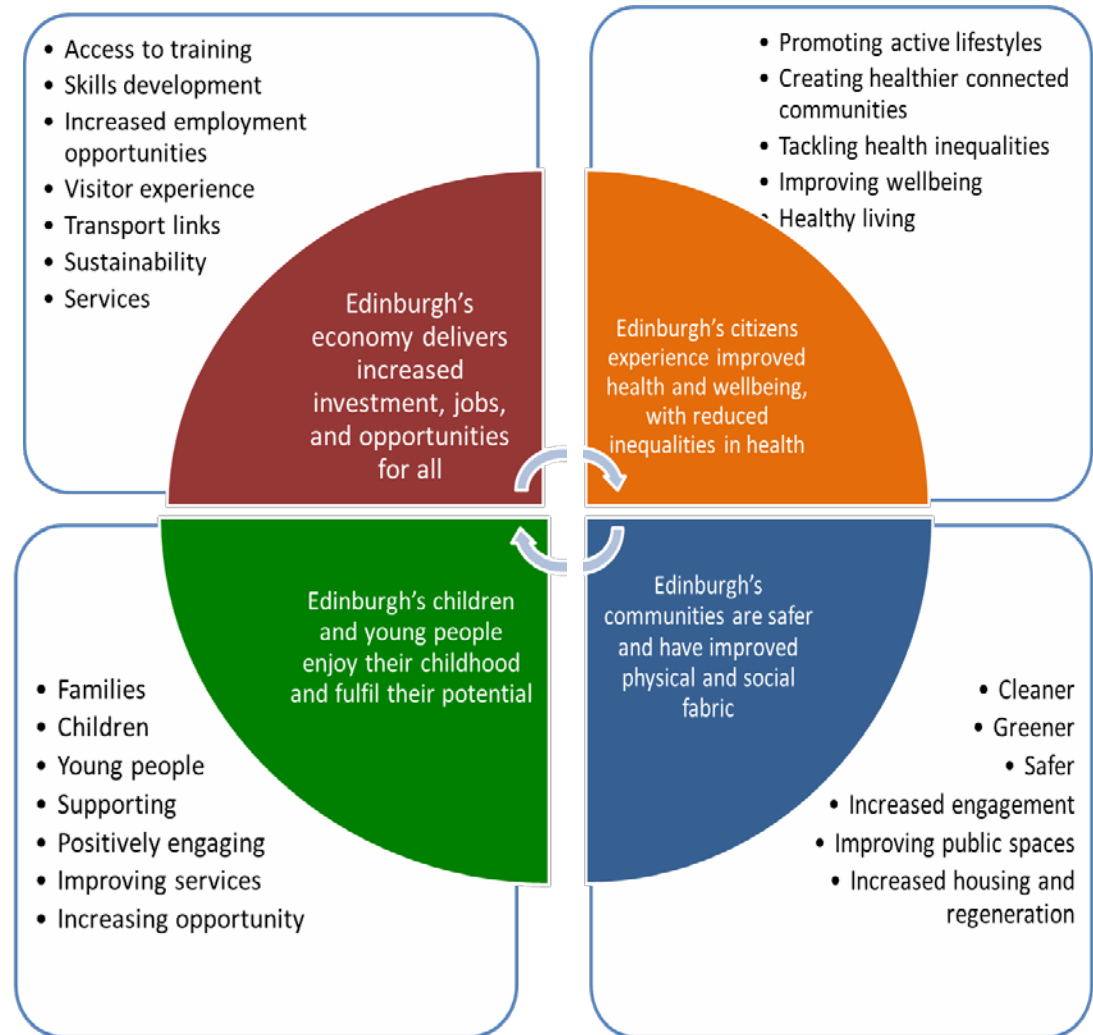
Local Community Plans address the diverse range of needs and priorities in a local area, and contribute to the delivery of the city strategic outcomes.

The diagram shows the key thematic Local Community Plan priorities being addressed across the Neighbourhood Partnerships by strategic outcome. Details of the links from each Neighbourhood Partnership and examples of actions and case studies can be viewed by clicking on the relevant part of the diagram.

Neighbourhood Partnerships will be further developed following a consultative review - [Review of Neighbourhood Partnerships – Options](#). A range of options will inform the Strategic Improvement Plans for each of the 12 Neighbourhood Partnership Boards this will be focussed in the five key areas of:

- [accountability and governance](#),
- [community engagement](#),
- [partner involvement](#),
- [influence](#),
- [good practice](#),

allowing for a tailored development plan which targets local need.



5. TOTAL PLACE

This section profiles the innovative 'Total Place' pilots which the Partnership is developing with communities experiencing poorer outcomes. The further development of integrated approaches at neighbourhood level is a priority for the city.



Total Craigroyston is an Edinburgh Partnership initiative to improve outcomes for children and families. Its roots are in the Christie Commission on the Future Design of Public Services in Scotland which recognised that, despite major investments of time and resources over many years, the effects of poverty are still felt disproportionately in some communities.

The Commission also recognised that much of our public spending goes on meeting 'failure demand' and called for resources to move from high end crisis intervention towards prevention and early intervention approaches. The initiative works to a Road Map which was developed through an extensive consultation and engagement process involving local residents and local staff including colleagues from schools. Total Craigroyston is a 'whole place' approach with three core components - Strengthening Universal Services, Supporting Families and Strengthening the Community and we are developing a working model accordingly.

Total Craigroyston has been asked to 'do what it takes' to improve outcomes for children and families in the area.

Understanding 'Place' at local level

The communities of Pilton and Muirhouse form part of the Forth Neighbourhood Partnership area. Despite many interventions over a long period of time, the outcomes for children and families sit below the average for Edinburgh and Scotland over a number of key areas. School attainment and attendance levels sit below the average for Edinburgh. Exclusion rates although improving, are still cause for concern. Young children's readiness for school continues to present challenges to their ability to learn effectively from the early stages. Our schools have a high level of children with additional support needs, including children who are looked after, looked after and accommodated and who are on the child protection register.

The total population is just under 15,000 with 3,120 children. In 2011/12, there were 47 children in families presenting as homeless, 21 young people presented as homeless and 1 in 10 people presented as homeless as a result of gender based violence.

People living in Pilton and Muirhouse are 1.6 times more likely to be admitted to hospital with an alcohol condition than the Scottish average, 1.8 times more likely to be admitted with a psychiatric illness and 2.3 times more likely to become pregnant as a teenager. 29% of adults living in the community have no formal

educational qualifications, and 26.4% of the school population is from the BME community.

A major investment of some £150m is underway to regenerate the Muirhouse/ Pennywell area. Adding to the newly built Craigroyston Community High School, 1000 new homes of mixed tenure will be built (first phase to start July 2013), and a new NHS partnership centre and improved civic space will be created. These plans will be subject to extensive community consultation and community engagement.

Local Engagement and linking with the Neighbourhood Partnership

Total Craigroyston began in April 2012, with a comprehensive community and local staff engagement process. Over May and June 2012, 220 people from 35 different organisations as well as the local community were involved in 10 different community events.

The information from these events underpins the Total Craigroyston Road Map which sets the direction for the initiative. An early commitment was to find ways to involve local people throughout the life of the initiative. This is to ensure that priorities identified by local people continue to be met and that service development meets locally identified needs. Feedback events were held at the end of April 2013.

An important element of the initiative is close working with the Neighbourhood Partnership which has the key role in delivering the Muirhouse/ Pennywell masterplan. The Total Craigroyston team is co located with the North Edinburgh Local Office alongside Neighbourhood staff and those delivering housing, community safety and environmental services.

Bringing together key themes on the ground

The Road Map identifies seven 'Place' based themes' - A Place to Belong, A Place to Thrive, A Place that You Know, A Place to Bring up Your Family, A Safe Place, A Place to Learn and a Place to Live. Each theme identifies improvements that local people and staff wish to see happen. This work is to take place through existing groups and structures as far as possible. The Neighbourhood Partnership is taking forward key elements of this work as is the local Total Craigroyston Management Group – operational managers with the authority to deploy resources at local level. A higher level steering group, chaired by the Director of Children and Families, has overall governance responsibility and can support the removal of structural barriers where required. In addition, specific groups have been established where there is a need to improve partnership working around key themes such as youth offending and employability.

Better/ different use of available resources

Much of the work of the last year has been to identify quick wins that could be put in place with relative ease. For example, P7/S1 transition has been improved, local antenatal classes have moved to a community building to provide more conducive surroundings for local parents and additional sessions have been added to link new

parents into the range of supports that are available in the community. Partnership working around schools has been improved by the piloting of 'Support in Time' meetings, schools have received support to streamline and embed the Getting it Right arrangements, schools are working together to improve literacy across the cluster and out of school and youth work activities are better coordinated and publicised.

Areas for more systemic change will be identified through, for example, work that is ongoing to analyse the support arrangements around an identified cohort of families, with the intention of moving towards a more co-ordinated approach, earlier intervention and sticking with families over the longer term.

As partnerships develop, mature and are able to focus on achieving positive outcomes, ideas for changing the way that services are delivered will be identified and implemented.

Total Neighbourhood East

The development of Total Neighbourhood is recognition of the need to help lead public sector reform with the objective of developing a fully integrated approach that delivers better outcomes for individuals and communities and with a focus on moving to prevention. Total Neighbourhood seeks to achieve better value from what we have.

The approach has been endorsed by the Edinburgh Partnership with significant backing from the main public service agencies in the city, the Edinburgh Voluntary Organisations' Council and the Scottish Government. Working with and through Neighbourhood Partnerships is a key

component of the approach. It is anticipated that the work will also support the enactment of the Community Empowerment and Renewal Bill, intended to enable communities to achieve their own goals and aspirations through independent action and by having their voices heard in the decisions that affect their area.

Key aims are to:

- Work even more closely with communities and residents to further involve people in the design and delivery of the services they use (co-production);
- Build on our existing partnership working to enhance integrated services and improve outcomes;
- Achieve better use of all public sector service resources in East Neighbourhood; and
- Look for opportunities to reduce duplication and share services (public, third and private sectors).

Governance

The Total Neighbourhood Board comprises representatives from the Council, Police Scotland, Scottish Fire and Rescue, NHS Lothian, EVOC, Scottish Government, Voluntary Sector and the community (one from each of the two areas in East Neighbourhood). The Board's role is to address potential barriers, empower staff, negotiate boundaries and deal with challenges to authority / permissions.

Test Areas

Two small areas for testing, namely Niddrie House and Lochend, have been chosen on the basis of local knowledge and information. Data from the Scottish Index of Multiple Deprivation

confirms these communities as likely to have a greater level of service demand and need.

Frontline practitioners (public and third sectors) and community representatives are a critical resource in transforming our approach to working with individuals and communities. Engagement through Neighbourhood Partnership sub groups is essential in helping to develop this. There will be a strong focus on developing the potential that exists through engagement sessions and events. We will test innovative ways of enabling discussion, co-operation and joined up thinking. Creating space and opportunity for this to happen will also be a key factor.

Understanding Place at Local Level

A current task is to establish everything the combined services know about the “who and what” of service provision. This will highlight demand and show where multiple service provision is creating inefficiencies.

Our “clients in common” project is attempting - initially at the micro-scale - to build up a picture of multiple service use / service gaps through matching of data across agencies. It is anticipated that the learning from this work will inform the development of both a more preventative approach to service provision and a “can-do” philosophy for information sharing.

We are also debating a possible requirement for hyper-local indicators that are shaped by local people and linked to broader SOA outcomes.

Mindful of recommendations from the EHRC, we are planning to assess the equality impact of a local approach through building a picture of protected characteristics in our test areas.

Local Engagement and Linking with the Neighbourhood Partnerships

Mechanisms are in place to engage key stakeholders. The focus is on relationship-building and ongoing dialogue, with a view to establishing local themes and priorities.

Drop-in engagement days with residents and communities in Niddrie House are continuing with the twin intentions of building trust / engaging with harder-to-reach residents and of extending learning to a wider group of staff. Engagement processes reflect a philosophy of “appreciative inquiry” to foster a positive / enabling approach and move away from dependency. Similar events are planned for Lochend.

Two engagement events, developed around “living system inquiry” methodology, took place in April 2013 and attracted 126 Front Line Practitioners. One-to-one interviews have also been held with local service managers across all agencies and sectors. A further “summit” event for managers is planned for August.

Stakeholder engagement plans identify and record the dialogue between TN and the two Neighbourhood Partnerships / relevant Partnership sub-groups.

The multi-agency TN Development and Support team (chaired by the Neighbourhood Manager) is based in the East Neighbourhood Office.

Bringing together Key Themes on the Ground

A wealth of suggestions, ideas and themes for action have been generated and these are being digested with a view to establishing a number of local-level initiatives which will generate learning

and experience, promote inter-agency working and contribute to achieving wider aims. An important principle is “bottom up” enabling of front line staff and local people to develop solutions together.

Further, the planned Manager session in August will consider how front line managers can adopt an enabling approach to support their staff in developing local solutions with local people.

Better/different use of available resources

East Neighbourhood was chosen as a development site due to the excellent track record of partnership working between public service agencies and strong community participation. No additional money is being spent. This work seeks to derive maximum value from the money and resources already invested. Initial estimates (2012/13) showed that around £195 million was spent in East Neighbourhood by the four main public agencies.

This work is about delivering a fundamental change of approach. Total Neighbourhood seeks to achieve better value from what we already have.

Guiding Principles

There is no handbook or manual. There will be mistakes and failures along the way but we are prepared to accept this to give our people the space and encouragement to drive a new approach to service delivery that does what we now need it to do.

“The Revolution will be Improvised”
(Attributed to Gil Scott Heron)

6. STRATEGIC OUTCOMES

This section describes priority outcomes at a strategic (citywide) level to deliver the Partnership's vision.

Edinburgh's Priority Outcomes

Across the Edinburgh Partnership it is recognised that 'if everything is a priority, then nothing is a priority'.

The essence of community planning is the top priorities (informed by the evidence described in Section 2 above), that require joint action.

The way to deliver real change for citizens, communities and the city is to place outcomes at the centre of community planning activity.

The Edinburgh Partnership's vision informs all outcome development across the city:

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

To deliver this vision, the Edinburgh Partnership has agreed four strategic (citywide) priority outcomes:

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

Reflected in the vision and outcomes are complex and sustained challenges facing the city, national community planning policy priorities and themes and the findings of the Edinburgh Partnership Summit (identified in Section 1).

The following four sub sections (5.1 – 5.4) describe the strategic priority outcomes in more detail and the context, challenges, opportunities and partnership responses to the priority outcomes.

Action Plan

At Appendix 1 for each priority outcome four tables A to D identify:

- Table A – Outcome Performance Indicators and targets - by which progress against the outcome will be tracked and additional information, including signposting to performance information
- Table B – Partner Priority Actions - the actions agreed by the various elements of the Edinburgh Partnership to ensure delivery of the vision and the priority outcome and data on dedicated partnership resources
- Table C – Contribution to Scottish Government National Outcomes - the contribution the priority outcome makes to the Scottish Government's National Outcomes
- Table D – Specific Preventive Action - to deliver the vision and four priority outcomes specific preventative partnership action

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

Including priority partnership action to deliver sustainable economic growth, increasing levels of investment in the city, creating more jobs and helping unemployed people into work and learning.

Context

Economic development in Edinburgh takes place within a network of legislation, strategies and policies at a national, regional and local level.

The Government Economic Strategy describes a vision for Scotland in which the "focus of government and public services [are] directed toward increasing sustainable economic growth, with opportunities for all of Scotland to flourish".

Within this context, local economic development partners work towards the delivery of a range of strategic priorities including supporting businesses, encouraging inward investment and international trade, supporting regeneration and infrastructure development, helping unemployed people into work or learning, and promoting the development of the city's highly skilled workforce.

These priorities are articulated in key documents including the City of Edinburgh Council Economic Strategy for 2012-15, the Scottish Enterprise Business Plan, Skills Development Scotland Corporate Strategy and others.

Challenges and opportunities

The 2011 Edinburgh Economic Review provided a comprehensive analysis of the challenges and opportunities facing the economy of the city

region and provided a baseline position for the development of partnership responses.

The review confirmed the successful economic record Edinburgh has enjoyed in recent years. The city has weathered recent economic crises better than the rest of Scotland and most of the UK. It has established itself as an attractive destination for investors, visitors and a highly skilled workforce while projections of future prospects show the potential for steady economic growth over the long term.

Despite these strengths, however, the city's continued economic success is threatened by a number of challenges. Chief among these include:

Continuing slow recovery: Recovery from the effects of the 2008 economic downturn remains slow and uncertain. Recent forecasts project very low growth and rising unemployment in Scotland during 2013 and 2014.

Local impacts: In Edinburgh, the downturn has resulted in lower real household income, higher unemployment, job losses in the public and private sectors, falling property prices and stalled developments.

A widening jobs gap: The working age population of the city is projected to rise by

almost 1% per annum compared against forecast growth in jobs supply of between 0.3% and 0.6% pa. Such projections suggest a continuing growth in the gap between the number of people seeking work and the number of jobs available.

Poverty, disadvantage and inequality:

Evidence suggests that unemployment and limited economic opportunities do more to create inequality and escalate social costs than almost any other factor. Even five years after the onset of recession, the number of people employed in Edinburgh remains 4,500 below its 2008 peak. Unemployment rates have risen sharply, with an additional 6,000 claimants of job seekers allowance in the city in 2013 compared against 2008.

Rising youth unemployment: Within this trend of rising unemployment, pressures on young people are particularly high. Over 10% of all state school leavers were unemployed in 2012, higher than the Scottish average of 8.4%. At the same time, an estimated 8% of all city residents aged under 25 are in receipt of out of work benefits.

More action needed on jobs: To address these issues, the partnership has identified a need for more work to be done to increase job creation, promote skills and employability and encourage labour market participation.

A blocked investment pipeline: In particular, new investment is vital to job creation. Following the global economic downturn there is less private sector funding available to invest in capital projects and the Council's resources for unlocking investment are at full capacity. Innovative solutions are needed to unlock investment and ensure the city is able to take advantage of opportunities arising from the renewable energy sector, the digital economy and improved transport infrastructure.

A need for more SME growth: Small and Medium sized Enterprises (SMEs) have potential to be the main source of new private sector jobs. There is a need to focus business support more on developing the entrepreneurial and professional skills of business people and helping to unlock their growth potential.

Partnership responses

Tackling these issues form the focus of the annual Joint Plan developed by the Economic Development Strategic Partnership (EDSP). In developing its joint plan, the EDSP forms a link between this Community Plan, the Edinburgh Partnership and the strategic or operational plans for each EDSP member organisation.

The EDSP Joint Plan focuses on preventing poverty and promoting economic resilience and includes action areas on employability, economic inclusion, business support and sustainable economic growth. Towards these, the EDSP has outlined three local priority outcome themes:

1: Developing Edinburgh as an attractive place to locate, invest and grow a business.

2: Ensuring Edinburgh's growth is sustainable with access to employment opportunities for all.

3: Ensuring Edinburgh's economy is strengthened, through the skills development of its population.

Progress to date shows partners working towards these work programmes through a wide range of interventions, including:

- Growth-focussed programmes to support entrepreneurship and growing businesses.
- Promotion of the social enterprise sector.
- Improving access to finance for SMEs.
- Promoting internationalisation and inward investment.
- Helping people facing the greatest barriers to employment to compete effectively in the labour market.
- Providing effective employability services which are demand-led, well co-ordinated and client-centred.
- Helping employers fill job vacancies quickly and efficiently.
- Working to ensure the city has a highly skilled workforce that meets employers' needs.
- Working on initiatives to address gender imbalance in the economy.

In order to measure progress against these priorities, the partnership has identified a set of **13 key indicators**. These indicators track the performance of the city across each EDSP work programmes and incorporate short and long term targets for the city.

On **theme 1**, the partnership tracks performance against indicators of growth, investment and innovation in the Edinburgh economy – GVA growth, new business start-ups, business density rates, new business survival rates and business investment in research and development.

On **theme 2**, the partnership tracks performance against indicators relating to the sustainability of growth in the city, with a particular focus on the degree to which growth reduces poverty and benefits dependency - claimants in receipt of out of work benefits, young people in receipt of benefits, earnings from employment, and children living in households dependent on benefits, employment and economic activity rates.

For **theme 3**, the partnership tracks performance against indicators relating and skills development in the city – residents receiving job related training, and qualification rates among city residents.

Across each of these indicators the framework sets a series of short and long term targets against which performance can be measured. Given recent economic conditions, as highlighted above, many of the indicators used here have been on a negative trajectory in recent years. With recent forecasts suggesting continuing stagnation or worsening of macroeconomic conditions it is likely that this general trend will continue in the medium term. As such, for most indicators short term targets reflect a modest aim to arrest decline and maintain performance at baseline levels. Longer term targets aim for more ambitious growth above baseline

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

Including priority partnership action to shift the balance of care, to tackle drug and alcohol issues, to improve physical activity, to improve mental health and to reduce health inequalities.

Context

The health of the city's population is inextricably linked with the economic, social and environmental priorities and actions in this city community plan. All the circumstances in which people are born, grow, live, work and age, are determinants of their health. These factors are influenced to a significant degree by the work of city partners. UK national policies, on taxes and welfare for example, also have a critical role in shaping people's health.

Edinburgh's SOA has consistently had a strong focus on health. The city has areas with some of the highest life expectancy in Scotland but it also has some which are near the lowest, resulting in persistent and stark inequalities in health. Inequalities can grow worse even as health standards overall improve, particularly when other social and economic gaps are growing.

Major changes affecting the current plan include the integration of health and social care services, through a new Health and Social Care Partnership for Edinburgh. As a proposed strategic partnership within the community planning framework, this will bring a broader integrated strategy with new outcomes supporting the Scottish Government's strategic objectives for a healthier Scotland. New content on mental health and for physical activity, a long

standing priority to improve wellbeing and reduce health inequality, is also included.

This health outcome contributes in particular to the national outcomes for 'stronger healthier lives,' for tackling 'the significant inequalities in Scottish society' and ensuring 'people are able to maintain their independence as they get older and are able to access appropriate support when they need it'.

The outcome focuses on five health themes: shifting the balance of care; drugs and alcohol; health inequalities; mental health and physical activity. Partnership governance and accountability is in place for each theme, set out in detail below. Improving health and reducing health inequalities are also important issues across the entire SOA. For example, child health is a specific objective in partnership action on the children's outcome.

Shifting the Balance of Care – Older People

Contributory Outcomes

- Older people have improved health and well-being.
- People are discharged from hospital without delay.

Challenges

Demographic change: Over the next 20 years, large increases are expected in the number of people in the age groups 65-74, 75-84 and over 85 years. More people will be living with long-term conditions, disabilities and complex needs. The Scottish Government has estimated these will affect one in three people over the age of 75.

Capacity planning at all levels aims to achieve a radical change to preventive action which helps individuals, families and communities to use their assets and reduce needs for services.

Complex conditions: A growing number of older people in Edinburgh have drug and alcohol problems and related health conditions. People with these conditions are at risk of stigma and discrimination, and often need high levels of care as they grow older.

Housing stock: Nearly a third (31%) of homes in the city were built before 1919 requiring greater repairs and maintenance, and work to improve energy efficiency. Appropriate adaptations are more complex because Edinburgh has the second highest proportion of flats in Scotland at 63%, particularly for homes above ground floor.

Opportunities

Older people are increasingly fit and active until much later in life and make a great contribution to society. Older citizens are particularly likely to act as unpaid carers and volunteers and it is vital to help sustain these key roles.

Integrated planning: The new partnership will make full use of financial and other resources. For example, the Joint Commissioning Plan aims to meet needs across the entire pathway experienced by older people. The plan will coordinate services to achieve the best impact in preventing crises and meeting needs. The partnership will adjust investments in service areas towards this objective.

Self-directed support: The opportunity for more people to control or arrange their care through the use of direct payments or individual budgets will have a significant impact on the way services are commissioned and procured in the future.

Marketing health and social care: Joint work is underway to raise the profile of care as a career choice, through joint pre-employment training academies for example.

Partnership response

The **Joint Older People's Management Group** oversees work streams to support the reconfiguration of services for older people. Membership of this group extends across the Council, NHS Lothian and voluntary and independent sector providers. **Live Well in Later Life**, the Joint Commissioning Plan for Older People 2012-2022, outlines the vision for the next ten years. It explains how we will improve outcomes for older people and the approaches we are taking to develop new models of care and support, to reshape services

and improve outcomes for older people, their families and carers.

The development of a preventative approach is a key theme. Work is underway in Edinburgh to develop support for people with lower levels of need to maintain their health and well-being, reduce social isolation and build resilience.

All policy decisions impacting upon care and support services are required to meet equalities and rights duties. In addition to Equality and Rights Impact Assessments, we are considering how key service areas can improve their approach to equalities and rights, to ensure that the needs of all older people are met.

Tackling drug and alcohol misuse

Contributory outcomes

- More people achieve sustained recovery from problem alcohol and drug use.
- People's health and wellbeing are not undermined by alcohol / drug use.
- Individuals and communities affected by alcohol / drug use are safer.

Challenges

- Working in partnership with a range of diverse service providers to achieve a more recovery oriented system of care.
- Shifting commissioning from an output focus to a focus on outcomes.
- Developing governance arrangements, which ensure services users are engaged effectively in the planning, development and delivery of services.
- Shifting the balance of care so that people have access to employability, housing, family support and mental health services, as well as treatment and support

- Improving service planning using the **commissioning cycle** to ensure that people can access the services they need at the right time during their recovery journey.
- Influencing licensing practice and public attitudes to all forms of substance use to improve health, wellbeing and safety.

Opportunities

- Commissioning of the Offender Recovery Service to intervene with substance using offenders before and after prison to provide support and enable recovery.
- Redesign of the adult treatment system of care - EADP is developing a Public Social Partnership approach with engagement of Third Sector, NHS Lothian and Council service providers.
- Joint review of services providing accommodation with support recovery for substance misuse, which is being undertaken by EADP and the Council's Services for Communities.

Partnership response

The Edinburgh Alcohol and Drug Partnership Plan: **Commissioning for Recovery 2012-15** has three key objectives are to:

- ensure that people receive the right services at the right time;
- provide coordinated care; and
- develop strong recovery communities.

The report sets out the types of services to be commissioned: Recovery Hub, counselling, services for carers and family members, wrap around care, including employability and the development of recovery communities.

Subsequent work has focused on developing a redesign process in line with these objectives.

EADP has developed a draft joint Commissioning Plan with the Council's Children and Families service. The intended outcomes are:

1. Fewer children and young people use drugs, children and young people choosing to drink alcohol start later in life and take fewer risks.
2. The impact of parental alcohol and drug use on children and young people is reduced.
3. More children and young people receive appropriate and timely support for problem alcohol and drug use.

The Homelessness Prevention Commissioning Plan outlines links between addictions and homelessness. Services will be reviewed to ensure that people get the appropriate support to help them gain independence and sustain recovery.

Health Inequalities

Contributory outcomes

- Edinburgh's citizens and communities experience reduced inequalities in health.

Challenges

Complex and entrenched causes: Health inequalities are based on wider social and economic inequality requiring holistic responses, and impacts tend to be long term with significant lead times to affect major social indicators (e.g. on life expectancy).

Significant inequality: The gap in average life expectancy in the most deprived areas of the city is 9.2 years for males and 5.1 years for females.

Premature mortality (all deaths under 75yrs) is around twice as high in Edinburgh's most deprived areas as in the city as a whole.

National factors: The link with fundamental structural issues, many of which are beyond the reach of local partners, requires joint action at all levels of governance.

Targeting of resources: Audit Scotland found that the resource allocation to NHS Boards and councils takes some account of deprivation. It is not clear though how this continues within local allocations.

Localised need: Local areas can experience a pattern of mutually reinforcing negative outcomes, but health inequalities are not limited to areas of multiple deprivation. Robust intelligence is needed to identify where health inequality interventions will benefit people.

Opportunities

National focus: Increased commitment to tackle health inequalities is evident in 2013, raising their profile and the expectation that partners and government at all levels will work together with citizens to address them.

Policy and service integration: The existing clear focus on tackling health inequalities at CPP level with a clear strategic lead and specific action planning will develop as a key part of preventive approaches through the new Health and Social Care Partnership.

Joined up local action: [Total Neighbourhood](#) and [Total Craigroyston](#) will help local information gathering and the co-ordination of responses.

Prevention: This key public sector priority underpins this plan. Tackling health inequalities is essential to control the personal and financial costs of poor physical and mental health.

Partnership response

Tackling health inequalities is core to the city's four SOA outcomes. The strategic lead has been the Edinburgh Community Health Partnership through its Health Inequality Standing Group. This role will continue with the Health and Social Care Partnership.

The [Health Inequalities Framework and Action Plan 2013-16](#) [hyperlink to come] has been developed through consultation by the Health Inequalities Standing Group, and draws from the national findings of "[The Marmot Review](#)".

The Strategic Framework sets six objectives to:

- enable people in Edinburgh to maximise their capabilities and have control over their lives;
- create and develop healthy and sustainable places and communities;
- strengthen the role and impact of ill-health prevention;
- ensure a healthy standard of living for all; give every child the best start in life;
- enable all children and young people to maximise their capabilities and have control over their lives; and
- create fair employment and good work for all.

The CHP/ Health and Social Care Partnership provide a lead role for the first four objectives, and the Health Inequalities Framework and Action Plan includes 11 sub-outcomes and actions. These will be further specified by other lead partnerships as the joint work progresses.

Impact on health inequality depends on joint effort by the city's main services. Innovative preventive work in local communities and with vulnerable groups is delivered from the city's joint Health Inequalities Programme, which has a £3.4m budget from the main partners.

Physical Activity

A core level of physical activity is an essential element in both physical and mental wellbeing. The partnership is working to increase the level of physical activity across the city, to ensure more people can reap the associated health benefits of an active lifestyle.

Challenges

Low levels of activity in city lifestyles and withdrawal from activity after leaving school, have a particularly adverse effect for groups such as younger women.

Opportunities

The promotion of active living such as walking and cycling, and activities offered by Edinburgh Leisure in community based programmes, leisure facilities and schools mean that Edinburgh is well placed to support a more active life for all.

The city's natural environment offers many opportunities to enjoy walking, cycling and participating in physical activity and sport.

Partnership response

Our focus is to become the most active city in Europe by 2020. The main action will be initiatives that aid the inactive to become more active, therefore maximising overall impact to population health in Edinburgh.

Ensuring that those who are already active remain active will also be important. Strategies are being developed to focus the efforts of the various stakeholders towards achieving these aims. This includes implementing Edinburgh's new Physical Activity and Sport Strategy and working collaboratively with other key Council

departments, NHS Lothian, Edinburgh Leisure and third sector agencies. Evaluation and monitoring against objectives are key elements of all initiatives, and of the overall strategies.

Mental health

Contributory outcome

- Mental health and wellbeing are improved.

Challenges

- Commissioning and providing personalised services, which promote recovery to ensure more people are supported in the community.
- Developing preventative services, which promote mental health and well being by reducing stigma and improving connections for individuals.
- Overcoming stigma and prejudice towards people with mental health problems.
- Supporting cares of people with mental health problems.
- Working within limited available resources.

Opportunities

- Joint working between the Council, NHS Lothian and third sector partners to ensure that all services are recovery focused.
- Working with partners to reduce inequalities in relation to employment, accommodation, education and physical wellbeing.
- Working with partners to promote "peer support" to ensure that services are available from people who have lived experience of mental health issues.
- Joint working between the Council and NHS Lothian to plan and build a replacement for the Royal Edinburgh Hospital.

- Working in partnership with carers to allow people to be supported in their own community.

Partnership response

The Edinburgh Joint Mental Health Planning Forum oversees the plan for Edinburgh. Outcomes are to be achieved by concentrating on four "change areas":

Tackling health inequalities: by focusing on those individuals and communities more likely to experience difficulties.

- Building social capital and well being: by supporting communities to use their own knowledge and experience to improve their sense of well-being and create a sense of belonging in their own neighbourhood.
- Embedding recovery: by ensuring that all services abide by the principles of recovery.
- Improving services: by providing excellent services for people when and where they need them, delivered by the right people.

Services are configured to provide a three tiered approach:

- Preventative supports, which can be directly accessed by people to prevent the onset or progressions of a mental health problem – e.g. well being services, counselling, advocacy, crisis services and respite or short breaks.
- Re-ablement services, which help people relearn skills they may have lost due to deterioration in mental health.
- Intensive services, which provide up to 24 hour support for people with severe and enduring mental health problem.

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

Including partnership action around ensuring young people enter adult life with positive options, making positive choices through a focus on providing early support and intervention before difficulties arise, particularly in the early years and at crucial transition stages.

Context

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

Our vision is to ensure that all children and young people in Edinburgh enjoy their childhood and achieve their potential whatever their life circumstances.

We will do this by placing children, young people and families at the heart of all our services and providing support when it is needed throughout childhood and the transition to adulthood.

The Integrated Plan for Children and Young People was developed in consultation with stakeholders including young people. Through this consultation, and further development, six strategic outcomes have been identified:

- Our children have the best start in life, are able to make and sustain relationships and are ready to succeed
- Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities
- Our children and young people in need, or with a disability, have improved life chances

Our children and young people are physically and emotionally healthy

- Our children and young people are safe from harm and fear of harm, and do not harm others within their communities
- Our children's and young people's outcomes are not undermined by poverty and inequality

Through monitoring progress and learning from external evaluations, we have identified the following priorities for improvement to maximise our collective impact.

Support in Early Years

The Partnership will take action to improve support in early years so that all children reach appropriate developmental and social milestones.

We know that there is a direct link between the experiences of early childhood and what happens in adult life. Parents' interaction with children during early childhood is critical in developing relationships and laying the foundations for positive physical and mental health development.

We aim to strengthen universal early years services and build family capacity and confidence, pre-birth and throughout early years. We want to deliver increasingly integrated early

years education and childcare with additional support targeted at children and families who need it most. Ongoing delivery of effective learning and support programmes, along with the provision of outreach resources and good quality local information are some of the targets for action.

Early Support for Families

The Partnership will take action to improve and extend help and early support for children in need, and their families, so they get the help they need before difficulties arise.

We know that the needs of children are best met in stable family situations. Working in partnership we want to encourage and support communities that provide a caring environment for children and families and deliver integrated services that meet their needs in a holistic way.

Specifically, we aim to reduce the numbers of children and young people who need to become looked after by engaging and supporting families earlier and more effectively when concerns are identified. We will help looked after children to remain within their own family networks by supporting kinship care placements where these are assessed as safe and able to meet the child's needs.

Attainment of Lowest Achieving Pupils

The Partnership will take action to improve the educational attainment of the lowest achieving pupils.

Key to children and young people becoming successful learners, confident individuals, responsible citizens and effective contributors, is ensuring that they have the knowledge, skills and attributes they will need in order to flourish in life, learning and work. Attainment is an important outcome measure in ascertaining progress towards young people achieving these attributes. We are committed to high quality inclusive schools which work with families to meet the needs of all their children. We will strengthen community based and joint agency support for children so that the need for exclusion and truancy is reduced.

By identifying early those at greatest risk of being educationally disadvantaged we can target collaborative support to ensure that all achieve their full potential.

Life Chances for Looked After Children

The Partnership will take action to improve life chances for looked after children.

We aim to improve outcomes for looked after children by ensuring that there are ongoing assessments of health needs, and that these needs are met through partnership working. We aim to ensure that all looked after children are supported to maximise their ability for improved educational outcomes. We want to identify and respond to children's difficulties as soon as possible.

By improving support for children looked after at home we will work to reduce the need for children to be accommodated and be in a

stronger position to invest more in early and effective identification and prevention work.

We also aim to increase the number of City of Edinburgh Council foster placements to achieve best value and outcomes for children and young people who need to be placed away from home.

Safe from Harm and Causing Harm

The Partnership will take action to reduce the risk of children and young people causing harm to themselves and to others.

We are applying the learning from serious case reviews and from research to help us to recognise the risk factors more quickly and to engage more effectively both directly with children and young people and with their families. We are reshaping some of our services to respond at an early stage to those with recognised vulnerabilities or at risk of engagement in antisocial behaviour or offending.

We are improving our capacity to provide support to families to build their capacity in a way that can sustain longer term change and improvement in outcomes for children and young people.

Work is also proceeding to improve information sharing among agencies to enable effective responses to causes for concern.

Health Outcomes

The Partnership will take action to improve health outcomes for children, with a specific focus on promoting healthy lifestyles and reducing risk-taking behaviours.

It is important that children and young people have opportunities, encouragement, support and guidance to maximise their chances to live longer and healthier lives, developing positive and

sustaining relationships and enjoying good emotional health. We know that children learn better, achieve more and have better life chances when they are healthy and happy. We aim to provide settings, services and resources that help our children and young people to make healthy lifestyle choices and lessen – or, if possible, remove – the negative impacts of obesity, unsafe sex, unintended pregnancy and substance use (both their own and that of their parents or carers).

We aim to improve partnership working to move away from crisis management to prevention, increase health equality between children and young people across the whole of Edinburgh and deliver health services that have been designed around needs. We want to provide support to enable healthy lifestyle choices and reduce risk-taking behaviour. We aim to strengthen services and address mental health needs early.

Positive Destinations

The Partnership will take action to increase the number of young people who enter and sustain positive destinations.

As young people prepare to enter adult life, the skills, aptitudes and personal qualities with which they have been provided will enable them to lead positive and productive adult lives. There is a strong correlation between under-achievement at school and unemployment. Through working collectively we can ensure that children and young people are provided with the opportunities to gain these key skills and to ensure that productive opportunities are available within the local area. In this way we can ensure that children and young people enter adult life with positive options, making positive choices.

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

Including priority partnership action to ensure people in Edinburgh are safe from crime, disorder and danger; are well-housed; and live in engaged, inclusive and supportive communities which are resilient to climate change and in close proximity to quality green space.

Context

While overarching policy and strategy are developed and delivered at a city level (and at broader geographic levels), our lives are lived locally. Meeting people's basic needs for a safe, quality environment and good housing can help overall community cohesion. Building a strong social fabric – the enabling context within which our networks of relationships develop – also ensures that Edinburgh's neighbourhoods are safe and desirable places to live.

This section of the Community Plan knits together national policy, city-level strategy, and local delivery on safety, reoffending, housing and social fabric. When all of these factors are in balance, it contributes to people living safer, more fulfilled lives.

Community Safety

Challenges and Opportunities

In order to achieve this outcome [The Edinburgh Community Safety Partnership](#) (ECSP) undertakes regular strategic assessments to inform community safety priorities in the city. From the most recent assessment in April 2013, antisocial behaviour, hate crime, fire and road safety and managing public events were identified as key local community priorities.

National identified priorities include serious and organised crime, violence (including domestic violence), public protection and drugs and alcohol misuse.

A number of partnership groups and committees exist in Edinburgh to ensure that these priorities are addressed. Local delivery frameworks have been critical in delivering substantial success in tackling ASB and crime and this is supported by the Neighbourhood Area Partnership Tasking and Co-ordination Groups.

Responsibility for national priorities delivered locally will be led at a city-wide level, supported by existing mechanisms including the Edinburgh Violence Reduction Programme (EVRP), the Edinburgh Drugs and Alcohol Partnership (EDAP) and Divisional tasking and co-ordinating.

National police reform will have a major impact during the lifetime of this SOA. Of interest is the formation of a local police and fire committee and the publication of local policing and fire and rescue plans. Once these proposals progress, there will be opportunities to strengthen the SOA, improve joint agency prevention work and streamline the business of existing partnership groups and committees. This will enable further links to be delivered.

There are three identified priority themes for community safety within this SOA described below. Each one of these clearly requires a co-ordinated partnership response:

1. The Impact of Violence and Abuse is Reduced.
2. Individuals and Communities Affected by Drugs and Alcohol are Safer.
3. Improved Home and Neighbourhood Security and Safety.

By continuing to work in partnership we can ensure that our communities are safer and have improved physical and social fabric.

Reducing Reoffending

Context

Reducing reoffending is a key priority at national and local level. Effective reduction in reoffending depends on a complex, multi-agency and multi-sector approach to the delivery of a wide range of both universal and specialist services. We also need to support people to pay back constructively for their crimes and build better lives for themselves, their families and communities.

The criminal justice social work service, based in the local authority and working with partners, delivers services using evidence of what works. This evidence shows that reintegration through education, employment, accommodation, reduced substance misuse, better physical and mental health and enhanced wellbeing is most effective at develop desistance from further offending.

Edinburgh's criminal justice social work service is located within Health and Social Care, and a review of senior management arrangements in 2011 placed criminal justice social work with the senior manager for mental health, homelessness, criminal justice and substance misuse. This has brought significant benefits in further integrating services, developing pathways and in quality assurance arrangements.

The establishment of the Edinburgh Strategic Planning Group for Reducing Reoffending has created the mechanism for all local service design and development, providing strategic oversight, agreeing priorities and ensuring that these are addressed as efficiently as possible by all partner agencies and sectors.

A range of interventions is currently available to assess and manage risk, and to support behavioural and lifestyle change for offenders, including priority groups such as women, young people, high risk offenders, prolific offenders, and domestic abuse perpetrators.

Challenges

- Bridging the gap between community justice services and the wider universal community services, which can support reducing reoffending, such as Education, Housing, Economic Development and Employability.
- Managing effectively the risks posed by those offenders who present a high risk of

sexual harm or violence to others.

- Developing services for women offenders in line with the 2012 Angiolini Commission Report on Women Offenders.
- Through the Caledonian System, responding to the risks posed by perpetrators of domestic abuse and to the safety of victims and children in families affected by domestic abuse.
- By establishing the credibility of community payback with the judiciary and the public, contributing to the reduction in use of short term prison sentences.
- Ensuring that all young people released from custody have a community reintegration plan, which addresses the risks and needs relevant to their offending behaviour.
- Developing improved services for prisoners released from short term prison sentences so that their risk of reoffending is addressed more effectively.

Opportunities

- An integrated approach at local level will build on the whole-systems approach, which includes community supports as well as specialist justice provision, enabling people to address underlying problems, such as employment, housing or addictions.
- Build on early intervention and prevention to address offending at a local level
- Lead on service developments with partners, for example the establishment of the Women's Community Justice Centre, which has attracted specific Scottish Government funding.

- Work with partners to ensure that mentoring services for prolific offenders and women offenders as a result of the Scottish Government's Change Fund allocations meet local needs.
- The procurement of the new Offender Recovery Service will improve services to prisoners released from short term sentences and those arrested who experience substance misuse problems, and will integrate services delivered in prison and in the community.
- The full implementation of the protocol for young people leaving Polmont will ensure that all 18-21 year olds leaving custody will have the opportunity to participate in a community integration plan that will address those factors, which underpin their offending behaviour.

Partnership response

The Edinburgh Strategic Planning Group for Reducing Reoffending will enable a co-ordinated approach to designing and developing local services in response to local need and circumstances. Sub groups have been established to provide a focus on families with complex needs, women offenders, prolific offenders and young offenders. This planning group complements the Offender Management Committee, which has a remit in relation to the management of high risk sexual and violent offenders.

Partnership is at the heart of criminal justice social work interventions. Protecting the public requires close working with Police Scotland, and/or community safety staff, to manage risk, but also with a wide range of partners to assist offenders' behaviour or lifestyle change through

strategies, for example, to address health, substance misuse, employment or accommodation concerns. Specific examples of multi-agency work in practice include the Willow Service for women offenders, the drug treatment and testing order team and the co-location of criminal justice and the police for the management of sex offenders.

Criminal justice social work services in Edinburgh are monitored in terms of effective delivery and outcome reporting through the quality assurance sub group of the Offender Management Committee. The Edinburgh Strategic Planning Group for Reducing Reoffending will monitor the inter-agency work through the measures agreed against the nine Scottish Government Outcomes.

Physical Fabric – Housing Challenges and Opportunities

The overall quality of the physical fabric is important in a number of respects, not least to citizens' experiences of Edinburgh as a place to live. Within this Community Plan, the Edinburgh Partnership wants to ensure that people are well-housed, and live in engaged, inclusive and supportive communities where co-operative approaches to housing are encouraged.

Projected increases in population, limited funding and difficult borrowing conditions increase the challenge to deliver the number of new affordable homes needed to meet demand. The cost of energy is an increasingly important factor in the overall affordability of homes.

Repairs and maintenance is a particular challenge for homeowners in Edinburgh due to the high number of flats in mixed ownership and the lack of property management or factoring arrangements.

Welfare reform is a particular challenge for tenants and is stretching advice and support services.

The [City Housing Strategy 2012-17](#) is Edinburgh's key strategic housing document and is reviewed annually. The 2013 review identified two key emerging priorities:

- developing co-operative approaches to housing services; and
- managing the impact of welfare reform, both on tenants and on the Council's finances.

Central to developing housing priorities and services is the Council's close working relationship with Registered Tenants' Organisations and the Edinburgh Tenants' Federation (ETF). A new [Tenant Participation Strategy](#) was approved by the City of Edinburgh Council in March 2012 to improve the ways that tenants can participate in decisions, in the neighbourhoods and citywide.

Our **progress is measured** through the three outcomes of the City Housing Strategy:

1. People live in a home they can afford

Edinburgh has a shortage of homes. The [South East Scotland Housing Need and Demand Assessment \(SES HNDA\)](#) found that Edinburgh needs approximately 36,000 new homes over the next ten years if all housing need and demand were to be met within the city. Around 1,660 new affordable homes are needed annually. Demand for around a third of households could be met through affordable options, such as Mid Market Rent and Low Cost Home Ownership, which would help households who can't afford to buy a home or rent privately.

Although house-building for the traditional private market has slowed down in recent years, the Council and its partners are building more

affordable homes. In 2011/12, 1,558 new affordable homes for rent and sale were approved for construction through the Affordable Housing Investment Programme, 21st Century Homes and the National Housing Trust. This is the first time since regular housing needs projections were undertaken that the supply of new homes almost matched the need for 1,660 new affordable homes per year.

The Council is developing a strategic business case which will use innovative land and investment models to significantly increase the supply of affordable homes. The strategic business case aims to deliver 16,000 new affordable homes over a 10 year period, including 4,000 new Council homes. The investment strategy aims to use available Council funding streams to unlock private funding and support the Council, Registered Social Landlords (RSLs) and private developers to build more affordable homes. This will provide a significant boost to the local economy, providing support for jobs in construction and related industries.

2. People live in a warm, safe home in a well-managed neighbourhood

All social landlords are required to ensure that their homes meet the Scottish Housing Quality Standard (SHQS) by 2015. The Council has invested £181 million in ensuring the homes it owns and manages meet the SHQS. At March 2013, 82% of Council homes had met the SHQS.

The Council has introduced a new [Shared Repairs Service](#) to provide advice and information to owners on managing the maintaining shared areas. The Shared Repairs Service will also use statutory notices to deal with emergency repairs.

Increasing energy efficiency of existing homes, investing in new energy efficient homes and tackling fuel poverty are housing priorities at a

national and local level. In addition to the positive impact of current investment programmes, other measures are being considered to encourage more investment in energy efficiency and providing help to people to reduce their energy consumption. These include the implementation of the Green Deal, with the potential for collaboration with other local authorities.

Through the 21st Century Homes programme and through working with RSLs and private developers, the Council is regenerating communities across the city. The Council is working with the NHS to look at all aspects of the new homes, including impact on fuel poverty, health and well being and integration and provision of local services.

3. People can move home if they need to

A key objective of the City Housing Strategy is to support people to live independently and to make the right housing choices as they move through life and circumstances change. Getting the right advice and support at the right time helps prevent people from losing their home and finding themselves in unsuitable temporary forms of accommodation.

How support is provided will need to change to meet Edinburgh's changing demographic profile. The housing input to the [Joint Commissioning Plan for Older People](#) has been strengthened, in recognition of the role appropriate housing and related support services can play in supporting people to live in their own homes and preventing hospital admissions. There is a continuing focus on preventative services such as housing support, advice and information, aids and adaptations and telecare.

The Council is committed to preventing homelessness and is strengthening its approach

to housing options and advice through the Homelessness Prevention Programme.

Social Fabric

Meeting people's basic needs for a safe, quality environment and good housing can help overall community cohesion and encourage active citizenship rather than putting up barriers which inhibit good community relationships. Most will recognise the community benefits of shared places, safe spaces and communal areas (such as play spaces). Less well-understood are the shared benefits of a rich and supportive social fabric.

If Social Capital is the network of relationships and inter-personal linkages that an individual *has*, then Social Fabric is the *context* within which that capital can be applied. Otherwise, there are no opportunities to put these relationships to use.

Volunteering shows trust and reciprocity in action, and contributes to good neighbourliness and social action. The City's Volunteering Strategy sets out to inspire Edinburgh's population to volunteer, and to play a significant role within the City's vibrant Third Sector which contributes significantly to the city's economy and social fabric.

The city's [Neighbourhood Partnerships](#) are critical to the success of places. They also strengthen the local democratic process by providing opportunities for local people from different backgrounds to get together, and for people to have a say about services and influence decision-making.

The actions in this section, led by different partnership groupings working together, can transform the liveability of Edinburgh's neighbourhoods. This will enable strong communities, which are not only safer but also

have demonstrably improved physical and social fabric.

Climate Change Resilience

Sustainable Edinburgh 2020 highlights climate change as a key sustainability issue for the City. With 75% of Europeans living in cities, ensuring that urban communities are resilient to the impacts of climate change is increasingly important. Sharing information, collaborative working between partners and communities and joint planning are among the ways the Edinburgh Partnership can build a climate-ready city. A number of community groups are already actively involved in making Edinburgh sustainable, reducing energy and emissions, and raising awareness about climate change. This grass roots activity provides a firm foundation for ongoing partnership working.

Access to quality green space plays a role in adaptation to climate change as well as providing social and health benefits to local communities. Partners and communities will work together to provide and maintain access to well managed good-quality green space because it is proven to be a hugely effective way to reduce the impact of social exclusion, deliver better health and wellbeing and create strong communities. In a changing climate, the role of city-wide green space will be even more important.

7. EDINBURGH PARTNERSHIP – GOVERNANCE, DELIVERY AND SUPPORT ARRANGEMENTS

This section describes partnership arrangements across the City that are in place to ensure (i) good **governance** to oversee the development and delivery of the community plan, and the business of the Edinburgh Partnership, (ii) the **delivery** of priorities and outcomes at both a neighbourhood and strategic level, and (iii) effective **support for** community planning at both local and strategic levels.

The Edinburgh Partnership involves a wide variety of community planning partners including the Scottish Government, major public service organisations, third sector groups, the business community, universities and colleges and most importantly citizen and community interests and groups, at various levels

To meet the many complex challenges facing Edinburgh, in June 2013 partners agreed a number of refinements to the governance, delivery and support arrangements that drive forward community planning in the City.

An overview of these arrangements is provided below and indicates how the different elements of the Partnership work together to deliver improvements to services and outcomes for citizens and communities

The Edinburgh Partnership Board and Executive have primary responsibility for governance, leadership and strategic direction across the Edinburgh Partnership.

Edinburgh Partnership Board

The Board is the strategic decision making body for community planning in Edinburgh. It holds the Strategic Partnerships and other elements of the community planning framework to account for the delivery of agreed outcomes, through formal Partnership Agreements. These will be subject to scrutiny and challenge throughout the period of this plan.

Board membership is representative of key stakeholder interests across the city, comprising public, private, voluntary and community sector partners. The Board is advised by the Chair of the Edinburgh Partnership Executive and the Scottish Government Location Director.

The Leader of the City of Edinburgh Council Chairs the Board as lead partner. The Board meets quarterly and agendas, papers and minutes are available from www.edinburgh.gov.uk/edinburghpartnership.

Edinburgh Partnership Executive

The Executive is the primary support mechanism for the Board. Its members consist of Chief Officers from the Council, Police Scotland (Edinburgh Division), NHS Lothian, Fire Service Scotland (Edinburgh Division), Edinburgh Health and Social Care Partnership and the Chair of the Edinburgh Compact Partnership.

The Scottish Government Location Director for the Edinburgh Partnership is an advisor to the Executive.

Strategic Partnerships

Strategic Partnerships are key components of the community planning framework for Edinburgh

Five Strategic Partnerships are primarily accountable for the delivery of the four strategic outcomes as set out below:

- Strategic Outcome 1 – Edinburgh's economy delivers increased investment, jobs and opportunities for all. - **Edinburgh Economic Development Strategic Partnership**

- Strategic Outcome 2 – Edinburgh’s citizens experience improved health and wellbeing with reduced inequalities in health - **Edinburgh Health and Social Care Partnership**
- Strategic Outcome 3 – Edinburgh’s children and young people enjoy their childhood and fulfil their potential - **Edinburgh Children’s Partnership**
- Strategic Outcome 4 – Edinburgh’s communities are safer and have improved physical and social fabric - **Edinburgh Community Safety Partnership** and **Edinburgh Compact**

The Strategic Partnerships report to the Edinburgh Partnership, in accordance with formal Partnership Agreements which specify respective roles and mutual responsibilities.

Cross Cutting Partnerships and Initiatives

A range of cross cutting partnerships and initiatives are recognised as working across and supporting the elements of the Edinburgh Partnership on key issues.

These include the:

- Edinburgh Alcohol and Drug Partnership
- Edinburgh Sustainable Development Partnership
- Edinburgh Community Learning and Development Partnership
- Edinburgh Co-operative Place Making

Group

- Poverty and Inequality Theme Group (as a sub group of the Edinburgh Partnership Executive)
- Total Place initiatives
- Edinburgh Green Investment Projects Group
- the Edinburgh Transport Forum

Neighbourhood Partnerships

It is the role of each of the 12 Neighbourhood Partnerships to engage with local communities and local partner agencies, and link to local neighbourhood management arrangements, to develop Local (Neighbourhood) Community Plans. The plans describe local priorities and outcomes to be delivered in the neighbourhood (see Section 3 above).

Neighbourhood Partnerships report to the Neighbourhood Partnership Conveners Forum and the Council’s Communities and Neighbourhoods Committee.

Neighbourhood Partnerships are represented at the Edinburgh Partnership Executive and the Edinburgh Partnership Board.

Community Planning Support Teams

There are two dedicated teams providing support and development services across the Edinburgh Partnership.

The Neighbourhood Partnership (Local) Community Planning Team provides support to the 12 Neighbourhood Partnerships.

The Edinburgh Partnership (Strategic) Community Planning Team provides direct support to the Edinburgh Partnership Executive and Board and supports the strategic and cross cutting partnerships.

The Edinburgh Partnership Community Plan (SOA) Development Group

Key partners across the Edinburgh Partnership are represented on this group.

The role of the group is to develop, monitor and report progress on the community plan (SOA) and it ensures the Edinburgh Partnership is aware of, and engaged in, performance management and improvement.

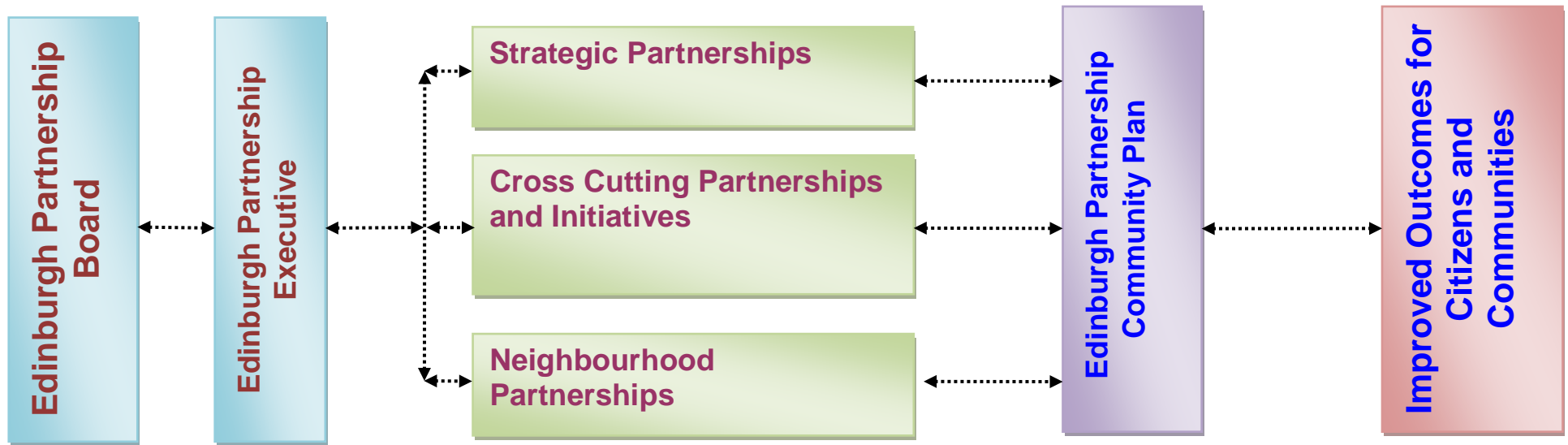
Edinburgh Partnership in Conference (EPiC)

Edinburgh Partnership in Conference events form the top level of community planning in action and bring together everyone involved in the Edinburgh Partnership to discuss and debate key topics of interest focussed on core policy issues linked to the Community Plan’s priority outcomes. The EPiCs should result in clear outcomes to progress these issues.

The Edinburgh Partnership Board receives reports on the EPiCs highlighting outcomes and recommendations.

A summary overview of these arrangements is shown in Table 1.

Table 1 – Edinburgh Partnership Governance and Delivery Arrangements 2013/16



8. IMPROVING COMMUNITY PLANNING IN EDINBURGH and REPORTING PROGRESS

This section outlines the Edinburgh Partnership's plan for audit activities that will inform action to deliver continuous improvements in the City's approach to community planning.

Edinburgh's approach to continuous improvement

The Edinburgh Partnership is self aware and committed to continuous improvement. Indeed the Partnership was one of the first CPPs in Scotland to embark upon self-evaluation work.

The Edinburgh Partnership Development and Improvement Plan (PDIP) was approved by the Partnership Executive in December 2011. This flowed from a structured self assessment exercise, using an Audit Scotland toolkit. Specific improvement actions emerged, focussed on eight key themes including leadership, governance and partnership priorities.

Drivers for further improvement

There are numerous national and local drivers for the further development of this approach. These include the National Review of Community Planning and Statement of Ambition, which establishes Community Planning and SOAs as the vehicle for outcome based approaches to public sector reform in Scotland.

In order to take the discussion forward locally, partners held an Edinburgh Partnership 'Summit Meeting' on 5 October 2012.

The clear emphasis was on improvement, action and delivery on:

- workforce and leadership development;

- co-production and the co-operative agenda; and
- the development of preventative approaches.

In December 2012, COSLA and the Scottish Government published new Guidance to CPPs on Single Outcome Agreements, stating that -

"CPPs should have a strong commitment to performance improvement and quality standards, ..., with robust self-assessment as a starting point".

A key requirement is that CPP Boards monitor progress and performance, and ensure that this information is reported clearly to partners, local elected members and communities.

The Improvement Service 'Self -assessment in Community Planning Partnerships' project - supported 16 CPPs, including two of Edinburgh's Neighbourhood Partnerships.

Various self-assessment tools were made available to participants, resulting in the identification of key improvement themes:

- reviewing governance and accountability – role and remits of CPP Boards;
- using evidence and resources;
- improving community engagement;
- improving performance management; and

- improving communication.

Audit Scotland's report 'Improving Community Planning in Scotland' (20 March 2013) identifies shortcomings in the performance of CPPs, stating that -

"Community planning was intended as an effective vehicle for public bodies to work together to improve local services and make the best use of scarce public money and other resources. Barriers have stood in the way of this happening".

The report draws on recent audits of CPPs in Aberdeen City, North Ayrshire and Scottish Borders as well as wider audit work on partnerships over a number of years.

It recommends five areas for improvement that all parties should focus on. These are:

- creating stronger shared leadership;
- improving governance and accountability;
- establishing clear priorities for improvement and using resources more effectively;
- putting communities at the heart of community planning and public service reform; and
- supporting CPPs to improve their skills and performance.

A response to these issues is set out in proposals for 'Building and Maintaining the Capacity of CPPs', to the National Community Planning Group on 20 March 2013.

Priorities for CPP support include:

- the rapid provision of guidance for all CPPs on what it means to be "genuine Boards";
- the provision of guidance so that all statutory CP partners, and thematic partnerships, have the same understanding of the strategic overview role of the CPP Board;
- the facilitation of self-assessment and improvement planning for individual CPP Boards, executive structures and thematic partnerships;
- support for Board members and senior managers to develop team working within individual CPP Boards and executive structures; and
- the development of an online portal by which CPPs can access support.

The Improvement Service is also working with CPPs on the challenge of reducing multiple inequalities in very local communities. A review of 'Total Place' type projects is the first stage, in close working with the Edinburgh Partnership.

The City of Edinburgh Council 'Audit of Best Value and Community Planning' report (Audit Scotland, May 2013) concludes that -

"Partnership working in Edinburgh is strong and the council and its partners are making good progress in improving outcomes for people".

There is a requirement though to *"make sure that the role of the partnership board in the community planning structure, such as the*

approval of the SOA, is clearer". This means that the strategic decision making role of the Board needs to be strengthened, in resonance with the National Review and the need for CPPs, at local authority wide level, to operate as genuine Boards.

The audit report also states that the *"Partnership needs to review how environmental sustainability is better reflected in its priorities and planning"*.

With regard to performance management within the Edinburgh Partnership, this is described as "well structured". However, there is scope for stronger evaluation of individual projects and work streams".

These matters are all reflected fully in the 'Improvement Actions' identified at the end of this section.

Edinburgh's approach to continuous improvement - local

As part of the review of Neighbourhood Partnerships an audit of current practice was carried out. This helped identify areas of good practice and will inform future development activity at local level.

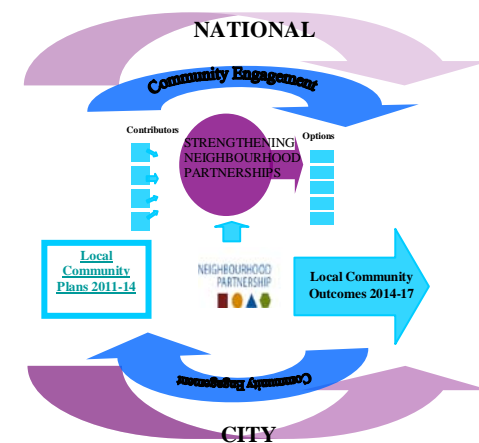
Neighbourhood Partnership Improvement Plan

Continuous improvement has formed a key element of the Neighbourhood Partnership approach since 2007. As part of a Council governance review in 2012, the approach has been further formally reviewed to identify measures to develop and strengthen their role in delivering better outcomes for communities.

Three key areas have been addressed; enhancing community participation, developing and strengthening current practice and strengthening the strategic influence of

Neighbourhood Partnerships. The review was a collaboration involving all partners and a significant contribution from communities across the city. This resulted in a suite of improvement actions for Neighbourhood Partnerships which are complementary to the national direction identified for community planning and provide a tangible opportunity for communities and partners to strengthen the role of Neighbourhood Partnerships in a local context.

Details of this review activity and improvement actions can be found by clicking the linked diagram below.



In addition to city wide activity to support the improvement of Neighbourhood Partnerships, there is also recognition of the need to support the development of individual Neighbourhood Partnerships. The pilot of the PSIF Improvement Service Outcome Focused Self Assessment Checklist in two Neighbourhood Partnerships provides them with a tool to consider and evidence whether their governance,

planning and performance and resource management are fit for purpose in delivering improved outcomes from their communities. This assessed the effectiveness of the local approach and assisted in developing improvement actions. Consideration is being given to rolling this out across the Neighbourhood Partnerships.

Neighbourhood Partnership Performance Reporting

Being able to measure performance and demonstrate success is of critical importance. The current Neighbourhood Partnership Public Performance Framework was produced in April 2011. This incorporates the Local Community Plan performance reporting and a partnership scorecard. It has been designed to provide Neighbourhood Partnerships with the tools to monitor performance, evidence improvements and hold partners accountable for services delivered locally. The first suite of Neighbourhood Partnership annual reports will be presented in Autumn 2013.

Further development of the Public Performance Framework is a key element of the review of Neighbourhood Partnerships. A multi agency sounding board will be set up to ensure a co-production approach to Neighbourhood Partnership performance.

Links to Spatial Planning

Improved linkages need to be made between spatial planning mechanisms, the Edinburgh Local Development Plan, and the Community Plan. Good spatial planning in the city is linked to key strategic outcomes relating to economic investment and improved physical fabric. It is critical to the sustainability agenda and is often

relevant to citizen and community interests. The Partnership will look to improve the engagement of local planners at both a citywide and neighbourhood level, look to develop relevant indicators on spatial planning and improve awareness of the significant spatial planning challenges that face the City.

Police and Fire Reform

The reform agenda for police and fire has led to many challenges for the Edinburgh Partnership, many of which are being met as a result of years of close partnership working between police and fire and other community planning partners.

This community plan has further improved police and fire involvement at the Board and Executive, strengthened police and fire engagement at the neighbourhood and citywide level, led to improved co-location of staff, and ensured that there is clarity about shared priorities. A good example of this was the community planning approach deployed to developing the first Edinburgh police and fire plans, which are now commonly regarded as best practice.

A key feature of the improvement plan will be to ensure that the new three year police and fire plans are closely linked to the Community Plan, and that there is strong linkage between the Police and Fire Scrutiny Committee, the Edinburgh Partnership Board and Executive and the Edinburgh Community Safety Partnership.

Also, as police and fire performance management frameworks evolve, it will be vital to ensure read across into the community plan strategic outcomes and action plan, and the new Neighbourhood Plans.

Improvement Actions

Key improvement actions for the Edinburgh Partnership going forward are to:

- Develop a programme of capacity building for the Partnership, in conjunction with the National Community Planning Group and Improvement Service 'capacity building work-stream';
- Clarify and strengthen the role of the Edinburgh Partnership Board;
- Make further adjustments to the governance framework for the Partnership and, in particular, the role of the Neighbourhood Partnerships, as required;
- Develop partnership approaches to engagement in order to improve services and outcomes for the citizens of Edinburgh;
- Promote transformational service change, with scope for co-production and co-operative development in the planning and delivery of services, linked to community engagement and empowerment;
- Develop preventative approaches across all the strategic priorities in the new Community Plan;
- Renew the focus on neighbourhoods and closer working with local people;
- Extrapolate and disseminate learning from the 'Total Place' pilots with communities experiencing poorer outcomes, and determine the scale of "roll out to" other communities in conjunction with the relevant Neighbourhood Partnerships across the city;

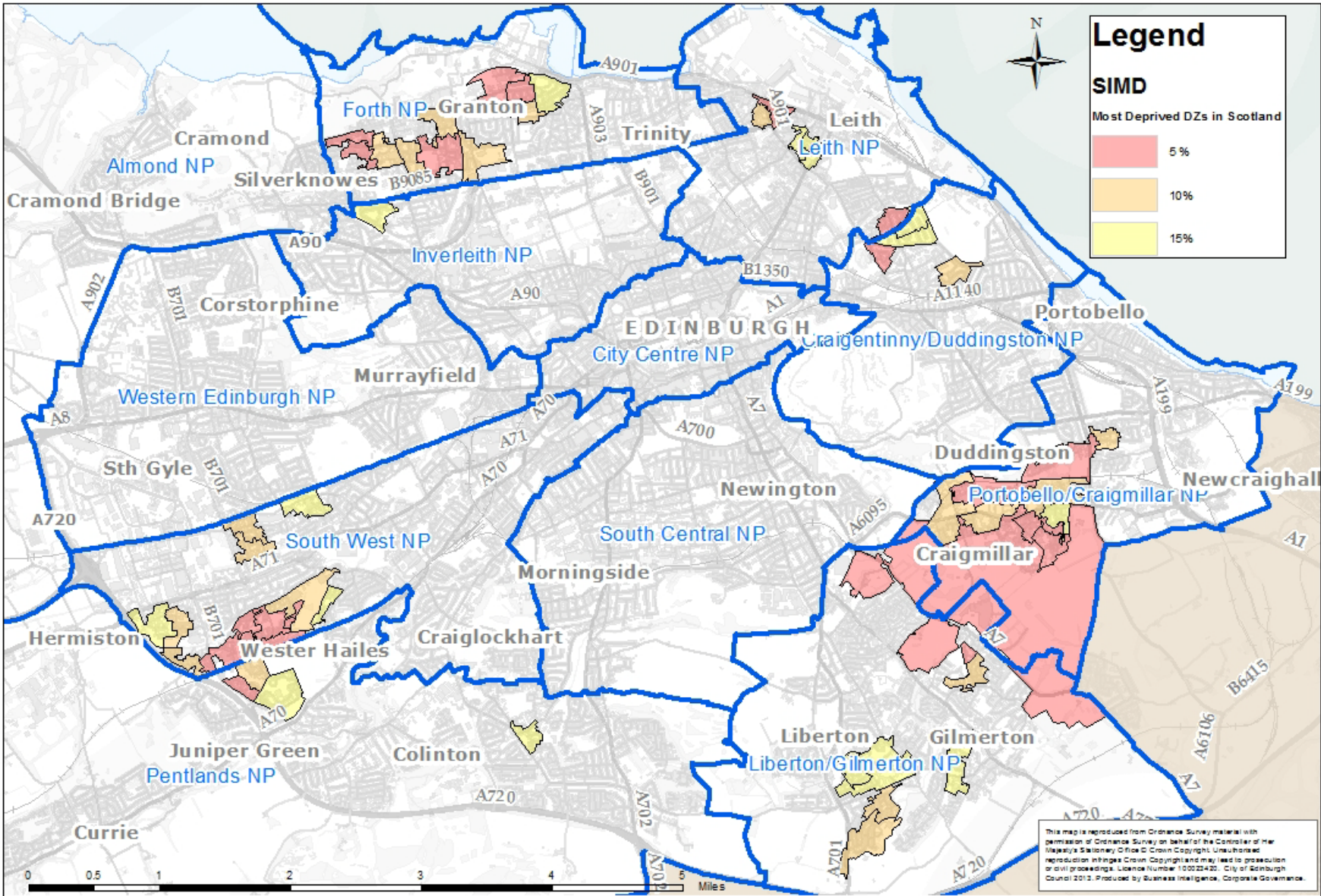
- Develop an integrated performance approach for those communities experiencing poorer outcomes with integrated targets across health, learning and development, employment and employability, income and safety and resilience;
- Embed environmental sustainability into the Partnership's priorities and planning;
- Develop new indicators on Carbon, Climate and Sustainability (CCS) matters aligned to strategic and neighbourhood outcomes;
- Establish the Edinburgh Sustainable Development Partnership to work with all elements of the Edinburgh Partnership to improve engagement in CCS work;
- Develop relevant indicators on spatial planning and improve awareness of the significant spatial planning challenges that face the City;
- Continue to develop performance management and incorporate stronger evaluation of individual projects and work streams;
- Rationalise the performance framework in order to achieve fewer indicators and more precisely stated targets, and greater consistency across the Partnership's strategic priority outcomes;
- Include the additional reporting theme for the 'Total Place' pilots as set out above;
- Establish how resources can be used in new ways and for greater impact for both the strategic themes and the 'Total Place' pilots, and measure progress through the performance framework;
- Ensure that the new three year police and fire plans are closely linked to the Community Plan, and that there is strong linkage between the Police and Fire Scrutiny Committee, the Edinburgh Partnership Board and Executive; and
- Establish an "Understanding Edinburgh" hub of performance information, data and intelligence, through a hosted website bringing various data sets together.

Next Steps

The next steps to be taken are to:

- embed the improvement actions into the Edinburgh Partnership Development and Improvement Plan (PDIP);
- merge the PDIP with the Neighbourhood Partnership Improvement Plan;
- review PDIP methodology;
- identify resources;
- agree how to monitor performance and report in future; and
- thread the improvement actions into the Edinburgh Partnership Executive's Work Plan.

Neighbourhood Partnership Areas and Scottish Index of Multiple Deprivation 2012



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

Strategic Priority 1 - A. Outcome Performance Indicators and Target

Indicator	Frequency/ Type/ Source	Baseline 2012/13	Comparative performance (Scotland)	Local Target (where appropriate)				Required actions ref.
				2013/14	2014/15	2015/16	Longer Term	
Developing Edinburgh as an attractive place to locate, invest and grow a business								
1.1 New business starts expressed as a rate per 10,000 adult residents	Annual/ Business Demography	50.98 (2011)	39.02 (2011)	51 (2012)	51 (2013)	51 (2013)	54	1,2,3,4,7
<u>Additional Information:</u> Data published with 2 year time-lag. Short term target = arrest recent decline and maintain baseline performance Long term target = rise to meet pre-recession peak UK performance								
1.2 Business Survival Rates - Provides a measure of the sustainability of new businesses in an area, expressed as a % of the businesses that survive for at least three years	Annual/ Business Demography	56.9% (for businesses born in 2008, measured in 2011)	61.2% (for businesses born in 2008, measured in 2011)	65% (2012)	65% (2013)	65% (2014)	67%	1,2,3,4,7
<u>Additional Information:</u> Data published with 2 year time-lag. Short term target = meet Scottish average achieved 2004-2009 Long term target = raise performance to match that of best performing UK regions								
Ensuring Edinburgh's growth is sustainable with access to employment opportunities for all								
1.3 Claimants in receipt of Out of Work Benefits, % of all working age residents	Quarterly/ DWP	11.7% (August 2012)	16.3% (August 2012)	11.7%	11.7%	11.7%	11%	5,6,7,8
<u>Additional Information:</u> Short term target = maintain baseline performance Long term target = return to pre-recession peak performance								
1.4 Claimants aged under 25 in receipt of Out of Work Benefits, % of all residents aged 16-24.	Quarterly/ DWP	8.4% (August 2012)	13.5% (August 2012)	8.4%	8.4%	8.4%	7%	5,6,7,8
<u>Additional Information:</u> Short term target = arrest recent increases and maintain baseline performance Long term target = return to pre-recession peak performance								
1.5 Employment Rate – measures the proportion of the working	Quarterly/	72.8%	70.6%	73%	74%	75%	76%	5,6,7,8

age population who are in employment	Annual Population Survey	(December 2012)	(December 2012)					
Additional Information: Short term target = arrest recent declines and maintain baseline performance Long term target = return to pre-recession peak performance								
Ensuring Edinburgh's economy is strengthened, through skills development of its population								
1.6 Working age Population with No Qualifications - Includes those with no qualifications expressed as a proportion of the working age population	Quarterly/ Annual Population Survey	5.5% (December 2012)	10.7% (December 2012)	5.5%	5.5%	5.5%	5.0%	5
Additional Information: Data published with a 1 year time lag. Short term target = maintain current performance as best ranking Scottish City Long term target = Achieve best ranking Scottish Local Authority								

Strategic Priority 1 - B. Partner Priority Actions, Identified Partnership Resources and Lead Responsibilities

Action / Commitment	Partnership Resources	Lead Partnership / Initiative / Project
1. Provide advice, mentoring and training to support new and growing businesses, help existing firms create/sustain employment opportunities, encourage internationalisation	As set out in the City of Edinburgh Council's Economic Development Service Operational Plan 2012-15 and other partnership plans.	Edinburgh Business Gateway Partnership
2. Provide advice, training and events to promote innovation among Edinburgh businesses	As set out in the City of Edinburgh Council's Economic Development Service Operational Plan 2012-15 and other partnership plans.	City of Edinburgh Council, Scottish Enterprise
3. Encourage infrastructure and other investment, promote Edinburgh as location for investment	As set out in the City of Edinburgh Council's Economic Development Service Operational Plan 2012-15, Scottish Enterprise Business Plan 2011-14 and other plans	City of Edinburgh Council, Scottish Enterprise /Scottish Development International
4. Support businesses and campaign on their behalf	As set out in FSB and Edinburgh Chamber of Commerce Annual Reports	Federation of Small Businesses, Edinburgh Chamber of Commerce
5. Ensure Edinburgh has a skilled labour force ready to take advantage of labour market opportunities created	As set out in the City of Edinburgh Council's Economic Development Service Operational Plan 2012	Joined Up for Jobs Partnership
6. Assist Unemployed/inactive residents into employment/training	As set out in the City of Edinburgh Council's Economic Development Service Operational Plan 2012	Joined Up for Jobs Partnership
7. Provide health support and advice to promote and sustain employability	As set out in the NHS Lothian Business plan	National Health Service Lothian
8. Deliver the Joined up for Jobs strategy	As set out in the City of Edinburgh Council's Economic Development Service Operational Plan 2012-15 and other partnership plans.	Capital City Partnership

Strategic Priority 1 - C. Contribution to Scottish Government National Outcomes

Links to National Outcomes

In carrying out the actions outlined above, the EDSP Joint Plan links explicitly to the Scottish Governments national outcomes 1,2,3 and, in doing so, make a substantial contribution towards outcome 7:

- 1 We live in a Scotland that is the most attractive place to do business in Europe;
- 2 We realise our full economic potential with more and better employment opportunities for our people;
- 3 We are better educated more skilled and more successful, renowned for our research and innovation;
- 7 We have tackled the significant inequalities in Scottish society

Visit the Scottish Government [website](#) for further information on National Outcomes.

Strategic Priority 1 - D. Specific Preventative Action

Preventative Action	Lead Partnership / Initiative / Project
1 Promoting business survivability and growth – through business support and advice programmes	Edinburgh Business Gateway Partnership
2 Preventing long term unemployment – through provision of joined up services for job seekers	Joined up for jobs partnership
3 Providing help for workers at risk – support to employees at risk of redundancy or job loss	Joined up for jobs partnership, Edinburgh Business Gateway Partnership, Partnership Action for Continuing Employment, Scottish Government Financial Services Task Force
4 Preventing youth unemployment – support to school leavers and young people	Edinburgh Guarantee, Joined up for jobs partnership

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

Strategic Priority 2 - Outcome Performance Indicators and Targets – Health Inequalities

Indicator	Frequency/ Type/ Source	Baseline 2012/13	Comparative performance (Scotland)	Local Target (where appropriate)				Required actions ref.
				2013/14	2014/15	2015/16	Longer Term	
2.1 Male life expectancy at birth (years, 3 year avg)	Annual, 3 year average, National Records of Scotland	77.17	75.85 (Scot 3yr avg 08-10)	increase	increase	increase	Direction of travel target: to increase LE	all
<p>Additional Information: The most recent figure shown as the baseline in 2012/13 is a figure for the three year average 2008-10. (The next set of comparable sub-national LE figures will not now be issued until 2014.) At 77.17 years, male LE in Edinburgh was higher than the national average for the same period, by 1.32 years. Over a ten year period, male LE in the city increased by 3.3 years.</p>								
2.2 Female life expectancy at birth (years, 3 year avg)	Annual, 3 year average, National Records of Scotland	81.85	80.43 (Scot 3yr avg 08-10)	increase	increase	increase	Direction of travel target: to increase LE	all
<p>Additional Information: The most recent figure shown as the baseline in 2012/13 is a figure for the three year average 2008-10. (The next set of comparable sub-national LE will not now be issued until 2014.) At 81.85 years, female LE in Edinburgh was higher than the national average for the same period, by 1.42 years. Over a ten year period, female LE in the city increased by 2.9 years. This was the biggest rise in life expectancy for females in any Council area in Scotland</p>								
2.3 Gap in male life expectancy at birth (years, 5 year avg) between the most deprived areas of the city and the remainder of the city	Annual, 5 year average, National Records of Scotland	9.2	See comments	reduce	reduce	reduce	Direction of travel target: to reduce the gap in LE	all
<p>Additional Information: The most recent figure shown as the baseline in 2012/13 is a 5 year average figure for the period 2006-2010. Average male life expectancy in the 15% 'most deprived' areas of the city over the period was 69.2 years, whereas in the remainder of the city, it stood at 78.4 years, the gap being 9.2 years.</p> <p>In SOA 2 (2009-12) the equivalent gap stood at 9 years. Using five-year averages from 2003-2007, the least deprived 85% of the city had a life expectancy for males of 77.4, the most deprived 15% had a male life expectancy of 68.4. The gap has therefore increased slightly. (However, the GROS advises that this data should be interpreted with some caution, given issues such as fluctuations in life expectancy estimates at this level.)</p> <p>Comparative Performance - Although not a direct comparison, it is worth noting that males in the 10% 'least deprived' areas of Scotland have a life expectancy at birth of 81.4 years, 13.2 years longer than in the 10 per cent 'most deprived' areas, where male life expectancy is 68.2 years. (Source: National Records of Scotland, 19/10/11)</p>								
2.4 Gap in female life expectancy at birth (years, 5 year avg) between the most deprived areas of the city and the remainder of the city	Annual, 5 year average, National Records of Scotland	5.1	See comments	reduce	reduce	reduce	Direction of travel target: to reduce the gap in LE	all

Additional Information: The most recent figure shown as the baseline in 2012/13 is a 5 year average figure for the period 2006- 2010. Average female life expectancy in the 15% 'most deprived' areas of the city over the period was 77.3 years, whereas in the remainder of the city, it stood at 82.4 years, the gap being 5.1 years.

In the earlier SOA (2009-12) the equivalent gap stood at 4.4 years. Using five year averages from 2003-2007, the least deprived 85% of the city had a life expectancy for females of 81.6, the most deprived 15% had a female life expectancy of 72.2. The gap has therefore increased. However, the GROS advises that this data should be interpreted with some caution, given issues such as fluctuations in life expectancy estimates at this level.)

Comparative performance - although **not** a direct comparison, it is worth noting that females in the 10 per cent 'least deprived' areas of Scotland can expect to live 84.6 years, 8.9 years longer than those in the 10 per cent 'most deprived' areas, who can expect to live 75.7 years. (Source: National Records of Scotland, 19/10/11)

2.5 Ratio of premature mortality rate (death from all causes, under 75 years) between the 15% most deprived areas of the city and the city as a whole	Annual, 5 year average, National Records of Scotland	2.01	Availability under discussion	reduce	reduce	reduce	Direction of travel target: reduce ratio	All
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Additional Information: This indicator compares premature mortality in the city as a whole, with that in the 15% 'most deprived' areas.

For the 2012/13 baseline column of this table, data from the 2009-2011 period is used. In this period, for the city as a whole, the premature mortality rate stood at 322.62 per 100,000. In the 15% most deprived areas, this stood at 646.99 per 100,000. In other words, premature mortality in the most deprived areas of the city remains around twice as high as in the city as a whole.

2.6 Emergency inpatient bed day rates for people aged 75+ (per 1000 pop.)	Monthly Management Report, ISD	March 2011 5,411 March 2012 5,160 March 2013 4,971	At April 2013: Joint 4 th highest rates by Council area	Monthly trajectory April'13: 4,956 March'14 : 4,799	Monthly trajectory April'14: 4,784 March'15 : 4,629	TBC	N/A	OP 1,2
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Additional Information: Edinburgh has put in place measures to prevent admissions and reduce lengths of stay which have seen a reduction in the overall rate for the council area for the previous 5 months of verified data (July – November 2012). Edinburgh continues to be above trajectory but has reduced rates by 3% across same period

2.7 Delayed discharge: number of people waiting more than four weeks for discharge to an appropriate setting	Monthly Management Report, ISD	Jan 2013: 16	At Jan 2013: 10th highest rate per 1,000 pop 75+	0	0	0	TBC	OP 1,2
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Additional Information: Targets: by April 2013, no patient should wait more than 4 weeks from when they are clinically ready for discharge and subsequently by April 2015 no patient should wait more than 2 weeks until discharge.

The current capacity planning exercise is intended to reduce the number of people delayed in hospital and the length of delay

2.8 Balance of care: the proportion of older people with high levels of need who are cared for at home	Monthly Management Report, CEC	Feb 2013: 32.0%	24 th highest in Scotland	34%	36%	37%	40% by 2018	OP 1,2
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Additional Information: The shift in the balance of care is supported through the range of Change Fund projects

2.9 Suicide rate in Edinburgh (per 100,000 population) (5 yr)	Annual; GRO(S) website	2011: 14.7	Scottish total for this period was 15.3	TBD	TBD	TBD	TBD	MH1
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Additional Information: The latest available data is for the five-year period ending 2011; the next update will be available in August 2013. The Scottish Government's target was for a 20% reduction in the

2002 rate by 2013. Local targets will be set once the 2013 rates are available.								
2.10 Total respite weeks for older people	Annual performance report, CEC	2011-12: 8,425	14 th highest rate per 1,000 pop 65+	Increase	Increase	Increase	Increase	OP 1,2
<u>Additional Information:</u> The move towards personalisation, and away from traditional forms of respite will create challenges to how this key measure is monitored.								
2.11 Percentage of citizens meeting Scottish Government physical activity recommendations	Scottish Health Survey (tbc)	Scottish Health Survey (tbc) Edinburgh People's Survey (tbc)	tbc	Increase	Increase	Increase	Increase	1,2,3
<u>Additional Information:</u> tbc								
2.12 Number of people using Edinburgh Leisure facilities	Edinburgh Leisure participation data	2012/13 figs	Future years	Increase	Increase	Increase	Increase	1,2,3
<u>Additional Information:</u> Tbc								
2.13 Alcohol related hospital discharge rates – acute and chronic conditions (three year rolling average)	Annual ISD Scotland SMR 01	2,899		Decrease	Decrease	Decrease	Decrease	
2.14 Number of children identified who are registered due to parental alcohol and/or drug use.	Annually Scottish Children's Reporter Administration	TBC		Decrease	Decrease	Decrease	Decrease	
2.15 Proportion of people who start treatment within 3 weeks	Quarterly ISD Waiting Times Database	90%		90%	90%	90%	90%	

Strategic Priority 2 - B. Partner Priority Actions, Identified Partnership Resources and Lead Responsibilities

Action / Commitment	Partnership Resources	Lead Partnership / Initiative / Project
9. Finalisation of Health Inequalities Framework and Action Plan	As outlined in details of Joint Health Inequality Programme (circa £2 million p.a.)	Health Inequalities Standing Group
10. Delivery of HISG sub-group actions plans on Greening for Health; Food and Health; Social Capital; and Physical Activity	As above	Health Inequalities Standing Group and sub groups
11. Delivery of Joint Health Inequality Programme	As above	Health Inequalities Standing Group and funded organisations
12. Implementation of Joint Mental Health and Wellbeing Strategy – <i>a Sense of Belonging</i>	As set out in plan	Lothian NHS and partners
13. Implementation of the Early Years Strategy	As set out in plan	Children's Partnership
14. Implementation of Edinburgh Alcohol and Drugs Partnership Strategy and related action plans	See related commissioning plan	Edinburgh Alcohol and Drugs Partnership
15. Implementation of Total Craigroyston	See Project Board papers for	Total Craigroyston Project Board and Children's Partnership
16. Implementation of Total Neighbourhood	See Project Board papers	Total Neighbourhood Project Board
17. Delivery of Poverty and Inequality Theme Group Work Streams 1-4	Staff time CEC/NHS/Voluntary sector/others, small development budget circa £3K	Edinburgh Partnership Executive – Poverty and Inequality Theme Group
18. Implementation of Strategic Work Plan for Health and Social Care	To be confirmed	Integrated Management Team for Health and Social Care
(OP 1) Develop and implement a Joint Commissioning Plan for Older People 2012-22	No specific resources for the Plan. The Plan identifies the total financial resources for older people's care and support as approx £217m.	Edinburgh Joint Older People's Management Group
(OP 2) Manage and evaluate the implementation of the Change Fund for older people in Edinburgh	£9m for 2013/14	Edinburgh Change Fund Core Group
(MH 1) Develop and implement a plan for Edinburgh to achieve the outcomes of A Sense of Belonging	Executive and Joint Planning Group for the Implementation of A Sense of Belonging	Edinburgh Joint Mental Health Planning Forum

Strategic Priority 2 - C. Contribution to Scottish Government National Outcomes

Links To National Outcomes	
6	We live longer, healthier lives'
7	We have tackled the significant inequalities in Scottish society
15	Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Visit the Scottish Government [website](#) for further information on National Outcomes.

Strategic Priority 2 - D. Specific Preventative Action

Preventative Action	Lead Partnership / Initiative / Project
Delivery of Joint Health Inequalities Programme	As above
Implementation of Total Craigroyston	As above
Implementation of Total Neighbourhood	As above
Implementation of Early Years Strategy	As above

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

Strategic Priority 3 - A. Outcome Performance Indicators and Targets

Indicator	Frequency/ Type/ Source	Baseline 2012/13	Comparative performance	Local Target (where appropriate)				Required actions ref.
				2013/14	2014/15	2015/16	Longer Term	
Support in Early Years								
3.1 % of children entering P1 with a baseline literacy score of 85 or more	Annual/ CEC	89%	N/A	90%				1,2
<u>Additional Information:</u> Age appropriate development measures for 0-5s and primary school age are being developed. This interim measure is based on the baseline numeracy and literacy tests at entry to P1. Further targets are under development.								
3.2 % of children entering P1 with a baseline numeracy score of 85 or more	Annual/ CEC	91%	N/A	92%	-	-		1,2
<u>Additional Information:</u> As above.								
Early Support for Families								
3.3 Number of children who need to be Looked After (rate per 1,000 0-18 population)	Annual/ SG	15.5 End July 2012	14.7 Scotland	14.7	Below national average	Below national average	Below national average	1
<u>Additional Information:</u> We aim to reduce the overall number of children who need to be looked after through early support for children and families (while still responding to need).								
3.4 % of Looked After Children population who are in kinship care	Annual/ SG	20% End July 2012	25% Scotland	21%	22%	23%	24%	1
<u>Additional Information:</u> As above.								
Attainment of Lowest Achieving Pupils								
3.5 Average tariff score of lowest attaining 20% of S4 mainstream population	Annual/ Education Scotland	71 2011/12	64 Scotland 2010/11	73	75	77		1,3,8,10
<u>Additional Information:</u> Latest data relates to 2011/12 pre-appeal data.								
Health Outcomes								
3.6 % of P1 pupils who are obese	Annual/ NHS ISD	9.4% School year 2010/11	9.6% Scotland	8.5%	8.3%	8.1%		1,5,6,9,11
<u>Additional Information:</u> Data is from the Annual Child Health Surveillance School Programme and is for the City of Edinburgh Council area. Next available data for school year 2011/12 will be in May 2014								
3.7 % of 15 year olds who are regular smokers	4 years/ SALSUS	18% 2010	20% Scotland	-	-15%	-		1,5,6,9,11
<u>Additional Information:</u> Local data is only available once every 4 years. Work is underway to develop a local survey which will provide data on an annual basis.								

3.8 % of 15 year olds drinking once a week or more	4 years/ SALSUS	18% 2010	20% Scotland	-	15%	-		1,5,6,9,11
<u>Additional Information:</u> As above								
3.9 % of 15 year olds who have taken drugs in the previous month	4 years/ SALSUS	11% 2010	11% Scotland	-	10%	-		1,5,6,9,11
<u>Additional Information:</u> As above								
Life Chances for Looked After Children								
3.10 Number of children referred to the Children's Reporter on the grounds of "Lack of Parental Care"	Annual. SCRA	1,412		Decrease	Decrease	Decrease	Decrease	1,11
<u>Additional Information:</u> This is the best proxy measure. Estimates of 70% of these cases will be due to parental problem alcohol / drug use. A new measure and baseline are being developed for 2012/13 covering the 'Number of children identified who are registered due to parental alcohol and/or drug use.'								
3.11 % of Looked After Children school leavers who are in an initial positive destination	Annual/ SG	63% 2010/11 leavers	55% Scotland	Targets are under development and will be completed once fuller trend information is available and the first review of the Corporate Parenting Action Plan has taken place.				1,3,4,7,8,10
<u>Additional Information:</u> From the SG Publication 'Educational Outcomes of Looked After Children 2012'.								
3.12 Rate of exclusion for Looked After Children (per 1,000 pupils)	Annual/ SG	332 2010/11	326 Scotland	As above. In addition, it is the longer term aim for no looked after child to be subject to exclusion.				1,8,10
<u>Additional Information:</u> As above								
3.13 % of school leavers who are in an initial positive destination	Annual/ SDS	88.3% 2011/12 leavers	89.9% Scotland	89.9%	Exceed national average	Exceed national average		1,3,4,7,10
<u>Additional Information:</u> Initial destination is measured in the September following leaving school								
Safe from Harm and Causing Harm								
3.14 Number of young people referred to the Scottish Children's Reporter Administration (SCRA) on offence grounds	Annual. SCRA	299		290	281	273		
<u>Additional Information:</u>								
Positive Destinations								
3.15 % of school leavers who are in an initial positive destination	Annual/ SDS	88.3% 2011/12 leavers	89.9% Scotland	89.9%	Exceed national average	Exceed national average		1,3,4,7,10
<u>Additional Information:</u> Initial destination is measured in the September following leaving school								
3.16 % of school leavers who are in a follow up positive destination	Annual/ SDS	86.5% 2010/11 leavers	87.2% Scotland	87.2%	Exceed national average	Exceed national average		1,3,4,7,10
<u>Additional Information:</u> Follow up destination is measured in the March following leaving school								

Strategic Priority 3 - B. Partner Priority Actions, Identified Partnership Resources and Lead Responsibilities

Action / Commitment	Partnership Resources	Lead Partnership / Initiative / Project
1. Mainstream Getting It Right for Every Child (GIRFEC) in all our services	Please refer to the Integrated Plan for Children and Young People for further detail on how the partnership uses resources	Children's Partnership
2. Deliver the Early Years Strategy		Children's Partnership
3. Deliver 16+ Learning Choices		The City of Edinburgh Council
4. Deliver the Edinburgh Guarantee		Edinburgh Partnership
5. Develop and deliver NHS Lothian's 2012-17 Strategy for Children and Young People, with its associated links to the Maternity Strategy, the Breastfeeding and Infant Feeding Strategy, the Mental Health and Wellbeing Strategy and the Sexual Health and HIV Strategy		NHS Lothian
6. Develop and Deliver the NHS Lothian Local Delivery Plans for the period 2011-14		NHS Lothian
7. Deliver More Choices, More Chances		The City of Edinburgh Council
8. Implement the Additional Support for Learning Improvement Plan		The City of Edinburgh Council
9. Implement the Health Inequalities Framework		NHS Lothian
10. Deliver Curriculum for Excellence		The City of Edinburgh Council
11. Deliver the Alcohol and Drug Strategy 2011-14 and associated EADP Action Plan		Edinburgh Alcohol and Drugs Partnership

Strategic Priority 3 - C. Contribution to Scottish Government National Outcomes

Links to National Outcomes
The above local outcomes directly contribute to the delivery of National Outcomes 3, 4, 5, 6 and 8. Visit the Scottish Government website for further information on National Outcomes.
3 We are better educated, more skilled and more successful, renowned for our research and innovation
4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens
5 Our children have the best start in life and are ready to succeed
6 We live longer, healthier lives
8 We have improved the life chances for children, young people and families at risk

Visit the Scottish Government [website](#) for further information on National Outcomes.

Strategic Priority 3 - D. Specific Preventative Action

Preventative Action	Lead Partnership / Initiative / Project
<p>1 Total Craigroyston has been established by the Edinburgh Partnership to improve outcomes for children and families in the neighbourhood around Craigroyston Community High School with a particular focus on those children currently looked after by the public authorities. In the longer term the aim is to reduce the need for children to become looked after. It is loosely modelled on the 'Total Place' whole area approach to public services, leading to better services at less cost.</p>	<p>Total Craigroyston Steering Group</p>
<p>2 Early Years Collaborative and Early Years and Early Intervention Change Fund aims to work in partnership to reduce the numbers of children who need to become looked after by supporting families earlier and more effectively.</p>	<p>Early Years Collaborative Steering Group</p>
<p>3 Care Leavers are known to be one of our most vulnerable groups of young people. The Corporate Parenting Action Plan sets out how we will, in partnership, develop services to provide the right support for this group of young people with the aim of improving outcomes.</p>	<p>Corporate Parenting Member Officer Group</p>
<p>4 Getting it Right for Every Child is the national framework to help co-ordinate children's services across Scotland. In Edinburgh, we have followed this by adopting the Getting it right for every child in Edinburgh approach to give the right help to children, young people and families, when they need it from a joined up multi agency team.</p>	<p>Children's Partnership</p>

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

Strategic Priority 4 - A. Outcome Performance Indicators and Targets

Indicator	Frequency/ Type/ Source	Baseline 2012/13	Comparative performance	Local Target (<i>where appropriate</i>)				Required actions ref.
				2013/14	2014/15	2015/16	Longer Term	
4.1 Rate of recorded violent crimes and offences (Group1) per 10,000 population	Annual ECSP	10	2 out of 32 council areas	Decrease	Decrease	Decrease	Decrease	3
4.2 Perceptions of local drug dealing/drug use in neighbourhoods	Biennial, Scottish Gov	58%		Decrease	Decrease	Decrease	Decrease	5
<u>Additional Information:</u> Measures the % who think drug dealing/use is "very" common and "fairly" common in their neighbourhood								
4.3 Number of persons killed or seriously injured in road traffic collisions	Annual ECSP	103		Decrease	Decrease	Decrease	Decrease	8
<u>Additional Information:</u> (26 of which were serious injury child casualties over the two years)								
4.4 Rate of recorded Antisocial Behaviour complaints (Council ASB data) per 10,000	Annual ECSP	24.1		Decrease	Decrease	Decrease	Decrease	6
<u>Additional Information:</u> The trend continues to show a positive reduction in ASB complaints reported to the Council and the 2012/13 figures are on target								
4.5 Percentage of adult residents stating they feel "very safe" or "fairly safe" when at home at night or in their neighbourhood after dark	Annual CEC, Edinburgh People's Survey	88%		Increase	Increase	Increase	Increase	2,3,4,5,6
4.6 Domestic housebreakings per 10,000 population	Annual, Scottish Gov, ECSP	27		Decrease	Decrease	Decrease	Decrease	
<u>Additional Information:</u> Includes dwellings and non-dwellings only								
4.7 Number of accidental dwelling fires	Annual/L&BFRS	293		Decrease	Decrease	Decrease	Decrease	9
<u>Additional Information:</u> See narrative below*								
4.8 Reconviction rate: % of those given a non-custodial sentence or discharged from custody in a given year who are reconvicted of at least one other offence within one year	Annual (retrospectively): Scottish Government	27.9%	30.1% for Scotland	Remain below Scottish ave.	Remain below Scottish ave.	Remain below Scottish ave.	Decrease	Reoff 1-4 & 7
<u>Additional Information:</u> The latest available published data is for the 2009/10 (shown in 2012/13) cohort and are for Edinburgh and Midlothian. Results are published retrospectively for the following reasons: the reporting year reflects the year that the cohort finished their orders; a subsequent one year period is monitored for reconvictions; further time is needed for compilation and analysis								
4.9 Reconviction rate (%): for people who have a) successfully completed and b) breached a probation order in the period	Annual (CEC)	a) 28.5 b) 50.5	NA	Decrease	Decrease	Decrease	Decrease	Reoff 1-4
<u>Additional Information:</u> The latest available data at local level relate to the cohort of offenders who completed their order in 2008-09								
4.10 Reconviction rate (%): for people who have a) successfully completed and b) breached a community service order in the period	Annual (CEC)	a) 26.5 b) 40.1	NA	Decrease	Decrease	Decrease	Decrease	

Additional Information: The latest available data at local level relate to the cohort of offenders who completed their order in 2008-09								
4.11 Percentage of CJ orders successfully completed – full year	Annual (monthly figures are also available)	66.4% for 2011-12; 69.2% for 2012-13	NA	70%	72%	74%	TBA	Reoff 1-4
Additional Information: As noted above, there is evidence that a person who successfully completes an order is less likely to reoffend than one who breaches an order.								
4.12 Community payback orders – feedback from people who have completed their orders	To be developed							Reoff 1-4
4.13 Number of new homes completed	Annual: Housing Statistics for Scotland	1,494 (latest figures 2011/12)	tbc	1,600	1,700	1,800	1,900 (by end of this Community Plan period - 2016)	
Additional Information: Edinburgh baseline is for 2012/13 and includes 859 affordable homes and 634 (estimated) private sector homes. 2012/13 comparative data not yet available.								
4.14 Number of new affordable homes approved	CEC	588	tbc	1,660	1,660	1,660	1,660	
Additional Information: 2012/13 comparative data not yet available. Targets based on Strategic Business Case target of 16,600 affordable homes over 10 years, however, investment models are still being developed to deliver this. Targets will be kept under review.								
4.15 Percentage of homes achieving National Home Energy Rating (NHER) of 7 to 10	Annual: Scottish House Condition Survey (SHCH)	68% (2009/11 SHCH figures)	Scottish Average: 61% (SHCS 2009/11)	Tbc	Tbc	Tbc	Improving Trend	
Additional Information: SHCS data 2009/11. Data taken from 3 year rolling survey								
4.16 CO2 emissions for the city	Depart. for Energy and Climate Change (DECC)	2005	N/A				42% by 2020	
Additional Information: Edinburgh uses DECC data as it does not have locally robust data for carbon emissions for the city								
4.17 Percentage of residents who would be willing to volunteer time for a good cause	Annual: Mosaic data (combined from various sources)	60%	49%	Maintain or Improve				
Additional Information: (EQ, SUS, RPI, PREV, 3 rd S)								
4.18 Percentage of residents who think people from different backgrounds get on well together	Annual: Edinburgh People Survey	90%		Maintain or Improve				
Additional Information: (EQ, SUS, RPI, PREV, 3 rd S)								
4.19 Percentage of residents who feel that they can have a say on things happening or how Council services are run in their local area (neighbourhood or community)	Annual: Edinburgh People Survey	34%	As part of the review of Neighbourhood Partnerships, a discussion on the Neighbourhood Partnership Public Performance Framework will include setting revised targets for this indicator.					
Additional Information: (EQ, SUS, RPI, PREV, 3 rd S)								

*The number of accidental dwelling fires in Q1 and Q2 for 2012/13 was 154 and 139 respectively giving a six monthly total of 293. Projecting this figure over the full year will give a forecast total of 586 which is four incidents lower than the 2% reduction target of 590.

Strategic Priority 4 - B. Partner Priority Actions, Identified Partnership Resources and Lead Responsibilities

Action / Commitment	Partnership Resources	Lead Partnership / Initiative / Project
1. Implement GIRFEC in Edinburgh.		Children's Partnership
2. Implement the Multi Agency Strategy for Public Protection in Edinburgh.		Council and NHS Chief Executives and Chief Constable
3. Implement the Edinburgh Violence Reduction Programme (a strategy to reduce violence).	A multi agency partnership including representation from the Police, NHS, Council and Voluntary Sector are responsible for (Edinburgh Violence Reduction Partnership) for delivering strategic outcomes of the programme.	Edinburgh Community Safety Partnership
4. Deliver the 'No Excuse – Violence Against Women Partnership Strategy 2008-13' and the 'Take Control Against Hate Crime Strategy'	A multi agency Hate Crime Strategic Development Group chaired by a third sector representative is responsible for delivering on the outcomes of the strategy. The group consists of representatives from the CEC, Police, NHS, Fiscal Office and Voluntary Sector.	Edinburgh Community Safety Partnership
5. Deliver the Alcohol and Drug Strategy 2011-14 and associated EADP Commissioning Plans	The Edinburgh Alcohol and Drug Partnership Executive Group oversees the delivery of the strategy. This group is supported by two Commissioning Groups which deliver on the Commissioning Plans; and by a Children and Young People's Subgroup and a Treatment and Recovery Subgroup which deliver on partnership initiatives.	Edinburgh Alcohol and Drugs Partnership
6. Implement the Antisocial Behaviour Strategy 2013 – 2016	The Antisocial Behaviour Strategy is overseen by the Council and the Police. Other partners including representatives from the Third Sector will also contribute to fulfilling the outcomes of the strategy.	Edinburgh Community Safety Partnership
7. Deliver the Integrated Offender Management Programme.		Edinburgh Community Safety Partnership
8. Deliver the Local Fire and Rescue Plan 2012 for the City of Edinburgh		Scottish Fire and Rescue Service
9. Support the Edinburgh domestic abuse court by developing the Caledonian System capacity	Supported by judiciary, police, fiscal service and third sector partners	Violence against Women Partnership domestic abuse sub group
10. Establish the Women's Community Justice Centre	City of Edinburgh Council, the other 4 local authorities in the Lothian and Borders Community Justice Authority, NHS Lothian, third sector partners	Reducing Reoffending in Edinburgh Strategic Planning Group
11. Commission the Offender Recovery Service	City of Edinburgh Council, NHS, Edinburgh Alcohol and Drug	Edinburgh Alcohol and Drug Partnership

	Partnership, third sector partners	
12. Implement the protocol for young people leaving Polmont	City of Edinburgh Council, Scottish Prison Service, Sacro	Lothian and Borders CJA Criminal Justice Social Work Service Managers
13. Build homes across all tenures to meet the housing supply target.	As set out in Strategic Housing Investment Plan (annual)	The City of Edinburgh Council, Edinburgh Affordable Housing Partnership, Edinburgh Developer Forum
14. Implement and review the City Housing Strategy 2012-2017		The City of Edinburgh Council, key partners involved through Joint Implementation Group
15. *Implement Edinburgh's Volunteering Strategy	A range of partners and partnerships co-ordinated by the Volunteer Centre Edinburgh (www.VolunteerEdinburgh.org.uk)	Edinburgh Compact Partnership (www.EdinburghCompact.org)
16. *Develop, finalise, then implement Edinburgh's Social Enterprise Strategy	A range of partners and partnerships co-ordinated by the Edinburgh Social Enterprise Network (www.edinburghsocialenterprise.co.uk)	Edinburgh Compact Partnership (www.EdinburghCompact.org)
17. *Develop, finalise, then implement Edinburgh's strategy to build Social Value	A range of partners and partnerships co-ordinated by Edinburgh Voluntary Organisations Council (www.EVOC.org.uk)	Edinburgh Compact Partnership (www.EdinburghCompact.org)

* Contribute to (EQ, SUS, RPI, PREV, 3rd S)

Strategic Priority 4 - C. Contribution to Scottish Government National Outcomes

Links to National Outcomes	
6	We live longer, healthier lives
7	We have tackled the significant inequalities in Scottish society.
8	We have improved the life chances for children, young people and families at risk.
9	We live our lives safe from crime, disorder and danger.
10	We live in well-designed, sustainable places where we are able to access the amenities and services we need
11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
12	We value and enjoy our built and natural environment and protect it and enhance it for future generations
13	We take pride in a strong, fair and inclusive national identity

Visit the Scottish Government [website](#) for further information on National Outcomes.

Strategic Priority 4 - D. Specific Preventative Action

Preventative Action	Lead Partnership / Initiative / Project
1. Edinburgh's Alcohol Framework – reduce overall consumption of alcohol	Edinburgh Alcohol and Drug Partnership
2. Creation of an ASB Unit to tackle persistent offenders of ASB.	Edinburgh Community Safety Partnership

Preventative Action	Lead Partnership / Initiative / Project
3. Enhanced home fire safety visits, often delivered with health and social care staff, have been introduced to seek tailored solutions for high-risk individuals.	Scottish Fire and Rescue Service
4. Whole Systems Approach – reducing re-offending	Youth Offending Service
5. Continue to develop the Whole System Approach for 16-18 year old, in partnership with Children and Families	Whole System Approach for Young People/ City of Edinburgh Council/Scottish Government
6. Diversionary provisions of the Women’s Community Justice Centre	Reducing Reoffending in Edinburgh Strategic Planning Group
7. Commission Offender Recovery Service	Edinburgh Alcohol and Drug Partnership
8. Investment in new and existing homes and encouraging energy efficiency improvements to prevent fuel poverty & health inequalities	<ul style="list-style-type: none"> • City Housing Strategy • Implementation of Strategic Housing Investment Plan • Implementation of Asset Management Strategy for Council Housing • Implementation of Green Deal through Cities Alliance
9. Strengthening approach to housing options and advice to prevent homelessness	<p>Homelessness Prevention Programme:</p> <ul style="list-style-type: none"> • Homelessness Prevention Commissioning Plan • Homelessness Service Review • Temporary Accommodation Review • Meeting the Housing Support Duty
10. Continued focus on preventative services such as adaptations, Telecare, housing support to help people live independently and prevent hospital admissions	<ul style="list-style-type: none"> • Joint Commissioning Plan for Older People • City Housing Strategy • Homelessness Prevention Commissioning Plan.
11. The health-protective impacts of volunteering are well-understood. As the intention within Edinburgh’s Volunteering Strategy to spread the benefits of volunteering across the social and geographical range is increasingly realised, more Edinburgh residents will feel the benefits of volunteering. Similarly, engaging in Socially Enterprising behaviours builds economic capital, and actions to develop Social Value will enable the development of Social Capital. These plans and actions are under development, but once they are developed, agreed and delivered Edinburgh can expect to see positive impacts on people’s health, safety, offending behaviours and neighbourliness.	<ul style="list-style-type: none"> • Compact Partnership • Health Inequalities Standing group • Neighbourhood Partnerships

FURTHER INFORMATION

You can get further information about the Edinburgh Partnership Community Plan and copies of the plan in different formats and languages from:

The Edinburgh Partnership Community Planning Team
Waverley Court
Level 2.1
4 East Market Street,
Edinburgh
EH8 8BG

Tel: 0131 469 6149
Fax: 0131 529 6220
Email: community.planning@edinburgh.gov.uk

Up to date information on the Edinburgh Partnership and its work can be viewed at:

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



THE EDINBURGH PARTNERSHIP



HAPPY TO TRANSLATE

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يسعدنا توفير الترجمة MOŻEMY PRZETŁUMACZYĆ 很樂意翻譯

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