

Meeting Thursday 7 December 2017
 Time 14.00 – 16.30
 Venue European Room, City Chambers

AGENDA v2

C = Consent Item

Item

Owner

Welcome, Apologies and Introductions

- | | | | |
|-----|---|--|----------------|
| 1 | C | Minutes of 28 September 2017 for approval
Matters Arising: | Chair |
| 1.1 | | EP Communications | Jo McStay |
| 1.2 | | Stronger North – update and proposal | Cllr Cammy Day |

EP Community Plan – Local Outcomes Improvement Plan 2018-2023

- | | | | |
|---|--|-------------------------------|-----------|
| 2 | | LOIP Progress Update – report | Jo McStay |
|---|--|-------------------------------|-----------|

Edinburgh Partnership – Community Plan 2015/18

- | | | | |
|---|--|--|-------------|
| | | Economy delivers increased investment, jobs, and opportunities for all | Andrew Kerr |
| 3 | | City Deal update – verbal | |

Citizens experience improved health and wellbeing, with reduced inequalities in health

- | | | | |
|---|--|---|----------------------|
| 4 | | HSC Strategic Plan and Partnership update – report and presentation | Cllr Ricky Henderson |
|---|--|---|----------------------|

Children and young people enjoy their childhood and fulfil their potential

- | | | | |
|---|--|--|------------|
| 5 | | Edinburgh College Strategic Plan – to endorse – report | Alex Craig |
|---|--|--|------------|

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

- | | | | |
|---|--|---|----------------|
| 6 | | Edinburgh's Affordable Housing Partnership - presentation | Keith Anderson |
|---|--|---|----------------|

EP - Locality Working

- | | | | |
|---|--|--|---------------|
| 7 | | Locality Improvement Plans 2017/22 – link to 5 December
Culture and Communities Committee paper | Paul Lawrence |
|---|--|--|---------------|

EP – Governance, Joint Planning, Resourcing and Risk Management

- | | | | |
|---|--|---|---------------|
| 8 | | Edinburgh Partnership protocols – update – verbal | Jo McStay |
| 9 | | Review and Consultation – Community Planning
Governance – report | Paul Lawrence |

Local and National Updates

- | | | | |
|----|--|----------------------------------|-------------|
| 10 | | City Vision 2050 update – verbal | Andrew Kerr |
|----|--|----------------------------------|-------------|

Any Other Business

- | | | | |
|----|--|---|-----------|
| 11 | | CPP Community Empowerment Action Learning Programme | Jo McStay |
|----|--|---|-----------|

Date of Next Meeting

- | | | | |
|----|--|---|--|
| 12 | | Thursday 8 March 2018, 14.00 – 16.30
Venue TBA
Preceded by Lunch Presentation | |
|----|--|---|--|



THE EDINBURGH PARTNERSHIP

THE EDINBURGH PARTNERSHIP BOARD

Thursday 28 September 2017: 14.00 – 16.30

European Room, City Chambers

MINUTE

Present:

Board members

Cllr Adam McVey	(Chair) City of Edinburgh Council
Ella Simpson	(Vice-Chair) EVOC
Keith Anderson	Edinburgh Affordable Housing Partnership
David Bewsey	Secretary, Edinburgh Association of Community Councils
Cllr Jim Campbell	City of Edinburgh Council
Alex Craig	Edinburgh College
Cllr Cammy Day	City of Edinburgh Council
Cllr Ricky Henderson	City of Edinburgh Council
Brian Houston	NHS Lothian
Kenny MacDonald	Police Scotland
Grant McDougall	Skills Development Scotland
Eleanor Mitchell	Scottish Enterprise
Lt Col Doug Mackay	Commander, Edinburgh Garrison
Cllr Melanie Main	City of Edinburgh Council
Cllr Hal Osler	City of Edinburgh Council
Kenneth Rogers	Scottish Fire and Rescue Service
Paul Wilson	Equality and Rights Network

Advisers

Tim Davison	NHS Lothian
Stephen Garland	Scottish Government
Andrew Kerr	Chief Executive, City of Edinburgh Council
Kenneth Rogers	Scottish Fire and Rescue Service
Jan-Bert van den Berg	Compact Partnership

In attendance

Shulah Allan	Children's Services Board
Nick Croft	City of Edinburgh Council
Sheila Duncan	ESOL
John Heywood	City of Edinburgh Council
Gavin King	City of Edinburgh Council
Sally Kerr	City of Edinburgh Council
Cat McGill	University of Edinburgh

Jo McStay	City of Edinburgh Council
Laurence Rockey	City of Edinburgh Council
Nick Smith	Edinburgh Alcohol and Drug Partnership
Ben Wilson	City of Edinburgh Council

Apologies were received from:-

Charlie Jeffery	Higher Education Representative, Edinburgh Universities
Alex Craig	Edinburgh College

1 Minutes

The minutes of the Edinburgh Partnership Board meetings of 30 March 2017 and 15 June 2017 were approved as correct records.

1.1 Draft Edinburgh Partnership Protocols

Nick Croft ran through the draft Edinburgh Partnership Protocols which were undertaking an engagement and co-production period between September 2017 and March 2018. They would also be considered at the Council's Governance, Risk and Best Value Committee in October.

The Partnership discussed the involvement of public health as listed partners in the membership.

Decision

To agree that Edinburgh Affordable Housing partnership would be added to the list of partners and that Public Health would be given a more specific reference in the Protocols.

2 Locality Improvement Plans

Jo McStay (The City of Edinburgh Council) explained that the Locality Improvement Plans had been considered by the Council's Culture and Communities Committee which had deferred the matter to the Committee on 14 November 2017. This would result in the deadline by the Scottish Government not being met.

The following matters were raised in discussion by the Partnership members:

- The Scottish Government are clear there is not a formal sign-off process but do wish to understand where partnerships are with locality improvement plans;
- Any consideration of governance structures by the Council should consider wider partnership working not just Council structures;
- There have been some concerns by elected members of the locality improvement plans in regard to the consultation process. As a result, there may be changes to the Plans but these would not be significant.
- The locality improvement plans needed to work for all partners and not just the Council;
- The plans were living documents and could be altered over the next five years.

Decision

To defer consideration and endorsement of the locality improvement plans until 7 December 2017.

3 Open Data and Living Lab – verbal update

Sally Kerr (The City of Edinburgh Council) and Cat McGill (University of Edinburgh) gave a verbal update on the partnership between the Council and the University of Edinburgh but further partners were being sought. The partnership had a number of high level objectives which were focussed on insight, research and problem solving. An exploratory project was being launched that would discuss and identify projects that could support local services with the aim of having two to three projects in the next six months.

Decision

To note the update and that the Partnership would sponsor the conference on data driven innovation held at the Edinburgh university Informatics Institute on 27 November 2017.

4 Edinburgh Partnership Community Plan/Local Outcome Improvement Plan 2018/23

Nick Croft (The City of Edinburgh Council) explained that the Local Outcome Improvement Plan was known as the Community Plan. The aim was to co-produce an innovative plan which reduced poverty and inequality and empowered communities.

There was not going to be a significant engagement process, there would be a consultation but much of the required data had been identified by previous engagement processes.

The outcomes highlighted in the presentation were currently in draft form and would be

The following outcomes of the plan were highlighted:

- Prevent domestic abuse;
- Prevent attainment gaps;
- Prevent drugs and alcohol;
- Prevent homelessness;
- Prevent long-term unemployment.

The Partnership discussed the following:

- The number of Strategic Partnerships were being reduced from eight to five.
- The governance takes account of the locality arrangements and is a significant step forward in partnership working.
- Plan is about prevention and partners working together to deliver common outcomes.
- The motorbike issues in the north of the city is an ideal example of the sort of issue the plan would aim to solve.

Decisions

1. To note the presentation and that a further update would be submitted to the meeting in December 2017.
2. To have a presentation at a future Board meeting on the motorbike issue in north Edinburgh.

5 Economy Strategy

Laurence Rockey (The City of Edinburgh Council) outlined the process for the development of the new economy strategy. The current plan expired in 2017 and the aim of the new Strategy was to be a plan for the city rather than just the Council.

The Strategy would have three practical elements – People, Places and Business and its principles would be innovation and inclusion through creating the conditions for growth and tackling inequality and poverty.

The following matters were raised in discussion by the Partnership members:

- Work was underway on the Strategy and consultation would be undertaken through workshops;

- Local businesses are a key employer and consultation should incorporate their views;
- Work was being undertaken in defining what inclusive growth means in the scope of this strategy;

Decision

To note the update.

6 Edinburgh's Alcohol Strategy 2017-22

Nick Smith (Edinburgh Alcohol and Drug Partnership) sought approval for the alcohol strategy for Edinburgh. The strategy took a multi-faceted approach to reducing alcohol harm, focusing on availability, affordability and acceptability.

The Partnership was also asked to consider how it could use its influence in addressing the affordability, availability and acceptability of alcohol.

During discussion, the following was raised:

- Work was ongoing with the Licensing Board, recognising its role as a quasi-judicial body where its decisions were challengeable in the courts. The Licensing Board would publish its Policy Statement in 2018.
- Edinburgh had three times as many licensed premises as the Scottish average.
- The Edinburgh Partnership had a role in influencing the Licensing Board.
- The NHS and Police Scotland had an information sharing protocol that for example shared data on violence.
- An action plan was being produced which would be overseen by a sub-group of the Alcohol and Drug Partnership and annually by the Edinburgh Partnership.

Decisions

1. To agree that all partner organisations should respond to the Licensing Board's policy statement and the Edinburgh Partnership should also formally submit a consultation response.
2. To provide mapping information of licensed premises on future updates.
3. To approve the Alcohol Strategy as set out in the appendix to the report.

7 Delivering the Edinburgh Children's Services Plan 2017/20

Shulah Allan (Chair Children's Services Board) provided an update on the initial progress made against commitments in the Edinburgh Children's Services Plan 2017/20.

The Plan was a component of the Edinburgh Partnership's strategic planning framework and was linked to the Community Plan 2015/18 outcomes and Locality Improvement Plan 2017/22 outcomes.

Progress was given under five main headings – Participation and children's rights, service integration, partnership and governance, outcome and improvement objective delivery and public performance reporting.

Stephen Garland (Scottish Government) explained that guidance was being developed for the child poverty bill and he would be happy to have a discussion with any partners on this.

Decision

To note the good progress to date in delivering the Edinburgh Children's Services Plan 2017-20.

8 Local Fire Plan for Edinburgh

Kenneth Rogers (Scottish Fire and Rescue Service) updated the Partnership on the work being carried out to replace the Local Fire Plan for Edinburgh. The new plan was due to come in place from 31 October 2017 and had been drafted to reflect the continuing public-sector reform, new locality arrangements and the transformation programme for the Scottish Fire and Rescue Service which would reflect the changes to service provision over the last 20-30 years.

Decision

To note the terms of the draft Fire Plan for Edinburgh.

9 Proposed Changes to the Edinburgh Community Learning and Development Partnership

John Heywood (The City of Edinburgh Council) sought approval for changes to the Edinburgh Community Learning and Development Partnership.

Decisions

1. To agree to the restructuring of the Edinburgh Community Learning and Development Partnership so that it is better-placed to fulfil its remit to a) develop, communicate and monitor Edinburgh's CLD Plan and the quality, extent and impact of CLD across the city, and b) advise on community planning and engagement;
2. To agree that the Partnership receives an annual report from the Edinburgh Community Learning and Development Partnership.

10 Future of ESOL Funding

John Heywood and Sheila Duncan explained that there had been changes to the funding for ESOL (English for speakers of other languages) and asked the Edinburgh Partnership to write to the Scottish Government seeking clarification on why the funding arrangements have been altered and to take account of the subsequent reduction in funding.

Decision

To agree that the Edinburgh Partnership Chair would meet with the relevant officials to ascertain the situation and would discuss with Partnership members.

11 Edinburgh Local Development Plan

Ben Wilson (The City of Edinburgh Council) provided an update on the Local Development Plan, the significant housing and employment growth and asked partners to consider the implications for their service delivery needs and infrastructure investment programmes.

Decision

To note the update.

12 Forward Programme of Meeting Dates

Decision

To agree the dates for future meetings.

EP Board Meeting

7 December 2017

Item 2

Decision



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The Edinburgh Partnership Community Plan 2018/23

(Local Outcome Improvement Plan)





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Vision

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





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1. Understanding Edinburgh

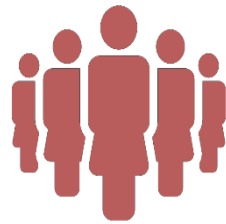


Insert info-graphics on key Edinburgh facts and figures



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NB - NW LIP info-graphics used as an example



Population
141,723



13,230
houses
planned



24,725
people over 65



24,375
children
under 16



By 2035 population
expected to be

181,
342





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2. Background and Purpose of the Plan





Background

- Explain the LOIP vision and link to City Vision 2050.
- Reference Christie Commission (people, performance, prevention, partnership).
- Reference the public sector reform agenda + regionalisation + city deal.
- Reference the Programme for Government and key priorities.
- Reference Community Empowerment Act 2015 and CPP statutory guidance.
- Reference the EP strategic planning framework (diagram on the page 7).
- Reference Locality Working and Locality Improvement Plans.
- Reference the importance of work to improve community engagement and empowerment, and being citizen centred in all community planning work (see diagram on page 8).
- Indicate the impact of poverty and inequality on citizens and communities in Edinburgh.

The LOIP

- Indicate how all of the above sets significant challenges for the EP and the new community plan 18/23.
- Describe how the plan was co produced through the EPLOG, and EP Family.
- Indicate the purpose of the plan (to ensure the EP delivers effective community planning, reforms public services and empowers communities – with a specific focus on tackling poverty and inequality and environmental sustainability)
- Provide executive summary of the Plan, with a focus on outcomes and link to 'easy read' version and website for more information and to submit comments or contact people involved in delivering the plan.



The Strategic Planning Framework – Focussing on Key Priorities



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- Other plans and strategies:
- COMPACT Strategy 15/20
- Community Learning and Development Plan 18/23
- Police and Fire Plans
- College Regional Outcome Agreement
- SDS Strategic Plan
- NHSL Strategic Plan
- Housing Investment Strategy
- Public Protection Plans

**Locality Improvement Plans
17/22**

**Community
Justice
Outcomes
Plan
16/17**

**Children's
Services Plan
17/20**

**IJB / HSC
Partnership
Strategic Plan
17/20**

**Sustainable
Edinburgh
2020 / LDP +
SDP – Dates
TBC**

**Economic
Strategy
18/23**

**Community Plan (LOIP)
18/23**



Community Participation and Co-production



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3. Shared Values and Culture





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- Indicate how the agreed values shape the EP culture across the whole family and define the way partnership business is done.
- Indicate the importance of the Board is agreeing the values and ensuring they are embedded across the EP family.
- The agreed values are:
 - Fairness and equality
 - Sustainability
 - Prevention
 - Transparency
 - Joint resourcing
 - Collaboration
 - Innovation
 - Citizen and community co-production





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4. Insight into local needs, circumstances and opportunities





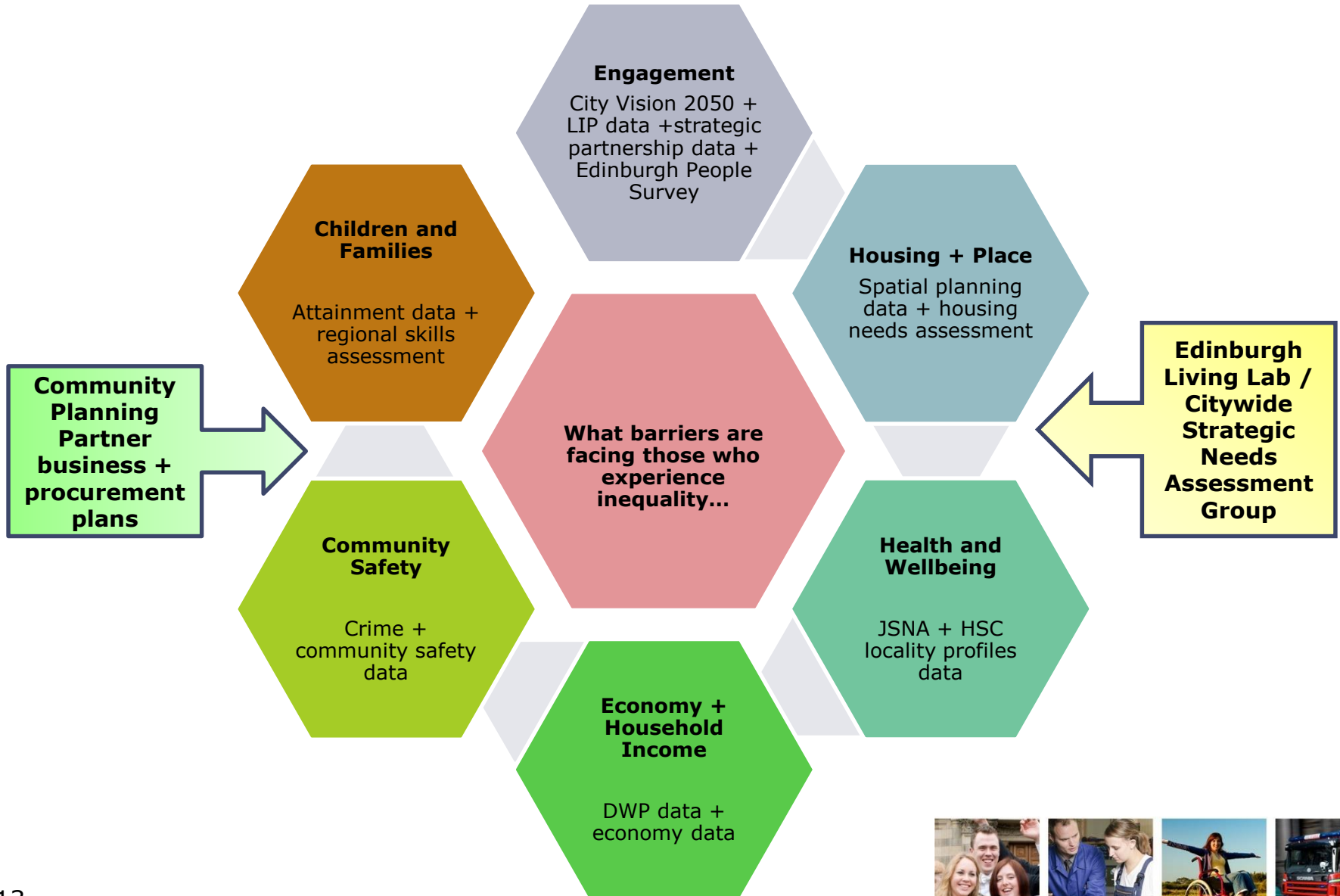
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- Indicate that a strategic needs assessment was undertaken by the EPLOG and Strategic Needs Assessment Group - SNAG (formerly the HSC Partnership JSNA Group) to inform the outcomes and other priorities in the plan.
- Reference the work of the SNAG and the lead and multi agency nature of the members and data analysed.
- The diagram at page 13 illustrates the different data sources that were used to inform the production of the new Community Plan 18/23.
- Indicate the importance of work with Edinburgh Living Lab to improve data quality, data literacy, open data and data driven innovation, and reference the recent conference and locality pilot projects.
- Indicate the link to City Deal proposals to become the 'Data Capital of Europe'.
- Reference the importance of data driven innovation in public service reform, community engagement and empowerment and enterprise activity in the private sector.





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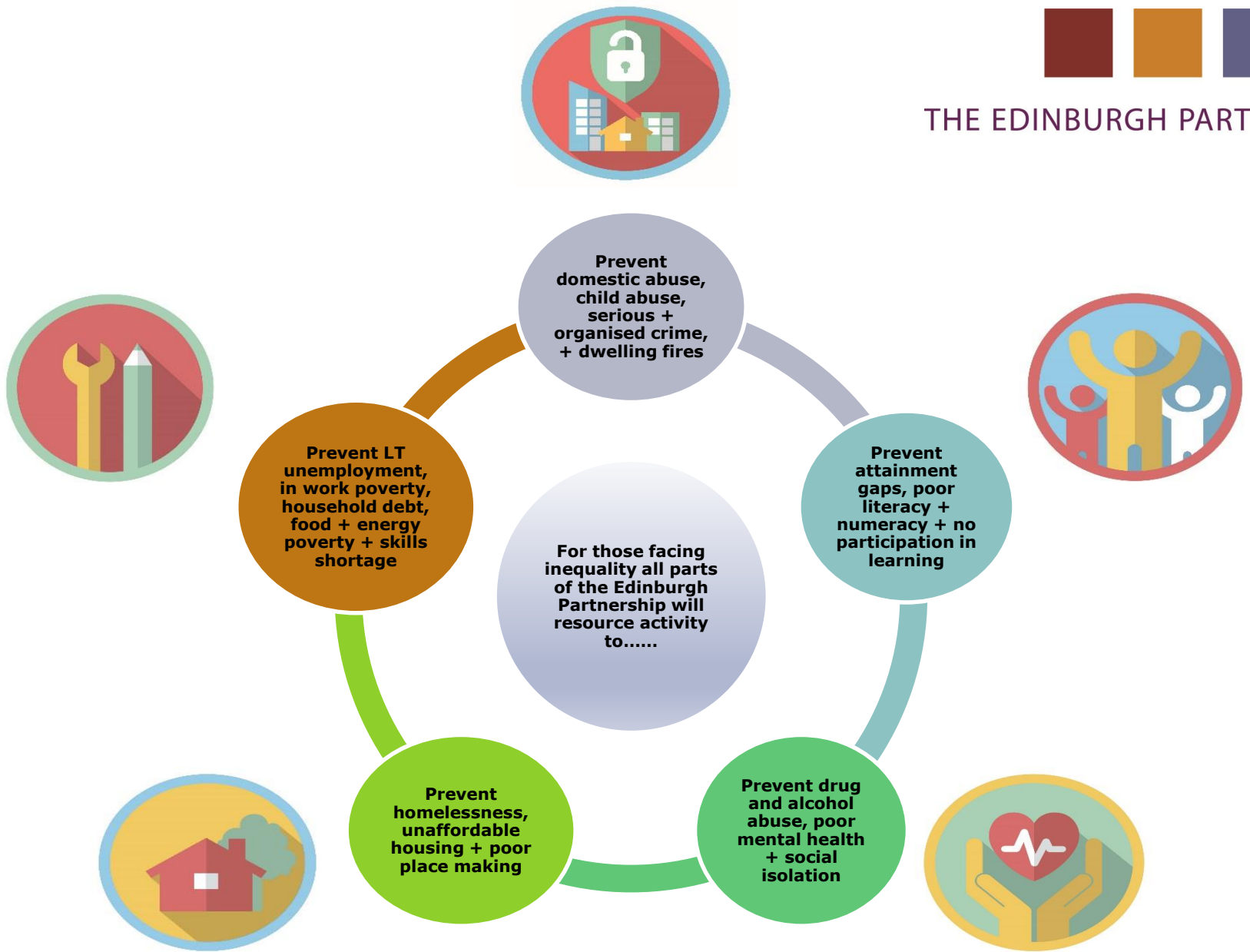


5. Focussing on key Priorities, Prevention and Resources





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6. Effective Performance Management





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Longitudinal studies of households facing inequality	Council Strategy and Insight strategic poverty measures	Poverty related attainment gap measures	Unemployment rates and patterns of unemployment measures	DWP data and other advice service measures
College SIMD 10 recruitment and retention measures	NHS health inequality measures in SIMD 20	Police crime + perception of crime measures in SIMD 20	Place making results in SIMD20	SDS Participation measures from SIMD 20
Edinburgh People Survey measures in SIMD 20	Access to childcare in SIMD 20 measures		Homelessness and access to affordable housing measures	Focus group measures defined by those affected by poverty and inequality
Child poverty measures	Mental health, drug and alcohol measures in SIMD 20	Hospital admissions by SIMD 20 measures	Community justice outcome measures in SIMD 20	Community body feedback measures in SIMD20





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7. Shared Leadership, Governance and Accountability

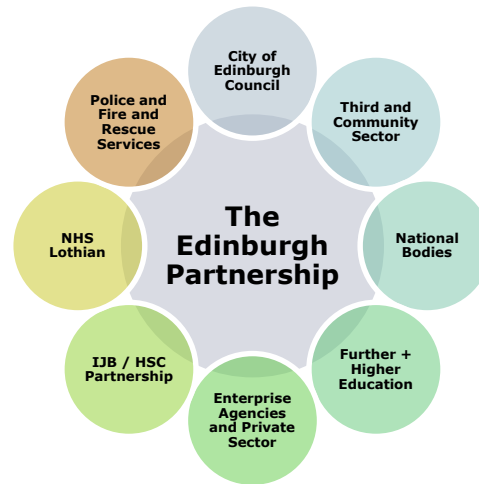


Background



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- Indicate that the governance of the Edinburgh Partnership is complicated (see diagram below), as it attempts to ensure public, private and third sectors agree and deliver shared plans and priorities, reform and change together, share resources, and empower communities.



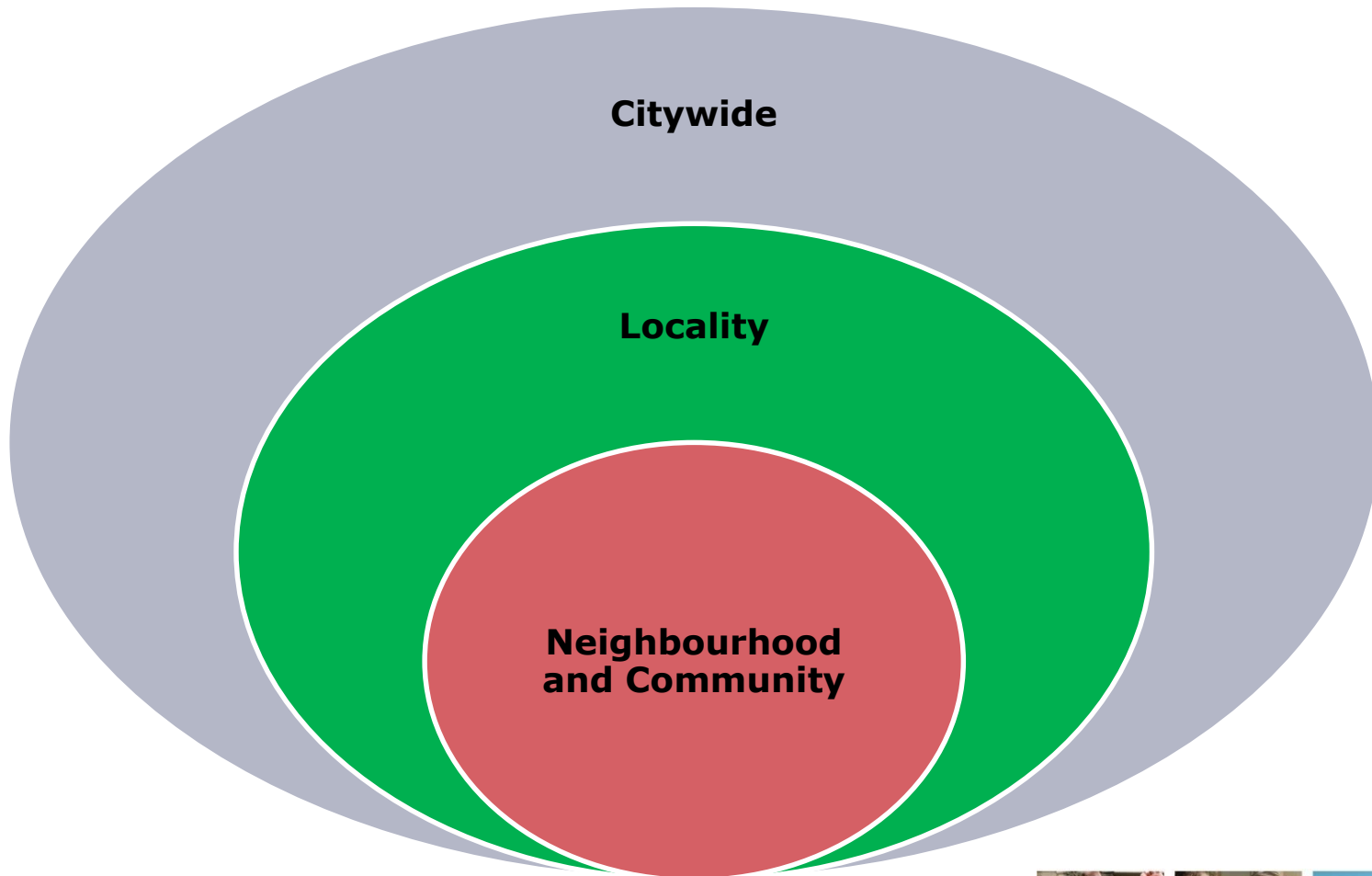
- Indicate that the EP is in essence a city partnership model consisting of three interconnected levels of governance (1. neighbourhood and community 2. locality 3. citywide).
- Reference the **Edinburgh Partnership Protocols** (link to website for a copy of the protocols) and its role in defining the principles and operational practices for all of the partners, in order to deliver effective community planning.



The Edinburgh Partnership Governance Framework



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Neighbourhood and Community Partnerships



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Locality Partnerships



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**Locality Committee / Locality
Leadership Teams /
Neighbourhood Partnerships**

**Community
Improvement
Partnership**

**Children's
Services
Management
Group**

**Health and
Wellbeing
Partnership**

**Team around
the Place**

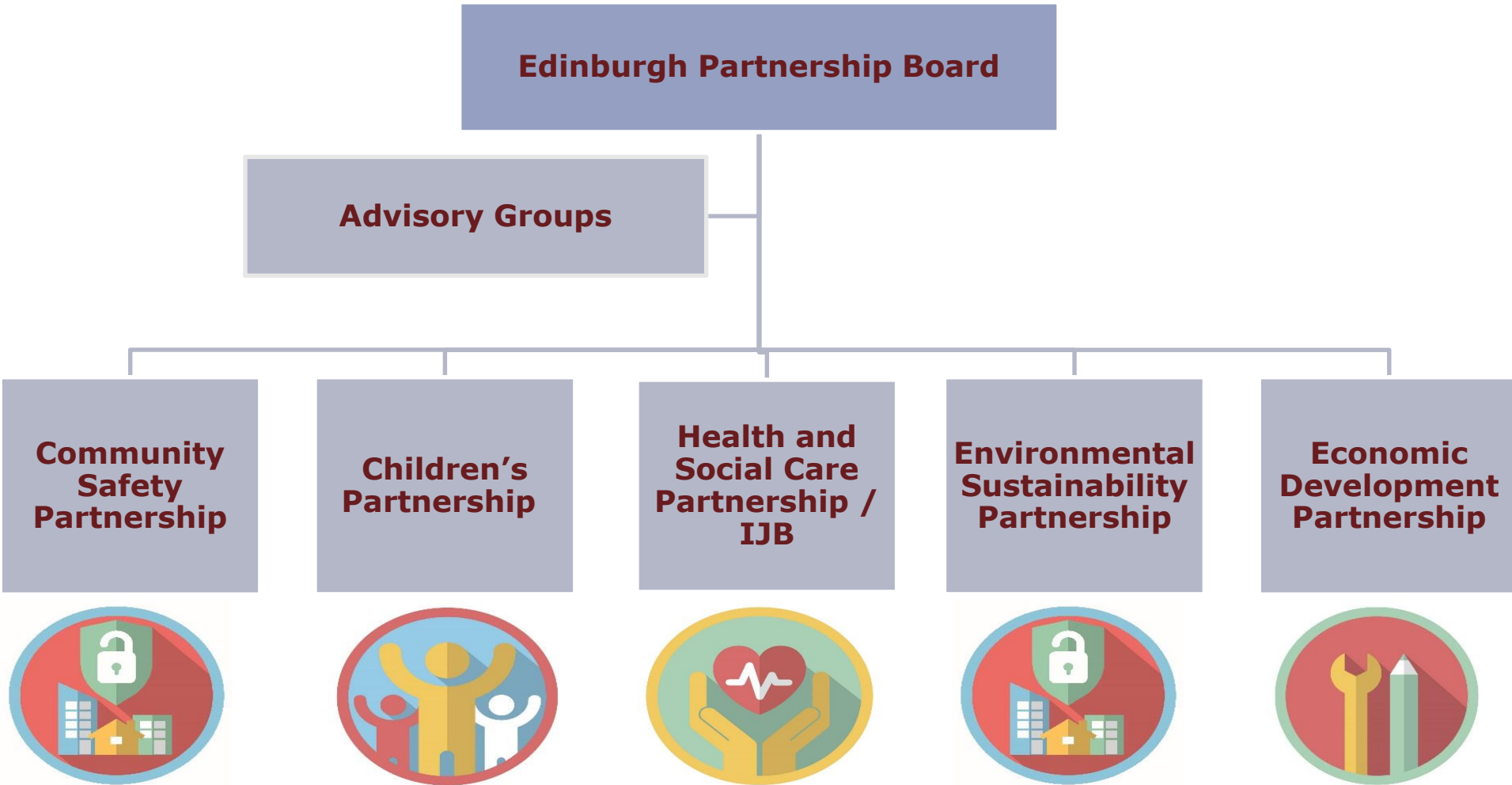
**Economy +
Employability
Network**



Citywide Partnerships



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8. Reporting and Review





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- Indicate the commitment to hold an AGM for the Edinburgh Partnership 'family' in June of each year, to report progress on the LOIP, LIPs and other parts of the strategic planning framework, and to plan for the year ahead.
- Progress reporting will include measures in three areas:
 - How well do our **processes** work?
 - What **outcomes** have we achieved?
 - What **people** are telling us?
- The annual progress report will be co produced through the EPLOG and EP family, and ultimately approved by the Board.
- Ongoing scrutiny of delivery of each element of the strategic planning framework will take place through the Board, relevant strategic partnership, or locality governance arrangement.





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HSC Strategic Plan and Partnership Update

Executive Summary

1. The Health and Social Care Partnership faces a number of challenges in delivering the right care in the right place at the right time to the citizens of Edinburgh. The interim management team for the Edinburgh Health and Social Care Partnership has committed to bringing greater clarity and focus to the activities of the Partnership, with an emphasis on performance, quality and finance.
2. The management team has taken the view that certain areas of activity require immediate attention, given their mission criticality. The vast range of activities of the Partnership are all important, however, it is essential that the management team brings some focus to the top priorities. The immediate priorities are summarised below and set out in detail in the Statement of Intent, that is attached as Appendix 1.
 - Doing the basics well
 - Developing a performance framework
 - Developing a financial framework
 - Ensuring quality, including delivering against the recommendations from the Older People's Joint Inspection
 - Developing strategies for Mental Health, Older People, Primary Care, and Disabilities
 - Clarifying and simplifying governance arrangements
 - Improving relationships
3. A more detailed action plan, which will cover all aspect of the Health and Social Care Partnership's activity across the city is being developed. This will identify how each of the commitments in the Statement is being taken forward, by whom, and in what timescale. Progress in delivering the action plan will be reported to the senior management team on a monthly basis and shared with the Council and NHS Lothian management teams and the Integration Joint Board.

Recommendation/s

- i. The Board is asked to note the seven immediate priorities within the Statement of Intent and the development of the action plan which is intended to lead to improved services and outcomes for the citizens of Edinburgh.

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

Wendy Dale

Strategic Planning, Service Redesign and Innovation Manager

Contact details: Telephone No: 0131 553 3822
Email Address: wendy.dale@edinburgh.gov.uk

Appendix: 1. Edinburgh Health and Social Care Partnership Statement of Intent

Edinburgh Health and Social Care Partnership Statement of Intent
Presented to the Edinburgh Integration Joint Board on 17 November 2017

Introduction

The delivery of health and social care in Edinburgh has been in a period of transition since the establishment of the Edinburgh Integration Joint Board (EIJB) and the Health and Social Care Partnership (the Partnership) in April 2016.

The Edinburgh Integration Joint Board is the statutory body charged with *planning* and *commissioning* those health and social care services delegated to it by NHS Lothian and the City of Edinburgh Council. The EIJB oversees a budget assigned to it for this purpose by the Council and NHS Board.

The Health and Social Care Partnership is the organisation responsible for the operational delivery of most the services planned and commissioned by the EIJB, which are the subject of the EIJB's directions to the Council and NHS Board. These 'parent bodies' have agreed that the services delivered under these directions will be managed in an integrated fashion.

Services *not* provided or managed by the Partnership, but commissioned by the EIJB include acute hospital services, acute mental health, and a range of NHS "hosted services", including dental health, dietetics, and others.

The Partnership also provides some services commissioned by other Integration Joint Boards, including specialist inpatient rehabilitation and sexual health services.

The EIJB is responsible for monitoring and reporting on the services it commissions against the strategic plans and directions it lays down.

Set out below is a high-level recovery plan to address the immediate, short- and medium-term challenges faced by the Partnership, the EIJB and the parent bodies. It is constructed around the three key pillars of quality, performance and finance. Detailed action plans for each of these areas of improvement will follow.

These will emphasise the immediate, short- and medium-term action required to address our most urgent priorities for improvement, namely: tackling delays in the discharge of people from hospital; concluding plans for the closure of Liberton Hospital and Gylemuir care home; controlling prescribing

spend; avoiding unnecessary hospital admissions; and improving people's journey through acute hospital services.

There are seven high-level themes:

- 1) Doing the basics well (including clarifying roles, responsibilities and accountability for individuals and teams throughout the Partnership)
- 2) Developing a performance framework against which the Partnership will prioritise and then manage its operations
- 3) Establishing a financial framework linked to the performance framework, which will articulate how the Partnership aims to deliver financial balance
- 4) Ensuring optimum quality
- 5) Developing strategies, with identifiable, manageable actions that reflect both the EIJB's aspirations and the environment in which it operates. The first tranche of these strategies will be established by January 2018:
 - a. Older People
 - b. Primary Care
 - c. Mental Health
 - d. Disabilities
- 6) Clarifying and simplifying governance arrangements
- 7) Improving relationships between the Partnership and the City of Edinburgh Council, NHS Lothian, and the third and independent sectors

Section 1 – Doing the basics well

There are basic organisational norms, which need to be identified, developed and delivered so that the Partnership functions more effectively. These include:

- 1) Defining the values, behaviours and standards we expect from our team members*
- 2) Ensuring that all team members have:
 - a. SMART objectives and that these are aligned to objectives for the Partnership
 - b. a development plan
 - c. clear line management arrangements
 - d. appropriate administrative support and accommodation conducive to team-working
- 3) Clarifying for all team members the respective roles and responsibilities of:
 - a. the Edinburgh Integration Joint Board
 - b. the Edinburgh Health and Social Care Partnership
 - c. the City of Edinburgh Council
 - d. NHS Lothian

* The term “team members” refers to all staff at all levels in the Health and Social Care Partnership.

Section 2 – Developing a performance framework

Neither the EIJB nor the Partnership has had sufficient focus on performance, or on accountability for that performance. Historic responses to failing to reach a target have been to move the target, rather than analyse and improve performance. The performance measures outlined below will be aligned to the Scottish Government’s national outcomes and to our local priorities (service delays, financial sustainability and quality)

- 1) We will establish organisational objectives for the Partnership, and expect each management team to set objectives that support the delivery of these; we will expect these to be reflected in individual team members’ objectives
- 2) We will set out the metrics to be reported to every meeting of the EIJB; and those for the Partnership, which will be reported regularly to the Senior Management Team
- 3) We will measure and report performance against the metrics clearly and concisely, in such a way as to focus on action to deliver performance
- 4) We will emphasise personal accountability
- 5) We will develop a set agenda and performance framework for the performance and quality sub-group
- 6) Performance will include the expectation that projects are delivered on time and to the original brief
- 7) Our approach to performance will recognise the positive support and development necessary for staff to enable them to meet the expectations of the Partnership, the EIJB and the public

Section 3 – Establishing a financial framework

We face a significant financial challenge. The reasons for this are complex, but they include a lack of well-articulated and managed financial accountability in the Partnership. It is unlikely that the Partnership can deliver all the care and support required in the city using the current model of provision; and even with the most efficient processes and revised delivery models, it is likely that the current resource availability is insufficient to meet need. However, it is also the case that we cannot at this stage evidence the best use of resources, and our recovery plan must focus on this as our utmost priority.

- 1) We will re-establish the ‘savings group’ to monitor progress against agreed actions and to hold team members to account
- 2) We will delegate financial resources as appropriate to localities. In so doing, we will also be clear on financial expectations and the accountability for delivering on these. This will be included in personal objectives

- 3) We will couch financial discussions with the EIJB in terms of investment (and disinvestment) decisions
- 4) We will be clear about our decisions, including the risks to performance and quality, and use this risk analysis to identify the best possible decisions or recommendations
- 5) We will communicate the financial challenge, our options for delivery, and where responsibility lies, as widely as we can
- 6) We will consider how best to share the financial challenge and our options with the public
- 7) We will build on the work outlined in section 3 and ensure that these strategies build in financial sustainability

Section 4 – Ensuring quality

The quality of the services provided by the Partnership is variable, and people's experiences are impacted by the time they must wait for a service, as much as by the service they receive. The Care Inspectorate/Health Improvement Scotland's joint inspection of services to older people, published in May 2107, highlighted many areas for improvement. Successful action against the 17 recommendations in the report will impact positively on all service user groups, and are a priority for the Partnership. We will:

- 1) review and prioritise each of the recommendations in the inspection report
- 2) ensure that progress made to date is sustained, and where necessary accelerated
- 3) support the quality improvement groups in each locality and establish a reporting framework for them to demonstrate progress
- 4) engage with the inspection bodies as partners in our improvement programme
- 5) establish a robust programme of quality assurance

Section 5 – Developing strategies

The EIJB's Strategic Plan requires review, with a focus on the key objectives of the EIJB. Both the EIJB and the Partnership need to be clearer on short-, medium- and long-term objectives, and the action necessary to deliver these.

- 1) The Partnership will, by Christmas 2017, deliver outline strategies for priority areas, setting out demand and capacity, investment choices, and the risks associated with each. These strategies will come with high-level, but robust commissioning plans embedded in them and be presented to the EIJB for approval. These immediate priority strategic areas are:
 - a. Older People
 - b. Primary Care
 - c. Mental Health

- d. Disabilities
- 2) Each strategy will outline:
- a. an accurate and realistic analysis of our current position
 - b. a statement of where we want services to be
 - c. a robust analysis of our current demand and capacity
 - d. an outline of the resources (physical, workforce, and financial) we believe we require, with an objective explanation of why
 - e. where appropriate, a market-shaping strategy to clarify our expectations for providers and the things we will incentivise in our commissioning
 - f. an action plan for delivery for
 - i. 6 months
 - ii. 12 months
 - iii. 3 years
 - iv. 5 years
- 3) Each priority area will be:
- a. supported by a Strategy, Performance and Quality Manager and project team (including finance)
 - b. led by a planning partnership operating in an agile, rapid fashion
 - c. respectful of professional input
- 4) Specific objectives for each priority work stream will include:
- a. **Older People**
 - i. use of Royal Victoria, Liberton and Royal Edinburgh Hospital land
 - ii. use of care homes
 - iii. implementation plan for Multi Agency Triage Teams (MATTs) and Hubs
 - iv. review of domiciliary care services
 - b. **Primary Care**
 - i. prioritised list of capital investments, supported by strategic assessments
 - ii. cluster-by-cluster action list
 - iii. a time-scaled investment plan for the workforce
 - c. **Mental Health**
 - i. commissioning plan for the Royal Edinburgh Hospital (REH) phase 2b
 - ii. commissioning plan for REH phase 2b community services
 - iii. forward plan for substance misuse services
 - d. **Disabilities**
 - i. commissioning plan for the learning disabilities elements of REH phase 2b
 - ii. commissioning plan for the community elements of learning disability services associated with REH phase 2b

- iii. commissioning plan for phase 2 of the REH campus, specifically services for patients with rehabilitation needs

5) Develop a market-shaping strategy

The development, enhancement and effective implementation of self-directed support, including brokerage arrangements, are priority actions that underpin the recovery plan and on which performance, quality and capacity depend. Self-directed support will also characterise our market shaping strategy, which is an important element of our work to increase care and support capacity in the city and represents a priority action for the Partnership.

- 6) Once we have completed the work outlined in 1-4, we will move to adopt a similar approach to
 - a. Carers (timing will need to reflect the requirements of the Carers Act)
 - b. Long-term conditions and prevention
 - c. Sexual health services
 - d. Edinburgh Alcohol and Drug Partnership services
 - e. Palliative care
 - f. Acute hospital services under the purview of the EIJB

Section 6 – Clarifying and simplifying governance arrangements

Governance arrangements need to be easily understood and focused on delivering our objectives. We will:

- 1) clarify the differing roles of the EIJB and the Partnership, including the breadth of their activities, and their relationship to parent bodies, to the 3rd and independent sectors and to other IJBs/Partnerships
- 2) review how the EIJB and its sub-committees function and fit together, including remits, agenda-setting, forward plans and standing agenda items, and how business items make their way to the EIJB
- 3) review the internal governance of the Partnership, including the number and type of meetings – with associated behaviours and responsibilities, the terms of reference of work streams, and how decisions are made in the Partnership structure
- 4) ensure that we have a set of organisational objectives for both the EIJB and the Partnership, and that these have explicit read-across to the EIJB's Directions
- 5) establish a formal mechanism to oversee our financial recovery programme
- 6) clarify how parent bodies can raise issues of clinical, professional, financial, operational or strategic input, both formally and informally
- 7) in conjunction with our partner IJBs, review how the Edinburgh EIJB provides governance oversight to NHS Hosted Services
- 8) conclude Phase 2 of the Partnership's organisational review and set out a managed programme for Phase 3

- 9) delegate appropriate resources, including purchasing and staffing budgets, to the localities, and clarify the accountability and responsibility that comes with this
- 10) clarify the role of the Professional Advisory Committee, including how it is asked for advice, generates work, and feeds into the other standing sub-committees of the EIJB

Section 7 – Improving relationships

The Partnership's relationships with NHS Lothian and the Council need to be improved, as do those with the voluntary and independent sectors and partner IJBs. We also need to consider our relationships with the Scottish Government, COSLA, scrutiny bodies and others, and ensure these are productive and positive.

- 1) The Partnership will respond promptly and accurately to requests for information
- 2) We will meet deadlines for the EIB, NHS Board and Council committees and provide good quality, reasoned and well-informed reports
- 3) We will ensure appropriate attendance at Board and Council committees
- 4) We will be clear where our aspirations and capabilities align and differ from our partners and parent bodies
- 5) We will support locality teams more effectively, as the “public face” of the Partnership, in delivering what we expect of them, and provide them with additional infrastructure, rather than drawing it into the centre
- 6) We will work with our partner IJBs to leverage working together wherever we can, and learn from their successes and challenges

EP Board Meeting
7 December 2017
Item 5



For the future you want



STRATEGIC PLAN 2017-2022

EDINBURGH COLLEGE STRATEGIC PLAN

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and Mission

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INTRODUCTION FROM THE CHAIR



I am delighted to be able to welcome you to our Strategic Plan for 2017-2022. This plan sets out our vision, our values and priorities for the next five years. It has been developed through broad consultation across our college, with our partners and the communities we serve. We are very grateful for the time people have taken to engage with us and for the help given in shaping our plan.

In working on the plan we have had to think a great deal about the journey the college has been on since its creation and also about where we

want to be in future. I recognise the challenges of the past and I cannot be more proud of how our staff and students have risen to these challenges. For the future, the Board and I are excited by the opportunities. The region we serve is one of the most dynamic in Scotland and Edinburgh College has the ability and ambition to develop and inspire people across the region and beyond.

Ian McKay
Chair of the Board of Management

FROM THE PRINCIPAL



Edinburgh College is a wonderful place, one of the largest colleges in Scotland where miracles happen every day. The work we do here provides opportunities for 19,000 students every year - preparing them for further studies and the workplace - and we are a committed partner within community planning across the region. We are proud to work with, and have partnerships with, more than 1,700 employers from large international firms to small local businesses.

Our campuses provide excellent facilities that help our students develop their skills for employment, higher education and life.

It is a privilege to lead an organisation so full of enthusiastic, talented students and committed staff, and this Strategic Plan charts our way ahead for the next five years.

Annette Bruton
Principal

Our COLLEGE

In November 2016, the Edinburgh College Board of Management came together to focus on and discuss the strategic context for the college. A great deal has happened since the formation of Edinburgh College and the Board was keen to bring the last Strategic Plan to a close and start the process of looking forward. Edinburgh College is now well established as the principal further education college in the region.

A REGIONAL COLLEGE

Edinburgh College is one of the largest regional colleges in Scotland, serving a population of more than 680,000 people, providing more than 700 courses to 19,000 students every year. In addition, the college has a truly international reach and reputation, now working with partners in Latin America, China, Africa and the Middle East.

Our students are at the centre of everything we do at our college, and it is our duty to prepare them for the next steps in their lives, making them work ready or able to take their next steps in education. Those who choose to study here come from diverse backgrounds representing communities across the region, Scotland and more than 90 countries across the world. Edinburgh College has worked hard to greatly improve its student recruitment and retention, and in 2017 our overall student satisfaction remains high in both our induction and exit surveys.

It is through the excellent and dedicated efforts of both students and staff that Edinburgh College is a multi-award-winning institution.

As a regional college, Edinburgh College is now a key partner with the community planning partnerships in the City of Edinburgh, East Lothian and Midlothian. The Board of Management is clear that the college must meet its obligations to these partnerships, to grow and enhance our reputation as a trusted partner and to align our strategic and operational activity with the three local outcome improvement plans across the region.

In addition, Edinburgh College greatly values its partnerships with more than 1,700 businesses from across the region and beyond. The college is immensely proud of these partnerships and the innovations they bring about. It will look only to increase collaborations in the future. The college will meet the needs of businesses and the demands for skills across the region through the work in developing an excellent curriculum.

OUR CAMPUSES

The college has four main campuses. Our Granton Campus is in north Edinburgh and is a large facility packed with modern facilities. These include a large resource centre and library, interactive study spaces and fully equipped sports facilities.

Granton is home to the Edinburgh College Construction Centre for Excellence, based at the Forthside building. This campus is also the base of the Performing Arts Studio Scotland (PASS).

Sighthill Campus is in south-west Edinburgh and is another large facility. Sighthill hosts The Music Box, which is a state-of-the-art music centre.

Midlothian Campus is at Eskbank, just outside of Dalkeith. Midlothian Campus is one of the most advanced technology teaching centres in Scotland. It includes an Oil Production Platform Simulator and Solar Meadow alongside specialist engineering, construction, plumbing and electrical workshops. This campus also hosts the MacTaggart Scott Hydraulics, Pneumatics and PLC Laboratory.

Milton Road Campus is in east Edinburgh and hosts the CRE:8 centre for musicians, sound engineers and TV production. It is also home to a 96-seat auditorium, film studios, music rehearsal spaces and editing suites. The Club at Milton Road hosts one of our training restaurants alongside the Health and Beauty Spa.

As well as these main campuses, Edinburgh College is engaged in outreach programmes throughout the region and has recently opened the East Lothian Construction and Technology Centre in partnership with East Lothian Council.

REGIONAL OUTCOME AGREEMENT

The new Regional Skills Assessment has identified the areas in which Edinburgh College should look to prioritise and develop the curriculum. The college has responded to this through a new Regional Outcome Agreement, a new curriculum and the development of new pedagogical approaches.

The Edinburgh College Strategic Plan and Edinburgh College Blueprint will be complementary to the Regional Outcome Agreement and Local Outcome Improvement Plans across the region. In creating this new Strategic Plan, Edinburgh College has consulted with staff, students and stakeholders.



Our VISION AND MISSION

Together, our vision and mission are forward looking and will bring people working within the college together. This Strategic Plan is a catalyst for action, continued improvement and pursuit of a brilliant college experience.

OUR VISION

- Inspiring Futures, Transforming Lives, Supporting Communities

OUR MISSION

Mission Statement:

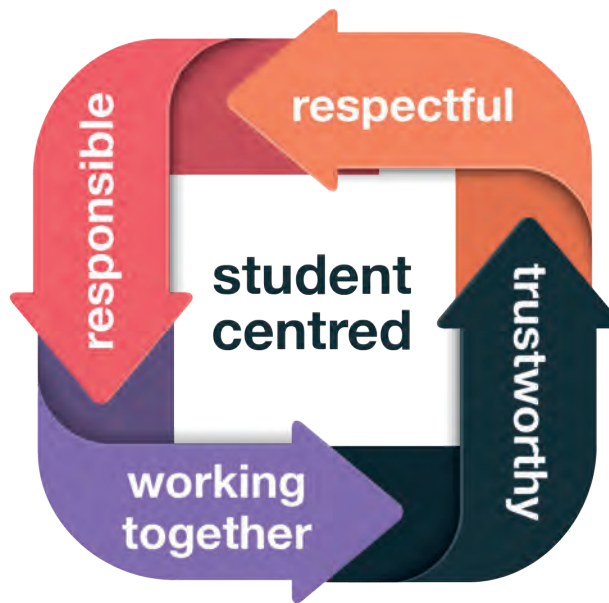
Edinburgh College will be a leading college providing excellent education through a quality curriculum. Our students will be enriched through their experience and achievements. The college will continue to support the region's economic development and enhance its reputation as a valued partner.



Our VALUES

Our values are the key ideas and principles that people within our organisation and our partners believe are important; they define the way we work. Our values set the tone for our culture in Edinburgh College. They identify what is key to us about our work. They influence our attitudes and behaviours towards each other and our students to create a positive working environment.

To ensure we got the values right, it was important that they were mutually agreed. Staff across the college were involved in helping to define our values through focus groups, an all-staff questionnaire and team discussions. Staff across all campuses, levels and almost all departments got involved in some way and we are confident in saying that our values truly represent Edinburgh College.



<p>student centred</p>	<p>trustworthy</p>	<p>responsible</p>	<p>respectful</p>	<p>working together</p>
<p>We put student experience and welfare at the heart of all decisions we make and everything we do.</p>	<p>We create an open and honest environment which fosters innovation, confidence and success.</p>	<p>We take ownership for our actions, always work to high standards and towards continuous improvement.</p>	<p>We value, support and care about everyone's ideas, opinions and their contribution.</p>	<p>We work professionally as one team and in partnership with others, sharing knowledge, skills and expertise.</p>

OUR STRATEGIC AIMS



Delivering a
SUPERB
student
experience

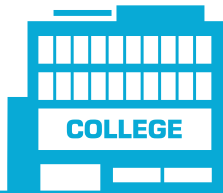


Supporting and
Inspiring Our
People



Valued in
Partnership
and by
Communities


A red rounded square graphic with a white notch on the right side. Above the square is a silhouette of an industrial skyline with smokestacks and buildings. To the right of the square are three smaller red squares of varying sizes, stacked vertically.



An
Effective
and Efficient
College

A blue rounded square graphic with a white notch on the left side. Above the square is a silhouette of a college building with a sign that says "COLLEGE". To the left of the square are three smaller blue squares of varying sizes, stacked vertically.

Providing an
EXCELLENT
curriculum



A pink rounded square graphic with a white notch on the top side. Below the square is an icon of an open book with a yellow bookmark.

Strategic Aim 1: DELIVERING A SUPERB STUDENT EXPERIENCE

The college will continue to ensure that students are at the centre of college life and are fully engaged with being part of the Edinburgh College community. It is important that students feel part of a supportive and ever-improving institution where their health and wellbeing is recognised as a priority. Over the years ahead the college will ensure that students can continue to engage in their own learning and can be part of shaping the direction of their learning experience. The college aspires to provide ever-greater amounts of flexibility, support, continued commitment to equality and choice for students in the way they learn.

In addition, the college will continue to recognise students as key stakeholders and consult them on the decisions that directly affect them. The college management will remain a strong supporter of Edinburgh College Students' Association and is proud that it is rightly recognised as one of the best student associations in the country.



My time at Edinburgh College has been irreplaceable and has shaped me into the person I am today. It's provided me with memories and achievements I will remember for the rest of my life and has opened many doors for me.

Jordan Charters
Painting and Decorating student

Strategic Aim 2: PROVIDING AN EXCELLENT CURRICULUM

Edinburgh College will provide a world-class system of vocational education, in which colleges work with schools, employers and partners to deliver learning that is directly relevant to the job and being work-ready employees. We will stay focused on teaching and learning, and further improving the relevance and quality of our curriculum. Our curriculum will be seen as an attractive option for all pupils in the senior phase of secondary school and contribute to a significant reduction in youth unemployment. In particular our curriculum offer will be relevant to labour-market needs identified in the Regional Skills Assessment and addresses the needs of science, technology, engineering and mathematics (STEM).

Through an integrated and coherent industry-influenced approach to our STEM provision, we will develop the capability to deliver new and emerging technology provision. This will meet the needs of key regional industrial sectors and ensures our students are digitally fluent and equipped to develop key skills to support future economic work.

We will continue to bring about greater access to relevant areas of our curriculum at all levels of further and higher education, with a particular focus on key local and regional employment sectors. This will include the development of new work-based learning opportunities and awards, and other opportunities for learners to enhance their skills for work. Edinburgh College is and will continue to be an important place for adult learners who wish to improve their skills and opportunities. We will also continue to increase access to our curriculum for those communities and groups where choice is currently limited or where routes from secondary school into further or higher education require additional support.



Our lecturers give us amazing support and our course feels like a family. Graduates stay in touch and come back to mentor us throughout the year. This makes for an inspiring, fast-paced learning environment that prepares us for the industry.

Christina Giannakou
Graphic Design student

Strategic Aim 3: SUPPORTING AND INSPIRING OUR PEOPLE

This Vision of Edinburgh College can only be achieved through the commitment, hard work and innovation of all our people. The creation of a new college has resulted in significant changes over the past few years. This has been challenging to all our people. For the years ahead we aspire to be an employer of choice, committed to equality, and retaining and rewarding a motivated, effective workforce. Our people will feel valued, engaged and supported in all aspects of their professional role.

Good, positive industrial relations will be greatly valued and developed to ensure that the college will continue to be a great place to work. Most of all, Edinburgh College will continue to deliver an excellent service for students, employers, wider partners and communities.

During my 11 years at the college I have progressed my career through roles as lecturer, course team leader, programme area leader and curriculum manager to my current role. The challenges in each role have enabled me to respond to change with an improved skillset.

Jakki Jeffery
Head of faculty
for Creative Industries




Strategic Aim 4: VALUED IN PARTNERSHIP AND BY COMMUNITIES

Edinburgh College will be an active partner and leader within local community planning, committed and responsive to improving outcomes in our local communities. The college recognises its unique position as a regional college and the responsibility it has to the communities across the region. The college is focused, working with communities of place and interest and with community planning partners, on improving employability, supporting economic development and widening access to education. The college will identify areas where new or enhanced partnerships could significantly improve the quality and impact of what we do and move us towards our vision.

The college will work with universities, employers, other providers and international partners on preparing our students for success. This includes identifying where we can improve how we do things and improve the outcomes for our students, create new capacity and expertise, or make better use of our resources.

Edinburgh College will continue to grow sustainable business development opportunities through our commercial and international activity. The college will conduct its business with integrity and ensure our customer service is excellent, actively involving our customers in making the college better.

Finally, the college will work in partnership with the Edinburgh College Development Trust as it supports innovation and student experience.



We have a shared focus with Edinburgh College to support learners to gain the highest standard of professional skills. Quality education, training and experience in the college's commercial salons makes students confident and job ready. It's a perfect partnership.


Runa McNamara
International commercial director
VTCT (Vocational Training
Charitable Trust)

Strategic Aim 5: AN EFFECTIVE AND EFFICIENT COLLEGE

We will continue to operate as a highly effective and efficient organisation, rigorously focusing on outcomes and identifying quickly where resources could be better utilised or performance enhanced. Across the college, irrespective of function or activity, achieving improvements in efficiency is part of working life. In addition, students and academic staff must be supported by a professional team focused on ensuring that our college has the ability and resources to succeed.

In the years ahead, the college will continue to strengthen the college brand, growing awareness and understanding of Edinburgh College, and building its reputation as a leading regional FE college.

Edinburgh College will promote a professional culture, designing and implementing consistent processes which provide assurance to the Board of Management, staff and students, as well as our funders and partners. This will include developing a college-wide approach to continuous improvement which recognises the best practices throughout the organisation. It will also include strong financial and corporate controls, continued commitment to tackling climate, and investment in information technology whilst achieving high standards of safety and governance.



Edinburgh College is creating a solid and sustainable foundation to allow our creative industries to flourish. The passion, skill and enthusiasm from students and lecturers is quite simply amazing.

We are proud to be part of the Edinburgh College team helping to shape grassroots creative talent.

Gary Fortune-Smith
Managing director, threebrand





For the future you want

STRATEGIC PLAN

For more information please visit:

edinburghcollege.ac.uk

or call +44 (0) 131 559 4400

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For the future you want



EDINBURGH COLLEGE BLUEPRINT
DELIVERING THE STRATEGIC PLAN 2017-2022

EDINBURGH COLLEGE BLUEPRINT

DELIVERING THE STRATEGIC PLAN 2017 - 2022

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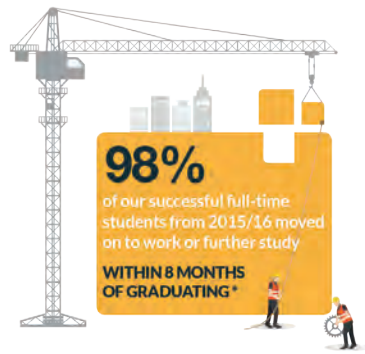
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The Next Steps

WHAT WE DO

OUR MOTTO:

**For the future
you want**



WHY CHANGE?

Edinburgh College has developed a new Strategic Plan for 2017 – 2022. This is the second Strategic Plan since the college came into existence and comes at a vital time for Edinburgh College and the FE sector across Scotland. The Strategic Plan provides the vision, values and strategic priorities for the college for the years ahead. The Principal and the Board of Management have a clear vision that by 2022 Edinburgh College wants to be seen as a vibrant, dynamic and confident college that inspires success in its students and staff, delivers outstanding performance, and is highly regarded and sought after by partners, employers and the wider Scottish, UK and global communities.

This Edinburgh College Blueprint presents some detail on the work required to deliver against those strategic objectives and sets out the priorities for the college in managing change through a Transformation Portfolio. The Edinburgh College Transformation Portfolio will build on the work already started through the Business Transformation Plan and be the main mechanism by which the college coordinates its strategic activities over the years ahead. The Blueprint will be updated throughout the five year period as work progresses.

In preparation for the development of the new Strategic Plan, Edinburgh College has followed national good practice and consulted widely over an extended period. The college has also examined

data regarding student demographics, previous marketing efforts and student destination analysis. It has also surveyed its faculties, Board members and stakeholders regarding their opinions of five strategic priorities and within these what initiatives and projects might drive the college forward for the future. A great deal of further detail about the college and regional contextual information is contained within the Regional Outcome Agreement.

The college has analysed information and feedback from these varied sources and is certain that future efforts must sustain and produce:

- Satisfied graduates who spread the word about the college
- Outstanding faculty members and support team members who are happy in their work
- Flexibility and improved engagement in responding to stakeholders and partners
- A robust student-centred learning model and a focus on how, when and where students would like to be engaged in learning
- Programmes and courses to meet new and changing workforce needs and the needs of the region
- Programmes and courses to increase commercial capacity and income diversification
- An improved and strong Edinburgh College brand
- College growth while assuring both high staff morale and high-quality customer service.

In addition, there will be a continued balance between supply and demand in meeting government and SFC specific priorities, including a greater focus within the regional outcome agreement on:

- Developing the young workforce
- Adult returners
- Strategic partnerships with schools, universities and local authorities

To ensure streamlined pathways are created, efficiencies are found and duplication is avoided.

As a large regional further education college and a public sector organisation, change is ever present at Edinburgh College. The Edinburgh College Strategic Plan recognises that the college has been through considerable change brought about through merger. The years ahead will provide their own challenges but there is an opportunity to manage this change positively, address any legacy issues much more positively and strengthen the college for its students and staff.

The college will have to adapt to a changing free market and global completion within the context of the UK leaving the EU and must prioritise partnership working with its strategic and commercial partners. This includes the Edinburgh and South East Scotland City Region Deal and the City Plan, with regards to developments in housing, innovation and digital technology, which will cause a sea change in expectations from a variety of external sources. The college's curriculum will need to develop in line with these initiatives.

Time is becoming a precious commodity, with flexibility and innovation expected from students and employers. A college education is increasingly being pursued in a non-linear fashion by students and the successful implementation of the Curriculum Strategy, coupled with a more innovative approach to the student experience, will better prepare learners for employment opportunities.

Students, like all consumers, have increasingly high expectations of their experience, learning and the services offered by the college, and a higher

proportion of students may need financial aid, job preparation and placement services. The college is committed to making the student experience the best it can be, with student ownership and leadership part of life here.

The college sector must continue to address efficiency requirements, demonstrate best value and manage the impact of national pay bargaining alongside reductions in core funding. Staff are the most valued resource and there must be an increased focus on staff satisfaction and workforce development.

With expected population growth in Edinburgh, there will continue to be an emphasis in the regional workforce on lifelong learning and retraining to remain innovative and competitive in the workplace. As the regional college, Edinburgh College must work with local authorities, schools, universities, employers and strategic partners to ensure the courses on offer meet that need and the requirements of students. The college must also find new and innovative ways forward through partnership working. Students and employers will want learning experiences that cross traditional content barriers and the boundaries of credit and non-credit courses; there will also be a demand for continuous learning for older learners as the expected pension age continues to increase and people live longer.

It is likely that future funding will remain dependent on performance and learning outcomes measurements via the Regional Outcome Agreement (ROA). This may be expanded upon dependent on the outcomes of government reviews (eg. Enterprise & Skills Review 2017). The college will meet the commitments laid out in the Regional Outcome Agreement.

This is just a sample of the opportunities for the college over the next few years but it is possible to see that, in order to deliver the vision and aims of the Strategic Plan, different and innovative thinking will be required. Moreover, staff and students' involvement in the change work is vital to maintaining and improving achievement, the success of which is critical for the college.



THE STRATEGIC PLAN 2017-2022: THE PLAN

WHY WE ARE HERE

OUR VISION

- Inspiring Futures,
- Transforming Lives
- Supporting Communities

OUR MISSION

Edinburgh College will be a leading college providing excellent education through a quality curriculum. Our students will be enriched through their experience and achievements. The college will continue to support the region's economic development and enhance its reputation as a valued partner.

OUR STRATEGIC AIM

- Delivering a superb student experience
- Providing an excellent curriculum
- Supporting & inspiring our people
- Valued in partnership & communities
- An efficient & effective college

PRIORITY OUTCOMES (FROM OUR ROA)

- Achieve financial target
- Improve full-time further education attainment
- Maintain full-time students achieving a positive destination
- Grow commercial income and college turnover
- Achieve student recruitment target

FULFILLING AIMS OF KEY DRIVERS

EXTERNAL DRIVERS

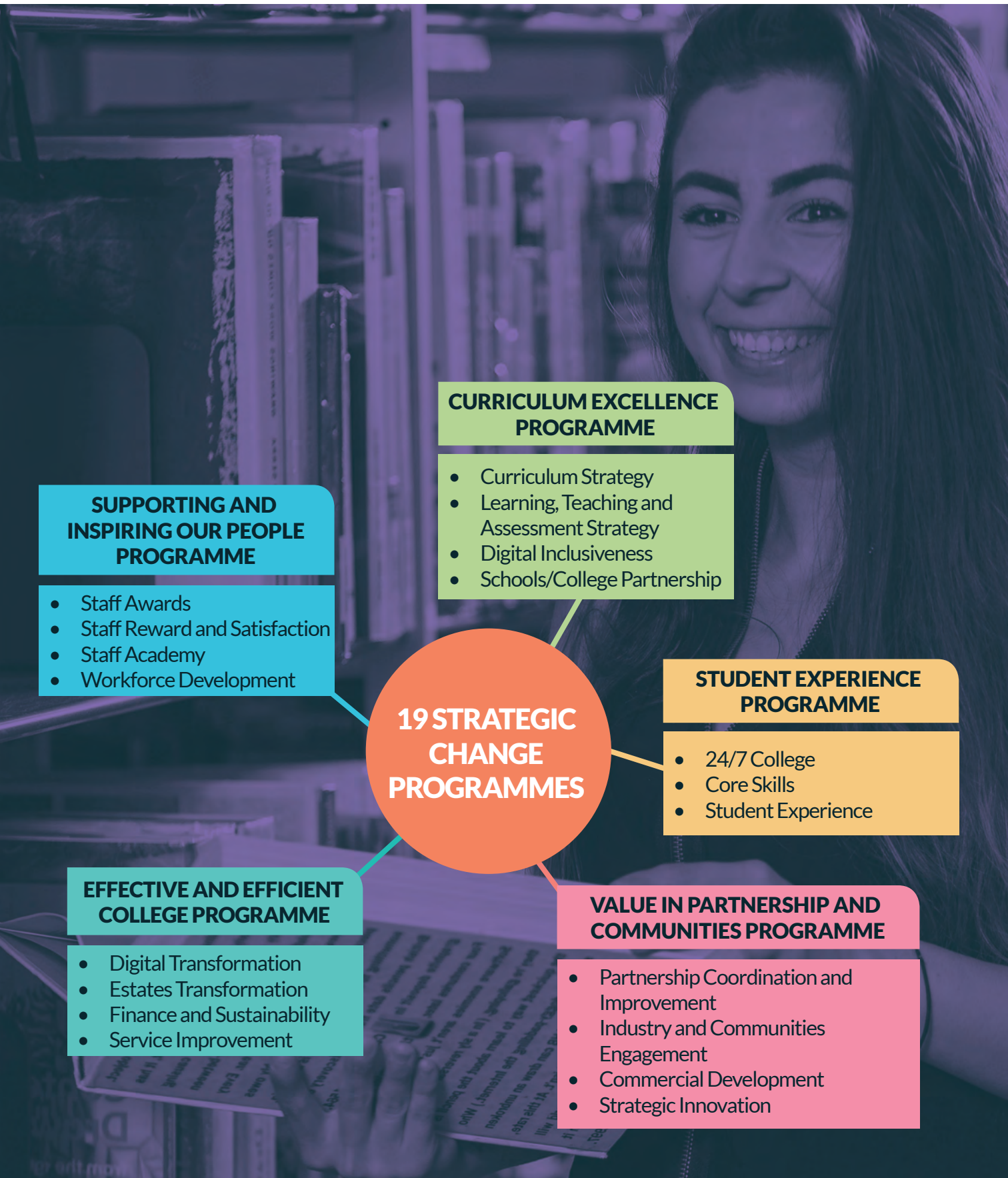
- Developing the Young Workforce (DYW)
- Community planning partnerships (CPPs)
- Education Scotland's new quality framework - How Good is Our College?
- National STEM agenda

INTERNAL DRIVERS

- STEM Manifesto
- Regional Outcome Agreement
- NEW Equality Outcomes 2017-21
- College departmental strategies including: Curriculum; Learning, Teaching and Assessment; Commercial; Student Experience; Estates
- Gender Action Plan

ON A PAGE

HOW WE DO IT



SUPPORTING AND INSPIRING OUR PEOPLE PROGRAMME

- Staff Awards
- Staff Reward and Satisfaction
- Staff Academy
- Workforce Development

CURRICULUM EXCELLENCE PROGRAMME

- Curriculum Strategy
- Learning, Teaching and Assessment Strategy
- Digital Inclusiveness
- Schools/College Partnership

STUDENT EXPERIENCE PROGRAMME

- 24/7 College
- Core Skills
- Student Experience

EFFECTIVE AND EFFICIENT COLLEGE PROGRAMME

- Digital Transformation
- Estates Transformation
- Finance and Sustainability
- Service Improvement

VALUE IN PARTNERSHIP AND COMMUNITIES PROGRAMME

- Partnership Coordination and Improvement
- Industry and Communities Engagement
- Commercial Development
- Strategic Innovation

THE TRANSFORMATION PORTFOLIO

This Edinburgh College Blueprint is intended as a high-level description of the major areas of change that will be worked on in support of the strategic objectives. It also presents a high-level model of the desired governance required to manage the change alongside day-to-day business. It can also be viewed as the college's target operating model or the ideal end state for the strategic period 2017-2022. Overall, this work will be described as the Transformation Portfolio.

The detail of the Transformation Portfolio, mapped against the college's strategic aims, will contain five high-level change programmes that will be led by members of the college's Executive team. Each of these suggests some high-level recommendations for change and describes the ideal position the college wants to be in by 2022.

1. The Student Experience Programme - Supporting Strategic Aim One

Delivering a superb student experience is a strategic aim and driver for the college. It is a day-to-day reality and ever-present business-as-usual requirement, which is at the heart of college life. For the Transformation Portfolio, the college sees major opportunities for further work on issues of learning support and mental health alongside improvement and further development of student ownership and leadership in college life. The key areas of change are:

1.1 The 24/7-College Programme

Edinburgh College will be a different, more flexible, college by 2022. The college is committed to stretching the academic experience beyond the walls, timetables and conventions of the traditional college.

The college will find innovative approaches to:

- When, where and how students learn
- When, where and how students receive the support they require in order to succeed

This programme will also ensure that the college's approach to customer service and engagement is enhanced, flexible and appropriate to all those who engage with Edinburgh College.

OUR AMBITION: The college will be open to students when and where they want

1.2 The Cutting-Edge Essential Skills Programme

Edinburgh College will continue to develop and deliver high-quality and vocationally specific knowledge and skills. The college will ensure students develop essential skills for lifelong learning, skills for employability and essential skills for learning that are the backbone of a successful education experience. By 2022, Edinburgh College will demonstrate sector-leading practice that contextualises these skills to vocational areas and develops the learners' skills for study, work and life beyond college.

OUR AMBITION: Our students will have essential skills for lifelong learning

1.3 Student Experience Project

At Edinburgh College, engaging with learners is the key to providing an outstanding learning experience and maintaining a focus on equality and continuous improvement. Edinburgh College Students' Association (ECSA) is at the heart of this work and the aim of the project is to ensure that the learner voice is heard throughout all aspects of the learner journey, i.e. from application through enrolment to successful completion and progression. The project will concentrate on the stages of student experience (first contact and admissions; pre-arrival; travel, arrival and orientation; induction; reorientation, reinduction and outduction) and the themes of student experience (curriculum and assessment; pedagogy; support; finance; employment).

OUR AMBITION: Provide a second-to-none learning experience for our students



2. Curriculum Excellence Programme - Supporting Strategic Aim Two

The delivery of an excellent curriculum is a vital part of college life and dedicated staff are working every day across the college to deliver this. As a strategic aim and part of an approach for longer-term change and improvement, the college has embarked on an ambitious journey. This is best exemplified through the development of a new Curriculum Strategy and a Learning, Teaching and Assessment Strategy. Successful implementation of these strategies and the commitments contained within the college's Regional Outcome Agreement is also central to this area of work. The major areas of work over the years ahead for the Curriculum Excellence Programme are:

2.1 Curriculum Strategy Implementation

An excellent curriculum will be underpinned by a Curriculum Strategy, initially for the time frame 2017-2020, and will be superseded at that point using a fresh analysis of the skills needs of the region and student demand. The Curriculum Strategy 2017-2022 has identified that key areas for development of the curriculum will be in the areas of Developing the Young Workforce, STEM course development, widening access to college, and providing pathways throughout the curriculum to further study. Within curriculum delivery there is a need to measure and increase employer engagement through work placements and industry-led mentoring. Additionally, essential skills, entrepreneurship skills and sustainability education will be planned into curriculum delivery.

OUR AMBITION: To deliver an innovative and pioneering student-centered curriculum

2.2 Learning, Teaching and Assessment Strategy Implementation

Students at Edinburgh College can expect to learn in a vibrant 21st century learning environment, with access to a variety of digital technologies and online tools to enhance their learning experience. Learning spaces will be planned to be flexible and designed to enable students to engage in active learning in a setting that fosters collaboration, experimentation and creativity. Where possible, realistic work environments will be provided to better prepare

students for the world of work. The college will consistently meet the support needs of all students by developing an enhanced model of support for learning.

The college will utilise accurate, useful and current information to identify good practice and inform change. In doing so, it will continue to develop and improve the capacity to evaluate the quality of learning, teaching and assessment. The college will ensure that effective measurement of success criteria, along with an evaluative improvement and enhancement plan, will contribute to meeting the targets set in its Regional Outcome Agreement.

OUR AMBITION: To reach unprecedented levels of success for our students

2.3 Schools/College Partnership Programme

To create positive destinations for school pupils and better opportunities for progression to employment, the college will work with local authorities and schools to pioneer new ways of working which include improved on site delivery, development of distinctive pathways, greater collaboration and sharing of resources. New models of schools/college partnership working will be built to facilitate.

OUR AMBITION: To provide a seamless transition from school to college

2.4 Advancing Digital Inclusiveness Programme

Data and digital technology will drive much of the business intelligence of the college over the next five years. This specific programme will explore ways in which the student experience can be enhanced through use of this data. All students have a digital footprint as they enrol into the college, and their engagement can be measured digitally, not only through the curricular work that they engage with online but through attendance monitoring and progress made through specific outcomes. Using this data will allow the college to better support students with interventions when required. Digital data hubs will also allow the college to better plan the curriculum through shared knowledge of students several years in advance of entry to college.

3. The Supporting and Inspiring Our People Programme - Supporting Strategic Aim Three



Recognising the challenging nature of ongoing change, the importance of being a great place to work and the need for positive and improved industrial relations are at the heart of the Edinburgh College Strategic Plan. There is a strong desire to learn from the last five years, to move forward and improve. This change programme is fundamental to the success of the college, providing a greater voice for staff, rewarding staff and reshaping the workforce. This is focused on equality and modernising the college in support of students and curriculum delivery. Four distinct change programmes or workstreams will deliver the required change and improvements over the next three to five years. They are:

3.1 The Edinburgh College Awards Programme

This is an aspirational programme of work designed to ensure that by 2022 Edinburgh College can clearly demonstrate the highest possible level of organisational practice in staff management and support. It will do this by securing accreditations that reflect its continuing improvement as an employer and as a great place to work.

OUR AMBITION: To be a college that is recognised for cutting edge practice

3.2 The Staff Reward and Satisfaction Programme

This programme will focus on the staff experience and will ensure that by 2022 Edinburgh College offers an innovative and hugely popular set of benefits and rewards. This aims to retain and attract the very best people for the organisation. Central to this programme will be baselining, benchmarking and improving staff morale and satisfaction.

OUR AMBITION: To be an employer of choice

3.3 Edinburgh College Staff Academy

The development of a staff academy is intended to enhance learning and teaching within the college as well as the wider staff development needs of all college staff including leadership and management. The staff academy will support the sharing of excellent practice and engagement in pedagogy and research, through collaborative working and consultation, and professional development opportunities. A range of online courses and tools will be developed to support staff in the college environment. The academy will produce regular briefing updates, present training events and provide opportunities for staff to gain qualifications, undertake one-to-one coaching and explore innovative practices within the sector.

OUR AMBITION: To help staff keep up with sector changes, be in touch with all the latest technology developments, maintain knowledge and skills, and take advantage of training opportunities to assist their career advancement

3.4 The Workforce Development Programme

The Business Transformation Plan demonstrated that management restructuring can take place rapidly, deliver improved management control and deliver financial efficiencies. The challenges and opportunities for the college and the sector as a whole will require further change and reshaping of the workforce over the next five years. By 2022 the workforce of Edinburgh College will be more flexible, with increased professional development and, in general, different to the one from 2017.

OUR AMBITION: To have a versatile, flexible and highly skilled workforce

4. The Valued in Partnership and Communities Programme – Supporting Strategic Aim Four

As the regional further education college, Edinburgh College has enormous potential to improve the outcomes for the communities and people of the region. The college's role and reputation as an outward-facing community planning partner will be greatly enhanced. College staff will be leaders and advocates of community planning and community engagement.

In addition, Edinburgh College's commercial activity will be further enhanced. Partnership will be key to the strategic growth plans for commercial and international growth from 2017-2022. The college will work in partnership across the region, as well as nationally and internationally, with individual businesses and business associations to leverage its reach. The college will be informed by regional skills data, its Regional Outcome Agreement and partners/stakeholders. Most significantly, the college will work and co-design with partners, stakeholders, industry and its faculties to meet and anticipate requirements. Commercial revenues will increase by the development of a product portfolio for courses, responding to workforce development, lifelong learning and retraining needs, focused on the training requirements of apprenticeship levy payers and international demand. Commercial revenues and other funding sources will allow us to expand our non-SFC funding.

Edinburgh College will expand the range and variety of partners and stakeholders it engages with so that it will improve on its position as a sought-after and valued commercial partner. The college will consolidate the best of what it offers and will develop new ways to ensure it has the capacity to sustain a new product portfolio for growth regionally, nationally and internationally. The college will look at planning better methods of marketing and communication to promote the commercial opportunities of the college. In addition, we will look closely at our own systems, investment and strategic allocation of resources to support growth.

4.1 The Partnership Coordination and Improvement Programme

This change programme will drive integrated partnership coordination across the college and ensure that from 2017-2022 the college does not miss any opportunity to add value to local and regional community planning. Partnership activity will be given a very high priority across all departments and built into the corporate performance of the organisation. Opportunities will be sought in line with all Blueprint programmes.

OUR AMBITION: To engage in partnerships that enhance the business of partners as well as the college

4.2 The Edinburgh College Industry and Communities Engagement Programme

In 2017 the college is the regional college for Edinburgh and the Lothians, with buildings across the region. Around 19,000 students attend the college from a diverse range of communities across (and outside) the region. This change programme will look to increase and improve the way the college engages with people and communities. From the provision of outreach services, advancing the Developing the Young Workforce activity, providing support for social responsibility and community participation, by 2022 the college will demonstrate national best practice in community engagement and further education.

OUR AMBITION: To support and create vibrant and cohesive communities

4.3 Edinburgh College Commercial Programme

The college Commercial Programme will aim to double its annual amount of commercial income by 2022. The college will consolidate the current commercial product portfolio, developing mechanisms to continually review, evaluate and improve what is on offer in close partnership with industry and faculty. The college will engage in extensive research as well as consult widely through employer engagement and faculty employer councils, to establish levels of demand and to devise programmes to suit and anticipate industry requirements. The college will develop and co-design bespoke courses between its faculties and industry that are fit for purpose and future proof.

Looking to shorter courses developed with industry partners and creating a suite of online products across our strategically important sectors will make the Edinburgh College product available to national and international audiences. The development and continued support of our partners will be instrumental in delivering on a modern apprenticeship programme that will expand its reach in terms of sector. This will be done in conjunction with a continuing focus on foundation apprenticeships and look to opportunities to partner and deliver graduate-level apprenticeships. The college will investigate and develop further partner relationships, particularly for international growth. These will aim to develop commercial and international faculty teams engaged in the co-development and delivery of an ambitious programme to secure more significant in-country income.

The college will promote the training and consultancy around our English for speakers of other languages (ESOL) programmes – the flagship of our international operation – as well as build and analyse the vocational training provision offer linked to our strategic sectorial strengths and expertise. The college will monitor and anticipate opportunities and changing requirements ahead of and throughout Brexit, and maintain our Tier 4 status for international recruitment. It will do this by working increasingly closely with other colleges, universities, training providers, Scottish Development International, the Department for International Trade, chambers of commerce, the British Council and British embassies, to map our geographical and sectoral range from 2017-2022.

OUR AMBITION: To create sustainable and profitable ventures

4.4 Strategic Innovation Workstream

A dedicated innovation workstream, managed through the change portfolio, will seek to develop new processes, practices and ways of working throughout the organisation. This is to ensure that the college is equipped to take full advantage of emergent trends and opportunities while retaining the ability to quickly adapt to internal and external changes in the operating environment.

OUR AMBITION: To create a culture of innovation that runs throughout the organisation

5. The Effective and Efficient College Programme – Supporting Strategic Aim Five

Through the Edinburgh College Business Transformation Plan, the college – with support from the Scottish Funding Council – made a range of rapid improvements and was able to make significant savings over a two-year period. The college will have to make further savings over the period 2017-2022 and the Principal is determined to move towards a balanced budget. In addition to financial savings, the college will also introduce ambitious digital and estates transformation programmes alongside corporate and wider services improvement programmes.

5.1 The Digital Transformation Programme

Digital transformation will continue the work started as part of the Business Transformation Plan and deliver new business models and advanced digital services for students and staff. The delivery of successful digital transformation is a key and cross-cutting enabler of strategic change.

OUR AMBITION: To demonstrate sector-leading innovation in the use of ICT and high standards of customer satisfaction

5.2 The Estates Transformation Programme

Over the next five years the Estates Transformation Programme will deliver the recommendations of the Edinburgh College Estates Review. In all aspects of managing the college estate and future developments, sustainability will be a key priority. Estates developments will embody the principles of sustainability and will continue to develop systems to monitor and improve environmental performance through its buildings, implementing projects to reduce carbon footprint, and embedding within the curriculum.

OUR AMBITION: To demonstrate best value in the management of the current college estate and continue the delivery of longer-term modernisation proposals

5.3 Finance and Sustainability

It is fundamental to the success of the Strategic Plan that sufficient resources are allocated to achieving its aims and that the sustainability and financial benefits across the portfolio are monitored closely and reported effectively. This will be done at first through the final stages of the existing Business Transformation Plan and then applied to the 2017-2022 Transformation Portfolio. Of particular importance is working to address efficiency requirements and ensuring that the Commercial Programme and industry partnerships provide the financial benefits included with the financial targets. The Finance function itself will need to be innovative to develop and implement staffing and reporting systems that meet the requirements of the programmes. The financial implications of the long-term Financial Strategy will need to be strictly monitored and regularly updated and reported. This will include prioritisation of programmes in the phased approach described above and continual assessments of the risks and sensitivities associated with each. The six-year financial forecasts that have been prepared for the Transformation Plan and SFC will need to be continually updated and rolled forward. These show the level of savings that we have to make and the sensitivities and risks associated with the plan.

OUR AMBITION: To be financially secure and have a sustainable future

5.4 Edinburgh College Service Improvement Programme

By 2022 this programme will ensure that formal continuous improvement is adopted and embedded across the entire college in line with the Education Scotland How Good is Our College? improvement framework. This will allow the college to demonstrate the highest possible standards in governance, compliance, information management, communications, business intelligence, shared services, business continuity, risk and financial management.

OUR AMBITION: To demonstrate the highest quality in all that we do



THE NEXT STEPS

The Transformation Portfolio for 2017-2022 will follow the same principles as the Business Transformation Plan with business as usual managed through the Executive team, the Senior Management Group and various departments. This will be managed alongside the change portfolio, through the Executive team and Transformation Board, and into specific programme and project boards.

Governance of the Transformation Portfolio will be reported to the college Executive team and Board of Management through a Transformation (Portfolio) Board. This Transformation Board will be made up of the programme leads and specific experts and partners as required in order to make the strategic decisions regarding the entire Transformation Portfolio.

Programme boards will be established for each of the change programmes. Given the complexity of each programme described above, each element will be viewed and managed as a programme within its own right. Simply, each area of work will contain multiple projects and require input from a broad range of staff, students and partners in order to deliver over time.

The ambition described within this Blueprint and the amount of work required over the next five years to deliver the strategic aims also mean that not everything can be done at once. While it will be possible to work on a range of change programmes at the same time, not everything can be done together. Edinburgh College will take a phased approach to delivering the range of work proposed allowing for focus, best use of existing resources, clear evidence of progress and annual reviews. Also, the college will ensure that there is appropriate capacity of staff asked to lead programmes and projects, with appropriate support from the programme management office to support them.

Edinburgh College will prioritise and establish a clear benefits framework for the different programmes of work. In addition, the programmes chosen to start first will be planned in detail, with the variety of projects necessary to move the programme forward identified. The success of this work and the work that follows it will require the engagement and inclusion of a variety of staff, students and partners. This work will take place alongside the final stages of the existing Business Transformation Plan.

The Blueprint will be reviewed and updated as required on an annual basis as part of the ongoing management of the Transformation Portfolio, with progress regularly reported to the Board of Management.





EDINBURGH COLLEGE BLUEPRINT

DELIVERING THE STRATEGIC PLAN 2017-2022

For the future you want

For more information please visit:

edinburghcollege.ac.uk

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THE EDINBURGH PARTNERSHIP

Item 9

Decision

Community Planning - Review and Consultation of Governance and Partnership Working Arrangements

Executive Summary

1. Edinburgh has long been recognised for being a leader in its approach to partnership working and participatory democracy.
2. The Council has established a new governance framework, including locality committees, which recognises the potential for enhancing community planning arrangements in the city. The Community Empowerment (Scotland) Act 2015 and the focus on locality working also provides renewed impetus for improving the city's approach to devolved decision making, delivery of local services, and community engagement and empowerment.
3. Within this context, there is an opportunity to develop a new approach to community planning governance and partnership working arrangements. On this basis, the Council agreed to propose a wider review and consultation of these arrangements to the Edinburgh Partnership to be carried out as part of the existing governance review.
4. This paper provides further detail on the review and consultation process, including proposals on the scope, timescales and methodology and is presented to the Edinburgh Partnership for formal agreement.
5. Paul Lawrence, Executive Director – Place
(paul.lawrence@edinburgh.gov.uk)

Recommendation

1. The Board is recommended to:
 - i. agree the proposed review and consultation of community planning arrangements as set out in this report;
 - ii. nominate members to participate on the Project Board;
 - iii. agree to commit officer resource to support the delivery of the work programme.

Main Report

2. Governance structures and partnership working arrangements in the city have been subject to continuous improvement and innovation in response to policy and legislative change. A key driver for change has been the need to increase community participation in decision making and to achieve social change by improving outcomes for citizens and communities through the provision of more effective and responsive services.

3. At a local level, the Neighbourhood Partnerships were established in 2007, and, as Advisory Committees of the Council, provide the vehicle for co-ordinating community planning activity, involving elected members, police, fire and NHS, the voluntary sector and the community. This was followed in 2014/15 with the shift to localities and the creation of Locality Leadership Teams and thematic workstream groups which provide a new operating model for service delivery and integrated joint working. These arrangements form part of the Edinburgh Partnership ‘family’ which also includes the Strategic Advisory Groups and Strategic Partnerships. These are responsible for delivering effective community planning, the delivery of relevant policies as described within the Edinburgh Partnership strategic planning framework, and advice on policy and service matters.
4. The primary impetus for a review is to improve and streamline governance arrangements at a locality and neighbourhood level. This takes account of the establishment of the new Council locality committees and the need to review the role of Neighbourhood Partnerships within this context. However, it is recognised that if the benefits of a new approach are to be maximised, then this cannot be done in isolation of the broader community planning arrangements in the city. The review presents an opportunity to simplify and achieve a better read across all the governance and outcome improvement and planning processes in the city, and notably the connectivity between the Locality Outcome Improvement Plan (LOIP) and Locality Improvement Plans which form a key requirement of the Community Empowerment (Scotland) Act 2015. Work on this is already underway by the Edinburgh Partnership with their consideration earlier this year of the Strategic Planning Framework 2016-2028, development of the LOIP and ongoing work on the Partnership Protocols.
5. The purpose of the proposed review and consultation is to develop a new community planning governance framework that will deliver better outcomes for communities through:
 - strengthening community influence/participation in decision making;
 - providing clear lines of accountability and greater transparency;
 - strengthening the approach to partnership working; and
 - formalising the relationship/achieving greater connectivity between local and city policy, planning and development.
6. There is also an opportunity through the process to develop a governance framework that:
 - recognises and promotes the facilitation/leadership role of each of the partners
 - supports the capacity building of all stakeholders
 - supports better/more meaningful relationships between all stakeholders
 - provides scope for innovation and creativity
 - fosters diversity and inclusiveness
 - demonstrates impact



Phase 1 - Review

7. Based on the purpose identified above, it is proposed the scope of the review should focus on three key themes:
 - Governance
 - Participation
 - Influence
8. Within this context, consideration will be given to:
 - i. effectiveness/strengths of the current arrangements
 - ii. challenges of current arrangements
 - iii. opportunities for change/improvement
 - iv. potential approaches/models
9. This work will be informed by an analysis/mapping of current arrangements in relation to each of the themes at a neighbourhood and locality level. This will be framed within the wider community planning context taking account of the need to ensure greater synergies and connectivity across the community planning arrangements at a city and strategic level.
10. A key task will be to map out any inter-dependencies, so the wider impacts/consequences of the review can be assessed and, where appropriate, further programmes of work identified. For example, the possible impact on the proposed review of the Scheme for Community Councils and development of future plans for the mainstreaming of participatory budgeting.
11. The indicative high level timetable for Phase 1 of the project includes:
 - production of proposal for Edinburgh Partnership agreement on 7 December 2017
 - the establishment of the Project Board/officer working groups - December 2017
 - consideration of the scope, methodology and timescales by elected members – December 2017
 - production of initial Integrated Impact Assessment – December 2017 and ongoing
 - launch of programme of work – December 2017/January 2018
 - mapping of current arrangements – covering membership, remit, structure, community participation by January 2018
 - production of options paper for formal consultation – February/March 2018
 - agreement of consultation proposals/plan by Project Board and partners – March 2018
12. It is proposed that the programme of work will be taken forward by a Project Board with members nominated by the Edinburgh Partnership. The Board will be supported by officers. Additional officer working groups will be set up to deliver key aspects of the programme including the Integrated Impact Assessment, development of the communications plan and design and delivery of the engagement process.



13. The engagement will focus on workshop/face to face sessions targeted on key stakeholders currently involved in community planning structures. These include:
 - Neighbourhood Partnerships and sub groups
 - Locality Leadership Teams
 - Voluntary Sector Forums
 - Community Councils/Edinburgh Association of Community Councils
 - Edinburgh Partnership Lead Officers Group
 - Edinburgh Partnership and Strategic Partnerships/Advisory Groups
 - Equality and Rights Network
14. Additional community groups/representatives will be identified through the stakeholder mapping exercise and the integrated impact assessment to ensure equalities groups are included.
15. A detailed engagement plan will be developed by officers for approval by the Project Board.
16. The findings from the engagement activity will be collated and used to inform the development of options which will be subject to formal consultation as Phase 2 of the project.

Phase 2 – Consultation

17. The consultation will seek the views of the community and partners on options for a new model of governance and community participation in community planning. It will be carried out in accordance with the Consultation Framework, approved by Council in March 2014. The framework is based on established best practice from across the UK and was developed with specialist advice and support from The Consultation Institute. It aims to support the meaningful involvement of citizens and communities by providing a practical tool to inform the design, implementation and evaluation of consultation activities, ensuring that practice is appropriate, consistent and transparent.
18. A key element of the process is stakeholder management which includes a mapping exercise that assists in identifying appropriate consultation methods and the resources needed to ensure an effective process. Whilst the final detail of this will be set out in the consultation plan, it is anticipated that a mix of online and offline methods will be used and specific work undertaken to facilitate the participation from communities of interest and identity. The National Standards for Community Engagement will inform all activity.
19. The key milestones for Phase 2 include:
 - delivery of agreed consultation plan – March to May 2018
 - collation and review of findings to produce proposed model – May 2018
 - approval of new governance and partnership working arrangements by partner governance bodies and the Edinburgh Partnership – June 2018



- implementation of new governance model – from June 2018

20. Key risks associated with the delivery of the proposed programme of work include:

- Lack of stakeholder participation and buy in
- Proposed time scales leave limited flexibility to amend or respond to changes or unplanned events arising from the delivery activity
- Findings from the review do not provide a coherent way forward/basis for consultation
- Final model does not meet stakeholder expectations

21. The delivery of the review and consultation programme will be met from within existing resources. Partners will be encouraged to support the delivery. The resource implications of implementing a new model of governance and partnership working will require to be identified and considered as part of the approval process.

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

Paul Lawrence, Executive Director – Place

Contact details: paul.lawrence@edinburgh.gov.uk



The Community Empowerment (Scotland) Act



Supporting CPPs to improve community involvement in community planning

Background

Part 2 of the Community Empowerment (Scotland) Act 2015 places an emphasis on Community Planning Partnerships to undertake activities to support communities to make their views heard. There is a particular emphasis on securing the involvement of those communities experiencing inequalities and who face additional barriers to participation. The most recent Audit Scotland community planning report recommended the establishment of a national programme of improvement support and the establishment of processes to identify and share good practice.

Scottish Community Development Centre and the Improvement Service have been commissioned by Scottish Government to deliver an action learning programme with CPPs across Scotland to support them to reflect collectively on opportunities and challenges around community participation and drive forward improvements in practice following the introduction of Local Outcomes Improvement Plans and locality plans.

The programme is designed to help support effective local community participation to ensure CPPs successfully meet the needs and aspirations of their most disadvantaged communities.

What will the Programme deliver?

Central to the support is an action learning programme to be delivered in 6 regional clusters. The programme will support CPPs and partners to;

- share experiences and learning about how to secure the meaningful participation of communities in community planning,
- take actions to improve practice, and;
- reflect collectively on opportunities and challenges in the current context.

The programme will be delivered by staff from SCDC and the IS and will draw on a range of existing tools, materials and frameworks. SCDC and the IS will provide flexible training and consultancy support in response to the requirements of the participants.

Benefits of the Programme

The anticipated benefits of the programme are:

- better understanding and analysis of the challenges and issues CPPs and individual partners are facing as they implement the duties in the Community Empowerment (Scotland) Act
- the identification of practical solutions to address these issues
- situated real world understanding of how better community participation can support community planning
- improved local capacity to use the wide range of community engagement and participation tools already available
- roll out of learning, knowledge, skills and transferable solutions

How will the Programme be organised and delivered?

We will work with CPPs in 6 regional clusters which will initially be based on the regional collaboratives being used for education governance and ELC Expansion change support. The programme will be delivered in 3 main phases. The establishment phase will run from November to December 2017, with the action learning programme to be delivered from January to April 2018. Evaluation and learning results will be co-produced with participants between May and June 2018.

Commitments and capacity

The programme is intended to provide a space for professional reflection and peer support. It provides an opportunity to develop practical actions that can be taken forward locally to complement and enhance the community involvement work that is already being undertaken in CPPs.

To generate maximum learning from the programme we would **welcome the participation of staff from across CPP partner organisations, and particularly those who have strategic responsibility for community participation within their own organisations and the CPP.**

The main requirements for participation are attendance at two full-day group sessions between January and April and a commitment to implement local action learning activities. During the set-up phase of the programme we intend to have discussions with each CPPs to discuss the specific programme outputs and timescales in more detail.



THE EDINBURGH PARTNERSHIP

LUNCH PRESENTATION

Thursday 28 September 2017

13.30 to 14.20



North East Locality Improvement Plan

How we developed the plan

- Building on 3 Local Community Plans & local intelligence- Meadowbank Stakeholders Event/ partner forums
- Wide and creative partnership approach to community engagement e.g. YouthTalk; Fire & Rescue home safety visits; streetwork; sheltered housing residents discussions; digital
- Focus on hardly reached groups e.g. visiting mosques; travelling people's site; health staff engaging BME communities
- Targeting geographic areas experiencing the poorest outcomes and inequality- face to face interviews

Views from more than 2,200 residents, stakeholders & groups



Draft NE Outcomes

Feedback from elected members, partners and stakeholders helped to further shape the draft LIP

Draft NE LIP includes 23 locality-wide outcomes and 43 partnership priorities targeted within the small areas

- All our young people reach their full potential
- People have more opportunities for work & affordable leisure facilities
- People feel part of their community
- The most vulnerable are supported and protected
- Loneliness & isolation are reduced
- The impact on children living in poverty will be reduced
- There is a vibrant & thriving community that is strong, clean, green, safe & healthy





North West Locality Improvement Plan

How we developed the plan

- Locality wide event and series of focus group and individual discussions
- 900 individual statements were received across five key themes:
 - Place;
 - Health & Social Care and Wellbeing;
 - Children, Young People & Families;
 - Community Safety;
 - Employment.
- Statements collated and made available via Survey Monkey and in paper format from mid-December 2016 - 27th January 2017. Participants identified and ranked the statements that were important to them

Development continued

- Further discussion at Neighbourhood Partnerships – August 2017:-
 - Air quality at St Johns Road
 - Development of Youth Engagement Partnerships
 - Inclusion of all community council areas in workplans
- Workplan development
- Employment, training & education sub group

South East Locality Improvement Plan



Engagement

- Conversations with 723 citizens through 71 events
- Workshops with wide range of partners on each theme
- Drew on many other sources, eg
 - Scottish Index of Multiple Deprivation data
 - Edinburgh People Survey
 - Public Life Street Assessments for town centres
- Special events and engagement in some small areas
- Online survey to test initial draft plan – over 100 responses
- Sessions with ward members
- Public drop in events
- Neighbourhood Partnership meetings
- Strong partnership involvement throughout

Priorities and actions

- Common themes – eg clearer information about local services and how to access them, support in the right place at the right time, environmental improvements, local events and community walkabouts;
- Some specific actions –
 - Braidwood Centre – make it the hub of the Dumbiedykes community, meeting needs of local people
 - Work with BioQuarter to identify opportunities for local people
 - Addressing needs of those street drinking, begging and rough sleeping in a way that has a sustained impact

South West Locality



How we developed the plan

Themes & outcomes

- Directly related to identified priorities from two phases of consultation: citywide and small areas of high deprivation.
- Considered demographics and socio-economic data.
- Actions focused on tackling inequalities, prevention and early intervention.

Engagement

- Consultation from Autumn 2016 to Summer 2017. 751 responses received, from a range of partners, across 5 key themes
- Via a survey, a range of workshops and face to face interviews with community members and service users.



Next steps

- *Taking actions forward*
 - Development of Workstream action plans.
 - Education and training workshops to ensure that elected members and partner organisations across the public, third and community sectors continue to be involved
- *Measuring success*
 - Workplans
 - Performance Reports
 - Annual Reports





THE EDINBURGH PARTNERSHIP

LUNCH PRESENTATION

Thursday 7 December 2017

13.30 to 14.20



B O A R D M E E T I N G

Thursday 7 December 2017

14.30-16.30



B O A R D M E E T I N G

Thursday 7 December 2017

14.30-16.30

Item 2



THE EDINBURGH PARTNERSHIP

The Edinburgh Partnership Community Plan 2018/23

(Local Outcome Improvement Plan)



Vision

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



1. Understanding Edinburgh

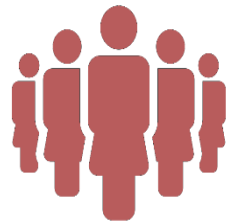


Insert info-graphics on key Edinburgh facts and figures



THE EDINBURGH PARTNERSHIP

NB - NW LIP info-graphics used as an example



Population
141,723



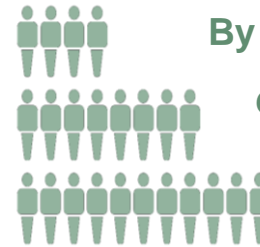
13,230
houses
planned



24,725
people over 65



24,375
children
under 16



By 2035 population
expected to be

181,
342



2. Background and Purpose of the Plan





Background

- Explain the LOIP vision and link to City Vision 2050.
- Reference Christie Commission (people, performance, prevention, partnership).
- Reference the public sector reform agenda + regionalisation + city deal.
- Reference the Programme for Government and key priorities.
- Reference Community Empowerment Act 2015 and CPP statutory guidance.
- Reference the EP strategic planning framework (diagram on the page 7).
- Reference Locality Working and Locality Improvement Plans.
- Reference the importance of work to improve community engagement and empowerment, and being citizen centred in all community planning work (see diagram on page 8).
- Indicate the impact of poverty and inequality on citizens and communities in Edinburgh.

The LOIP

- Indicate how all of the above sets significant challenges for the EP and the new community plan 18/23.
- Describe how the plan was co produced through the EPLOG, and EP Family.
- Indicate the purpose of the plan (to ensure the EP delivers effective community planning, reforms public services and empowers communities – with a specific focus on tackling poverty and inequality and environmental sustainability)
- Provide executive summary of the Plan, with a focus on outcomes and link to 'easy read' version and website for more information and to submit comments or contact people involved in delivering the plan.



The Strategic Planning Framework – Focussing on Key Priorities



THE EDINBURGH PARTNERSHIP

- Other plans and strategies:
- COMPACT Strategy 15/20
- Community Learning and Development Plan 18/23
- Police and Fire Plans
- College Regional Outcome Agreement
- SDS Strategic Plan
- NHSL Strategic Plan
- Housing Investment Strategy
- Public Protection Plans

**Locality Improvement Plans
17/22**

**Community
Justice
Outcomes
Plan
16/17**

**Children's
Services Plan
17/20**

**IJB / HSC
Partnership
Strategic Plan
17/20**

**Sustainable
Edinburgh
2020 / LDP +
SDP – Dates
TBC**

**Economic
Strategy
18/23**

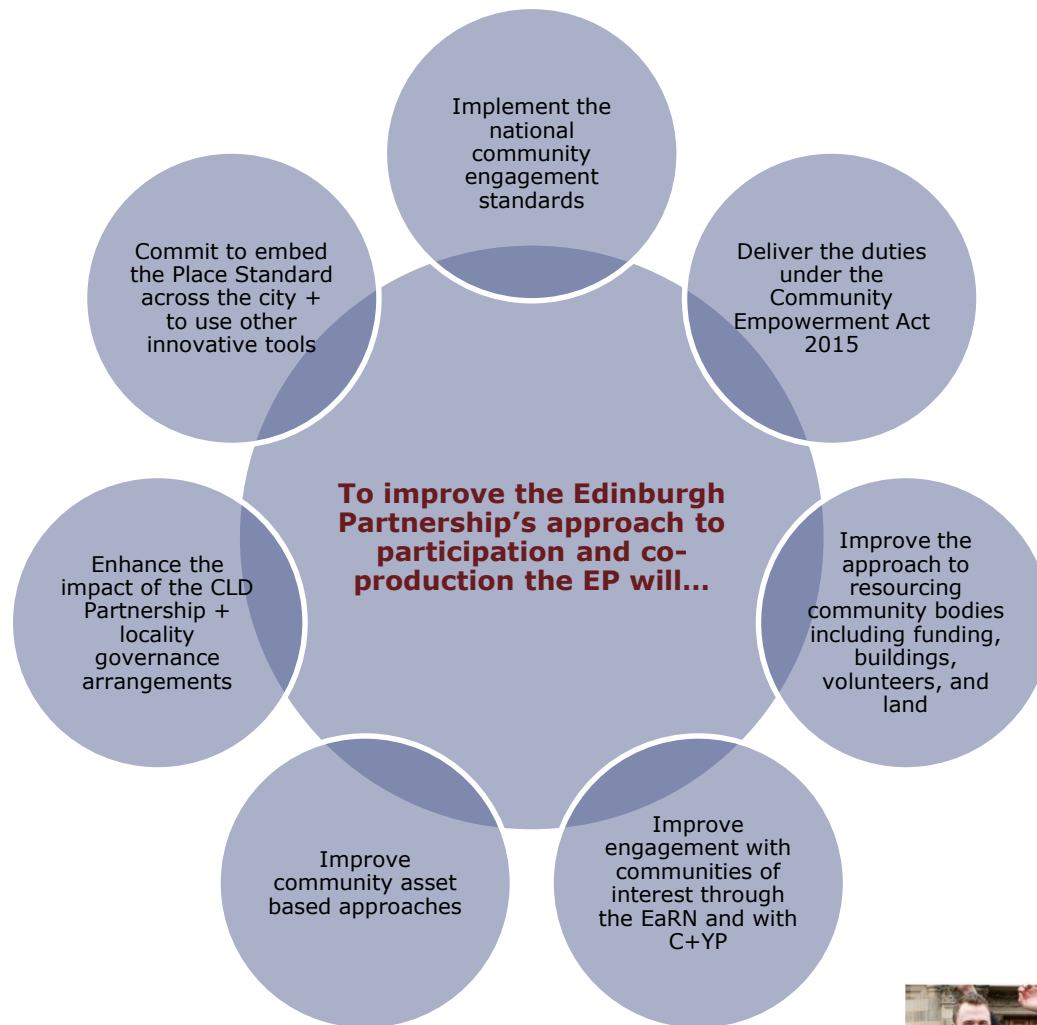
**Community Plan (LOIP)
18/23**



Community Participation and Co-production



THE EDINBURGH PARTNERSHIP



3. Shared Values and Culture



- Indicate how the agreed values shape the EP culture across the whole family and define the way partnership business is done.
- Indicate the importance of the Board is agreeing the values and ensuring they are embedded across the EP family.
- The agreed values are:
 - Fairness and equality
 - Sustainability
 - Prevention
 - Transparency
 - Joint resourcing
 - Collaboration
 - Innovation
 - Citizen and community co-production



4. Insight into local needs, circumstances and opportunities





THE EDINBURGH PARTNERSHIP

- Indicate that a strategic needs assessment was undertaken by the EPLOG and Strategic Needs Assessment Group - SNAG (formerly the HSC Partnership JSNA Group) to inform the outcomes and other priorities in the plan.
- Reference the work of the SNAG and the lead and multi agency nature of the members and data analysed.
- The diagram at page 13 illustrates the different data sources that were used to inform the production of the new Community Plan 18/23.
- Indicate the importance of work with Edinburgh Living Lab to improve data quality, data literacy, open data and data driven innovation, and reference the recent conference and locality pilot projects.
- Indicate the link to City Deal proposals to become the 'Data Capital of Europe'.
- Reference the importance of data driven innovation in public service reform, community engagement and empowerment and enterprise activity in the private sector.





THE EDINBURGH PARTNERSHIP

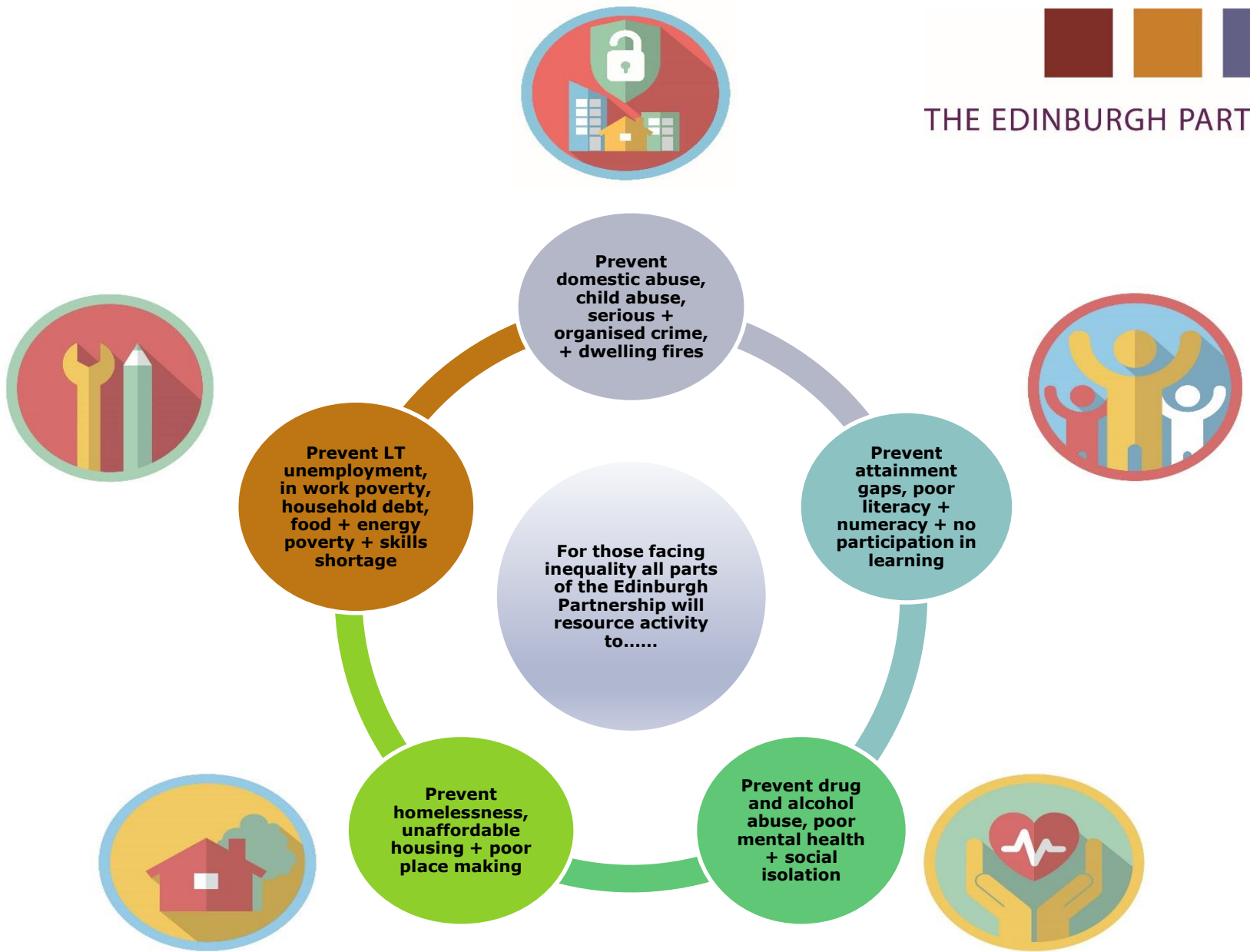


5. Focussing on key Priorities, Prevention and Resources





THE EDINBURGH PARTNERSHIP



6. Effective Performance Management





THE EDINBURGH PARTNERSHIP

Longitudinal studies of households facing inequality	Council Strategy and Insight strategic poverty measures	Poverty related attainment gap measures	Unemployment rates and patterns of unemployment measures	DWP data and other advice service measures
College SIMD 10 recruitment and retention measures	NHS health inequality measures in SIMD 20	Police crime + perception of crime measures in SIMD 20	Place making results in SIMD20	SDS Participation measures from SIMD 20
Edinburgh People Survey measures in SIMD 20	Access to childcare in SIMD 20 measures		Homelessness and access to affordable housing measures	Focus group measures defined by those affected by poverty and inequality
Child poverty measures	Mental health, drug and alcohol measures in SIMD 20	Hospital admissions by SIMD 20 measures	Community justice outcome measures in SIMD 20	Community body feedback measures in SIMD20



7. Shared Leadership, Governance and Accountability

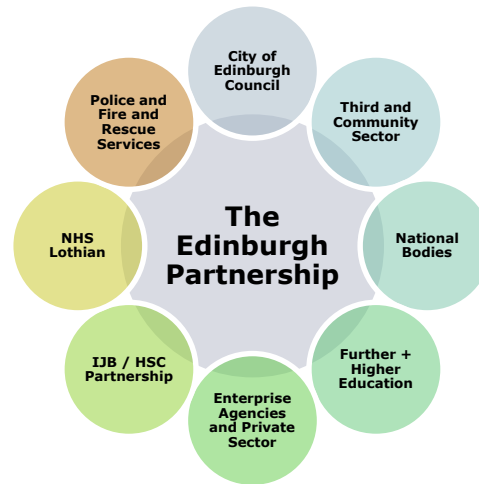


Background



THE EDINBURGH PARTNERSHIP

- Indicate that the governance of the Edinburgh Partnership is complicated (see diagram below), as it attempts to ensure public, private and third sectors agree and deliver shared plans and priorities, reform and change together, share resources, and empower communities.



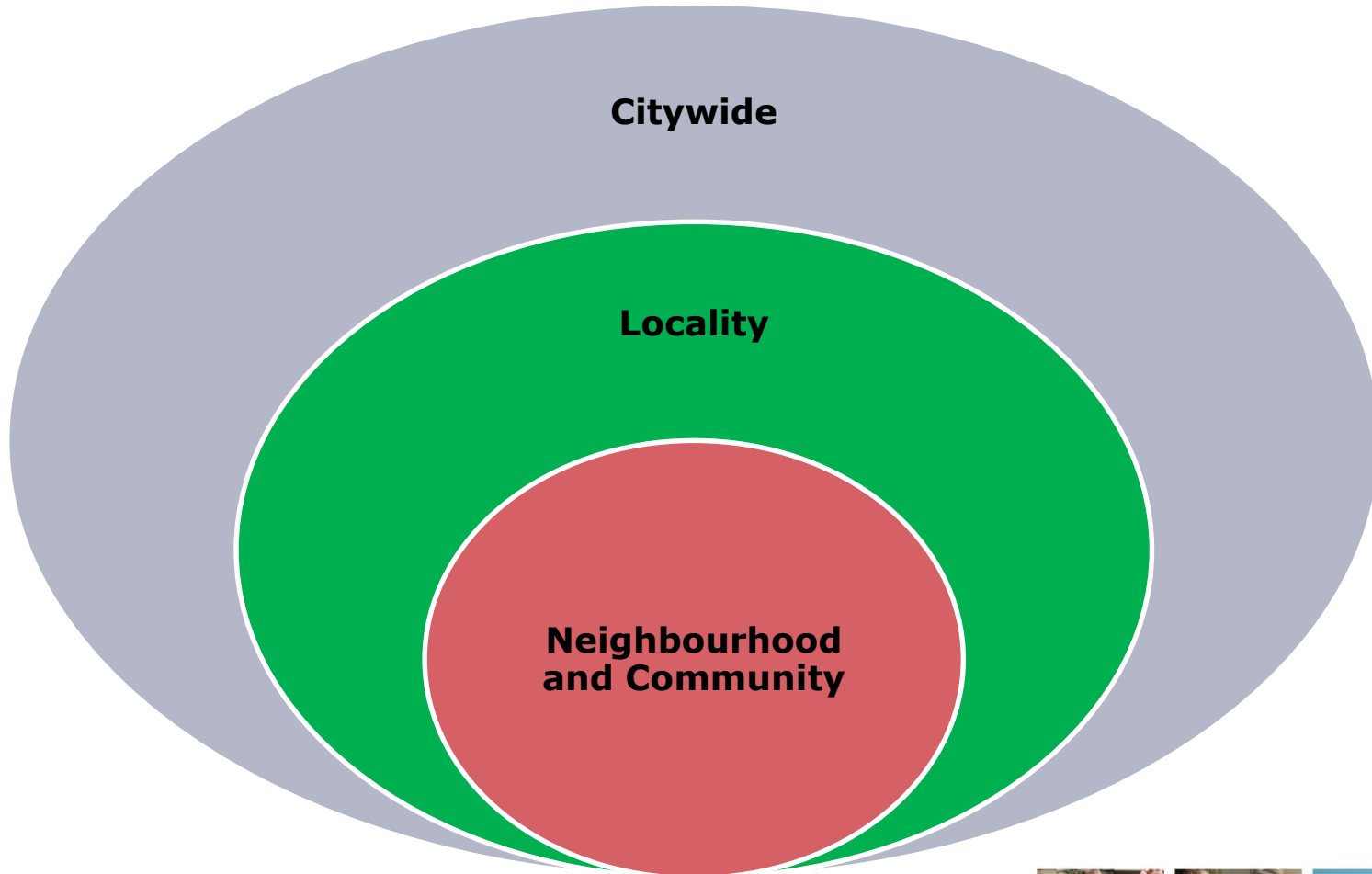
- Indicate that the EP is in essence a city partnership model consisting of three interconnected levels of governance (1. neighbourhood and community 2. locality 3. citywide).
- Reference the **Edinburgh Partnership Protocols** (link to website for a copy of the protocols) and its role in defining the principles and operational practices for all of the partners, in order to deliver effective community planning.



The Edinburgh Partnership Governance Framework



THE EDINBURGH PARTNERSHIP



Neighbourhood and Community Partnerships



THE EDINBURGH PARTNERSHIP



Locality Partnerships



THE EDINBURGH PARTNERSHIP

**Locality Committee / Locality
Leadership Teams /
Neighbourhood Partnerships**

**Community
Improvement
Partnership**

**Children's
Services
Management
Group**

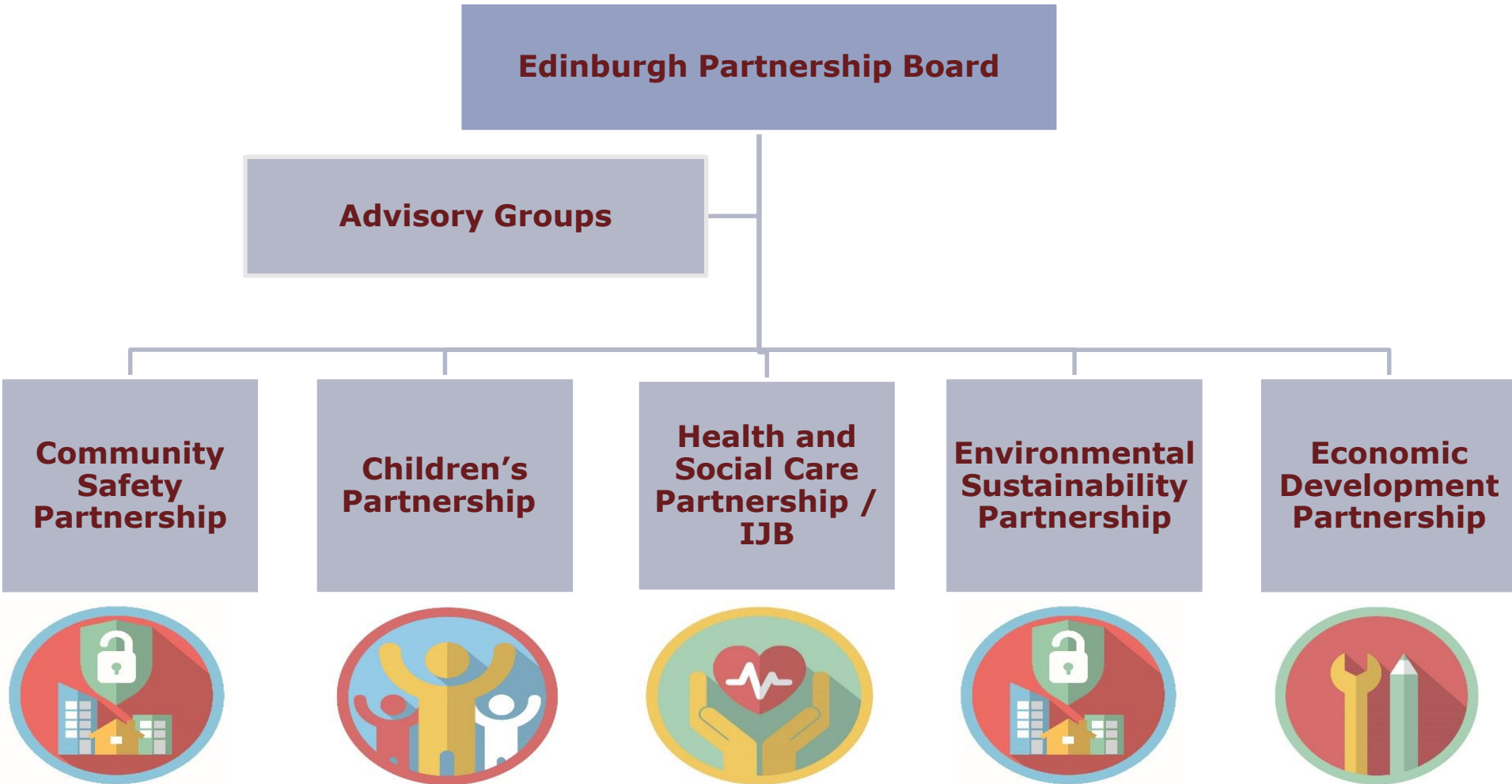
**Health and
Wellbeing
Partnership**

**Team around
the Place**

**Economy +
Employability
Network**



Citywide Partnerships



8. Reporting and Review





THE EDINBURGH PARTNERSHIP

- Indicate the commitment to hold an AGM for the Edinburgh Partnership 'family' in June of each year, to report progress on the LOIP, LIPs and other parts of the strategic planning framework, and to plan for the year ahead.
- Progress reporting will include measures in three areas:
 - How well do our **processes** work?
 - What **outcomes** have we achieved?
 - What **people** are telling us?
- The annual progress report will be co produced through the EPLOG and EP family, and ultimately approved by the Board.
- Ongoing scrutiny of delivery of each element of the strategic planning framework will take place through the Board, relevant strategic partnership, or locality governance arrangement.





B O A R D M E E T I N G

Thursday 7 December 2017

14.30-16.30

Item 4



Edinburgh Health and Social Care Partnership

HSC Strategic Plan and Partnership update

Edinburgh Partnership

7 December 2017



Working together for a caring,
healthier, safer Edinburgh

NHS
Lothian

• EDINBURGH •
THE CITY OF EDINBURGH COUNCIL

Key challenges

- Lack of capacity in the system to deliver the right care in the right place at the right time
 - Care at home
 - Care homes
 - GP lists
- Projected overspend in respect of both Council and NHS Lothian delegated services
- Responding to the recommendations of the inspection of services for older people



Statement of Intent



Developed by the Interim Senior Management Team

Doing the basics well



What are we going to do?

Identify, develop and deliver the basic organisational norms that allow the Partnership to operate more effectively

How are we going to do it?

- Define the values, behaviours and standards we expect from all staff at all levels in the Partnership
- Ensure that all staff
 - have SMART objectives aligned to the objectives of the Partnership, clear line management arrangements and a development plan
 - Understand the roles and responsibilities of the IJB, Health and Social Care Partnership, Council and NHS Lothian

When are we going to do it?

- By March 2018 we will have developed and rolled out a staff communication and engagement plan

Improving relationships



What are we going to do?

Improve our relationships with the Council, NHS Lothian, the voluntary and independent sectors and other partners, including other IJBs

How are we going to do it?

- Improve the timeliness and accuracy of our response to requests for information
- Be clear where our aspirations and capabilities align and differ from our partners, Council and NHS Lothian
- Support locality teams more effectively, as the “public face” of the Partnership
- Work with our partner IJBs to leverage working together wherever we can and learn from their successes and challenges

When are we going to do it?

This will be an ongoing process

Developing a performance framework



What are we going to do?

Develop a performance framework aligned to the Scottish Government's national outcomes and local priorities, against which the Partnership and its staff can be held to account

How are we going to do it?

- Establish organisational objectives for the Partnership that provide the basis for setting team and individual objectives
- Set out the metrics to be reported to the IJB and Health and Social Care Partnership Senior Management Team
- Report against the metrics clearly and concisely
- Emphasise personal accountability

When are we going to do it?

- The performance framework will be finalised by January 2018

Ensuring quality



What are we going to do?

Improve citizens' experience of our services by taking action in response to the 17 recommendations in the report of the joint inspection of services for older people published in May 2017

How are we going to do it?

- Review and prioritise each of the recommendations
- Sustain and where necessary accelerate progress made to date
- Engage with the inspection bodies as partners in our improvement journey
- Establish a robust programme of quality assurance

When are we going to do it?

- Establish and implement a project to address backlogs in assessments and reviews by March 2018
- Undertake an end-to-end review of the processes for assessment, review and the administration of direct payments by March 2018

Developing a financial framework



What are we going to do?

Establish a financial framework that is focused on best use of resources and well-managed financial accountability

How are we going to do it?

- Communicate the financial challenge, our options for delivery, and the risks to performance and quality, as widely as we can, including with the public
- Couch financial discussions with the IJB in terms of investment (and disinvestment) decisions
- Delegate financial resources as appropriate to localities whilst being clear on financial expectations and the accountability for delivery
- Re-establish the 'savings governance group' to monitor progress against agreed actions

When are we going to do it?

The savings governance group and monitoring framework have been established. The group is overseeing the delivery of a detailed programme of work

Develop strategies



What are we going to do?

- Produce strategic commissioning plans for the following priority areas: disabilities; mental health; older people and primary care
- The plans will:
 - set out demand and capacity, investment choices and the risks associated with each area
 - be underpinned by a financial framework and action plans to be delivered over 6 months, 1, 3 and 5 years

How are we going to do it?

- Each plan will be:
 - developed by a planning partnership made up of key stakeholders
 - overseen by a reference board chaired by an IJB member

When are we going to do it?

- Outline strategic plans will be presented to the IJB in Jan/Feb 2018
- The final plans will be completed by March 2019

Clarify and simplify governance arrangements



What are we going to do?

Simplify our governance arrangements to ensure they are focused on delivering our objectives and easily understood by our staff, partners and stakeholders

How are we going to do it?

- Clarify the differing roles of the IJB and the Health and Social Care Partnership and their relationships to the Council and NHS Lothian
- Review how the IJB and its sub groups fit together
- Review the internal governance of the Health and Social Care Partnership
- Ensure that the IJB and the Partnership both have a set of organisational objectives

When are we going to do it?

Work to clarify governance arrangements will take place by the end of 2017

Progress made

- Falls Pathway – 2 falls co-ordinators in post and assisting in the prevention of falls
- Quality Assurance Officers working on Quality Improvement programmes in each locality – focused on key processes
- A joint Quality Assurance Framework will be in operation by December 2017
- Detailed plans are in place for some savings proposals
- Outline strategic plans are on target to be presented to the IJB in January and February 2018
- New management scrutiny arrangements of adult protection decisions in place





B O A R D M E E T I N G

Thursday 7 December 2017

14.30-16.30

Item 6

**Edinburgh Affordable Housing
Partnership
Issues and priorities**

Edinburgh Partnership Board

7th December 2017

Keith Anderson

EAHP role and remit

- Formed in 1999 – all social housing providers (HAs, Co-ops and the Council) collaborating to;
- *“The partnership aims, at a strategic level, to share information and promote joint working to increase the provision of affordable homes within Edinburgh, continue to develop services which help to reduce inequality and support people to live independently”.*
- Approach is about issue identification/resolving, information sharing, collaboration and partnering initiatives.
- Collectively own and manage c 38,000 social/affordable (sub market) homes in the City = 16% of all households.

EAHP Membership

- All registered housing organisations, (housing associations and housing co-operatives) with property in the City = 22 providers plus,
- Edinburgh City Council, as housing provider and as the strategic housing authority plus,
- Scottish Federation of Housing Associations attending.
- Meeting 4 times a year, attended by senior staff and chaired by Brendon Fowler (Prospect).
- Has established sub groups with one currently on Housing, Health and Social Care, established in 2015, chaired by Fanchea Kelly (Blackwood).

EAHP Overall Focus

- Supporting and contributing towards delivering the City Housing Strategy objectives and outcomes, which are that;
 1. *People live in a home they can afford;*
 2. *People live in a warm, safe home in a well-managed neighbourhood; and,*
 3. *People can move home if they need to.*
- Supporting the vision of the Community Plan to reduce poverty and inequality and focus on income maximisation, increasing the supply/quality of housing and providing employability services.

Recent/ongoing key issues

- Welfare reform changes, impacts and mitigation (Dunedin/Canmore one of the UK national pilots on UC direct payments)
- Increasing the supply of affordable housing – land and subsidy for 20,000 new homes (increased from 16,000 this year)
- Input to H&SC strategy with “Housing contribution statement” including £300m investment for c3,000 new homes integrated with health, care and support services for people with complex needs.
- The strategy and services for tackling homelessness, and reducing insecure/unsuitable temporary accommodation.

We need more affordable homes

Not enough homes



Edinburgh will need between 3,800 & 4,600 new homes every year for the next 15 years.

Homes advertised through Choice have average of 158 bids

High private rents



Average monthly private rent in Edinburgh is £1,000 = rent will account for 45% of average income by 2020.

An affordable home = housing costs less than 30% of household income

Reducing incomes



The poorest households have experienced the greatest reduction (between £4k & £6k) in their household income since 2008

High house prices



Average house price in Edinburgh 2015/16 was £230,129 (38% higher than Scottish average). 6.12 times the average gross annual earnings in city

Homelessness



Homelessness presentations have reduced from 4,448 to 3,567 over the last 5 years, but the number of households staying in temporary accommodation has increased by 36.4%

Delivering New Affordable Homes



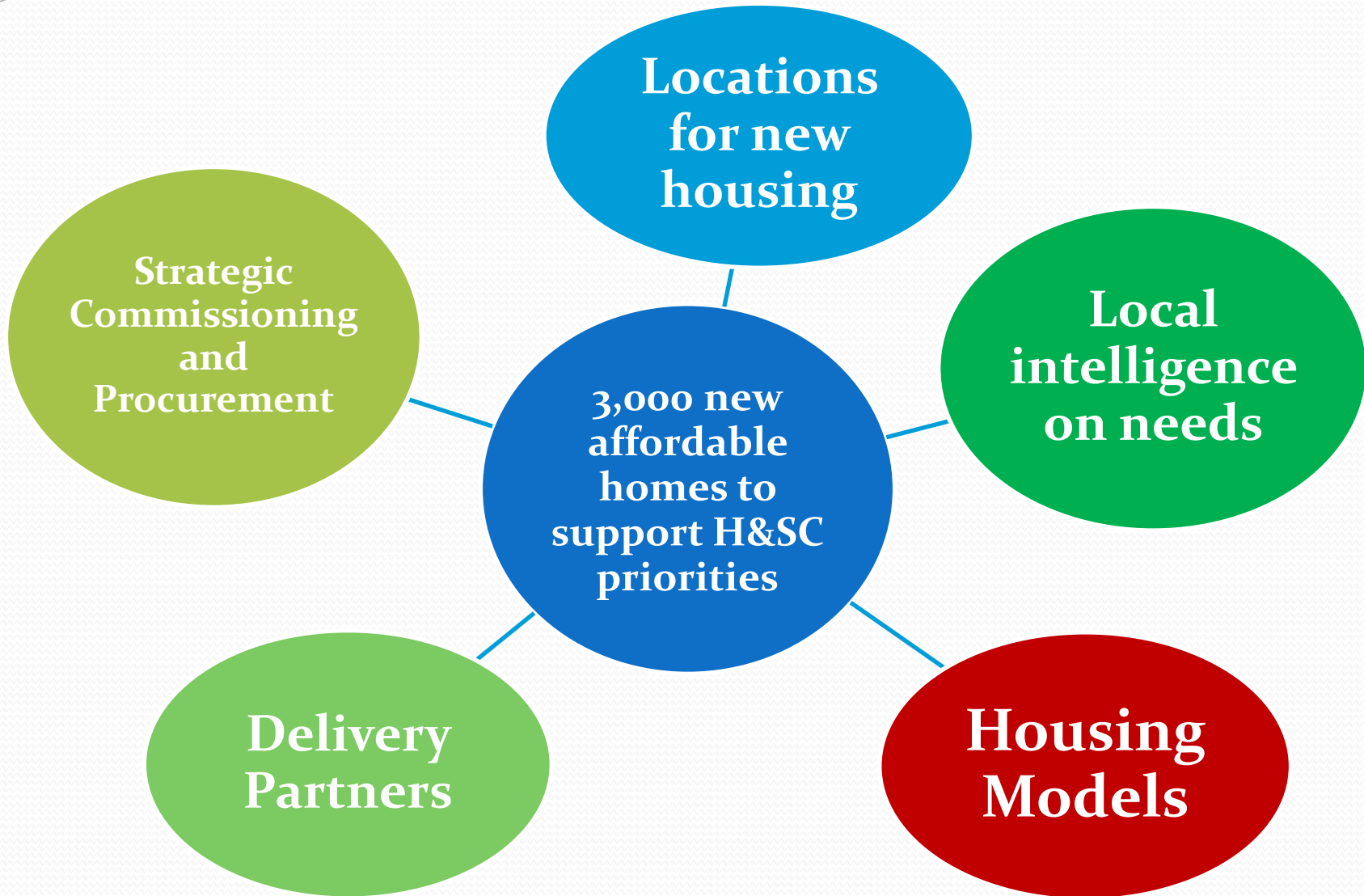
Management of **Affordable Housing Supply Programme (AHSP)** from Scottish Government and Council's **21st century homes programme** funded through HRA

Affordable Housing Policy requires 25% of homes in private housing developments to be affordable - helps deliver affordable homes with no or little funding.

Strategic partnership with NHS and other public sector landowners will be critical to secure delivery of **public sector land**.

Innovative delivery models have been developed to increase the supply of different types of affordable homes with partners.

What we need to work out



EAHP - Priorities to address

- Land supply issues – “de-constraining” sites with planning permission c 7,000 potential homes in the city.
- Strategic land agreement needed between CEC and NHS Lothian + with other major land owners
- Clarifying specific housing and support requirements for additional c 3,000 homes for “complex” needs
- Funding gap = SHIP (2018-2023) highlights new affordable programme of c 5,200 new homes and current gap in subsidy c £60m to deliver that.
- Emerging new (for Scotland) “Housing First” approach including for complex needs = reducing use of expensive B&B as temporary accommodation and “re-purposing” budget to support people to live independently.
- Full UC roll out in Edinburgh (from Oct 2018) and mitigations.



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