

Corporate Policy and Strategy Committee

10.00am, Tuesday 4 October 2016

Locality Improvement Plans 2017-2022 - referral from the City of Edinburgh Council

Item number	8.1
Report number	
Wards	All

Executive summary

The City of Edinburgh Council on 22 September 2016 considered a report on the development of Locality Improvement Plans (2017 to 2022), which would build upon previous work undertaken to develop Neighbourhood Partnership Local Community Plans.

The report was referred to the Corporate Policy and Strategy Committee for information.

Links

Coalition pledges	See attached report
Council outcomes	See attached report
Single Outcome Agreement	See attached report
Appendices	See attached report

Terms of Referral

Locality Improvement Plans 2017-2022

Terms of referral

- 1.1 On 22 September 2016 the City of Edinburgh Council considered a report on the development of Locality Improvement Plans (2017 to 2022), which would build upon previous work undertaken to develop Neighbourhood Partnership Local Community Plans.
- 1.2 The City of Edinburgh Council agreed:
- 1) To agree to arrangements for the development of Locality Improvement Plans, as identified at Appendix 1 of the report by the Executive Director of Place, and that this report be referred to all 12 Neighbourhood Partnerships, Communities and Neighbourhoods Committee and Corporate Policy and Strategy Committee for their information.
 - 2) To note that following the Local Government Elections, Members would wish to consider whether new governance arrangements are required to ensure input of local members.

For Decision/Action

The City of Edinburgh Council has referred the attached report to the Corporate Policy and Strategy Committee for information.

Background reading / external references

Minute of the City of Edinburgh Council of 22 September 2016

Kirsty-Louise Campbell

Interim Head of Strategy and Insight

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Links

Coalition pledges See attached report

Council outcomes See attached report

Single Outcome Agreement See attached report

Appendices See attached report

Thursday 22 September 2016; 1000 hrs

Locality Improvement Plans 2017-22

Item number	8.1
Report number	Executive
Executive/routine	
Wards	All

Executive summary

This report seeks approval for an approach to develop Locality Improvement Plans (2017 to 2022), which will build upon previous work undertaken to develop Neighbourhood Partnership Local Community Plans.

Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All

Locality Improvement Plan 2017-2022

Recommendations

- 1.1 It is recommended that the Council agree to arrangements for the development of Locality Improvement Plans, as identified at Appendix 1, and that this report is referred to all 12 Neighbourhood Partnerships, Communities and Neighbourhoods Committee and Corporate Policy and Strategy Committee for their information.
- 1.2 Following the Local Government Elections, Members would wish to consider whether new governance arrangements are required to ensure input of local members.

Background

- 2.1 A key component of effective locality working is locality improvement planning. Currently the City has 12 local community plans, aligned to the 12 Neighbourhood Partnerships. However, many community planning partners, and some council services, deploy different locality improvement planning approaches.
- 2.2 A new Council Corporate and Local Strategic Planning framework was developed in 2015 with the launch of the Council Business Plan. At the same time, strategy and planning teams from across the Council were brought together under the new Strategy division. This has enabled a much more joined up and holistic approach to strategy and planning across the Council, and with all community planning partners. Consequently, one approach to locality improvement planning is now being proposed across the City, involving all Council services and all community planning partners.
- 2.3 The proposed approach is described in detail at Appendix 1 and will:
 - simplify and strengthen existing locality improvement planning arrangements;
 - improve public service integration;
 - place communities at the heart of locality improvement planning; and
 - enable all community planning partners to meet legal duties as a result of the Community Empowerment (Scotland) Act 2014.

Main report

- 3.1 An update report on locality working was recently discussed and approved by the Corporate Policy and Strategy Committee on Tuesday 14 June 2016.
- 3.2 The report identified that locality working has many different inter connected elements, including a focus on:

- Outcomes, values and leadership;
 - Prevention and tackling inequality;
 - Service integration (incl. assets & co-location), innovation and technology;
 - Locality governance and partnerships;
 - community involvement; and
 - Locality insight, planning and performance management.
- 3.3 As a result of the Community Empowerment (Scotland) Act 2014, locality planning is now a legal duty placed on the Edinburgh Partnership Board, and all community planning partners. As the new framework evolves the council will consider wider governance arrangements for decisions at local level.
- 3.4 All Council services and partner agencies (Police Scotland, Fire and Rescue Service Scotland, NHS Lothian, Edinburgh Health and Social Care Partnership, Edinburgh College, and the Third Sector) have agreed to develop a single integrated approach to locality planning, through the co-production of four Locality Improvement Plans, aligned to each of the four localities.
- 3.5 Appendix 1 identifies the following elements of the proposed approach to the development of Locality Improvement Plans:
- 1 Introduction
 - 2 Project Governance, Management and Resourcing arrangements
 - 3 Project Plan
 - 4 Citizen and Community Engagement/involvement
 - 5 Key Stakeholders
 - 6 Locality Improvement Plan Structure
 - 7 Delivery and Review
- 3.6 Engagement with, and the involvement of, elected members and a wide variety of stakeholders, with a specific focus on citizens and community groups, will be a critical element of the approach to develop Locality Improvement Plans. It is proposed that there will be two phases of engagement, both of which will also inform the development of the City Vision, the Council Business Plan and the Community Plan.

Phase 1 – October 2016 to December 2016

- This phase will focus on locality wide issues, outcomes, indicators and actions and link to the Council's budget and transformation engagement process and City Vision engagement activities.

Phase 2 – February 2017 to early April 2017

- This phase will focus on smaller areas that have poorer social, economic and environmental outcomes.
- 3.7 The final drafting process, and sense checking with key stakeholders, will take place from May to June 2017. It is proposed that final approval of each Locality Improvement Plan will take place during July 2017 to October 2017. The plans

will be signed off by the council and the Edinburgh Partnership board. The CP+S will be regularly updated on LIPs and scrutinise final draft visions.

Measures of success

- 4.1 Each Locality Improvement Plan will have an outcome based performance framework. Public performance reporting will take place annually, and will be led by Locality Leadership Teams.

Financial impact

- 5.1 In the resources section of each Locality Improvement Plan, there will be details of joint resourcing initiatives and other financial matters related to the delivery of priority outcomes and actions.
- 5.2 Council and community planning partner agency budget processes will need to take account of the LIP performance. Specifically, failure to deliver LIP priority outcomes and actions may require budget allocation changes. The need to shift financial resources towards preventative work will be critical over the lifespan of each LIP.

Risk, policy, compliance and governance impact

- 6.1 All risk, policy, compliance and governance impacts will be identified and managed by Locality Leadership Teams and the Locality Management Board.
- 6.2 Key risks will feature as part of the Council's corporate risk register, and the Edinburgh Partnership Board's risk register.
- 6.3 Final approval for each LIP will be sought from the Council and the Edinburgh Partnership Board. Responsibility for developing, delivering and reviewing LIPs will sit with Locality Leadership Teams.

Equalities impact

- 7.1 Locality working and locality improvement planning will enable the Council to better meet its public sector equality duty under the Equality Act 2010, by commitments to engage and empower communities of interest and place, and placing a focus on tackling poverty and inequality.
- 7.2 An equality and rights impacts assessment process has been established, and ERIA reports will be published at various points during the development of each LIP.

Sustainability impact

- 8.1 If approved, proposals will contribute to the delivery of Sustainable Edinburgh 2020 social and economic objectives, and support the Council and every community planning partner to meet its legal duties under the Climate Change (Scotland) Act 2011.
- 8.2 LIPs may include more outcomes and actions relating to environmental sustainability work (e.g. reducing GHG emissions, improving place making,

promoting use of sustainable food, implementing local climate change adaptation projects, delivering community and renewable energy projects, and promoting active travel, plus other actions defined by citizens and communities).

Consultation and engagement

9.1 Consultation and engagement activity has already taken place with each Locality Leadership Team on many of the elements described at Appendix 1. Further extensive engagement is planned to develop each LIP, as identified at paragraphs 3.5 and 3.6 above. In addition to engagement with Community Councils, Tenants and Residents Groups, Pupil and Parent Councils, Youth Forums and commissioning networks, new and innovative engagement methodologies with stakeholders will be deployed (e.g. use of open data, open space events, hacking events and youth social media engagement).

Background reading / external references

None.

Paul Lawrence

Executive Director of Place

Contact: Kirsty – Louise Campbell – Head of Strategy and Insight (Interim)

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Links

Coalition pledges	All
Council outcomes	All
Community Plan	All
Appendices	Appendix 1 – A Proposed Approach to the Development, Approval, Delivery and Review of Locality Improvement Plans (2017- 2022)

Introduction

This paper sets out a proposed approach for the development of the Locality Improvement Plans (LIPs) 2017 to 2022. In line with legal duties described in the Community Empowerment (Scotland) Act 2015, these plans will deliver citizen and community 'priorities and aspirations'.

Locality Improvement Plans will form part of the Council's and the Edinburgh Partnership's Strategic Planning Framework. They will also enable the delivery of better social, economic and environmental outcomes, improve community engagement and co-production, and promote deeper public service integration.

The LIPs will enable elements of locality working to improve across the City, examples include:

- local partnership activity;
- local economic growth;
- prevention work;
- tackling poverty and inequality;
- co-location;
- environmental sustainability;
- service innovation and integration;
- channel shift; and
- other public service reform objectives.

The Council and its partners agreed to develop four LIPs aligned to the locality boundaries. This approach will improve locality planning through partnership working and result in a reduction of the volume of local plans. This shared outcome approach will improve service transformation for resourcing, prevention and engagement.

LIP development is dependent on the commencement of the LIP approval process from June 2017 to October 2017. This process will enable scrutiny and approval by the Council and partners members. This timescale will also meet Scottish Government requirements and allows sufficient time for high quality community research and partner engagement.

Project Governance, Management and Resourcing arrangements

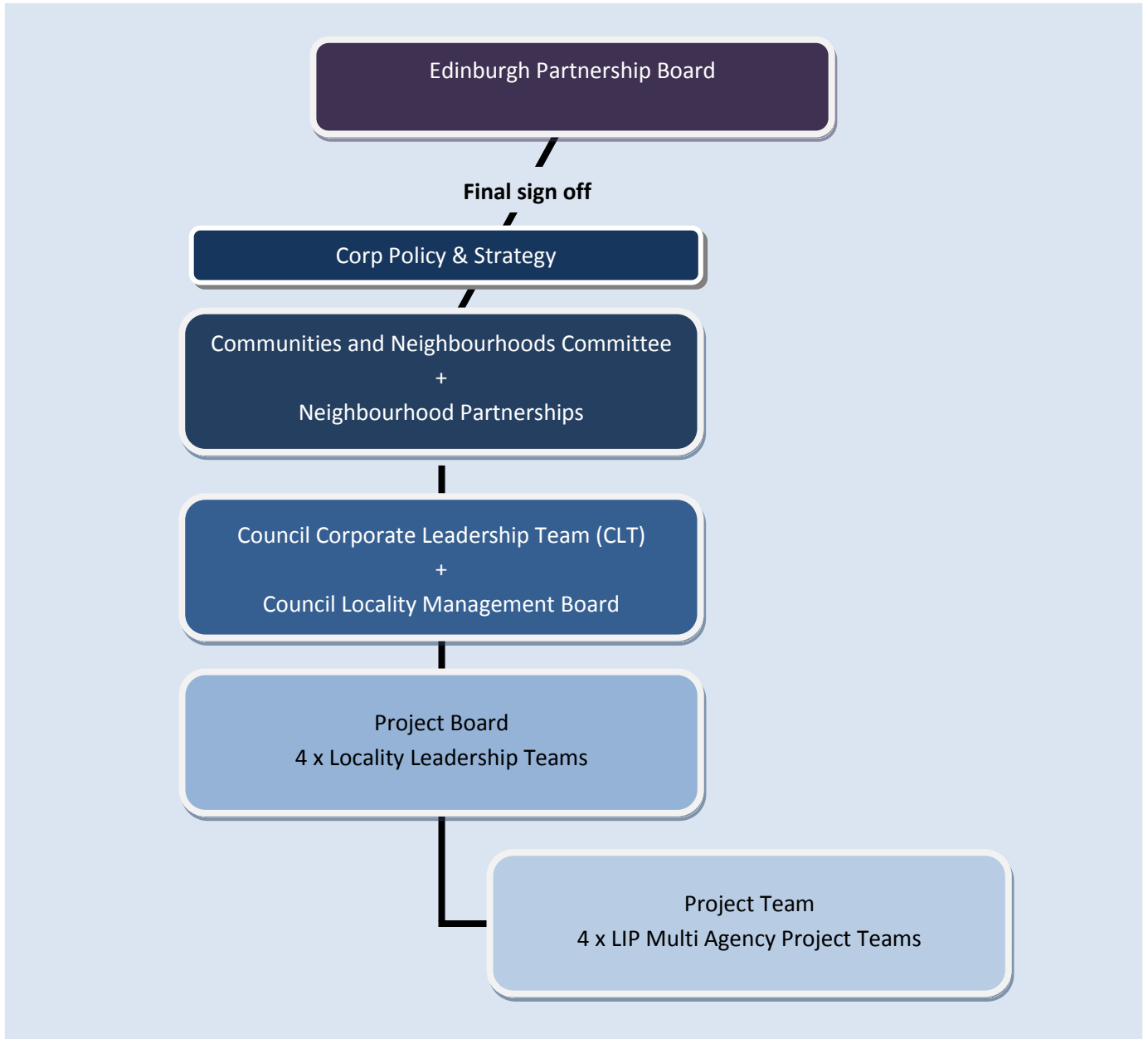
The development of LIPs will take around 12 months to complete. Four LIP Multi Agency Project Teams will be established to lead on LIP development. Each team will have dedicated staffing and financial resources and will report to the Locality Leadership Team. Teams will consist of staff from the Council and each of our partners, whilst additional support will be provided by the Council's Strategy and Insight division. There will be a combination of seconded and lead officer staff from each organisation. To deliver effective citizen and community engagement, staffing resource will be available from the Communities and Lifelong Learning Service, following the completion of their organisation review in early 2017. During engagement, particular focus will be given to areas with poor social, economic or environmental outcomes.

Locality Leadership Teams will act as the Project Board in each area. Development of the LIPs will also be closely monitored by CP+S during the transition from 12 Local Community Plans to four LIPs.

Final approval for each LIP will be by the CP+S then EPB, as the legal duty is placed on the Board as the recognised accountable body for community planning in the City.

Throughout the engagement and development process there will also be opportunity for partners to make grant or budget contributions to cover non staffing costs of project teams.

Below is a summary diagram of project resource and governance arrangements:



* Following the local Council elections in May 2017, Governance arrangements for the development and sign off of Locality Improvement Plans may change. Action will be taken to mitigate any impact of this.

Project plan

2016 2017
 June July Aug Sept Oct Nov Dec | Jan Feb Mar April May June July Aug Sept Oct

Council insight and research

- Develop locality profiles (v1)
- Best practice and legal duty research findings
- Impact assessment
- Development and delivery of engagement and communications plan

Phase 1 Engagement – Locality Wide outcomes and actions

- Engagement area wide
- Analysis of engagement findings
- Confirm area wide outcomes, indicators and actions
- Report back on final findings

Phase 2 engagement – small area engagement – outcomes and actions

- Agree small areas
- Engage with small areas to define outcomes, indicators and actions
- Analysis of engagement findings
- Confirm small area outcomes, indicators and actions
- Report back to stakeholders

Design and final drafting

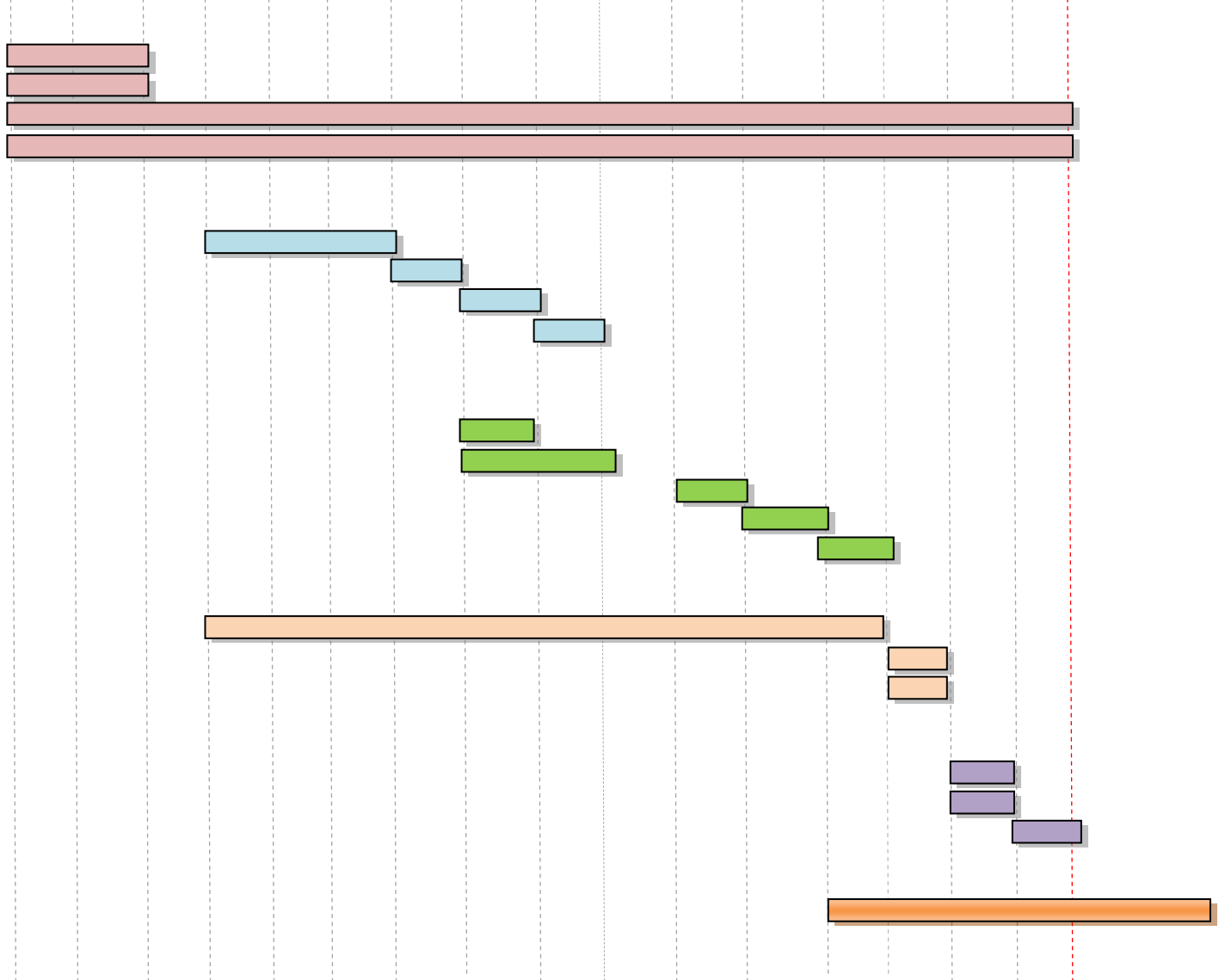
- Develop and agree design formats
- Develop final drafts
- Crystal Mark review

Approval Process

- CLT and partner agency officer approval
- CP&S and Partner Board / Exec approval
- EP Board approval

Delivery and review

- Annual review of LIPs and performance to commence each June



Locality Improvement Plan Structure

The table below indicates the proposed LIP structure, building on the work of Local Community Plans, and following feedback from each Locality Leadership Team and the Management Board. The plan details will be informed by engagement activities with the stakeholders identified previously.

This structure will enable other elements of locality working to improve across the City, eg:

- prevention work;
- leadership and values;
- tackling poverty and inequality;
- co-location;
- environmental sustainability;
- service innovation & integration;
- channel shift;
- joint resourcing; and
- other public service reforms objectives.

This structure will enable the council community planning partners to meet the statutory duty of ensuring citizen and community aspirations are at the heart of locality planning under the Community Empowerment (Scotland) Act 2015.

Section 1	•City vision and Community Plan outcomes and introduction to locality working
Section 2	•Action for citizen and community involvement
Section 3	•Locality insight - from research, performance analysis, locality dashboards and engagement)
Section 4	•Locality wide outcomes and actions - economic / social / environmental
Section 5	•Local outcomes and actions with focus on poorer social, economic and environmental areas.
Section 6	•Resources - shared budgets, integrated teams, assets and co-location and community assets
Section 7	•Partnership and Governance - locality leadership teams, committees, boards, Edinburgh Partnership board
Section 8	•Reporting performance and reviewing outcomes and actions
Section 9	•Values, leadership, culture and learning

Delivery and Review

The Chairs of the Locality Leadership Teams are currently responsible for the delivery of draft Locality Improvement Plans and will be supported by their members. The council may consider governance arrangements around decision making a local level.

Implementation of the LIPs will be reviewed at every meeting of the Locality Leadership Team, following this:

- A performance report on each LIP will be published each October; and
- A final evaluation and review of each LIP will take place in early 2022, with a report going to each LLT by March 2022.

- New LIPs will then be commissioned and completed by October 2022.

Citizen and Community Engagement

Two specific phases of engagement are proposed:

Phase 1 - October 2016 to December 2016

- This phase will focus on locality wide issues, outcomes, indicators and actions and link to the Council's budget and transformation engagement process and City Vision engagement activities.

Phase 2 - February 2017 to early April 2017

- This phase will focus on smaller areas identified to have poorer social, economic and environmental outcomes

A variety of approaches will be used to gather information from stakeholders during the development of each LIP. These will adhere with national Community Engagement Standards and industry good practice. Methods and projects include:

- Council committee Consideration
- City Vision Engagement programme
- Council Budget and Transformation engagement programme 2016
- Open data events – utilising locality profiles
- Hacking events
- Children and young person's engagement
- Edinburgh People Survey 2016
- Employee Engagement
- Place Making Standard tool
- Desk based research including - Edinburgh HSC Strategic Plan engagement; Benchmarking activities; Analysis of locality planning legal duties; Analysis if locality operational performance; and Data Warehouse insight.
- Locality Leadership Team meetings, Community and third sector events, Neighbourhood Partnership Board and Sub Groups meetings

Key Stakeholders

The list below indicates the range of stakeholders, that engagement will take place with, to inform the development of each LIP:

- Elected Members and Council Committees
- Local voluntary sector forums and third party funded providers
- Community Councils
- Community food and energy initiatives
- Neighbourhood Partnership Boards
- Police Operational Management Teams
- Fire and Rescue Management Teams
- Children's services management groups
- Tenants/residents associations and RSLs
- Pupil and parent councils
- Community Improvement Partnerships
- Service Users and Customers
- Communities with poor socio / economic / environmental outcomes
- Communities of Interest
- Partner agency staff
- Elected Members and Committees
- Edinburgh HSC Hubs and Clusters
- Edinburgh Partnership Board
- Major Developers and spatial planners
- Chamber of Commerce local members
- Edinburgh College and University