

# Education, Children and Families Committee

10:00, Tuesday 15 August 2017

## The Edinburgh Children's Partnership – Children's Services Plan 2017 - 2020

Item number 7.1

Report number

Executive/routine

Wards

### Executive Summary

---

This report seeks approval for the Edinburgh Children's Partnership's Children's Services Plan 2017 - 2020.

### Links

---

Coalition Pledges

Council Priorities

Single Outcome Agreement

## The Edinburgh Children's Partnership - Children's Services Plan 2017 - 2020

### Recommendations

---

- 1.1 It is recommended that Committee approves the Edinburgh Children's Partnership's Children's Services Plan 2017- 2020.

### Background

---

- 2.1 The Edinburgh Children's Partnership directs the strategic planning, development and delivery of children and young people's services on behalf of the Edinburgh Partnership. The work of the Partnership is underpinned by a multi-agency, integrated strategic plan which is regularly reviewed. The most recent plan covers the time period from April 2015 until March 2018.
- 2.2 A new plan has been under development since August 2016, as part of the ongoing review process and in response to new duties arising from the Children and Young People (Scotland) Act 2014.
- 2.3 The Act requires community planning partners, specifically the Council and NHS, to demonstrate the extent to which services empower individuals and communities, are integrated, address negative outcomes and become more efficient. In addition, the Act requires that children's and young people's wellbeing is maximised and their rights are respected.
- 2.4 A multi-agency project team was established to develop the new plan, overseen by the Edinburgh Integrated Children and Young People's Services Board.
- 2.5 If approved the new plan will run from June 2017 to March 2020 supported by a revised performance monitoring framework.

### Main report

---

- 3.1 The Edinburgh Children's Partnership directs the strategic planning, development and delivery of children and young people's services on behalf of the Edinburgh Partnership. The Children's Partnership is committed to improving outcomes for Edinburgh's children and young people, their families and their communities and recognises that the delivery of these outcomes will require a strong commitment for all partners to work together effectively to secure the delivery of efficient, high quality and best value services.

- 3.2 The Children's Partnership vision is that 'Edinburgh's children and young people enjoy their childhood and achieve their potential'. Its ambition is to create a child friendly city where children and young people's rights are respected. There is also a focus on restorative practice, where preventing problems becomes as important as dealing with crisis.
- 3.3 The Children's Services Plan, attached at Appendix 1, underpins the work of the Partnership and:
- Sets out a shared vision and strategic direction to guide the work of the Edinburgh Children's Partnership over the period 2017-20;
  - Describes the outcomes we aim to achieve together and the improvements we need to deliver;
  - Sets out an integrated approach to implementing our strategy and delivering those improvements.
- 3.4 At the heart of the plan, there are five strategic outcomes, informed by recent engagement activity with children and young people, service managers and community planning partners:
- 1) Every child will have the best start in life;
  - 2) Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced;
  - 3) Every child and young person will have good wellbeing and achieve the best possible health;
  - 4) Equity amongst children and young people and their families will be advanced;
  - 5) Children and young people, their families and their communities will be empowered to improve their wellbeing.
- 3.5 This new plan builds on the successes of previous plans, and places more focus on values and culture, children and young people's rights, participation approaches and service integration and the empowerment of children, young people and their families.
- 3.6 Participation is a critical feature of the new plan, and this section provides a set of standardised definitions of the different sorts of participation activity that will be adopted across the city. It also lists a set of participation commitments designed to improve the quality of participation practice.
- 3.7 Streamlined governance and partnership arrangements, including strengthened locality arrangements, will lead to improved partnership working, accountability and partnership capacity to deliver the new plan. These new arrangements include strengthening the four Integrated Children Services Management Groups, aligned to each of the four localities, to drive forward improvements in participation activities, service integration, links to adult health and social care services, and the delivery of outcomes and improvement objectives.
- 3.8 The Integrated Children and Young People's Services Board will provide strategic accountability, coordination and delivery of the new plan, and link to Integrated Children's Services Management Groups.

3.9 This report seeks approval for the plan, attached at Appendix 1.

## Measures of success

---

4.1 The plan includes a performance monitoring framework, including key performance indicators which will be used to assess progress through scrutiny at regular meetings of the Edinburgh Children's Partnership.

## Financial impact

---

- 5.1 Key financial and other resource matters are referenced in Appendix 4 of the plan. This section provides an overview of budgets allocated to different services in the city, and key areas for service integration, where efficiencies could be realised.
- 5.2 A critical feature of the plan is the requirement to shift more financial resources to prevention and early intervention activities, and away from crisis intervention. The Council and its community planning partners have had significant success in this area with reductions in the numbers of children and young people in looked after care away from their families.

## Risk, policy, compliance and governance impact

---

6.1 All risk, policy, compliance and governance matters are referenced within the draft plan, and responsibility for monitoring, analysing and managing these will sit with the Board.

## Equalities impact

---

7.1 The contents and commitments of the new plan are well aligned with the public sector equality duty of the Equality Act 2010, and the Council's new Equality and Rights Framework 2017/21. The plan places a renewed focus on improving outcomes for disabled children and young people, and those experiencing poverty and inequality.

## Sustainability impact

---

- 8.1 The contents and commitments of the new plan are well aligned with the public sector duties of the Climate Change (Scotland) Act 2009 and Sustainable Edinburgh 2020 strategy.
- 8.2 Specifically, work to improve the school estate, and the delivery of school improvement plans, will lead to less carbon emissions and enhanced awareness of sustainability practice. In addition, work continues with the Soil Association and

Edible Edinburgh to improve food sustainability in school meals provision, and the work of the Eco Schools Project continues.

## Consultation and engagement

---

- 9.1 There has been extensive engagement with children, young people and their families to inform the contents and commitments of the new plan.
- 9.2 In addition, there has been extensive engagement with community planning partners and service managers to inform the new plan.

## Background reading/external references

---

- 10.1 Children and Young People (Scotland) Act 2014.

### Alistair Gaw

Executive Director for Communities and Families

Contact: Nick Croft, Partnership and Locality Manager

E-mail: [nick.croft@edinburgh.gov.uk](mailto:nick.croft@edinburgh.gov.uk) | Tel: 0131 469 3726

## Links

---

**Coalition Pledges**

**Council Priorities**

**Single Outcome Agreement**

**Appendices**

The Edinburgh Children's Partnership Children's Service Plan 2017-2020

**The Edinburgh Children's Partnership  
Children's Services Plan  
2017 to 2020**

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



THE EDINBURGH PARTNERSHIP

# FOREWORD

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

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

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

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

The plan focuses on five strategic aims:

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

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

Shulah Allan – Chair – Integrated Children's Services Board

## Purpose

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

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

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

As a Partnership, we are committed to improving outcomes for Edinburgh's children and young people, their families and their communities. It is our ambition to create a child friendly city, where children and young people's rights are respected. There is also a focus on restorative practice, where preventing problems becomes as important as dealing with crisis. We recognise that the delivery of these outcomes will require excellent universal services that build resilience and provide important protective factors. We also recognise the need to deliver high quality child protection services for the city's most vulnerable children through the work of the Child Protection Committee. We understand that this will require a strong commitment for all partners to work together effectively to secure the delivery of efficient, high quality and best value services.

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

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

The purpose of this plan is to:

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

## Strategic planning framework

The plan has been developed in response to new requirements in the Children and Young People (Scotland) Act 2014. The Act requires community planning partners, specifically the Council and NHS, to demonstrate the extent to which services empower



individuals and communities, are integrated, address negative outcomes and become more efficient. In addition, the Act requires that children's and young people's wellbeing is maximised and their rights are respected.

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

This plan – for all children, young people and their families in Edinburgh – has been developed by the Edinburgh Children's Partnership. It is aligned to the Edinburgh Partnership's Community Plan which describes how the city delivers the Scottish Government's commitments and its agreed shared priorities. Within this partnership working environment, the plan is also designed to align with, and influence, the plans and policies which guide the work of all partners, including:

- Locality Improvement Plans
- The Edinburgh Health and Social Care Partnership Strategic Plan
- The Corporate Parenting Plan
- Getting It Right For Every Child
- The Edinburgh Child Protection Committee's Child Protection Improvement Plan
- The NHS Lothian Strategy for Children and Young People
- The City of Edinburgh Council Business Plan and Service Development Plans
- Education Authority Improvement Plan

## Core Principles

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

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

### Place Children and young people at the centre of practice

The views and needs of children and young people will be at the centre of all service delivery. Children's rights will be respected in line with the United Nations Convention on the Rights of the Child (UNCRC). The work we do is underpinned by the principles of Getting it Right for Every Child and we will use the Edinburgh Wellbeing Outcomes (see Appendix 1), to ensure that every child is Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

### Focus on strengths and building resilience

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

### **Prioritise prevention**

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

### **Improve fairness**

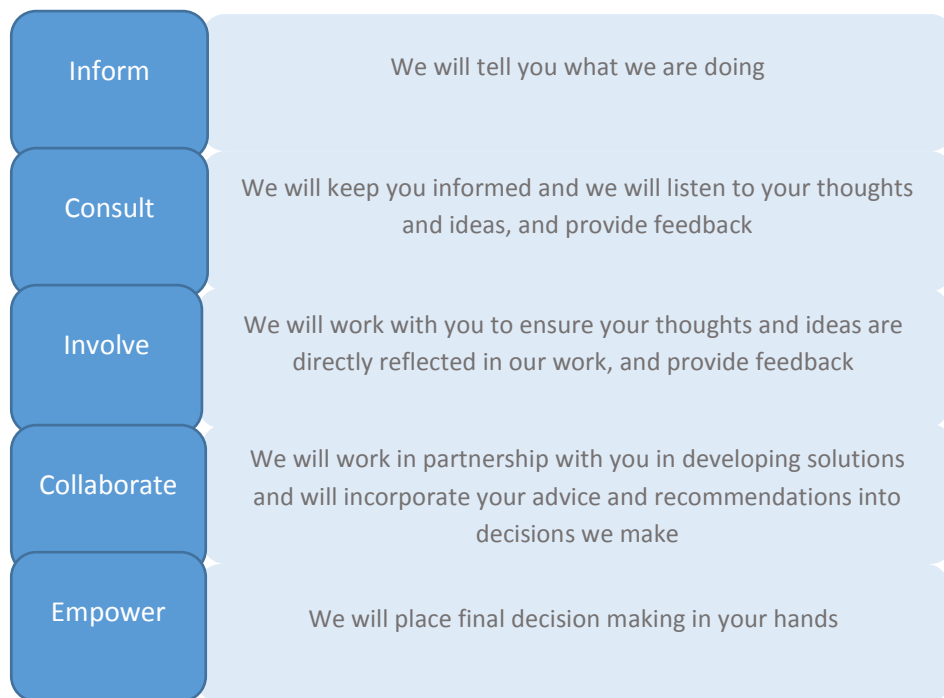
A commitment to equality, social justice and fairness will sit at the heart of all children and young people's services. There will be a focus on removing barriers where they exist and achieving the best outcomes for all children. Tackling poverty, inequality, prejudice, discrimination, harassment and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

### **Listen to and respond to children and young people**

The voices and opinions of children and young people will be sought, respected and responded to. Children and young people will have the opportunity to be active participants in shaping planning, policy and practice that affects them.

## Participation

The Principles described previously will shape participation practice in the city.



### Definitions

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

### Participation Practice

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

Because of this plan, the approach to participation with children and young people in Edinburgh will be rooted in the principles of the UNCRC. This puts the needs of children and young people first, and ensures that their views are listened to, responded to, and influence decisions which affect their lives.

### Participation Commitments

The Edinburgh Children's Partnership commitments are to:

Improve approaches to engage with hardly reached and seldom heard children and young people, their families and their communities, specifically, young carers, looked after children and children who share protected characteristics.
Deliver high quality participation activities in line with national community engagement standards.
Acknowledge and address inequalities, power differences and capacities to participate.
Have more personal decision making in a child's plan and extend the application of direct payments.
Shape school services through improved partnership working with parents and pupils/students.
Have an impact on policy developments, for example, through the work of our <i>Young People in Care Council</i> or <i>Young Edinburgh Action</i> .
Improve work with Edinburgh based members of the Scottish Youth Parliament and Children's Parliament.
Deliver the recommendations from the Scottish Government funded pilot on engagement of children and young people based on Children's Rights.

## Outcomes and Improvement Objectives

This Children's Services Plan provides a vision, outcomes and improvement areas to guide the work of the Children's Partnership over the period 2017-20. It is built around one vision (Edinburgh's Children and Young People Enjoy their Childhood and Achieve their Potential) shared by all partners.

Towards delivery of this vision, our work is structured around the five Strategic Outcomes which sit at the heart of all our planning along with 25 improvement objectives. Over the period 2017 to 2020, the Children's Partnership is committed to ensuring that Edinburgh is a city in which:

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

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

## Developing the Outcomes and Improvement Objectives

The Partnership has drawn on a significant amount of evidence to gain insight into the concerns and aspirations of children and young people and their needs. A summary of some of the information used is available in Appendix 2. This information has been used to inform the development of the outcomes and improvement objectives in the plan.

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

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

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

Several specific multi-agency events have taken place during October 2016 to May 2017 to support the co-production of this plan. These events involved service users and providers and the discussions and outputs were used to aid in the development of the outcomes and objectives detailed in this plan.

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

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

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

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

- Delivering more early years services, including Psychology of Parenthood Programme and Family Nurse Partnership services across the city.
- An increase to 91.5% of women booking early for ante-natal support, and the 27 to 30-month child health review is being undertaken by health visiting teams across the city.

- Pregnant women in the Leith area have been supported in the uptake of 'Healthy Start' vouchers, which has increased income in families who need it most.
- Child's planning practice has been improved and SMART child planning training sessions are now well established.
- Children and young people have a say in the running of the school and are involved in the planning process.
- School leaver positive destinations show sustained improvements since 2010.
- The '1 in 5' Raising Awareness of Child Poverty Project has resulted in a 'Top Tips' for schools document, circulated to all teachers, which can help reduce school-associated costs.
- Edinburgh College has been working in partnership to increase the number of young people enrolled in college.
- The Edinburgh Integrated Literacy Strategy has delivered effective universal and targeted support in schools, specifically in reading and improved outcomes for children and young people.
- Family Learning continues to work across 46 targeted nursery and primary schools, with children and families requiring additional support to improve literacy and pre-literacy attainment.

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

The five strategic outcomes which the Partnership will work to achieve during this time are detailed below and the improvement objectives are described in the table on page 9..

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

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

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

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

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

Public and third sector agencies continue to deliver high quality services to improve the physical and mental health of

children and young people. Some children and young people have to wait too long to access mental health services or cannot afford the cost of accessing leisure services.

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

Many children, young people and their families continue to be housed in affordable, high quality social housing across the city, especially those in crisis. Some families still face the prospect of homelessness, frequent moves to new housing, and many young people find it difficult to secure a home of their own.

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

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





### Best Start in Life

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

Continue to provide high quality early years services across the city whilst implementing the increase in hours to 1140

Improve early years pathways for young disabled children

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

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

### Attendance and Achievement

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

Reduce the poverty-related attainment gap through the Pupil Equity Fund

Improve educational outcomes for disadvantaged groups, including Looked After Children and children with disabilities

Support the Edinburgh College Curriculum Strategy to create the best opportunities for the learner journey

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

### Health and Wellbeing

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

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

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

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

Achieve the outcomes contained within the Child Protection Committee's Child Protection Improvement Plan and the Corporate Parenting Plan

### Equity

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

Deliver income maximisation programme amongst all families on low incomes

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

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

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

### Empowered

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

Ensure continued delivery of effective universal youth work programmes

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

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

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

## Monitoring Performance

The Edinburgh Children's Partnership, alongside the Integrated Children's Service Management Groups, hold the responsibility for monitoring progress towards achieving the outcomes and objectives and will use a fully developed Performance Framework to achieve this. The Integrated Children's Services Board holds the responsibility for scrutiny.

Joint lead officers, from separate partner organisations, have been identified for each strategic outcome along with a lead officer for each of the improvement objectives. The joint lead officers will work together and take responsibility for co-ordinating performance reporting on a regular basis.

Performance reporting will include analysis of the following elements:

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

Appendix 3 sets out the high level measures of performance for each strategic outcome. A set of fully defined performance indicators will sit underneath this.

Each Edinburgh Children's Partnership meeting will have a focus on performance relating to one of the strategic outcomes where the joint lead officers will present a performance briefing. An annual schedule has been drawn up for these reports, ensuring that each strategic outcome will be discussed annually.

The performance briefing will give the opportunity to answer the key questions of:

- What's working well?
- What's not working well / is a key challenge?
- What are children, young people and the wider community telling us?
- What are the priority actions for the next year?
- Is there any support from the partnership that would help?

The performance briefing will form the basis of an annual report on progress, prepared and published by the Edinburgh Children's Partnership. This annual report will be presented to the Integrated Children's Services Board, Lothian Health Board and the Council's Education, Children and Families Committee and will include a statement on the extent to which children's rights are being respected.

The Performance Framework will undergo an annual review to ensure its ongoing effectiveness. The first full review of the plan and supporting performance monitoring framework will be completed by 31 March 2020.



## WORKING IN PARTNERSHIP

### Our services and our resources

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

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

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

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

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

### Making best use of our resources

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

### *Integration Initiatives*

To deliver these improvements and to secure a joined-up approach to service planning and delivery, we have identified a number of initiatives and priorities designed to improve the integration of our services and the development of our workforce.

Listed below are the top priority service integration initiatives the Partnership aspires to deliver over the next three years. These have been identified through engagement with children and young people, their families, service providers and other partnerships.

Work towards delivery of shared learning services across the South East region
Complete the establishment of an Integrated Children's Services Management Group (ICSMG) in each Locality
Deliver the Scottish Children's Reporter Agency and Scottish Courts and Tribunal Service Improvement Plans
Improve integration of Council Additional Support for Learning, NHS therapy services and third sector services
Review and improve integration of children and young people's and adult health and social care services, particularly disability services
Improve integration of Council, NHSL, and third sector Looked After Children Services
Improve integration of schools, Skills Development Scotland and further education services in line with the career education standard
Improve integration of transport services for children and young people
Deliver four integrated Family and Household Support Service Teams in each locality

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

### *Workforce Development Actions*

The Partnership recognises the enormous contribution of staff that work with children and young people across the city. There are significant future challenges in recruiting and retaining the necessary skills for the future. The following actions will further engage and empower staff and improve workforce development:

Work to further improve the quality of line management supervision and performance conversations
Work with schools, Skills Development Scotland, Edinburgh College and Universities in Edinburgh to recruit more childcare and early years practitioners and improve pathways to the teaching, health visiting and social work professionals
Enhance regional approaches to staff recruitment into children and young people's services
Provide more opportunities for staff to celebrate their achievements and the achievements of children and young people
Deliver an extensive training programme to newly recruited health visitors
Ensure senior service managers and public sector leaders regularly engage with frontline staff, and seek and respond to feedback

## Governance and Partnership Framework

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

- The **Integrated Children Services Board**. This board forms one of five key strategic groups formed to lead the work of the Edinburgh Partnership and delivery of its Community Plan for 2018-23. The board is the accountable body for development and delivery of this plan, is responsible for reporting on progress and challenges, and for ensuring improved joint working between other strategic groups in the Edinburgh Partnership family, including the Edinburgh Health and Social Care Partnership.

- The **Edinburgh Children's Partnership**. This group is responsible for coordinating delivery of the improvement actions and objectives outlined in this plan, and for co-ordinating delivery of children and young people related outcomes within Locality Improvement Plans.
- **Integrated Children's Services Management Groups** (CSMGs). These groups, of which there are one for each locality in the city, oversee delivery of operational children and young people's services in each locality and ensure close working and operational arrangements with Locality Leadership Teams and other services providers in each area.

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

## **Further Information, Contact Details and Feedback**

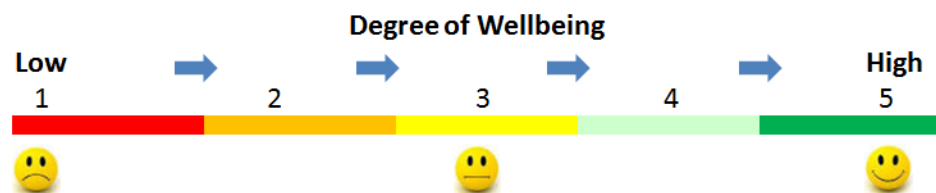
Further information about the plan can be obtained from:

Alistair Gaw – City of Edinburgh Council – Executive Director for Communities and Families – [alistair.gaw@edinburgh.gov.uk](mailto:alistair.gaw@edinburgh.gov.uk)

Sally Egan – NHS Lothian – Director and Child Health Commissioner – [sally.egan@nhslothian.scot.nhs.uk](mailto:sally.egan@nhslothian.scot.nhs.uk)

# Edinburgh Wellbeing Outcomes

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



## Insight Data

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

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

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

Data and insight at locality level, is available from the ‘Edinburgh by Numbers Website’ as part of the locality profiles: ([http://www.edinburgh.gov.uk/info/20247/edinburgh\\_by\\_numbers/1393/locality\\_and\\_ward\\_data\\_profiles](http://www.edinburgh.gov.uk/info/20247/edinburgh_by_numbers/1393/locality_and_ward_data_profiles))

### WELLBEING

Research in Edinburgh on risk taking behaviours indicates that early school engagement, community engagement and parental monitoring are vital protective factors that support children and young people’s risk taking, without them coming to significant harm.

The Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS) results indicated that friendships, liking of school, belonging to a group and being involved in leisure activities are protective and risk factors for good mental health and wellbeing.

This is supported by findings from the Scottish Youth Parliament’s Lead the Way survey evidencing the need to reduce inequalities and address racial, religious, sex and sexual orientation discrimination and harassment, address environmental issues and improve democratic participation.

### CHILDREN IN NEED

The Additional Support for Learning Act recognises the need to support those who have additional needs which are causing a barrier to their learning. This could be for a variety of reasons such as disability, health, social and emotional factors. It is essential that all learning environments in the city meet those needs for these children and young people to thrive and fulfil their potential.

Findings from recent surveys with parents and children and young people in Edinburgh indicate that they want to see a greater level of support provided in schools with more information on services and support available and a greater say in what is provided, supported by staff who are knowledgeable about available services and how to access them.

### OFFENDING AND RE-OFFENDING

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

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

### YOUTH EMPLOYMENT AND DEVELOPING THE YOUNG WORKFORCE

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

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

### CHILDREN'S RIGHTS

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

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

### POVERTY AND INEQUALITY

The [Christie Commission Report](#) highlighted the need for preventative spend that focuses on preventing poverty and inequality.

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

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

**EARLY YEARS AND FAMILY SUPPORT**

The Partnership is committed to providing high quality learning and engagement opportunities through early years, primary and secondary education, meeting the needs of all children and young people in Edinburgh. Providing children with a good start in life is one of the most effective ways of addressing social and health inequalities.

Sir Michael Marmot, in his review Fair Society, Healthy Lives, identified that by creating better circumstances in which children are born and grow up, improvements in outcomes can be realised.

The Growing Up in Scotland survey identifies factors such as improved maternal health, older maternal health at birth, a rich home learning environment and high quality early learning and childcare which contribute to improved outcomes for children.

**LEARNING OPPORTUNITIES – SCHOOLS AND COMMUNITIES**

By enabling children and young people to develop the knowledge, skills and attributes they will need to flourish in life, learning and work, they will become successful learners, confident individuals, responsible citizens and effective contributors.

Research in Edinburgh indicates that school attendance and attainment are lower in those children and young people who come from areas of deprivation and disadvantaged backgrounds. The Scottish Government's Raising Attainment for All (RAfA) Challenge aims to reduce the gap between our most and least deprived communities and forms a central ambition of the plan.

Raising attendance and attainment levels at Edinburgh schools also requires engagement with families and a continuation of the good practice which already exists in schools.



## DRAFT Performance Framework

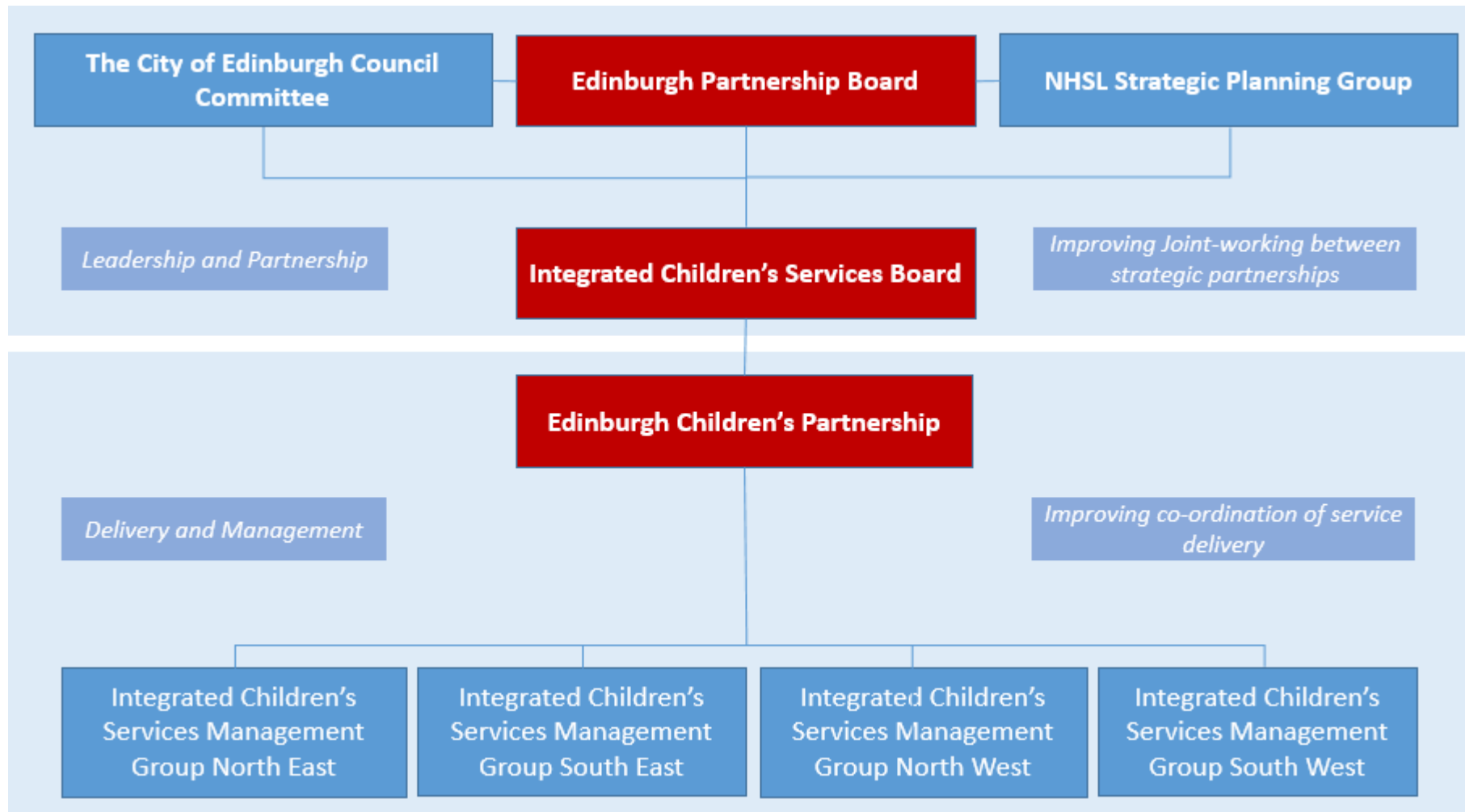
The table below sets out each strategic outcome alongside the high level measures which will be used to measure progress against that outcome.

Strategic Outcome	Objectives	High Level measures
Every child will have the best start in life	Implement the new universal pre-birth to pre-school pathway	Pre-birth to pre-school pathway contacts
	Continue to provide high quality early years services across the city whilst implementing the increase in hours to 1140	Delivery of national assessments
	Improve early years pathways for young disabled children	Early Years Settings providing 1140 hours
	Improve partnership working in the provision of early years services	Eligible 2 year olds with a disability supported
	Increase the percentage of children across all SIMD quintiles reaching developmental milestones	Children achieving developmental milestones
Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced	Deliver school improvement plans that are effective across the four areas of the National Improvement Framework	Attendance
	Reduce the poverty-related attainment gap through the Pupil Equity Fund	Attainment (including the gap)
	Improve educational outcomes for disadvantaged groups, including Looked After Children and children with disabilities	Participation measure
	Support the Edinburgh College Curriculum Strategy to create the best opportunities for the learner journey	Positive destinations
	Improve the level of participation in education, employment and training for 16-19 year olds and continue to increase positive destinations	Health and wellbeing outcomes
Every child and young person will have good wellbeing and achieve the best possible health	Improve mental health services for children and young people and implement the children and young peoples' mental health review recommendations	Waiting times for services
	Improve the quality of drugs and alcohol prevention work and substance misuse services	Levels of drug and alcohol use by young people
	Minimise the need for children and young people to become looked after and improve the balance of care	Referrals to services
	Reduce the number of children who are overweight or obese, or malnourished	Number of Looked After Children (and placement types)
	Achieve the outcomes contained within the Child Protection Committee's Child Protection Improvement Plan and the Corporate Parenting Plan	Health reviews for Looked After Children Proportion of children with healthy weight
Equity amongst children and young people and their families will be advanced	Deliver the '1 in 5' project and develop an equity framework for each school	Proportion of families on low income
	Deliver income maximisation programme amongst all families on low income	Number of families without access to affordable childcare
	Improve the availability of accessible, affordable and flexible early learning and childcare particularly in areas of deprivation	Number of homeless families and children
	Reduce the number of children, young people and their families who need homeless and emergency accommodation services and improve access to suitable housing	Repeat presentations due to homelessness
	Co-produce a community entitlement for children and young people in each locality to improve access to universal services	School Improvement Plans with a clear focus on poverty Engagement by young people in community activities
Children, young people, their families and communities will be empowered to improve their wellbeing	Extend personalisation and choice including expansion of self-directed support and direct payments	Take-up of SDS options
	Ensure continued delivery of effective universal youth work programmes	Schools achieving RRSA accreditation
	Enhance children's rights across the city in line with the UNCRC	Parenting Framework SMART targets
	Implement the Parenting Framework and improve engagement between parents and schools and wider community sector	Pupil Wellbeing survey
	Deliver a citywide partnership learning and development programme to improve restorative practice	Parental feedback

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

Council services for children and young people with disabilities <b>£6.03M</b>	Council child protection services <b>£16.39M</b>	Council secondary schools <b>£81.12M</b>	NHS Paediatric Community Nurses Services, NHS Respite, NHS CP & LAC specialists <b>£2.92M</b>	Council primary schools <b>£84.64M</b>
Council early years services <b>£33.6M</b>	Council special schools <b>£16.15M</b>	Council additional support for learning <b>£19.82M</b>	NHS generic school nursing teams and vaccination team <b>£1.21M</b>	Council sports and lifelong learning services (exc. Edinburgh Leisure) <b>£12.41M</b>
NHS Community Midwifery <b>£3.18M</b>	Council Looked After and Accommodated services <b>£44.49M</b>	Council Family and Household Support services <b>£2.65M</b>	Council & NHS Communities and Families Grants/SLAs to third Sector <b>£ 3.88M</b>	NHS Health Visitor teams, Early Years Prepare Team and Infant Feeding Advisors <b>£6.6M</b>
NHS Community paediatricians and child health admin <b>£2.19M</b>	Family Nurse Partnership service <b>£1.1M</b>	NHS Child and Adolescent Mental Health services (CAMHS) & ASUS service <b>£4.84M</b>	NHS Allied Health Services <b>£3.8M</b>	Council transport services for children and young people <b>£5.19M</b>

## Structure



## Governance and Partnership Framework, membership and responsibilities

Group	Core Membership	Key roles and responsibilities
<b>Integrated Children's Services Board</b>	<ul style="list-style-type: none"> <li>• NHSL Board members</li> <li>• City of Edinburgh Council Elected Members</li> <li>• City of Edinburgh Council, NHS Lothian, Edinburgh Third Sector Interface, Skills Development Scotland, SCRA, Edinburgh College and Police - Chief Officers</li> <li>• Scottish Parliament children and young people representatives</li> <li>• Parent Consultative Council representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Provide leadership in the city to uphold the values and culture of the plan</li> <li>• Accountable body for the development and delivery of the plan</li> <li>• Report into NHSL, CEC and Edinburgh Partnership Board on key successes and challenges</li> <li>• Receive and respond to performance reports from the Strategic Partnership and ICSMGs</li> </ul>
<b>Edinburgh Children's Partnership</b>	<ul style="list-style-type: none"> <li>• City of Edinburgh Council and NHS Lothian - Senior Officers</li> <li>• Third sector representatives from the EVOC Children, Young People and Families Network</li> <li>• Police and Fire and Rescue Service</li> <li>• SCRA</li> <li>• Scottish Youth Parliament - Edinburgh children and young people</li> <li>• Youth Forum and Pupil Council representatives</li> <li>• Skills Development Scotland</li> <li>• Edinburgh College</li> <li>• Edinburgh Health and Social Care Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate delivery of the plan</li> <li>• Coordinate delivery of children and young people related outcomes within Locality Improvement Plans</li> <li>• Produce performance reports for the Board</li> <li>• Undertake the strategic planning function for all services covered in this plan</li> <li>• Oversee inspection processes and quality assurance of children and young people's services</li> <li>• Co-ordinate and quality assure children and young people's participation activities</li> <li>• Regularly communicate with members of ICSMGs and the Board</li> <li>• Establish strategic working groups to improve service performance</li> </ul>
<b>Integrated Children's Services Management Groups (CSMGs)</b> For each locality: - North West - North East - South East (including City Centre) - South West	<ul style="list-style-type: none"> <li>• Children's Social Work Practice Team Manager (chair)</li> <li>• EVOC Children and Families Network</li> <li>• NHS Children and Young People Service Manager</li> <li>• NHS Health Visiting Team Manager</li> <li>• Police Scotland Inspector</li> <li>• Early years, primary and secondary school pupils support leads or Head Teachers</li> <li>• Family and Household Support Manager</li> <li>• Lifelong Learning Service Manager</li> <li>• Senior Education Welfare Officer</li> <li>• Additional Support for Learning Service Leader</li> <li>• Children and Young People Disability Services Team Leader</li> <li>• Depute Principal Educational Psychologist</li> <li>• CAMHS Lead</li> <li>• Quality Improvement Officer (Education)</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee delivery of operational children and young people's services in each locality</li> <li>• Coordinate delivery of children and young people related outcomes within Locality Improvement Plans</li> <li>• Make decisions and direct resources to support delivery of the plan</li> <li>• Address specific local concerns promptly and effectively</li> <li>• Monitor the consistent implementation of Getting it right for every child across the locality</li> <li>• Progress the integration of children and young people services</li> <li>• Report to the Partnership on work related to the plan</li> <li>• Engage with the Locality Leadership Team and related LLT sub groups and projects</li> <li>• Regularly communicate with members of ICSMGs and the Board</li> </ul>