



THE EDINBURGH PARTNERSHIP

Local Outcome Improvement Plan Delivery Plan and Performance Measures

1. Executive Summary

- 1.1 The Edinburgh Partnership is required to produce a Local Outcome Improvement Plan (LOIP) under the Community Empowerment (Scotland) Act 2015.
- 1.2 The plan sets out the partners ambitions for the city over a ten year period to address poverty and inequality. Recognising policy shifts in the city and the effects of COVID 19, the Board agreed to a revised approach including the development of a delivery plan. This report sets out the LOIP delivery plan.

2. Recommendations

- 2.1 The Board is recommended to:
 - i. review and agree the LOIP delivery plan appended to this report;
 - ii. note the further work required to redraft the LOIP document to incorporate the reframed priorities, together with revised outcome metrics. The redraft will be brought to the Board in December 2021;
 - iii. note that progress on the delivery of the LOIP will be subject to annual reporting to the Board beginning in September 2022.

3. Main Report

- 3.1 The Community Empowerment (Scotland) Act 2015 requires the Partnership to publish a Local Outcomes Improvement Plan (LOIP). This community plan sets out a shared vision for the city, identifying the priorities that community planning partners, by working together, will seek to deliver.
- 3.2 The Board agreed in December 2020 the approach for the further development of LOIP, with the intention to accelerate delivery of the priorities through a strengthened delivery plan. This approach recognised the need to reframe the priorities within the new policy and strategy framework of the city, to capitalise and maximise the opportunities for joint delivery, and specifically to address the:
 - need to provide a partnership response to COVID-19 recovery planning;
 - findings from the poverty commission;

- Best Value Assurance Audit findings of there being mixed progress against outcomes and weaknesses in the performance reporting; and
 - need for a greater focus in Priority 3 on a public health led approach to place to help tackle poverty and reduce health inequalities and as set out in the vision, principles and approach agreed by the Board in June 2021.
- 3.3 This context has informed the work of the LOIP Delivery Group to identify gaps and opportunities where the Edinburgh Partnership can make the greatest difference. Work has been undertaken across all three priority workstreams of: enough money to live on; access to work, learning and training opportunities; and a good place to live, now retitled creating vibrant, healthy and safe places and communities.
- 3.4 The resulting delivery plan sets out the actions, timescales and success measures for this revised programme of work. The actions include
- areas of work which were already underway;
 - new actions for collaborative intervention;
 - mainstreaming of actions from the Best Value Improvement Plan as reported elsewhere on this agenda; and
 - the specific recommendations of the Poverty Commission. These recommendations have been incorporated within each priority as appropriate, with the remaining being identified as strategic actions which will be taken forward through a variety of mechanisms as set out in the delivery plan.

Next Steps

- 3.5 Subject to the Board's agreement of the delivery plan, further work will be carried out to revise the LOIP and to develop refreshed 10 year outcome measures. This be a mix of existing and new performance metrics to align with the reframed priorities. Account will be taken of the outcome measures contained within the city's strategic framework to ensure appropriate alignment and specifically incorporate the End Poverty Edinburgh targets set by the Poverty Commission.
- Reports on individual actions within the delivery plan, together with exception reports, will be presented to the Board as appropriate. Progress on the LOIP will be reported annually in September each year, with the first report in September 2022.

4. Contacts

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LOIP DELIVERY GROUP – DELIVERY PLAN

Priority 1 – Enough money to live on				
Action	Lead	Timescale	Progress	Measures
<p>Further develop people-centred income maximisation, family and household support services. Work to develop a single city-wide Edinburgh Partnership approach to commissioning advice services, and aim to extend into all city communities, holistic support to improve financial resilience, health and wellbeing for people who are already in or are at risk of being in poverty.</p> <ul style="list-style-type: none"> • Establish delivery group mechanism. • Develop specification and undertake procurement for an external mapping exercise. • Report on mapping exercise to IMPG/LOIP Delivery Group/EP Board • Carry out stakeholder engagement on mapping findings. • Develop phase 2 implementation plan and present to LOIP Delivery Group. • Deliver implementation plan. 	<p>IMPG SLWG</p> <p>SLWG</p> <p>IMPG</p>	<p>Aug 2021 Dec 2021</p> <p>Jan/Feb 2022</p> <p>Apr 2022 June 2022 July 2022</p>		<p>Delivery group mechanism established. Commission tendered and completed within agreed timescales.</p> <p>Reports produced.</p> <p>Stakeholder mapping completed within agreed timescales.</p> <p>Phase 2 Implementation plan produced identifying further milestones/measures.</p> <p>Implementation plan delivered.</p>
<p>Expanding on successful initiatives such as the ‘1in5’ programme in schools, we call on Edinburgh Partnership to lead on the roll out of new programmes to ‘poverty proof’ all public services</p> <ul style="list-style-type: none"> • Develop cross partnership programme to develop ‘1in5’ programme activities across all partnership member organisations. • Implementation of new programmes. 	TBC	<p>June 2022</p> <p>Autumn 2022</p>		<p>Programme developed with corresponding milestones/measures.</p> <p>Implementation of new programmes.</p>
<p>Edinburgh Partnership should make available new long-term investment to expand the availability of and access to affordable credit in all parts of the city through examples such as Scotcash and the credit union movement</p>				<p>Paper produced and presented.</p> <p>Action plan produced.</p>

<ul style="list-style-type: none"> • Production of discussion paper on Affordable Credit for SLWG and LOIP Delivery Group. • Development of action plan. • Action plan presented to LOIP Delivery Group for agreement. • Implementation of action plan. 	SLWG on Affordable Credit – IMPG	Sept 2021 Sept/Oct 2021 Sept 2022		Action plan presented and agreed by LOIP DG including identification of milestones/measures.
Priority 2 – Access to work, learning and training				
Action	Lead	Timescale	Progress	Measures
Support the delivery of Edinburgh Guarantee for All <ul style="list-style-type: none"> • Adopt and promote EGFA branding in an ambassador role • Embed the use of the ‘pledge what you can’ approach • Ensure co-ordination between providers of newly funded employment and training opportunities for 16-25 years • Ensure co-ordination between providers of newly funded employment and training opportunities for 16-25 years, including programmes like Kickstart, Pre-Apprenticeship Programmes, Local Authority Employability Fund, and the Youth Guarantee 	CEC/EGSG	Mar 2022		300 apprenticeship commitment across the Edinburgh Partnership with prioritised groups given an elevated opportunity. Improvement of the School Leaver Destination report and Participation Measurement. 50% decrease in Universal Claimant numbers (currently 18,000) by 2023/24.
Improve support and outcomes of Care Experienced young people to be able to access work, learning, and training pathways <ul style="list-style-type: none"> • Adopt the Police Scotland Care Experienced Charter • Embed recommendations of the Independent Care Review Promise across Partners • Continue to deliver the work of the ‘Hub for Success’ project to ensure care experienced students can access colleges and universities from schools 	CCP/Police Scotland	Mar 2022		20% improvement of the number of young people entering education, training or work, measured by Wider Access Participation in FE/HE data tracked through contracted and affiliated employability services already in place with links to the Edinburgh Guarantee for All
Improve outcomes for BAME citizens, including better access to employment through leadership, senior visibility, and high-ranking positive role models <ul style="list-style-type: none"> • Support the development of internship and/or work experience programmes 	CCP/CEC	Mar 2025		20% increase in supported BAME citizens to a sustained positive destination, tracked through current contracted and affiliated services

<ul style="list-style-type: none"> • Mentoring programme for visibility, role models and future leaders • Champion diversity recruitment training to increase employment outcomes • Increase of BAME citizens employed in senior positions in partner organisations • Links to Scottish Parliament spotlight on BAME Women in employment, led on by Presiding Officer Linda Fabiana MSP with links to employers tracking data 				
<p>Develop improved coordination of support for prison leavers, bringing together services for a more joined up approach with clearer pathways</p> <ul style="list-style-type: none"> • Resource for central co-ordinator to partner with Scottish Prison Service to develop pathways for people leaving prison 	CSP	Mar 2022		<p>Evidence of employability provision being embedded in Community Sentences.</p> <p>Reduction in reoffending rates due to sustainable employment.</p>
<p>Make Edinburgh a Living Wage City</p> <ul style="list-style-type: none"> • Edinburgh Partnership members to agree to work with and support City of Edinburgh Council lead action to establish a working group and action plan needed to achieve Living Wage City accreditation for Edinburgh 	CEC	Nov 2021		<p>Establishment of working group</p> <p>Development of action plan</p> <p>Achieve Living Wage accreditation for the city</p>
<p>Embed 'Fair Work First' principles in all procurement and commissioning activity, and ensure that public spending in Edinburgh delivers at least 1 FTE job with training for a person from a targeted group for every £1m of procurement spending over the next decade</p> <ul style="list-style-type: none"> • Develop a city-wide partnership approach to procurement and commission that embeds fair work first principles and meets recommended targets for impact 	CEC/LOIP DG	Dec 2022		<p>Development of the partnership approach</p> <p>Achieve 1FTE job per 1m spend</p>
<p>Edinburgh Partnership members should invest resources in a radical expansion of mentoring schemes in Edinburgh, to reach every school in the city with effective screening and matching to support looked after and struggling young people to improve engagement with learning</p> <ul style="list-style-type: none"> • Develop cross partnership programme to expand access and availability of mentoring schemes in Edinburgh 	TBC	TBC		<p>Development mentoring programme</p> <p>Deliver programme in every Edinburgh school</p>

<p>Edinburgh Partnership to commit to monitoring and reporting on inclusion of and impacts for people living on low incomes and from disadvantaged areas, and from equalities groups, in all learning and employment opportunities in the city</p> <ul style="list-style-type: none"> • Incorporate actions into reporting and monitoring of Partnership led employability programmes. 	CEC/LEP	Mar 2022		Development of monitoring and reporting approach that is consistent under LEP.
Priority 3 – A good place to live				
Action	Lead	Timescale	Progress	Measures
<p>Maximise the land for affordable housebuilding underpinned by the 20 minute neighbourhood principles.</p> <ul style="list-style-type: none"> • Develop the Liberton Hospital site for affordable housing and other appropriate uses. • Wester Hailes masterplanning • Identify further opportunities to deliver affordable housing through partner assets. 	Place Based Opportunities Board	<p>Autumn 2023</p> <p>Ongoing until 2028</p>		<p>Appropriate land - identification and releasing for development.</p> <p>Wester Hailes masterplan produced.</p> <p>Identification and delivery of relevant opportunities.</p>

<p>Create sustainable places with well-located and co-located services.</p> <ul style="list-style-type: none"> • Agree collective vision and associated action plan <ul style="list-style-type: none"> ➤ Work with partners to refresh and agree vision statement ➤ Work with partners to agree high level action plan to progress the vision. • Implement test of change in Liberton and Wester Hailes <ul style="list-style-type: none"> ➤ Establish LOIP 3 oversight group to develop and oversee roll out in each area. ➤ Undertake a system wide map, gap and synthesis of existing intelligence and insights (Quantitative and qualitative) in each area. ➤ Agree delivery model and actions in response to findings from information synthesis • Establish a robust multifaceted approach to measuring success in the short, medium, and long term <ul style="list-style-type: none"> ➤ Work with communities and stakeholders in each area to define what good looks like and create tangible measures. • Ensure ongoing wider system engagement <ul style="list-style-type: none"> ➤ Undertake regular Join the Dots workshops to develop a common understanding of language and ways of working. 	<p>LOIP Priority 3 Sub Group</p>	<p>June 2021 Sept 2021 Sept 2021</p> <p>Oct 2021</p> <p>Dec 2021</p> <p>Oct 2021</p> <p>Dec 2021</p>		<p>Vision statement approved at Partnership Board. Action plan approved by Partnership Board.</p> <p>Groups established and TOR agreed.</p> <p>Report produced and presented to stakeholders.</p> <p>Detailed action plan produced.</p> <p>Specific measures defined in relation to a sense of:</p> <ul style="list-style-type: none"> ✓ Belonging & Connection ✓ Power & control ✓ Wellbeing ✓ Security <p>Events undertaken.</p>
<p>Promote and rally the support of Anchor Institutions and more broadly develop plans to collaborate on the delivery of the Community Wealth Building agenda.</p> <ul style="list-style-type: none"> • Establish Working Group • Identify joint partner activity and the necessary resources • Develop paper on proposed approach for consideration of LOIP Delivery Group and EP Board. 	<p>CWB Group</p>	<p>Sept 2021</p> <p>Mar 2022</p>		<p>Working group established.</p> <p>Paper produced for LOIP Delivery Group and Edinburgh Partnership Board.</p>

<p>Edinburgh Partnership members to collaborate with other partners to provide ‘single gateway’ easy access to free and concessionary travel, simplifying highly fragmented schemes already available via schools, employability programmes and Job Centres</p> <ul style="list-style-type: none"> Develop partnership proposal for improving access to free and concessionary travel schemes in Edinburgh. 	LOIP DG	TBC		<p>Development of partnership proposal</p> <p>Free and concessionary travel programme implemented</p>
<p>Edinburgh Partnership members to combine resources to develop a zero-interest loan scheme to allow low-income passengers to buy long-term travel passes and thus benefit from the lowest fares</p> <ul style="list-style-type: none"> Develop partnership proposal for launch of a loan scheme to support low cost travel for low income citizens in Edinburgh 	LOIP DG	TBC		<p>Development of partnership proposal</p> <p>Loan scheme launched and adopted</p>
<p>Poverty Commission calls to action for EP</p>				
<p>Action</p>	<p>Lead</p>	<p>Timescale</p>	<p>Progress</p>	<p>Measures</p>
<p>Agree that the Edinburgh Partnership will commit to working collectively towards the aim of ending poverty in Edinburgh by 2030 as defined by the four targets set by the Commission</p> <ul style="list-style-type: none"> Incorporate End Poverty Edinburgh targets into the long-term delivery of the Edinburgh Partnership LOIP Action plan. 	EP/LOIP DG	March 2021		<p>Development of plan to include End Poverty Edinburgh targets in the LOIP Action Plan.</p>
<p>Agree ways of working with End Poverty Edinburgh Citizen Group</p> <ul style="list-style-type: none"> Commit to meet, as a partnership, with the new End Poverty Edinburgh citizen group in the first half of 2021 to agree ways of working together and define new opportunities for citizens with experience of poverty to co-design and influence change in the city. 	EP/EPE	Dec 2021		<p>Meeting has taken place.</p>
<p>Publish an annual report on actions taken to deliver against Edinburgh Poverty Commission findings</p> <ul style="list-style-type: none"> Include annual reporting on progress towards delivery of actions to End Poverty in Edinburgh within the Local Child Poverty Action Report partnership members are already required to produce 	CEC	Dec 2021 and annually		<p>Annual reporting process in place.</p>

<p>Adopt partnership approach to considering the impact on people in poverty of budget decisions made by individual organisations</p> <ul style="list-style-type: none"> • It is proposed that Partnership members work to develop and agree a shared city-wide approach to assessing the impact of budget decisions on people in poverty by Summer 2021, for consideration and application during 2022/23 budget processes. • 	CPST	Dec 2022		<p>Development of impact assessment approach.</p> <p>Application of impact assessment approach</p>
<p>Develop a new End Poverty Edinburgh innovation fund</p> <ul style="list-style-type: none"> • Use the collective convening powers of the Edinburgh Partnership to bring together city partners including business, private schools, independent funders and philanthropists in order to marshal all the resources of the city to grow a new End Poverty Edinburgh Fund. The purpose of this fund should be to resource innovation in support of the actions described in this report. 	TBC	Dec 2022		Development of terms of fund
<p>Design and deliver a new operating model for all public services in Edinburgh so that all public workers are focused and empowered to put prevention of poverty at the heart of everything they do.</p> <ul style="list-style-type: none"> • All Edinburgh Partnership members to commit to adapt work practices to ensure public services in Edinburgh meet the ambitions set out by the Edinburgh Poverty Commission. 	JtD Group	Phase 1 Mar 2023		Operating model designed.
<p>Provide more support, through procurement, commissioning, training and promotion, for businesses that are closely rooted in the communities they serve. (including social enterprise and co-operative business models)</p> <ul style="list-style-type: none"> • Develop city-wide guidance on procurement, commissioning, and other activities to support community-based businesses. 	CPST	TBC		Develop citywide guidance