

Corporate Policy and Strategy Committee

10.00am, Tuesday, 28 March 2017

Locality Working – Annual Progress Report 2016/17

Item number	7.9
Report number	
Executive/routine	Executive
Wards	All

Executive Summary

This report provides an update on the implementation of locality working across the city during 2016/17. Details of progress are aligned to the seven work streams of the locality programme.

In summary, significant progress has been realised across all work streams, however, a range of key challenges lie ahead during 2017/18. These include improving the quality of Council locality service delivery, agreeing Locality Improvement Plans, progressing health and social care and children and young people's service integration, and improving elected member and citizen engagement and empowerment.

Links

Coalition Pledges	All
Council Priorities	All
Single Outcome Agreement	All

Locality Working – Annual Progress Report 2016/17

1. Recommendations

- 1.1 It is recommended that the Committee:
 - 1.1.1 notes the progress made across all seven work streams of the locality programme during 2016/17, and the key challenges identified for 2017/18;
 - 1.1.2 refers this report to each of the Council Executive Committees via their respective Business Bulletins, the 12 Neighbourhood Partnerships, the four Locality Leadership Teams and the Edinburgh Partnership Board; and
 - 1.1.3 approves engagement work with elected members and other Neighbourhood Partnership Board members to consider potential future operating models, and link this work to the development of the Council's governance framework post May 2017, and the Edinburgh Partnership governance review.

2. Background

- 2.1 The origins of locality working are rooted in the findings of the Christie Commission, whose report on the future of public services in Scotland proposed that more focus should be placed on partnership, people, performance and prevention.
- 2.2 The recommendations in the report led to an extensive national programme of public service reform, and renewed focus on community planning, partnership working and tackling poverty and inequality.
- 2.3 The Commission's findings are also reflected in the Capital Coalition Pledges, many of which were designed to deliver public service reform, community empowerment and improve partnership and cooperative working.
- 2.4 More recently, the implementation of the Community Empowerment (Scotland) Act 2015 has placed new legal duties on community planning partnerships and all public services in the City.
- 2.5 These new duties will lead to improved approaches in community planning, community engagement, empowerment and participation, community asset transfer, and locality planning.
- 2.6 The environment of public service reform has been set against a wider context of increasing demand for public services with decreasing financial resources. In response to this the Council has completed a major transformation programme to re-shape service structures, achieve significant savings and move forward as an agile and financially sustainable organisation.
- 2.7 In line with public service reform and national priorities, the Council has sought to ensure that changes are coordinated in partnership, aligned to the Christie Commission's findings, comply with statutory duties, and make best use of

increasingly limited resources. A key element of this approach has been the further development of locality working between the Council, and a wider range of community planning partners in Edinburgh.

2.8 The Locality Programme has seven interconnected work streams, which are identified below:

- **Locality insight** – improving the quality and availability of insight on social, economic and environmental trends and needs, customer experiences and citizen and community feedback.
- **Locality engagement and empowerment** – improving the quality and extent of elected member, citizen and community engagement, participation and empowerment.
- **Locality planning and performance** – implementing a new integrated partnership approach to locality improvement planning, locality performance measurement and public reporting.
- **Locality governance and partnership** – establishing effective, innovative governance and partnership arrangements, involving elected members, to oversee and coordinate locality working, and to communicate with respective partner public service governance arrangements.
- **Locality asset management** – improving approaches to managing assets in localities like public service office buildings, community facilities and land in public ownership.
- **Locality service management, development and integration** – aligning operational management areas, delivering organisational review programmes, establishing new operational management arrangements and progressing service innovation and integration.
- **Locality values and culture** – embedding values in operational practice, delivering joint leadership, learning and development programmes to improve culture across locality services.

2.9 The information provided below indicates the progress made during 2016/17 against these seven work streams, and the key challenges which lie ahead and are a key focus for 2017/18.

3. Main report

Locality Insight

Progress

- 3.1 Improving approaches to sharing and analysing of social, economic and environmental information, to improve insight into public services, citizens and communities, is a critical feature of successful locality working. Elected members also have a critical role to play in providing insight into communities across the city.
- 3.2 Each locality developed and published a [Locality Profile](#) during 2016. These profiles contain a breadth of data which is being used to inform the development of Locality Improvement Plans (LIPs). It is also intended to use this data to inform citizen and community engagement and empowerment activity.

- 3.3 Initial discussions are underway with Council and CGI services on proposals to publish more '[open data](#)', as part of the locality insight workstream. Other cities across the UK are beginning to utilise Open Data to enhance insight into social, economic and environmental issues, and stimulate economic development and academic research activity. In addition, new partnership approaches to analysing open data and locality profiles are being developed with the University sector.
- 3.4 Across Locality Leadership Teams, recent data sharing improvements have focussed on new poverty and inequality analysis, City Vision 2050 feedback, national police survey data, NHS public health data on health inequalities, open space mapping, Council community learning and development needs assessment and house building plans.

Challenges

- 3.5 The Locality Management Board is coordinating work to improve approaches to 'Open Data', and to better utilise data analysis projects linked to [Data Lab](#) and the [Edinburgh Open Data Portal](#).
- 3.6 Within the Council, in partnership with CGI, a Data Warehouse is being developed to 'co-locate' all Council data in one place, in order to improve data access and data analysis to inform locality working.
- 3.7 Work with the Council's Information Governance Team to ensure any information sharing is compliant with Data Protection Act duties will also be a focus during 2017/18.

Locality Engagement and Empowerment

Progress

- 3.8 Work continues across all localities to engage and empower citizens and communities, in line with Council pledge commitments, and duties under the Community Empowerment (Scotland) Act 2015.
- 3.9 Prominent examples of this include Neighbourhood Partnership working groups, which involve many elected members, Council asset transfer projects, participatory budgeting projects, Edinburgh Youth Action and Youth Talk, City Vision 2050 engagement, and the Council 'Play Your Part' budget engagement.
- 3.10 In addition, community engagement has taken place to inform the development of LIPs. The approach to engagement was approved by City of Edinburgh Council in November 2016, and endorsed by the Edinburgh Partnership Board in December 2016.
- 3.11 Engagement for the LIPs has been informed by good practice delivered through Neighbourhood Partnerships, as part of their Local Community Plan developments over the last eight years, and the revised [National Standards for Community Engagement](#).
- 3.12 The Council's planning service has taken forward the city's approach to place making, utilising the [Place Standard Tool](#), in South Queensferry, Corstorphine, Southside and the World Heritage Site. Further work is being discussed as part of LIP development.
- 3.13 Improved partnership working with the Edinburgh Third Sector Interface has helped revitalise the seven local Voluntary Sector Forums, to ensure effective voluntary sector participation in locality working.

3.14 Neighbourhood Partnerships and elected members continue to play a major role with regard to engagement and empowerment activities across the city, and are a key element of locality working.

Challenges

- 3.15 The future role of elected members and Neighbourhood Partnerships will be considered as part of the development of the Council’s Governance Framework post May 2017 local government elections.
- 3.16 Initial feedback from LIP engagement has indicated willingness amongst partners to retain the partnerships, but review and co-produce a new operating model, with more focus on community empowerment activities, scrutinising LIP delivery and strengthening elected member and community sector engagement.
- 3.17 Approval is sought to progress discussion on potential future operating models with elected members, and other Neighbourhood Partnership Board members. Any new models would be considered by the new political administration post May 2017 as part of the Council 2017 Project and Edinburgh Partnership Governance Review, and any consequent proposals rejected or approved by Council in due course.
- 3.18 Meeting the requirements of the Community Empowerment (Scotland) Act 2015 will also be a challenge during coming months, specifically dealing with asset transfer and [participation requests](#).
- 3.19 A report seeking approval for a Council asset transfer policy is covered at this Committee today. A report seeking approval for a Council approach to responding to participation requests is scheduled for Communities and Neighbourhoods Committee on 28 March 2017.
- 3.20 Implementing the Council’s new integrated Lifelong Learning Service will be critical over the next few months, as this service will be leading on many approaches to locality engagement and empowerment.

Locality Planning and Performance

Progress

3.21 Locality Improvement Plans are a key component of the Council’s Strategic Planning Framework, indicated below:



- 3.22 The core purpose of LIPs is to better tackle poverty and inequality, improve the quality of community engagement and empowerment, and drive forward public service reform.
- 3.23 In November 2016, the Council agreed an integrated and multi agency approach to developing LIPs 2017/20, which was then endorsed by the Edinburgh Partnership Board in December 2016.
- 3.24 A high level project plan was agreed that included two phases of engagement. Phase one involved engagement on locality wide outcomes (October 2016 to January 2017), and phase two involves engagement in small areas of high deprivation (February 2017 to April 2017).
- 3.25 Phase one is now complete with emerging draft outcomes focussed on five broad themes:
- health and social care;
 - community safety;
 - children and young people;
 - environment;
 - employability; and
 - economic development.
- 3.26 Phase two is now underway with engagement focussed on those citizens and communities experiencing poverty and inequality.
- 3.27 The City Vision 2050 Project has also generated a significant amount of engagement data that is being used to inform each LIP, the Community plan, Council Business Plan and Service Improvement Plans. In this way, the development of City Vision 2050 ensures a joined up strategic planning framework across the Council and the city, with a coherent long term vision.
- 3.28 A more detailed description of progress regarding LIPs is provided at Appendix 1.
- 3.29 All outcomes in the LIPs will be aligned to three strategic themes, which are also aligned to Council Business Plan and Community plan strategic themes:
- social sustainability – quality of life;
 - economic sustainability – economic vitality; and
 - environmental sustainability – excellent places.
- 3.30 In addition, each LIP will contain sections on the background to each locality, engagement and empowerment, resources, service culture, performance management and public performance reporting.
- 3.31 A draft of each LIP will be produced in June 2017 for final testing with elected members and other stakeholders, and thereafter a final draft for approval by elected members and partner agencies will be produced during September to October 2017.

Challenges

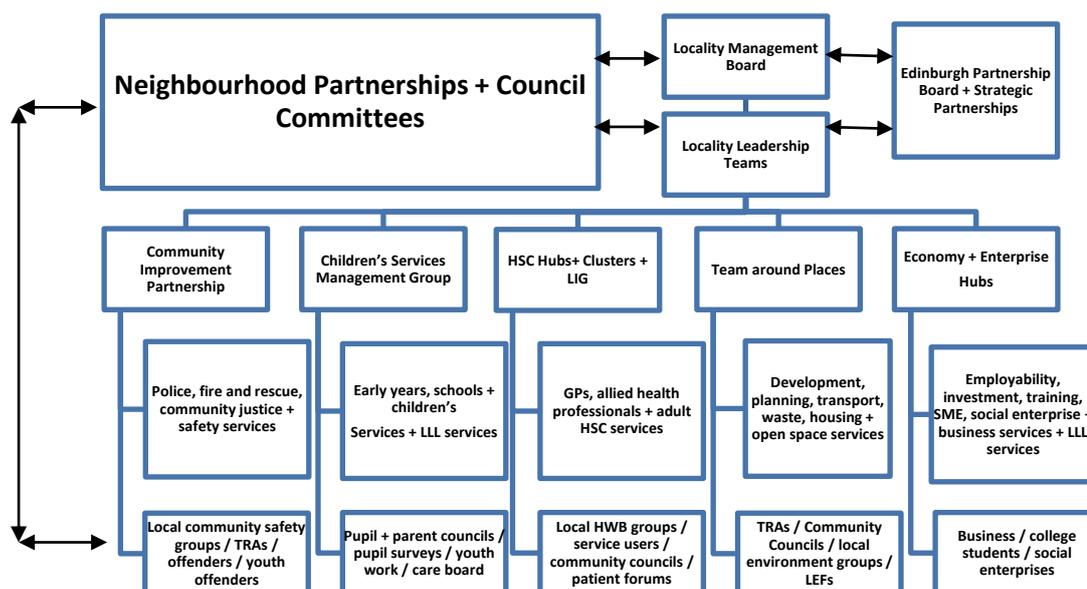
- 3.32 Improving elected member engagement, and completing phase two LIP engagement in small areas of high deprivation, is the next critical steps in LIP development.

- 3.33 Thereafter work to produce draft LIPs for final testing will require extensive negotiation with communities and partner agencies, especially regarding agreed outcomes, actions and performance measures.
- 3.34 In addition, ensuring all elected members are sighted on, influencing, and approving LIP developments is critical over the next seven months.

Locality Governance and Partnership

Progress

- 3.35 A multi-agency Locality Leadership Team has been established in each locality to drive forward all seven elements of locality working. Each team is chaired by a Council Chief Official, and all teams report into a multi-agency Locality Management Board, comprised of Council senior officers and all public service partners who have duties under the Community Empowerment (Scotland) Act 2015.
- 3.36 The Chair of this Board is the Executive Director of Place, and the Vice Chair is the Council’s Chief Social Work Officer. This Board is working to improve links to Council governance arrangements, and the Edinburgh Partnership Board, to ensure good communication and a coordinated approach to locality working.
- 3.37 Each of the four Locality Leadership Teams has also been tasked with linking to their respective Neighbourhood Partnerships to ensure local elected members are fully sighted on, and influencing, locality working, specifically the development of LIPs.
- 3.38 It should be noted that meeting agendas, papers and action logs from all of these meetings are readily available from the Council Locality Managers.
- 3.39 Locality Leadership Team work to date has focussed on agreeing multi agency membership and terms of reference, setting up LIP partnership delivery structures, coordinating development of the LIPs, progressing improvements required in community engagement and empowerment activities, and improving partnership working on current areas of joint business.
- 3.40 Opportunities to strengthen elected member, citizen and community engagement in these arrangements are also being progressed. These emerging partnership arrangements are summarised in the diagram below:



Challenges

- 3.41 Strengthening the role of elected members across all of these emerging partnership arrangements is a critical next step, and is linked to future decisions on the Council's Governance Framework post May 2017.
- 3.42 As these locality governance and partnership arrangements start to mature, their relationship with strategic community planning partnerships and the Edinburgh Partnership Board will become critical, as will elected member involvement in these strategic arrangements.
- 3.43 In addition, whilst some partnership delivery groups like Community Improvement Partnerships are well established, others are still in the early stages of development like Health and Social Care Hubs and Clusters, Children's Services Management Groups and Teams around the Place. The development of Economy and Enterprise Hubs is linked to City Deal developments, and is also in the early stages of development with support from the Council's Economic Development Team.
- 3.44 Sustaining Council and partner agency participation in these partnership groups will be critical, as is developing new and innovative methods for citizen and community engagement and empowerment to help inform the work of these groups.
- 3.45 As identified above, another key challenge is information governance, specifically when personal data is being shared between agencies through these structures. Work will continue with the Council's Information Governance Team, which has undertaken recent audits of community safety services, children's services and health and social care services. This team are developing a set of recommendations to be implemented in 2017, and have advised more frequent use of Privacy Impact Assessments to ensure the Council and its partners are legally compliant with regard to data protection and information sharing.

Locality Asset Management and Development

Progress

- 3.46 Work is now complete to map all public service buildings assets by locality area, including schools and GP surgeries.
- 3.47 These 'locality asset maps' will be included in each LIP. Each LIP will also describe a set of principles to approach asset management and development, subject to elected member approval. This will likely focus on improvements in co-location, service access, energy and travel efficiencies, and local economic regeneration initiatives.
- 3.48 Work is also taking place to link this work to major planning developments, parks and open space developments, house building programmes and transport and other infrastructure developments, through the Teams around the Place and use of the Place Making Standard.
- 3.49 All of this is intended to ensure that the public service estate across the city is managed in the most efficient way, and it delivers maximum benefit to local citizens and communities.

Challenges

- 3.50 Changing or re-provisioning the use of public assets is a difficult task that requires extensive elected member and community engagement to ensure the right options

are progressed. Further detailed engagement work will take place as a result of LIP development on such matters.

- 3.51 In addition, responding to asset transfer requests, developing new community led management arrangements for parks and open spaces, and ensuring Council office optimisation are key challenges that lay ahead.

Locality Service Management, Development and Integration

Progress

- 3.52 Work to deliver all Council organisational reviews was the predominant feature of Council locality working during 2016/17. Regular updates on Council organisational reviews are reported to the Finance and Resources Committee.
- 3.53 All of these reviews have led to significant savings, widespread changes in Council services, and many people leaving the organisation. Consequently, there have been a range of short term impacts on service quality, and concerns expressed by elected members about changes in service contacts. It is important to note that all senior managers across all of these services have developed, and are implementing, transformational change plans to address these matters.
- 3.54 In addition, the Council has now published a directory of locality services managed by Council Locality Managers, to ensure elected members are fully up to speed with staff changes, and new operational management structures.
- 3.55 As a result of these organisational reviews, there are many notable examples of improved locality service integration including the Family and Household Support Service, Health and Social Care Locality Implementation Groups, Hubs and Clusters, Council Locality Manager Operational Service Teams, Council and NHS children's and young people's services and Council Lifelong Learning Teams.
- 3.56 All of these teams are being supported by a re-organised Council back office function, established as a result of the business support service transformation programme. Delivery of this programme has led to new management arrangements for business support, customer services, asset management, finance, strategy and insight, communications and human resources services. Again, there have been short term impacts on services which are being addressed by senior managers, and Council Locality Managers are in regular contact with managers of these services to ensure coordinated service delivery and business continuity.
- 3.57 A recent area of work has involved the development of integrated Council service performance dashboards, building on the previous work undertaken by separate Council directorates. The Council's Strategy and Insight Team has met with Locality Managers to scope out their performance data requirements with the first dashboards expected in May 2017.
- 3.58 The relationship between Council locality services and the Council customer services is of critical importance, and draft service specifications and protocols are now being discussed to ensure coordinated and integrated service delivery. Channel shift projects are also critical to this area of business, and continue to progress well.

Challenges

- 3.59 A number of complex Council and the Edinburgh Health and Social Care Partnership organisational reviews are still to be implemented in 2017/18, which will

result in further changes to operational management arrangements, and consequent short term impacts on services.

- 3.60 In addition, many partner organisations are also undergoing significant changes as a result of national or local transformation programmes, for example, Edinburgh College, NHS public health services, community justice services, police and fire and rescue services and the third sector.
- 3.61 It will be incumbent on the Council and all these services during their organisational review processes to ensure they input into LIPs, and that they are linked to the governance and partnership arrangements described at paragraph 3.36, in order to maximise partnership working opportunities.

Locality Culture

Progress

- 3.62 In addition to the other six elements of locality working identified above, embedding a progressive and innovative culture across each locality is a key priority, based on agreed locality principles.
- 3.63 All partners are already signed up to a set of locality principles, articulated in the original Council Citizens and Localities Services Business Case in January 2015, namely:
- Engaged and empowered staff, citizens and communities at the heart of public service delivery;
 - Outcome focussed planning and service delivery;
 - Shifting more resources to preventative work and work to tackle poverty and inequality;
 - Integrated joint planning, resourcing and service delivery;
 - Improved partnership working and collaborative effort; and
 - Encouraging leadership and innovation.
- 3.64 The Council's commitment to partnership working is a key locality principle, as identified in the Capital Coalition's Pledge Commitments and the Council's Business Plan. Elected members play a critical role in local partnership working. There are now numerous examples of improved local partnership working across the City between the Council, elected members, and community planning partners to address social, economic and environmental issues.
- 3.65 Each Locality Leadership Team has undertaken multi agency leadership training events, designed to strengthen inter agency relationships, improve communications and embed the desired culture across all services.
- 3.66 In addition, initial work is underway to strengthen approaches to locality induction and joint locality training events.
- 3.67 Major events are also being held in each of the four localities to gather staff, elected members and Neighbourhood Partnership Board members from across each locality, to reflect and to discuss the progress and challenges identified in this report.
- 3.68 Locality working has also been discussed at many of the Council's Chief Executive staff engagement events and at recently held Council management leadership events.

Challenges

- 3.69 Delivering more joint locality learning and development programmes is a critical task during 2017/18. In particular, widening leadership training across locality service managers is a key priority, as is rolling out the Council's new approach to staff performance conversations.

4. Measures of success

- 4.1 As part of the LIP development, a range of performance measures are being discussed that will make up the LIP performance management framework. This work builds on performance measures that were aligned to Local Community Plans.
- 4.2 Elements of the Framework include service performance indicators, citizen and community engagement feedback, elected member feedback, customer satisfaction surveys, Edinburgh People Survey results, Neighbourhood Partnership activities and others to be determined. Elected members will be involved in further discussion on the LIP performance frameworks and will ultimately sign these off during September to October 2017.

5. Financial impact

- 5.1 There have been significant savings made as a result of Council organisational reviews, which are reported to the Finance and resources Committee on a regular basis.
- 5.2 A key priority for locality working is to maximise efficiencies and meet increasing demand for public services through improved partnership working, joint resourcing and service integration.
- 5.3 In addition, devolving more financial resources to locality service managers, to improve responsiveness, and shifting resources to preventative work to reduce service demand and improve outcomes for citizens and communities, are both critical features of locality working.
- 5.4 Addressing all of these financial and resource issues is an integral part of the development of LIPs.

6. Risk, policy, compliance and governance impact

- 6.1 The Council's Transformation Team has developed a risk register that identifies the strategic risks associated with locality working, which are monitored and address by the Locality Management Board. In addition, all Council service risk registers contain risks related to locality working. Locality Leadership Teams, their respective sub groups, and the Locality Management Board oversee policy development and compliance. The emerging governance arrangements described above are linked to the Council 2017 project and the Edinburgh Partnership Governance Review.

7. Equalities impact

- 7.1 Delivery of the Equality Act 2010 public sector equality duties are a key element of locality working, specifically advancing equality of opportunity and fostering good relations. In addition, all locality work streams pay due regard to Equality Act 2010 legal duties, and impact assessment activity has been initiated with regard to LIP developments.

8. Sustainability impact

- 8.1 Delivery of the Climate Change (Scotland) Act 2014 public bodies duties are well integrated into locality working, with each LIP defining local environmental sustainability priorities, and asset management plans taking cognisance of energy efficiency and carbon reduction. In addition, the work taking place in localities on place making, through the Place Making Standard, address many climate change and sustainability themes.

9. Consultation and engagement

- 9.1 All engagement and consultation activity related to LIP developments is indicated in Appendix 1.

10. Background reading/external references

None.

Paul Lawrence

Executive Director of Place

E-mail: paul.lawrence@edinburgh.gov.uk | Tel: 0131 529 7325

Contact: Kirsty-Louise Campbell, Senior Manager: Strategy and Insight

Email: kirstylouise.campbell@edinburgh.gov.uk Tel 0131 529 3654

Nick Croft, Partnership and Localities Manager

Email: nick.croft@edinburgh.gov.uk Tel 0131 469 3726

11. Links

Coalition Pledges	All
Council Priorities	All
Single Outcome Agreement	All
Appendices	Appendix 1 – Summary of Locality Improvement Plan Progress

Summary of Locality Improvement Plan Progress – March 2017

South East Locality Improvement Plan

Phase 1 was conducted from October 2016 through to early January 2017. It enabled citizens living and working in the South East locality to share their views and aspirations via the following question: *“What are your top priorities for your local community over the next five years?”*

Recurring commonalities were then identified and collated against themes. These priorities were then given further consideration and ratification by the three Neighbourhood Partnerships. The key themes are:

Environment	Economy
Children and Families	Safer and Social Fabric
Health and Wellbeing	

Process:

A range of opportunities were created to facilitate participation. The desire was to have short and personal conversations with citizens that yielded meaningful input and data. Examples of engagement activity include:

Edinburgh Mosque	Youth Talk Awards
South Edinburgh Voluntary Sector Forum	People First
Police Scotland (Foot Patrols)	Libraries
Scottish Fire and Rescue Service (Home Visits)	GP surgeries
Community Centres	Coffee, Cake Connect
Liberton Gilmerton Gender Based Violence Event	Online

A total of 66 engagement activities were conducted, which enabled 726 citizens to participate and that generated 798 comments overall. Below are the themes and draft shared commonalities based on the analysis to date:

Environment-

- Develop and enhance the transport and active travel infrastructure
- Increase and improve facilities to recycle and reduce waste
- Better maintain and improve the built environment and civic spaces

Economy-

- Improve and increase employment opportunities for young people

- People learn transferable skills to enter the work place or self employment
- Work better in partnership with local businesses

Children and Families-

- Can develop the services that enable them to grow and fulfil their potential
- Receive early intervention to meet and support their needs
- Access childcare provision that reflects the demands of different lifestyles

Safer and Social Fabric-

- Anti-social behaviour is tackled successfully and in a positive manner
- People can report and have local issues resolved with ease
- Communities feel safe

Health and Wellbeing-

- Improve access to health services
- Increase opportunities to learn about and develop healthier lifestyles
- Support independent living at home for those with additional care needs

There is still data to be received from partner agencies but it is anticipated that this will be received and processed by the end of January 2017 at which point the commonalities will be finalised by the Project Team.

A report outlining Phase 1 progress will be produced for the Project Team and Locality Leadership Team in February 2017, followed by the City Centre, South Central and Liberton Gilmerton Neighbourhood Partnerships' in March 2017.

Phase 2 will commence in early February 2017.

South West Locality Improvement Plan

The Phase 1 approach is detailed below and was conducted from October 2016 through to January 2017. It provided an opportunity for those living in the South West locality to share their views and aspirations.

The South West Locality has identified five key work streams:

- Safer Communities
- Place-Making
- Employability
- Young People
- Health and Social Care

Participants were asked *“Thinking about these types of issues, what is important to your community?”*

Upon the conclusion of the engagement process, recurring commonalities were identified and collated against the work streams.

Phase one involved making use of Neighbourhood Partnership meetings and events, holding bespoke workshops and issuing questionnaires to the public. At Partnership meetings in October 2016 attendees were asked broad questions regarding what changes

they hoped to see in future. This was followed by invite-only workshops for Neighbourhood Partnerships' members.

Service users and members of the public were also asked to complete a short online questionnaire. It included four general questions about what people would like South West Edinburgh to be in future. This was supplemented by a youth friendly questionnaire for young people.

Key opportunities to engage included:

- Pentlands Partnership Parks Workshop
- South West Health Matters Event
- South West Area Board Meeting
- South West and Pentlands Voluntary Forum
- Neighbourhood Partnership Workshops
- Young People's Questionnaire – Youth Clubs and Activity
- Community Questionnaire – On line and South West Libraries

Staff engagement workshops are also planned to engage locality teams delivering services directly and local partners who will be working on the locality work streams activity.

A total of seven engagement activities were conducted resulting in approximately 250 responses which have generated a wide range of discussion. These conversations covered a diverse range of ages and both communities of place and interest. Below is summary of emerging commonalities by theme.

Safer Communities	1. Better communication with communities to understand services and tackle the fear of crime.
	2. Projects to address cultural barriers and hate crime.
	3. Tackle anti-social behaviour, low and high level.
Place-making	1. Accessible and affordable housing.
	2. Community at the heart of planning developments.
	3. Integrated transport.
	4. Improvement and better use of civic space.
Employability	1. Focused on young people.
	2. Better links with employers.
	3. Soft skill development.
Young People	1. Services that link together better.
	2. Engaged in developing the services they use.
	3. Mental health support.
Health and Social Care	1. Better working with, and access to GPs.
	2. Cultural change and move towards healthier lifestyles.
	3. Mental health support.

The findings from this phase will be amalgamated with new and existing data from sources such as the current Neighbourhood Partnership Local Community Plans (2011-17), City Vision 2050, Edinburgh People's Survey, as well as findings from partner agencies, including Police Scotland, NHS Lothian, Scottish Fire and Rescue Service, Edinburgh College, EVOG and other the third sector organisations.

Findings to date have been reported to the Pentlands Neighbourhood Partnership on 17 January 2017, and will be reported to the South West Neighbourhood Partnership on 31 January 2017. Regular progress reports will go to the Locality Leadership Team.

North East Locality Improvement Plan

Phase 1 of the engagement process was delivered between November 2016 and January 2017. The engagement was launched with a high profile event for local stakeholders held in Meadowbank Stadium in November with over 80 representatives attending from the 3 Neighbourhood Partnerships. Participants produced a series of key statements which formed the basis for a survey and wider engagement programme which followed.

Those who live and work in the North East Locality were asked to prioritise the statements representing their aspirations for the locality over the coming five years around the following themes:

- Children, Young People and Families
- Employment
- Community Safety
- Place
- Health and Wellbeing

A range of creative and inclusive approaches have been used to engage with the community including:

- On-line survey to prioritise the statements for each theme, also available in printed copy.
- Short one page survey comprising two questions for use with young people, those not on-line and where literacy may be a barrier.
- Attendance at community events where statements were displayed and local people asked to identify the statements they most agreed with using stickers.
- Face to face and on street conversations carried out by staff partners including Police Scotland and Fire and Rescue Services at the Kirkgate and Portobello High Street.
- Attendance at meetings to deliver LIP briefings, answer questions and seek feedback including the Neighbourhood Partnership Boards and Sub Groups, Voluntary Sector Forums and Community Councils.
- Actions/events specifically targeting often hardly reached communities of interest including 'Afternoon Tea's in Sheltered Housing, engagement with Library Link clients and the Travelling Peoples site, contact with the Mosques via Police Scotland Link Officers, circulation of surveys to housebound clients, 'face to face' interviews with BME communities carried out by NHS Lothian staff and Fire and Rescue Service staff engaging with citizens during safety check visits.
- Conversations with young people using the YouthTalk model

- Social media presence including tweets from partners, elected members, Locality Team, Hibernian Football Club etc

The top statements for each theme based on the 50% of responses analysed to date are:

Children, Young People & Families: No child shall live in poverty

Place: Basic services like rubbish, street cleaning will be better

Community Safety: Reducing crime and anti social behaviour

Health and Wellbeing: Affordable local sports and leisure opportunities will be promoted

Employment: More training and skills opportunities will be developed

Whilst work is still ongoing, it is anticipated approximately 2000 responses will be received by the end of January 2017. The finalised survey information will be collated and reported back to the North East Locality Leadership Team, the LIP Project Team and an update provided to the Neighbourhood Partnership Boards.

North West Locality Improvement Plan

The Phase 1 approach commenced on 10 November 2016 with an event at the Royal High School where all four Neighbourhood Partnership Boards were invited to share their views and aspirations in relation to the following key question: ***“In 5 years’ time my locality will be*”** across five themes:

- Place (infrastructure, green, clean)
- Health and Social Care and well being
- Children, Young People and Families
- Community safety
- Employability

This was followed by a wider engagement process inviting anyone living, working or visiting the locality to contribute their views on how things could improve. The findings from this process were analysed to identify commonalities and priority statements produced. The commonalities identified included:

Place – Planning, clean, green, travel/transport, heritage

Health – Primary care, prevention

Children, Young People and Families – Infrastructure/schools, early intervention

Community safety – Community responsibility, enforcement, communication

Employability – Skills/support, inequality

From these commonalities, draft statements have been produced which the wider community is being asked to rank according to priority. This part of the process is running from December 2016 to January 2017.

A wide range of opportunities have been available for people to participate in the two stages of the engagement process, with a strong emphasis on smaller, more personal conversations with communities, including:

- Community Safety Forums

- Almond & Western Edinburgh Voluntary Sector Forum
- Forth & Inverleith Voluntary Sector Forum
- Place Standard Events
- Local Community Plan Sub Action Groups
- Living in Harmony – Youth Forum
- Forth Community Connections
- Youth Talk
- Libraries and Community Centres
- North West Locality Staff Engagement Events
- Online via Survey Monkey

Over 20 engagement activities have been conducted to date with circa 400 citizens participating. These activities have covered a wide/diverse range of ages and interests within the communities. Events in local libraries and the local High Schools, together with an online survey are ongoing and will end 27 January 2017.

Reports on progress have been provided to the Locality Leadership Team and the Neighbourhood Partnerships. Regular updates on the activities and feedback are posted on the Neighbourhood Partnership website.