

Notice of Meeting and Agenda

Edinburgh Integration Joint Board 9.30 am Friday 17 November 2017

Dean of Guild Court Room, City Chambers,
Edinburgh

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This is a public meeting and members of the public are welcome to attend.



1. Welcome and Apologies

- 1.1 Including the order of business and any additional items of business notified to the Chair in advance.

2. Declaration of Interests

- 2.1. Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

3. Deputations

- 3.1. None.

4. Minutes and Updates

- 4.1. Previous Minutes – 14 July 2017 (circulated) – submitted for approval as a correct record.
- 4.2. Previous Minutes – 13 October 2017 (circulated) – submitted for approval as a correct record.
- 4.3. Sub-Group Updates
 - 4.3.1 Audit and Risk Committee
 - (a) Note of Meeting of 11 September 2017 (circulated)
 - 4.3.2 Professional Advisory Group
 - (a) Note of Meeting of 5 October 2017 (circulated)
 - 4.3.3 Performance and Quality Sub Group
 - (a) Note of Meeting of 30 August 2017 (circulated)
 - (b) Note of Meeting of 12 October 2017 (circulated)
 - 4.3.4 Strategic Planning Group
 - (a) Note of Meeting of 1 September 2017 (circulated)
 - (b) Note of Meeting of 6 October 2017 (circulated)

5. Reports

- 5.1. Rolling Actions Log – November (circulated)
- 5.2. Locality Improvement Plans – report by the IJB Interim Chief Officer (circulated)
- 5.3. Public Bodies Climate Change Duties Briefing and Progress Report – report by the IJB Interim Chief Officer (circulated)
- 5.4. Edinburgh Health and Social Care Partnership Statement of Intent – report by the IJB Interim Chief Officer (circulated)
- 5.5. Whole System Delays – Recent Trends – report by the IJB Interim Chief Officer (circulated)
- 5.6. Inspection of Older People’s Services – Revised Improvement Plan – report by the IJB Interim Chief Officer (circulated)
- 5.7. Grants Review – Scope, Methodology and Timescales – referral report from the Strategic Planning Group – report by the IJB Interim Chief Officer (circulated)
- 5.8. Financial Update – report by the IJB Interim Chief Officer (circulated)
- 5.9. Winter Planning Arrangements – verbal update by the IJB Interim Chief Officer

6. Motions

- 6.1. Motion by Councillor Melanie Main

The Edinburgh Integration Joint Board notes the work of Nicci Gerrard and Julia Jones following the stay of her father Dr. John Gerrard in hospital in 2014, campaigning for better family involvement and outcomes for those suffering from dementia in a long term care or hospital environment.

John’s Campaign is founded on the principle that family and carers “should not just be allowed but should be welcomed, and that a collaboration between the patients and all connected with them is crucial to their health and their well-being. John’s Campaign applies to all hospital settings: acute, community, mental health and its principles could extend to all other caring institutions where people are living away from those closest to them.”

The Edinburgh Integration Joint Board notes that reputable organisations in the fields of dementia and healthcare including Alzheimer’s Society, AgeUK and the Royal Colleges of Nursing and Psychiatrists have shown their support of the campaign.

The Edinburgh Integration Joint Board notes the Scottish Government, a John's Campaign partner, said: "Our policy on supporting people in hospital means that the principles of John's Campaign are entirely in keeping with government policy. John's Campaign is part of a suite of measures used in Scotland and the Chief Nursing Officer actively supports this approach to ensure person centred care is in place".

Whereas in Scotland several councils and many healthcare organisations in both the NHS and private sector have signed up in full, in NHS Lothian only two hospital wards have made a pledge to the campaign.

Many of NHS Lothian's and Edinburgh Council's health and social care workers and allied professions already undertake these principles in practice and that signing up to the campaign would give them due recognition.

Therefore the Edinburgh Integration Joint Board recommends that providers, in public, voluntary and private sectors, of all relevant services within its remit, sign up to John's Campaign by 31st January 2017. A report listing those who have signed up and those who have not signed up with the reasons given will be presented to the Board in two cycles.

Board Members

Voting

Councillor Ricky Henderson (Chair), Carolyn Hirst (Vice-Chair), Shulah Allan, Michael Ash, Councillor Derek Howie, Alex Joyce, Councillor Melanie Main, Councillor Alasdair Rankin, Councillor Susan Webber and Richard Williams.

Non-Voting

Carl Bickler, Colin Beck, Sandra Blake, Andrew Coull, Wanda Fairgrieve, Christine Farquhar, Kirsten Hey, Beverley Marshall, Angus McCann, Ian McKay, Ella Simpson, Michelle Miller, Moira Pringle, George Walker and Pat Wynne.

Item 4.1 Minutes

Edinburgh Integration Joint Board

9.30 am, Friday 14 July 2017

City Chambers, Edinburgh

Present:

Board Members:

Carolyn Hirst (in the Chair), Michael Ash, Shulah Allen, Colin Beck, Carl Bickler, Sandra Blake, Councillor Lezley Marion Cameron (substituting for Councillor Ricky Henderson), Christine Farquhar, Kirsten Hey, Councillor Derek Howie, Alex Joyce, Councillor Melanie Main (substituting for Councillor Claire Miller), Angus McCann, Michelle Miller, Moira Pringle, Councillor Alasdair Rankin, Richard Williams, Councillor Iain Whyte (substituting for Councillor Susan Webber).

Officers: Eleanor Cunningham, Wendy Dale, Allan McCartney, Jamie Macrae, Maria McIlgorm.

Apologies: Councillor Ricky Henderson, Rob McCulloch-Graham, Ian McKay, Councillor Claire Miller, Ella Simpson, Councillor Susan Webber, Pat Wynne.

1. Minutes

Decision

To approve the minute of the Joint Board of 16 June 2017 as a correct record.

2. Sub-Group and Committee Minutes and Updates

Updates were given on Sub-Group and Committee activity. During discussion about the Audit and Risk Committee, the lack of audit capacity was raised. It was noted that discussions have been held with the Chief Auditor and Chief Officer to consider how to increase capacity.

Decision

- 1) To note the Sub-Group and Committee minutes and updates.
- 2) To agree that the links between the various groups (including the Flow Board), and also with the Joint Board itself, would be discussed at a future development session.
- 3) To agree that the Risk Register provided to the Audit and Risk Committee would also be made available to all Board members.

3. Rolling Actions Log

The Rolling Actions Log for 14 July 2017 was presented.

Decision

- 1) To approve the closure of actions 2, 3, 4, 5, 6, 7, 9 and 11.
- 2) To otherwise note the outstanding actions.

(Reference – Rolling Actions Log – 14 July 2017, submitted.)

4. Inspection of Older People's Services – Improvement Actions

An update was provided on progress against the Improvement Plan implemented following the Inspection of Older People's Services.

Decision

To note progress against the Action Plan and that a further update would be provided at the August development session.

(Reference – minute of the Integration Joint Board 16 June 2017 (item 10))

5. Community Justice Outcomes Improvement Plan 2017/18

A brief outline of the Community Justice Outcomes Improvement Plan was provided. It was noted that funding for the services in the plan are ring-fenced.

Decision

- 1) To note the update on the Community Justice Outcomes Improvement Plan.
- 2) To agree that the Improvement Plan would be reported to the Joint Board annually.

(References – minute of the Integration Joint Board 16 June 2017 (item 14); report by the Head of Safer and Stronger Communities and Chief Social Work Officer, submitted.)

6. Whole System Delays – Recent Trends

An overview was provided of performance in managing hospital discharge against Scottish Government targets. It was acknowledged that performance was still off-trajectory. Discussion was focused on what additional information was required to provide the Joint Board with the necessary assurance. It was suggested this might include:

- SMART outcomes
- Staff recruitment and retention
- Links with the Flow Board

Decision

- 1) To note the performance in respect of delayed discharge.

- 2) To note the actions being taken to maintain that improvement.
- 3) To agree that board members would consider additional information to be included in future reports at the Development Session on 11 August 2017.

(References – minute of the Integration Joint Board 16 June 2017 (item 6); report by the IJB Chief Officer, submitted.)

7. Update on 2017/18 Financial Position

An update on the Joint Board's financial position for 2017/18 was provided. It was noted that the different financial performance management arrangements for the Council and NHS Lothian made it difficult to provide a consolidated Joint Board financial position at this stage. The report therefore outlined the key issues impacting on partnership services run by the Council, and the financial position of NHS services only.

Decision

- 1) To note that delegated services provided by NHS Lothian were reporting an overspend of £2.1m for the first two months of 2017/18, a variation of £1.0m from the financial plan trajectory.
- 2) To note that detailed financial information in respect of delegated services operated by the City of Edinburgh Council was not yet available.
- 3) To note that the emerging financial position for both NHS and Council services was of concern.
- 4) To agree that the next update would identify whether a balanced budget was anticipated and, if not, what early actions might be needed to address this.

(References – minute of the Integration Joint Board 16 June 2017 (item 11); report by the IJB Chief Officer, submitted.)

Declaration of interest

Christine Farquhar declared a non-financial interest in the above item as a guardian of an individual in receipt of Direct Payments and Chair of a learning disability provider.

8. Edinburgh Wellbeing Public Social Partnership

An update on the progress of the Edinburgh Mental Health and Wellbeing Public Social Partnership (PSPs) was provided. The Joint Board was assured that learning from previous PSPs had informed the development of the Edinburgh Health and Wellbeing PSPs. It was noted that the report would be presented to the Council's Finance and Resources Committee in September 2017.

Decision

- 1) To agree the continuation of four locality wellbeing Public Social Partnerships (PSPs) which would provide a range of social prescribing, meaningful activities and psychosocial and psychological support to people experiencing mental health problems.

- 2) To agree the continuation of four pivot partnerships for the provision of:
 - Crisis partnership to support for People in Crisis 24/7/365
 - Peer Collaborative to build capacity for peer working across the city
 - Active and Green Partnership which would promote physical activity, physical health and the use of green spaces
 - Mind Space Partnership which would provide a range of evidence based psychosocial, accredited counselling and psychological interventions.
- 3) To agree in principle the resource allocation set out in section 25 and governance arrangements set out in section 16, subject to approval by the City of Edinburgh Council Finance and Resources Committee to enter into agreements with providers.
- 4) To reflect the Joint Board's approval of the recommendations in the directions to the Council and NHS Lothian.

(Reference – report by the IJB Chief Officer, submitted.)

Declaration of interests

Shulah Allan declared a non-financial interest in the above item as Chair of Edinburgh Community Gardens.

Carolyn Hirst declared a non-financial interest in the above item as an occasional worker for Edinburgh Cyrenians.

9. The EIJB Annual Performance Report 2016-17

The first Annual Performance Report was presented to the Joint Board. Several points were raised relating to the content of the report and it was agreed that changes were required, noting the tight timescale to enable publication on 31 July 2017.

Decision

To agree that the report would be circulated to members for comments and additions prior to sign-off by the Chair and Vice Chair, and publication.

(Reference – report by the IJB Chief Officer, submitted.)

10. Independent Advocacy Services & Framework Agreement for Day Support Services for Adults with Learning Disabilities

The Joint Board was advised of two reports that had been considered by the City of Edinburgh Council on 29 June 2017:

- Independent Advocacy Services
- Framework Agreement for Day Support Services for Adults with Learning Disabilities

Decision

To note the reports and the decision by the City of Edinburgh Council to approve the recommendations as submitted.

(Reference – report by the IJB Chief Officer, submitted.)

11. Appointments to Committees and Sub-Groups

Members were notified of the City of Edinburgh Council's new appointments to the Joint Board following the 2017 Local Government Election and were asked to approve the membership of the Joint Board's Committees and Sub-Groups.

Decision

- 1) To note that the City of Edinburgh Council on 25 May 2017 agreed to appoint Councillors Ricky Henderson, Derek Howie, Claire Miller, Alasdair Rankin and Susan Webber to the Edinburgh Integration Joint Board as voting members.
- 2) To note that the Council agreed to nominate Councillor Ricky Henderson as Chair of the Joint Board at its 22 June 2017 meeting.
- 3) To agree the membership of the Committee and sub-groups (as listed at appendix 1 in the report).
- 4) To approve the revised terms of reference for the Performance and Quality Sub-Group (as listed at paragraph 20 in the report).
- 5) To appoint Councillor Howie as Vice Chair of the Performance and Quality Sub-Group.

(References – minutes of the City of Edinburgh Council 18 and 25 May 2017 (item 10); report by the IJB Chief Officer, submitted.)

12. Calendar of Meetings

Board members were asked to approve the calendar of meetings for 2017/18.

Decision

- 1) To agree the proposed schedule of meetings until August 2018.
- 2) To note that a report will be submitted in March 2018 with dates for the 2018/19 period.

(Reference – report by the IJB Chief Officer, submitted.)

13. Schedule of meetings

Decision

To note that the next meeting of the Joint Board would be a Development Session on 11 August 2017 in the Main Council Chamber. It was agreed that a Business Meeting to enable discussion of urgent business would follow the Development Session.

Item 4.2 Minutes

Edinburgh Integration Joint Board

9:30 am, Friday 13 October 2017

City Chambers, Edinburgh

Present:

Board Members:

Councillor Ricky Henderson (Chair), Carolyn Hirst (Vice Chair), Shulah Allan, Michael Ash, Colin Beck, Carl Bickler, Sandra Blake, Andrew Coull, Christine Farquhar, Kirsten Hey, Councillor Derek Howie, Councillor Melanie Main, Ian McKay, Michelle Miller, Moira Pringle, Ella Simpson, Councillor Alasdair Rankin, Councillor Susan Webber, Richard Williams and Pat Wynne.

Officers: Colin Briggs, Wendy Dale, Ann Duff, Jamie Macrae, Allan McCartney and Julie Tickle.

1. Appointment of Chief Officer, Edinburgh Integration Joint Board and Director, Edinburgh Health and Social Care Partnership

An outline of the recommended approach for the recruitment of a permanent Chief Officer of the Joint Board and Director of the Edinburgh Health and Social Care Partnership was provided. The update also highlighted the need to recruit to the new Head of Operations and Head of Strategic Planning roles, which would be addressed more fully in a subsequent report to the Joint Board.

Decision

- 1) To note that it was critical to move ahead with the recruitment for the permanent candidate for the post of Chief Officer, Edinburgh Integration Joint Board/Director, Edinburgh Health and Social Care Partnership.
- 2) To approve the engagement of FWB Park Brown, the procured contracted supplier for recruitment searches for Head of Service and Director level roles.
- 3) To approve the recruitment panel as detailed in the report, subject to any necessary approvals from the Council or NHS Lothian.
- 4) To note that an assessment centre approach would be used for the recruitment of the Chief Officer/Director role and details of this (including design and cost) would be presented to Andrew Kerr, Chief Executive, City of Edinburgh Council, and Tim Davison, Chief Executive, NHS Lothian, in

consultation with the Chair and Vice Chair of the Joint Board for their consideration and approval in October 2017.

- 5) To note that recruitment would take place for the new posts of Head of Operations and Head of Strategic Planning. Work was underway to finalise and evaluate both role profiles, and it was envisaged that this would be completed after the NHS Lothian evaluation panel on 23 October 2017.
- 6) To note the intention to recruit for all three roles at the same time. If the opportunity arose to appoint to the Head of Service roles before the Chief Officer/Director was selected, the Joint Board would be asked to confirm the arrangements.

(References – minute of the Integration Joint Board 11 August 2017 (item 1) and 22 September 2017 (item 4); report by the Head of Human Resources, City of Edinburgh Council, and Interim Director of Human Resources and Organisational Development, NHS Lothian, submitted)



Item 4.3.1(a) - Minutes

Audit and Risk Committee

9.30 am, Friday 11 September 2017

Mandela Room, City Chambers, Edinburgh

Present:

Angus McCann (Chair), Alex Joyce, Councillor Alasdair Rankin, Ella Simpson and Councillor Susan Webber.

Officers: Nick Bennett (Engagement Lead, Scott-Moncrieff), Sarah Bryson (Health and Social Care, CEC), Michael Lavender (Audit Manager – Scott-Moncrieff), Jamie Macrae (Committee Services, CEC), Allan McCartney (Committee Services Manager, CEC), Lesley Newdall (Chief Internal Auditor) and Moira Pringle (Interim Chief Finance Officer).

1. Order of Business

Angus McCann advised that this meeting would be his last as convener.

2. Minute

Decision

To approve the minute of 2 June 2017 as a correct record.

3. Outstanding Actions

Decision

- 1) To agree the closure of action 2.
- 2) To otherwise note the outstanding actions.

(Reference – Outstanding Actions – September 2017, submitted.)

4. Work Programme

Decision

To note the Work Programme and upcoming reports.

(Reference – Audit and Risk Committee Work Programme – September 2017, submitted.)

5. Edinburgh Integration Joint Board Assurance Challenges

An outline of the current assurance challenges and associated risks affecting the Joint Board was provided. These challenges related to:

- The lack of an independent Chief Risk Officer
- Lack of regular update of the EIJB risk register
- The limited assurance coverage provided by the 2017/18 Internal Audit Plan.

Decision

- 1) To note the current assurance challenges and associated risks affecting the Joint Board, and their impacts.
- 2) To agree that the risks associated with these assurance challenges should be added to the Joint Board risk register and given a “high” rating.
- 3) To formally communicate these issues to the Joint Board.

(Reference – report by the Chief Internal Auditor, submitted.)

6. Risk Register Update

An update on the risk register, including defined ownerships for each risk, was submitted. It was explained that a more substantial update was not possible due to the lack of a Chief Risk Officer.

Decision

- 1) To agree the proposed changes to the risk register.
- 2) To note the assurance challenges discussed in the separate report to this meeting (see previous item).

(Reference – report by the Interim Chief Finance Officer, submitted.)

7. Internal Audit Update

The internal audit activity in the previous quarter on behalf of the Joint Board and relevant activity by the Internal Audit functions of the Joint Board's constituent organisations (City of Edinburgh Council and NHS Lothian) was detailed.

Decision

- 1) To note the Joint Board Internal Audit activity identified within the report and to note the areas of high priority findings in the reviews brought to its attention.
- 2) To note the referral of the Joint Board Directions audit to the NHS Lothian Audit & Risk Committee and City of Edinburgh Council Governance, Risk and Best Value Committee for their consideration.
- 3) To agree that the scope of the whistleblowing risks should not be limited to procurement.

Declarations of Interest

Councillor Susan Webber declared a financial interest in the item as the owner of a business which supplied to NHS Lothian.

(Reference – report by the Chief Internal Auditor, submitted.)

8. Final Internal Audit Annual Opinion 2016/17

The Final Internal Audit Annual Report and Opinion for the Joint Board based on Internal Audit activity undertaken for the financial year ended 31 March 2017 was submitted.

Decision

- 1) To note the final 'Disclaimer' Internal Audit opinion for the year ended 31 March 2017.
- 2) To agree that details of the 'Disclaimer' Internal Audit opinion would be added to the Annual Accounts 2016/17 report to the Joint Board on 22 September 2017.

(References – minute of Audit and Risk Committee 2 June 2017 (item 6); report by Chief Internal Auditor, submitted.)

9. External Audit Opinion

The annual external audit opinion report for the financial year ended 31 March 2017 was submitted. The report covered the annual accounts, financial management and sustainability, governance and transparency, and value for money.

Decision

- 1) To note the report by Scott-Moncrieff.
- 2) To highlight the importance of performance information being provided at locality level and to invite the Performance and Quality Group to consider this further.

(Reference – report by Scott-Moncrieff, submitted.)

10. Edinburgh Integration Joint Board Accounts 2016/17

The Joint Board's annual accounts for 2016/17 were submitted. Draft accounts had been considered at the June 2017 meeting of the Audit and Risk Committee. The accounts had since been audited by the external auditors.

Decision

To recommend the annual accounts for 2016/17 to the Joint Board with minor amendments agreed by the Committee.

(References – minute of Audit and Risk Committee 2 June 2017 (item 8); report by Chief Finance Officer, submitted.)

11. Urgent Business

Decision

To note that the sharing principles report which was considered by the Audit and Risk Committee in June 2017 would be referred to the City of Edinburgh Council's Governance, Risk and Best Value Committee for approval in September 2017.



Minutes

Edinburgh Integration Joint Board Professional Advisory Group

9.30am Thursday 5 October 2017

Mandela Room, City Chambers, Edinburgh

Present:

Board Members

Carl Bickler (Co-Chair), Colin Beck (Co-Chair), Aileen Boags, Sheena Borthwick, Chris Brannan, Colin Briggs, Nancy Burns, Helen Faulding-Bird, Kirsten Hey, Councillor Derek Howie, Stephen McBurney, Alison Meiklejohn, Michelle Miller, Mike Ryan, Maggie Scrugham.

Apologies

Kath Anderson, Eddie Balfour, Carol Chalmers, Nikki Conway, Wendy Dale, Alasdair FitzGerald, Andrew Flapan, Marian Gray, Elaine Hamilton, Andy Jeffries, Aileen Kenny, Caroline Lawrie, Katie McWilliam, David White.

1. Note of the meeting of the Integration Joint Board Professional Advisory Group meeting of 1 August 2017 and Matters Arising

Decision

To approve the minute of the meeting of the Edinburgh Integration Joint Board Professional Advisory Group of 1 August 2017 as a correct record.

2. Note of the meeting of the Edinburgh Integration Joint Board of 11 August 2017 and Matters Arising

Decision

To note the minute of the meeting of the Edinburgh Integration Joint Board of 11 August 2017.

3. Note of the meeting of the Performance and Quality Group of 28 June 2017 and Matters Arising

Decision

To note the minute of the meeting of the Performance and Quality Group of 28 June 2017.

4. Note of the meeting of the Strategic Planning Group of 7 July 2017 and Matters Arising

Decision

To note the minute of the meeting of the Strategic Planning Group of 7 July 2017.

5. Note of the meeting of the Strategic Planning Group of 28 July 2017 and Matters Arising

Decision

To note the minute of the meeting of the Strategic Planning Group of 28 July 2017.

6. Strategic Planning Group update

Colin Beck updated members on recent discussions at the Strategic Planning Group on the future role of the group and the relationship between the group and the other three sub-groups of the Joint Board. A general overview was also provided on the membership and remit of the group.

Decision

To note the update on the Strategic Planning Group.

(References – Formal Establishment of the Strategic Planning Group, submitted; Membership of the Strategic Planning Group, submitted; Note of the Meeting of the Strategic Planning Group of 28 July 2017, submitted.)

7. Interim management changes and priorities

The Interim Chief Officer and Interim Chief Strategy and Performance Officer gave an update on the recent management changes, including the intention to recruit to two Head of Service roles: Head of Strategic Planning and Head of Operations. During discussion, the following points were raised:

- There was work underway to devolve budgets to localities. Budgeting would not simply be divided into four equal parts – it would instead be flexible and adaptable to ensure allocation was appropriate.
- The variety and creativity of the voluntary sector would continue to be very important, especially in prevention work. It was acknowledged that Self-Directed Support had faltered and this had impacted on the relationship with the voluntary sector.
- There was a great deal of anxiety and frustration among staff – this was usually driven by a desire to do a good job.
- An “Edinburgh Health and Social Care Partnership Statement of Intent” would soon be sent to staff and considered at the Joint Board’s development session on 13 October 2017. This would provide more clarity about the direction of travel and priorities.
- Staff would be invited to attend one of two communication sessions over the next 6 months.

Decision

To note the update.

8. Inspection of Older People’s Services – Progress Update

An update was provided on the action plan to respond to the recommendations of the Inspection of Older People’s Services in October/November 2016. The original action plan had failed to address some of the issues identified as it was too ambitious and was not prioritised well enough. The intention was to rewrite the action plan to make it more achievable and to widen the focus beyond Older People’s Services.

Decision

To note the update.

9. Professional Advisory Group Review

Decision

To agree that the Professional Advisory Group Review had concluded and the item would be removed from the agenda.

10. Flow Board update

An update was provided on the future of the Flow Board. It was noted that that the Board may no longer be required and discussions on governance were underway.

Decision

To note the update.

11. Next meetings

Decision

- 1) To agree that the Clerk would confirm with the Convener the date for the next meeting of the Professional Advisory Group.
- 2) That the Professional Advisory Group would prepare a formal response to the proposed Ritson Redesign. A report would be circulated to members for comment and feedback.
- 3) That a discussion on quality would take place at a future meeting and NHS Lothian's Chief Quality Officer would be invited to attend.

Note of Meeting
Performance and Quality Sub-Group
30 August 2017
City Chambers, Edinburgh
1:00 pm



Agenda Item No	Agenda Title / Subject / Source	Decision	Action Owner / Responsibility	For information
1	Welcome	No changes.		
2.1	Declarations of Interest	None.		
3.1	Minute of 28 June 2017	To approve the minute as a correct record.	Laura Millar	
3.2	Outstanding Actions	Decision 1) To note the Outstanding Actions. 2) To note that a presentation on the Flow Board would be provided to the next meeting.	Laura Millar	

		3) To include expected completion dates for outstanding actions.		
3.3	Work Programme	Decision To note the update.	Laura Millar/ Eleanor Cunningham	
3.4	Role and Remit of Performance and Quality Sub-Group	Decision To note the update.	Laura Millar	
3.5	Update on Inspection of Older People's Services in Edinburgh	Decision 1) To note that an update on the Inspection of Older People's Services in Edinburgh would be considered at the next meeting; this update should include information on assessments and whether they were being carried out by people with sufficient qualifications. 2) To note that the third sector had offered to be involved in delivering the action plan and that this would be reported back to the interim Chief Officer. 3) To provide information on whether the 11 recommendations with a current due date had been completed.	Wendy Dale	
4.1	Annual Performance Report	Decision To note the verbal update.	Wendy Dale	

	Production – Lessons Learned			
4.2	Proposed Workplan	<p>Details of the proposed workplan for the IJB Performance and Quality Subgroup for 2017 were considered. These were structured to enable the subgroup to:</p> <ul style="list-style-type: none"> • Assess performance and quality using key indicators • Assess progress against the improvement plan developed in response to the • Joint Inspection of Services for Older People • Oversee the incremental development of the Edinburgh Integration Joint Annual performance report for 2017-18 <p>Decision</p> <ol style="list-style-type: none"> 1) To approve the approach taken to structure the workplan around the three objectives 2) To approve the workplan for the remainder of 2017-18 3) To provide to the next meeting information on Liberton Hospital and Gylemuir, including timescales, finances and impact on resources. 	Eleanor Cunningham	
4.3	Integration Indicators	To measure the progress of integration, the Ministerial Strategic Group for Health and Community	Wendy Dale	

		<p>Care invited Authorities to set out local objectives against a set of six areas of activity. Members considered Edinburgh's progress in these areas.</p> <p>Decision</p> <ol style="list-style-type: none"> 1) To note the report by the Chief Officer. 2) To provide information on the contract and review of contract for Care at Home. 3) To include targets in the future iterations of the graphs included in the appendix to this report. 		
4.4	Performance Overview	<p>An overview of the performance of the Edinburgh Health and Social Care Partnership was considered using:</p> <ul style="list-style-type: none"> • The Core National Integration Indicators • Ministerial Strategic Group (MSG) for Health and Community Care (the "big 6") indicators Oversee the incremental development of the Edinburgh • Key local indicators, reflecting areas of pressure <p>Decision</p> <ol style="list-style-type: none"> 1) To note current performance and the work underway to address areas of concern 2) To note that the local indicator set will be developed incrementally to respond to further emerging priorities. 	Eleanor Cunningham	

4.5	<p>Overview of Key Indicators and Performance:</p> <p>(a) National Indicators</p> <p>(b) MSG Scorecard</p> <p>(c) Performance Levels – Local PIs</p>	<p>Decision</p> <p>To note the update.</p>	<p>Wendy Dale</p>	
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**Note of Meeting
Performance and Quality Sub-Group
12 October 2017
City Chambers, Edinburgh
3:00 pm**

Present:

Key Stakeholders

Shulah Allan (Chair), Mike Ash (NHS Lothian and IJB), Sandra Blake (Independent Carer), Colin Briggs (NHS Lothian), Ian Brooke (EVOC), Eleanor Cunningham (Strategy and Insight), Wendy Dale (Strategic Planning), Jon Ferrer (Quality Assurance), Derek Howie (Councillor), Melanie Main (Councillor), Alison Meiklejohn (Professional Advisory Group),

Apologies:

Keith Dyer (Quality Assurance), Jennifer Evans (Quality Assurance), Rene Rigby (Scottish Care)

Agenda Item No	Agenda Title / Subject / Source	Decision	Action Owner / Responsibility	For information
1	Welcome	No changes.		
2.1	Declarations of Interest	None.		

3.1	Minute of 30 August 2017	<ol style="list-style-type: none"> 1) To approve the minute as a correct record. 2) To note the presentation on the Flow Board would not be presented at this meeting and to request a report on the whole system dashboard. 	Laura Millar	
3.2	Outstanding Actions	<p>Decision</p> <ol style="list-style-type: none"> 1) To note the following updates: <ul style="list-style-type: none"> • Item 1 – Rubrics – report on rubrics in relation to long term conditions to be considered at the December meeting. • Item 3 – Assessing Health Inequalities Grants Allocation – The review of grants report would be considered by the IJB in November 2017. Performance in respect of internal and commissioned services is covered by the performance framework and Annual Performance Report. Recommendations on the monitoring and evaluation of grants will be developed through the review of grants agreed by the IJB in September 2017. • Item 4 – Care National Indicators for Integration – Carers Feeling Supported – To provide the group with a timescale for the carers strategy. To request an update on the strategy is reported to the group in January 2018. • Item 5 – Whole System Flow – Overview of Approach – To note the Flow Board has been suspended. A 	Laura Millar	

		<p>report on Whole System Flow including data and details on how this was collected would be considered by the group in November 2017.</p> <ul style="list-style-type: none"> • Item 6 – Service User Engagement and Feedback – An update on the ongoing work of the strategic planning group on engagement and planning would be presented to the group in January 2018. • Item 7 – Outstanding Actions – To note the report on the Whole System Dashboard would be reported to the group in November 2017. <p>2) To agree to close Items 2 and 8.</p> <p>3) To include expected completion dates for outstanding actions.</p> <p>4) To otherwise note the Outstanding Actions</p>		
3.3	Work Programme	<p>Decision</p> <p>To note the update.</p>	Laura Millar	
4.1	Overview of the New Planning and Performance Arrangements, and Implications for the Performance and Quality Sub-group	<p>Colin Briggs outlined the content of a ‘statement of intent’ drafted by the interim senior management team which will be presented at the IJB development session on 13 October. The statement proposes an overall focus on performance, quality and finance and a strategic focus on the development of outline strategic commissioning plans for disabilities, mental health, older people and primary care. The role of the</p>	Laura Millar	

		<p>sub-group in monitoring the performance of the plans in working towards targets was discussed.</p> <p>Decision</p> <ol style="list-style-type: none"> 1) To note the update. 2) To request members email officers ahead of the November meeting with: <ul style="list-style-type: none"> • their views of the role of the Sub-group • what areas they think are important, what they would like measured and what to include in the commissioning plans. 3) To request officers examine a means for the sub-group to better communicate with strategic planning. 4) To request clarity on the performance data be considered by the sub-group. 5) To request officers provide clear targets for performance measures. 6) To note an update on Rubrics would be presented at the December 2017 meeting. 		
4.2	Joint Older People's Inspection	A verbal update was provided on the revised action plan following the inspection. This was out for comment with the final report scheduled for consideration at the IJB in November 2017. The group discussed the necessity to see positive outcomes following any revisions to the plan and for this to be a shortened, more accessible document.		

		<p>Decision</p> <ol style="list-style-type: none"> 1) To circulate the update on the Inspection which was considered at the IJB in September 2017 to the sub-group. 2) To request the recommendations for the revised plan were circulated to the group for comment ahead of consideration by the IJB. 3) To include the recommendation in the revised plan report to refer this to the sub-group in November 2017. 		
4.3	Performance Overview	<p>The report on the performance of the Edinburgh Partnership against other local authorities was considered. This was measured based on the core national integration indicators, local indicators and the “big 6”.</p> <p>The sub-group discussed the links between indicators and targets i.e. an increase in delayed discharge leading to more people dying in hospital. Measuring the data against common indicators allowed a better comparison with other Scottish local authorities.</p> <p>Decision</p> <ol style="list-style-type: none"> 1) To note current performance. 2) To note that the performance framework was under review 3) To note that the local indicator set would be developed incrementally to respond to further emerging priorities. 		

		4) To request a report back to the sub-group which examined the performance of readmissions.		
	Next Meeting – 29 November 2017	<p>The next meeting would focus on:</p> <ul style="list-style-type: none"> • Joint Older People’s Inspection • Whole systems flow • Annual performance report - lessons learned 		



Minutes

Edinburgh Integration Joint Board Strategic Planning Group

10.00am Friday 1 September 2017

City Chambers, High Street, Edinburgh

Present:

Members: Carolyn Hirst (Chair), Sandra Blake, Colin Briggs, Wendy Dale, Christine Farquhar, Dermot Gorman, Belinda Hacking, Stephanie-Anne Harris, Peter McCormick, Michele Mulvaney, Moira Pringle and Ella Simpson.

Apologies: Councillor Ricky Henderson (Vice-Chair), Colin Beck, Eleanor Cunningham, Graeme Henderson, Fanchea Kelly, Angus McCann, Michelle Miller and Rene Rigby.

In Attendance: Katie McWilliam and Chris Whelan.

1. Minute

The minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 28 July 2017 was submitted.

Decision

To approve the minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 28 July 2017 as a correct record.

2. Final Version of Directions 2017-2018

The final version of the directions to the City of Edinburgh Council and NHS Lothian for 2017-2018, as approved by the Edinburgh Integration Joint Board at their meeting on 11 August 2017, were submitted for the Group's information.

The directions were aligned to the Integration Joint Board's key priorities and the national health and wellbeing outcomes.

Decision

To note the final directions for 2017-2018.

3. Recommendations from the Joint Inspection of Services for Older People

3.1 Engagement

Wendy Dale advised it was proposed to establish a sub-group to take forward issues around engagement. Michele Mulvaney would be the lead officer. A brief would be developed for the sub-group detailing proposed membership and remit.

3.2 Strategic Plan

Wendy Dale provided an update on the Strategic Plan. The final directions for 2017-2018 had been approved and published. The directions reflected the priority areas of work required to deliver the Strategic Plan in 2017-2018. New directions can be issued at any time as important issues arose.

The voluntary sector were keen to support any work to progress the priorities within the inspection improvement plan. Ella Simpson would take this forward via the forum of organisations working with older people.

Decision

To note the updates.

4. Expansion of Technology Enable Care

Katie McWilliam gave an overview of the proposal to expand the current Telecare Service across the City to citizens aged 65 and over in a planned and methodical way. The current service was available to all citizens aged 75 and over. The phased approach would contribute towards older people being able to live in their own homes for longer with appropriate supports. A detailed benefits tracker was in place to assess the service.

The business case for the proposal set out the Strategic, Economic, Financial and Management cases. The business case supported priorities in the Edinburgh Integration Joint Board (IJB) Strategic Plan.

A one-off non-recurring investment of £588,096 was required over a period of 18 months on an "invest to save" basis to ensure service growth could be managed and sustained. Provision for this investment was made within the Integration Joint Board Financial Plan for 2017/18.

During discussion members raised the following issues:

- para 7 (outline benefit) – where does the £58.9m saving come from – figures on page 8 of the business case need to be checked
- Table 4 (reduction in number of people who have support from 2019-2020 onwards) – would this have a financial implication for the IJB?
- How long would it take to set up the service with clients? – same day for critical cases, less urgent cases take up to 2-3 weeks – page 8 of the business case referenced that a waiting list would not accumulate
- Regarding the effectiveness of the technology and the equipment, robust information had been used detailing where things had succeeded but also where they had not succeeded. A project manager had been included within the proposal
- Money for the initial investment had been captured within the financial plan which could be supported through “invest to save”. Expected benefits would be monitored very closely and if they were found not to be generating benefits, the project would be stopped.
- Equipment would be bought on a phased basis
- There were increasingly more and more people with health issues under age 65 – would it be easy to adjust this age barrier? Although carers and families were being consulted as part of an asset based model, an assessment needed to be done in the round balancing need with the consequences of social isolation– University of Strathclyde had published a report on this and it would be useful for members to see this
- The original scope of work was people aged over 75 but this was reduced to 65 – the scoping report could be adjusted to reflect that some people under 65 were able to access the service. Carers and families had indicated its value and this would be made more explicit in the final report
- Charging policy to be revisited over the next 18-month period.

Decision

- 1) To update the financial information contained in the report based on the points raised above.
- 2) To recommend that the Integration Joint Board agree the one-off investment of £588,096 on an “invest to save” basis to fund the proposed expansion of the Telecare Service to citizens aged 65 and over.
- 3) To include reference in the report to the potential positive impact for unpaid carers.

- 4) To recommend that the Integration Joint Board agree that revenue earned from expanding the Community Alarm Telecare Service (CATS) should be reinvested as a means of offsetting investment and project management costs for as long as was possible.
- 5) To ask for a report back at an appropriate time with an update on how the project was progressing together with financial benefits achieved.
- 6) To forward the link to the University of Strathclyde report to members.
(Reference – report by the Strategic Planning & Quality Manager, Older People, submitted)

5. Coalition of Carers Scotland Report – Enhancing Carer Representative

The Coalition of Carers Scotland Report “Equal, Expert and Valued - Enhancing Carer Representative Involvement on Integration Joint Boards” was submitted. The Chair advised that the report had been presented to this Group for awareness. The report offered positive and constructive insights in order to help improve carers’ involvement in Integration Joint Boards, help planning officers and commissioners to move from good intentions to better practice and to start conversations and stimulate further progress by sharing good practice.

There were differences between all the local authorities and how they incorporated the carer role at IJB meetings.

Christine Farquhar commented that she didn’t feel that carers were involved with the more major pieces of IJB strategy. It was acknowledged that there had been a lack of involvement of a number of key partners in the development of the improvement plan. The Strategic Carers Group was now set up so hopefully this would allow enhanced engagement

The City of Edinburgh Council had also recently appointed Councillor Joan Griffiths as Carers Champion.

Decision

- 1) To note the content of the report by the Coalition of Carers in Scotland.
- 2) To note the appointment of Councillor Joan Griffiths as Carers Champion.
- 3) To note that the IJB Workshop in October would be looking at setting up a web page for the IJB and that members of this Group who were not represented on the IJB would be invited to this session. Access to information would be discussed along with how IJB and Sub-Group members could be better supported with a more visible presence online.

(Reference – report from the Coalition of Carers in Scotland, submitted)

6. A Market Shaping Strategy 2013-2018 – Edinburgh’s Adult Health and Social Care Services

Chris Whelan provided an overview of the what is meant by market facilitation and market shaping. The key issue highlighted was that under the self-directed support legislation the Council had a statutory duty to promote a diverse market to make sure that residents could choose from a variety of providers and creative support options.

Residents must also be able to understand what support was available and be able to make informed choices by having easy access to information about the quality, flexibility, safety and cost of services.

The inspection team were due to return in one year so it was essential that good progress was seen to being made in this area. It was also necessary to be able to make the workforce more creative and give them the freedom to do this and be more innovative.

The following points were raised and discussed:

- Can the Council explore how it can free up in-house services to be more accountable and further explore a commercial aspect that’s missing but is needed. It’s about doing things in different ways and improving outcomes for people
- How do we look at everything across the sectors? There is interesting work from the Scottish Government relating to service procurement – more open dialogue with Council procurement colleagues is essential going forward
- There is a growing complexity of presentations by older people – there would always be people who needed supported complex care
- We need a vision about what we want to do and then how we go about doing it
- Older People’s Capacity and Demand work needs to be completed urgently

Decision

- 1) To note the issues and that Colin Briggs and Moira Pringle could feed in to the development of the Older Peoples Capacity Plan and Strategy.
- 2) To ask for a report back to this Group in 3 months on actions required with an update on progress to the meeting on 6 October.
- 3) To note that conversations would take place with key stakeholders and partners to inform the report back in December.
- 4) To note the Carers Strategy Group would consider the issue.

(Reference – report by the Contracts Manager and the Strategic Manager, Service Redesign and Innovation)

7. Review of Grants Programmes

Wendy Dale advised there was insufficient time to review the existing grants programmes and establish new programmes prior to 31 March 2018 when the existing grants expired. Any reduction in the grants programme would result in the loss of existing services and might threaten the viability of some third sector organisations.

Decision

- 1) To recommend to the IJB that the existing grant programmes should be rolled forward to 31 March 2019 to allow time for the programme to be reviewed in collaboration with third sector partners.
- 2) To recommend to the IJB that a small working group be established to define the scope and methodology for the review and report back on progress by 31 October 2017.

(Reference – report by the Strategic Manager, Service Redesign and Innovation Manager)

8. Agenda Forward Plan

8.1 Standing Agenda Items

Recommendations from the Joint Inspection of Services for Older People

- Engagement
- Cross sector market facilitation strategy
- Updated Strategic Plan

8.2 Locality Profiles

8.3 Locality Improvement Plans

8.4 Delivery Plan for Direction EDI 2017-2018 (Locality Working)

8.5 Forward Plan for 2017-2018

9. Any Other Business

Housing Contribution Seminar on 3000 Homes, 27 Sept 2017 in City Chambers, High Street, Edinburgh – members of this Group were encouraged to attend.

10. Date of Next Meeting

Friday 6 October 2017 at 10am in the Dean of Guild Room, City Chambers, High Street, Edinburgh



Minutes

Edinburgh Integration Joint Board Strategic Planning Group

10.00am Friday 6 October 2017

City Chambers, High Street, Edinburgh

Present:

Members: Carolyn Hirst (Chair), Councillor Ricky Henderson (Vice-Chair), Colin Beck, Sandra Blake, Colin Briggs, Eleanor Cunningham, Wendy Dale, Christine Farquhar, Dermot Gorman, Belinda Hacking, Stephanie-Anne Harris, Graeme Henderson, Fanchea Kelly, Michelle Miller, Michele Mulvaney, Moira Pringle, Rene Rigby and Ella Simpson.

Apologies: Peter McCormick.

In Attendance: Lauren Browne-Islam (Edinburgh Health and Social Care Partnership), Marian Gray (North East Locality), Marna Green (North West Locality), Elaine Hamilton (South East Locality), Patrick Jackson (South West Locality)

1. Minute

The minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 1 September 2017 was submitted.

Decision

- 1) To approve the minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 1 September 2017 as a correct record.
- 2) To agree that a Rolling Actions Log be prepared for the Group going forward.

2. Matters Arising

2.1 Housing Seminar -

Fanchea Kelly updated the Group on the Housing Seminar which had taken place on 27 September 2017 around the commitment in the Housing Contribution Statement to build 3000 affordable homes for people with health and social care needs. Details of the presentations from the event will be circulated. Next steps included meetings between officers from housing providers and commissioners within the Health and Social Care Partnership with a report back to a future meeting of this Group on proposals and timelines.

Decision

To note the update and that a report would be submitted to a future meeting of this Group setting out detailed proposals and timelines.

2.2 Development Session – 13 October 2017

The Chair advised that the IJB development session scheduled for 13 October 2017 intended to consider the arrangements for recruitment of new chief officer, statement of intent for the IJB to inform the recovery plan and management and governance arrangements.

The Group felt it was important not to lose sight of the partnership and that it was essential to look at the needs across the city on a holistic basis and not just as two large service providers. It was agreed that the experience and expertise of citizens was key and that it should not just be a “top down” exercise.

Concerns were expressed that the term “recovery plan” might send out the wrong message to staff and members of the public. However, this had been chosen deliberately to highlight the critical situation regarding finance and performance. It was absolutely not meant to imply that staff were not committed or not working really hard in difficult circumstances.

Decision

To note the update.

3. Recommendations from the Joint Inspection of Services for Older People

3.1 Engagement

It had been agreed to establish a sub-group to take forward issues around engagement. A scoping brief was being developed for the sub-group detailing proposed membership and remit.

An initial internal meeting had been set up to take this forward and officers would contact IJB members interested in becoming members of the Sub-Group once the scoping document was available.

Decision

To note the update.

3.2 Cross Sector Market Facilitation Strategy

Decision

To note that an update report would be submitted to this Group at their meeting on 1 December 2017.

3.3 Strategic Plan

Decision

To note that proposals around the Strategic Plan would be considered as part of the Agenda Forward Planning item later in the meeting – (see item 6 below).

4. Health and Wellbeing Profiles for Edinburgh's Localities

Eleanor Cunningham presented an overview of the health and wellbeing profiles for Edinburgh's localities. The profiles formed part of the Edinburgh Health and Social Care Partnership's work towards continual development of Edinburgh's Health and Social Care Joint Strategic Needs Assessment (JSNA) and used the most current data available to present a picture of need and demand across the city.

Membership of the JSNA Development Group included colleagues from Strategy and Insight, public health, local intelligence support team and EVOC. There is also a JSNA stakeholder group membership of which includes other third sector and housing representation.

The following points were raised and discussed:

- The population statistics had been taken from the 2011 Census – was there any more up to date information? Some parts could be updated but some things like group profiling could only be collected via the census
- In the North East Locality mental health was a particular issue and had higher rates of physical health impacts. An important correlation to bear in mind was that for people aged under 65 the largest contributors to impaired physical health were emotional distress and mental health issues. Profiling presented an opportunity to think about innovative practice to be able to better manage community provision

- It was crucial that the profiles were published to ensure appropriate planning to address relevant issues for example, drugs and alcohol did not appear in the North East Locality Plans as being an issue but were identified as such in the profiles
- Important to recognise the considerable variations within localities when compiling the next level of profiling
- Homelessness was a rising factor in the city particularly for those with complex needs – known and hidden homelessness factors were also an issue
- Concern that the IJB was adult focused. Data on childhood was important as a lot of the causes of adult illness were there in the early stages of childhood trauma, environment, poverty
- Important to develop ways of looking at a qualitative and not just quantitative approaches
- Locality plans were refreshing in looking to give young people a positive start in life
- It was recognised there was a lot of work going on with needs profiling across various areas. The first needs analysis had looked at housing and economy and there was an expectation that this would link in with the developing economic strategy going forward.

Decision

- 1) To note the key findings.
- 2) To note the next steps in the development of locality profiles.
- 3) To agree to the Health and Wellbeing Profiles being published on the Transform Edinburgh website.

(Reference – report and presentation by the Acting Strategy and Business Planning Manager, Older People, submitted)

5. Locality Improvement Plans

The Edinburgh Community Planning Partnership had approved arrangements for development of the Locality Improvement Plans for the City. A separate improvement plan had been prepared for each of the four localities. Anticipated outcomes and proposed actions were set out in the appendices to each of the plans.

It was intended to present the plans to the IJB in November for approval.

During discussion the following points were raised:

- It was recognised that the plans were very high level and the next phase would be around action planning where the detail on outcomes and measurement would be set out
- It was intended to establish four performance workshops, one in each of the localities to look at the action planning process – a toolkit to facilitate this was being developed
- It was vital to acknowledge and consider the associated financial implications and the exceptionally challenging financial environment
- There was a need to look at workforce and financial provisions together – need to be deliverable and practical and explicit around the impacts on the overall strategic plan. There was an opportunity to focus on positive destinations in terms of workforce planning
- Prevention needed to be addressed including how resources were to be used
- An overall joint approach needed to be taken forward, not just as an IJB, but with other providers and partners
- It was recognised that the process was new and needed time for locality teams to bed in and develop relationships
- It was necessary to organise core themes across all the localities in addition to specific themes pertinent to each individual locality

Decision

- 1) To recommend that the Integration Joint Board approve the draft Locality Improvement Plans in so far as they relate to health and social care/wellbeing.
- 2) To note the comments detailed above in terms of informing future iterations of the Strategic Plan.
- 2) To note that the Council's Strategic Manager, Service Re-Design and Innovation and NHS Lothian's Strategic Planning Manager would take forward work around the bringing together of action plans in respect of delivering the priorities identified in the Locality Improvement Plans and the ongoing development of the Strategic Plan taking into consideration any financial implications.
- 3) To agree that detailed actions plans should be submitted to future meetings of this Group for consideration.
- 4) To inform the IJB of the proposed action planning work.

- 5) To invite Chris Adams, the Council's Senior Business Intelligence Officer, Performance and Business Analytics to deliver a presentation to the next meeting of this Group on the emerging economy strategy for the city..

(Reference – report by the Strategic Planning, Service Redesign and Innovation Manager, submitted)

6. Delivery of Direction EDI_2017/18_1 – Locality Working

Information was provided on the delivery of Direction EDI_2017/18_1 (Locality Working).

Decision

To continue consideration of this item of business to the next meeting of the Group on 3 November 2017.

(Reference – report by the Strategic Planning, Service Redesign and Innovation Manager, submitted)

7. Agenda Forward Plan

7.1 Standing Agenda Items

Recommendations from the Joint Inspection of Services for Older People

- Engagement
- Cross sector market facilitation strategy
- Updated Strategic Plan

7.2 Forward Plan for 2017-2018

Colin Briggs circulated a paper setting out the following proposed primary tasks for the Group for the remainder of 2017-2018:

Aim to have outline strategic commissioning plans submitted to the Group with timelines as indicated:

- Older People (end 2017)
- Mental Health (end 2017)
- Disabilities (end 2017)
- Primary Care (early 2018)

The intention was that Plans would be further developed for the end of the financial year 2017-2018 with Directions issued thereafter.

It was proposed to establish Reference Boards for each of the four key areas to provide oversight, insight and challenge to the emerging outline plans. Each

Reference Board would be chaired by an IJB Member and would have broad membership including non-voting IJB members.

During discussion the following points were raised:

- It was critical to have an overarching overview and to set out a clear direction of travel in terms of taking the work of the Strategic Planning Group and the IJB forward.
- There was a need to link in with the Performance and Quality Group
- There may be merit in co-opting members from the other IJB Sub-Groups onto the Reference Boards
- Emphasis needs to be on thinking about how we go about commissioning these services
- There was a need to focus on the longer term and not lose sight of it – there should be a focus on the recommendations in the joint inspection of services for older people as these were equally relevant to other service user groups.
- The proposed way forward offers practical foundations for setting out the strategies for the future
- Important to bring all resources to the table, NHS, Council, independent, third sector and housing
- There is a need to make the distinction between what the Partnership has agreed we work together on – there are significant overlaps but also things which are separate. For example, mental health could include people who had dual diagnosis – the Alcohol and Drug Partnership was looking at this and the EHSCP is a partner in this
- Important to note timescale is against us whatever approach is taken but having a methodology that works is important
- It was acknowledged we are in a difficult position but we need to do something rapidly and we need to link in with existing groups to get all the cross cutting information.

Decision

- 1) To agree the proposed forward plan as set out in the paper.
- 2) To note that the proposals would be discussed at the Development Session to be held on 13 October 2017.
- 3) Thereafter to ask Colin Briggs to come back to this Group with further detail about how this work would be taken forward, the approach to be taken by the Reference Boards and any impact on existing Sub-Groups and structures.

- 4) To request that terms of reference, outlines and proposed membership be circulated to members of this Group as soon as possible and in advance of the next meeting scheduled for 3 November 2017.
- 5) Members of this Group to advise Colin if they are interested in being involved with the Reference Boards and other appropriate people who may be.

(Reference – discussion paper by the Chief Strategy and Performance Officer (Interim), submitted)

8. Papers for Information

Decision

To note the following decisions of the IJB relating to items which had been referred by the Strategic Planning Group:

- 1) **Proposals for Investment**

The IJB, on 22 September 2017, approved the Group's recommendations on proposals for investment as follows:

- i) the investment of £2,167,167 to build capacity in services for people with learning disabilities; and
- ii) the investment of £588,096 on an invest to save basis as set out in the business case for the expansion of the telecare service.

- 2) **Review of Grant Programmes**

The IJB, on 22 September 2017, agreed the Group's recommendations and agreed that future reports on the scope, methodology and timetable to the review should be considered by the Strategic Planning Group in advance of approval by the IJB.

- 3) **65 Niddrie Mains Terrace Business Case**

The Strategic Planning Group, on 28 July 2017, had recommended the IJB approve the business case for nine Grade 5 supported accommodation places at 65 Niddrie Mains Terrace, Edinburgh.

Following further discussion, the IJB had been asked to defer approval of the business case while further work was undertaken to establish the capacity required for different levels of accommodation.

9. Any Other Business

Decision

To note the following changes to future meeting dates of the Group:

Friday 12 January 2018 (in place of Friday 5 January 2018)

Friday 9 March 2018 (in place of Friday 2 March 2018)

10. Date of Next Meeting

Friday 3 November 2017 at 10am in the Dean of Guild Room, City Chambers,
High Street, Edinburgh

Item 5.1 – Rolling Actions Log – November 2017

17 November 2017



No	Subject	Date	Action	Action Owner	Expected completion date	Comments
1	Communications and Engagement Strategy 2016 to 2019	13-05-16	To present an implementation plan to the Joint Board once resources had been identified.	Interim Chief Officer	December 2017	
2	Programme of Development Sessions and Visits	24-03-17	To agree to receive a programme of development sessions and visits for 2017/18 at the June 2017 meeting of the Joint Board.	Interim Chief Officer	November 2017	Update on Development Sessions to be provided to IJB on 17 November 2017.
3	Responsibilities for Data and Information	16-06-17	To note the intention to report to a future Joint Board meeting on General Data Protection Regulations requirements and responsibilities.	Interim Chief Officer	January 2018	

No	Subject	Date	Action	Action Owner	Expected completion date	Comments
4	Whole System Delays – Recent Trends	14-07-17	To agree that board members would consider additional information to be included in future reports at the Development Session on 11 August.	Interim Chief Officer	October 2017	Recommended for closure – information was agreed at the October 2017 Development Session.
5	Management Arrangements for the Joint Board and Health and Social Care Partnership	22-09-17	That the job description for the Chief Officer be considered at a special Board meeting following the Joint Board development session on 13 October 2017	Interim Chief Officer	October 2017	Recommended for closure – reported to the IJB on 13 October 2017
6	Annual Accounts 2016-17	22-09-17	To request further information on Workforce Planning once this was available.	Interim Chief Officer	Not specified	
7	Financial Update	22-09-17	1) To agree to receive a detailed action plan, in response to the Financial Update, from the Interim Chief Officer at a future date. 2) That a future Development Session on finance be scheduled.	Interim Chief Officer	Not specified	Update on Development Sessions to be provided to IJB on 17 November 2017.
8	Whole System Delays – Recent Trends	22-09-17	To agree that board members would consider additional information on the full costs of anticipated demand at a future Development Session	Interim Chief Officer	Not specified	Recommended for closure – information was agreed at the October 2017 Development Session.
9	Older People’s Inspection Update	22-09-17	To note the Partnership’s intention to review the action plan associated with the Older People’s	Interim Chief Officer	Not specified	

No	Subject	Date	Action	Action Owner	Expected completion date	Comments
			Inspection and report back on priorities and timescales			
10	Primary Care Population and Premises	22-09-17	To request that a fuller report outlining a comprehensive primary care strategy, covering both revenue and capital requirements, be brought back to the Joint Board in the first quarter of the 2018 calendar year	Interim Chief Officer	1 st quarter 2018	

Report

Locality Improvement Plans

Edinburgh Integration Joint Board

17 November 2017



Executive Summary

1. The Community Empowerment (Scotland) Act 2015 requires that the Edinburgh Community Planning Partnership, of which the Integrated Joint Board is a member, produce a Locality Improvement Plan for each of the four localities in the city. Locality Improvement Plans are a key element in the delivery of public service reform at local level. They set out the local priority outcomes for the locality, the improvements that will be achieved by delivering the outcomes and the period within which the improvement is to be achieved.
2. The Strategic Planning Group considered the draft Locality Improvement Plans when it met on 6 October 2017. This report takes account of the discussion and recommendations arising from the meeting.
3. The purpose of the report is to ask the Integration Joint Board to approve the Locality Improvement Plans in so far as they relate to issues within the jurisdiction of the Board, prior to consideration for endorsement by the Edinburgh Community Planning Partnership when it meets on 7 December 2017. The report provides a summary of the sections of the plans related to health and social care and gives an overview of the development process. The draft plans for each of the four localities are attached as appendices.

Recommendations

4. The Integration Joint Board is asked to:
 - i. note that the current locality planning infrastructure is relatively new, as a result of which the Locality Improvement Plans are high level and will be underpinned by detailed action plans and performance measures
 - ii. support the development and publication of the Locality Improvement Plans as a means of achieving more effective integration across the public sector and of strengthening the meaningful engagement with communities

- iii. approve the Locality Improvement Plans set out in Appendices 1 to 4, in so far as they relate to issues within the jurisdiction of the Board
- iv. request that further work is overseen by the Strategic Planning Group to ensure coherence between the action plans for delivery of the Locality Improvement Plans, the strategic plan of the Integration Joint Board and the priorities set out in the Edinburgh Health and Social Care Partnership's Statement of Intent. The Statement of Intent is the subject of a separate paper on the agenda for this meeting.

Background

5. The production of Locality Improvement Plans (LIPs) is a requirement of the Community Empowerment (Scotland) Act 2015. They are a key component of the approach to locality working taken by the Council and its partners, providing a means of achieving more effective integration across the community planning partners and strengthening the meaningful involvement of communities.
6. Under the legislation, locality planning is designed to achieve better outcomes for individuals and communities of place and interest, experiencing the greatest inequality, based on an understanding of their needs, circumstances, and aspirations.
7. Through partnership working and the meaningful engagement of citizens and communities, the Locality Improvement Plans aim to achieve better outcomes for those individuals and communities experiencing the greatest inequality. The plans set out the priorities for improving outcomes over a five-year period (2017-22) at locality and small area levels based on community intelligence drawn from a range of sources.
8. A key requirement of the legislation is for public sector bodies to be jointly and individually responsible for ensuring the delivery of actions in the plans. The Locality Improvement Plans therefore require the approval of the member organisations of the Edinburgh Community Planning Partnership, including NHS Lothian, the City of Edinburgh Council and the Edinburgh Integration Joint Board. The Integration Joint Board is a statutory member of the Edinburgh Community Planning Partnership. The Chair of the Integration Joint Board is a member of the Community Planning Partnership Board and Locality Managers in the Health and Social Care Partnership have been actively engaged in the development of the Locality Improvement Plans.
9. The plans have been developed using locality and small area profiles, comprising a range of socio-economic and demographic data, and a two-phase engagement programme. Every attempt was made to maximise the opportunities for citizens and communities to participate in the process. Health and social care

or health and wellbeing were identified as a key theme in each locality during phase 1 of the engagement process.

10. The Strategic Planning Group considered the draft Locality Improvement Plans when it met on 6 October. During the discussion, the Group recognised that the plans were very high level and was advised that the next phase would be around action planning in respect of each of the outcomes, with defined outputs, resources and delivery timescales.

Main report

11. The Locality Improvement Plan development followed a phased process. A Project Team in each locality led the work. The teams were made up of a range of partners, including the Lead Officers for each of the thematic Locality Partnership Groups, namely: Community Improvement Partnership; Children's Services Management Group; Health and Wellbeing Group; Team around the Place; and Economy and Employability. The Health and Wellbeing Groups were led by the Health and Social Care Locality Managers. At a city-wide level, a multi-agency team supported the activity to ensure a consistent and co-ordinated approach.
12. Critical to the development process was the gathering of local intelligence. This included the production of locality and small area profiles, comprising a range of socio-economic and demographic data, and a two-phase engagement programme. The programme was designed to maximise the opportunities for citizens and communities to participate in the process. A variety of methods was used, reflecting the diversity of the communities and areas represented. Phase 1 focused on locality wide engagement to identify the issues and priorities for the whole area. Phase 2 was designed to target the small geographic areas, and individuals and communities, experiencing the poorest outcomes.
13. In Phase 1, the engagement sought to identify and prioritise areas for action in relation to five key themes of place; health, social care and wellbeing; children, young people and families; community safety; and employability. The engagement methods used included surveys (on and offline), events and stakeholder workshops. This activity was supported by all partners who were also encouraged to contribute their views based on their knowledge and understanding of the area. Face-to-face contact was a key feature, including engagement with members of faith communities, the travelling community, children and young people and members of the black and minority ethnic community.
14. The phase 2 engagement programme was targeted in the small geographic areas, which were identified as experiencing the poorest outcomes through an analysis of the Scottish Index of Multiple Deprivation and additional poverty

indicators. The activity focused on face to face conversations with individuals, service users and service providers to understand better the issues and help identify tailored solutions.

15. This community intelligence provided the basis for the outcomes and actions set out in the plans included as appendices 1 to 4. An integrated approach will be taken to the delivery, recognising the interdependencies of the thematic outcomes.
16. Working drafts of the plans were tested with a broad range of stakeholders during August 2017. This included the Neighbourhood Partnerships, Locality Leadership Teams and Locality Committee Working Groups, with feedback from this process informing the final version of the plans.
17. To support the development process, an Integrated Impact Assessment (IIA) was carried out. Several positive impacts were identified, including the use of community intelligence and locality profiles to promote participation of individuals who are less likely to get involved. Whilst this impact assessment focused on the process, a further assessment will be carried out on the individual plans' outcomes and actions.
18. The Locality Improvement Plans have also been screened under Schedule 2 of the Environmental (Scotland) Act 2005 to determine whether a Strategic Environmental Assessment is required. This self-assessment evidences that the public sector bodies have met their legal duties to consider the environment in the development of the plans. A report has now been submitted to Scottish National Heritage, Scottish Environmental Protection Agency and Historic Environment Scotland for approval.
19. There are clear linkages between the health and wellbeing outcomes identified in the Locality Improvement Plans, the high-level actions proposed to deliver them and the Integration Joint Board's Strategic Plan. Whilst some of the proposed actions relate to services delegated to the Integration Joint Board, others involve community planning partners working together to address key challenges that impact upon health and wellbeing such as social isolation. There are also common threads across the outcomes in each locality. Improved access to GPs and supporting services is an outcome in all four plans, other recurring themes are reduced isolation and increased support for independent living. The table below details the outcomes relating to health and social care/wellbeing in each plan.

Locality wide outcomes relating to health and social care/wellbeing set out within the Locality Improvement Plans	
North West <i>page 14 in Appendix 1</i>	North East <i>page 12 in Appendix 2</i>

<ul style="list-style-type: none"> • Accessible GP and supporting services, with appropriate time for consultation • Better equipped services to support independent living, and help people in need of support and care to remain at home. • Key facilities in our communities are more accessible, affordable and welcoming and people know how to get support and access resources. • Reduce poor mental health and isolation by providing more opportunities for social engagement, and support measures are in place to care for the range of mental health issues that exist. 	<ul style="list-style-type: none"> • Improve access to health and support services • Reduced loneliness and social isolation • Increased physical activity
South West <i>page 11 in Appendix 3</i>	South East <i>page 16 in Appendix 4</i>
<ul style="list-style-type: none"> • Improved access to GPs and other services • Supported older people • Reduced social isolation • Supported carers • Mental health is supported • Promotion of healthy living 	<ul style="list-style-type: none"> • People lead healthier lifestyles both physically and mentally • Improved access to health and social care services • Services support independent living at home for those with additional care needs

20. The next stage is for Partnership Groups to carry out action planning for each of the outcomes, defining the outputs, resources and delivery timescales. In respect of health and social care/wellbeing, these plans will need to take account of the short- and medium-term priorities set out in the Edinburgh Health and Social Care Partnership’s Statement of Intent. This will also allow for more detailed quantitative and qualitative measures to be identified. The performance approach adopted has been informed by the model established for Neighbourhood Partnership Local Community Plans. This sets out the principles for performance reporting and will provide the localities with the tools to monitor and report on progress on an ongoing basis. This process of ongoing review will enable the plans to be developed in response to changes in local circumstances and community views. Findings from the Integrated Impact Assessment will also inform this work, ensuring activity is responsive to the equality and rights of all population groups.

21. The Strategic Planning Group considered the Locality Improvement Plans when it met on 6 October 2017. The four Health and Social Care Partnership Locality

Managers either attended in person or were represented at this meeting. The Strategic Planning Group:

- recognised that the locality planning process is new and that the current draft plans were very high level and welcomed assurances that more detailed action plans and performance measurements were being developed
- noted that the Interim Chief Strategy and Performance Manager and the Strategic Planning, Service Re-Design and Innovation Manager would take forward work to ensure coherence between the action plans developed in respect of the Locality Improvement Plans and the ongoing development of the Integration Joint Board's Strategic Plan
- requested that the detailed action plans, including any financial implications should be submitted to future meetings of the Strategic Planning Group for consideration
- agreed to recommend that the Integration Joint Board approve the Locality Improvement Plans in so far as they relate to health and social care/wellbeing.

Key risks

22. There is a risk that the outcomes and actions developed through the locality improvement planning process will not align with the priorities of the Integration Joint Board. However, the involvement of the Health and Social Care Partnership Locality Managers in leading this process in respect of the health, social care and wellbeing outcomes should ensure that the two sets of plans are aligned.

Financial implications

23. The Locality Improvement Plans are intended to improve outcomes through partnership working with all costs being contained within existing budgets. Scrutiny of the detailed action plans by the Strategic Planning Group will ensure that any financial implications are identified and addressed.

Involving people

24. The development of the Locality Improvement Plans has been a collaborative process involving the community and partners. In addition to local research and data, two dedicated engagement programmes informed the plans. This commitment to partnership working will continue with the action planning and further development of the Locality Improvement Plans involving all relevant stakeholders and being informed by the ongoing engagement of local people.

Impact on plans of other parties

25. The Locality Improvement Plans will impact on the plans of all members of the Edinburgh Community Planning Partnership.

Background reading/references

[Community Empowerment \(Scotland\) Act 2015](#)

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Appendices

Appendix 1	North West Edinburgh Locality Improvement Plan
Appendix 2	North East Edinburgh Locality Improvement Plan
Appendix 3	South West Edinburgh Locality Improvement Plan
Appendix 4	South East Edinburgh Locality Improvement Plan
Appendix 5	Locality Improvement Plan Glossary

North West Edinburgh

Locality Improvement Plan 2017-2022



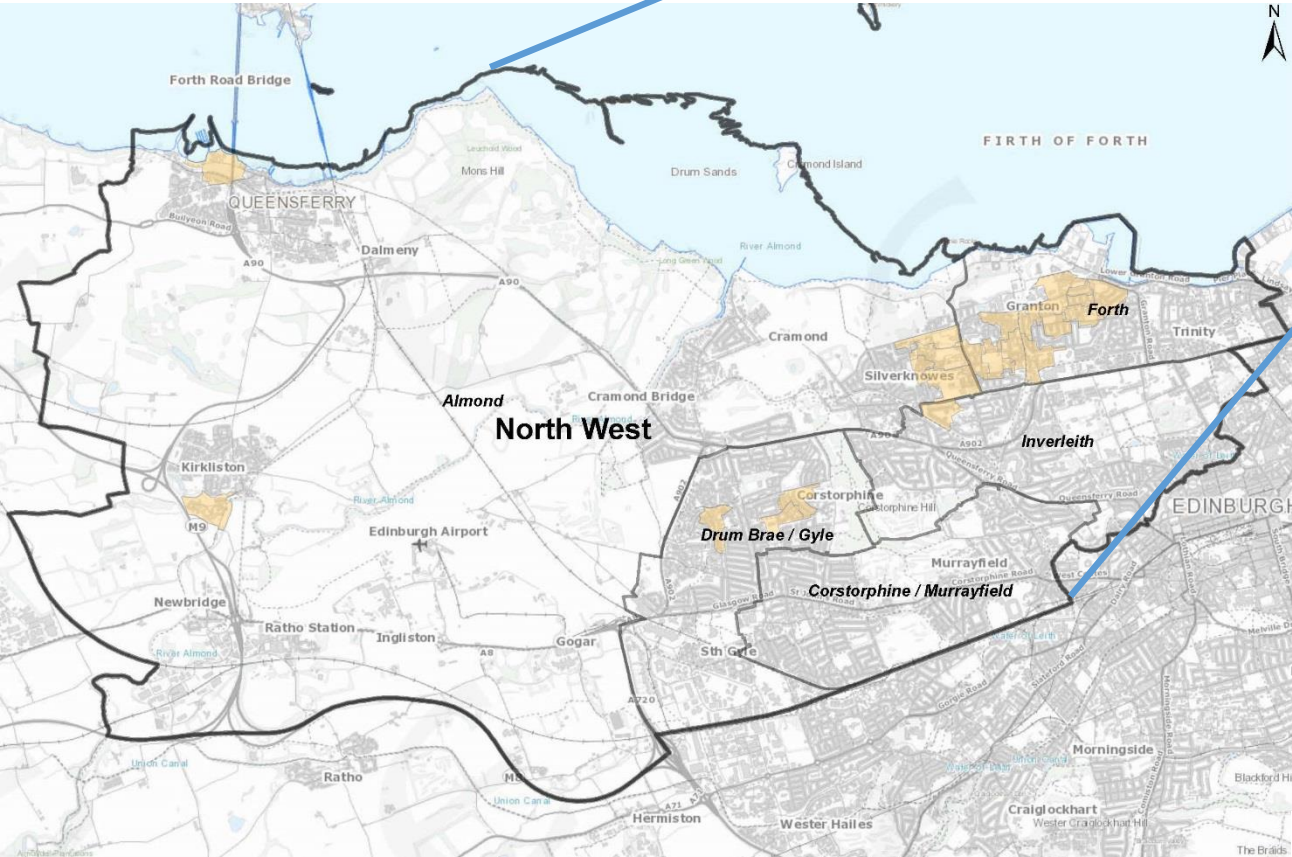
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North West locality map including small areas



Introduction

We are delighted to present the first North West Locality Improvement Plan 2017 - 2022.

The key aim of this plan is to achieve better outcomes for communities and individuals in North West Edinburgh and to reduce the gap for those experiencing the greatest inequality. This plan will help those people who are in greatest need, and focuses on early intervention and prevention approaches, which over time, will help address an imbalance of equality in some of our local areas.

To develop this plan, we built on Edinburgh's existing community planning arrangements (Neighbourhood Partnerships). Public sector reform is also key to ensuring more effective partnership working across a range of agencies, and further involving communities when we make decisions.

We carried out a programme of community engagement in 2016/17. We spoke with communities across the locality, asking what would make the area better and

looked at ways that we can strengthen the communities' voice in the decisions that matter across the locality.

We are mindful that some areas within North West Edinburgh experience greater levels of disadvantage and therefore carried out more targeted engagement in these communities. More information on these areas, the engagement and the outcomes is included later in the plan.

By speaking with local people, we identified outcomes and priorities that will make a real difference to the lives of the people in our communities.

The involvement of our communities will drive the development of this plan and build on local community planning approaches to date. This has created solution focussed actions that will help make real change across all sectors of our communities. The plan brings our communities even closer together with our local service providers, to plan and deliver better services which meet the needs of the people who use them.

This plan is a commitment to communities within the North West locality of how we will work with you to target our resources in the most effective way across the length and breadth of the locality, and to address the known inequalities amongst our communities. We will continue to listen to what you tell us over the lifetime of the plan, review and report on progress annually, and realign priorities as needed.

Partners in the North West Locality Leadership Team are:

- The City of Edinburgh Council
- Police Scotland
- NHS Lothian
- Health and Social Care Partnership
- Scottish Fire and Rescue Service
- Edinburgh College
- Edinburgh Voluntary Organisations' Council
- Third sector representatives from the Forth & Inverleith Voluntary Sector Forum and from the Western and Almond Voluntary Sector Forum
- Skills Development Scotland.

Context

Why create a Locality Improvement Plan

Locality development builds on previous work linked to community planning. Community planning is the process by which councils and other public bodies work with local people, businesses and voluntary groups to plan and deliver better services to improve the lives of people who live in Scotland.

The Local Government (Scotland) Act 2003 provided the initial statutory basis for community planning. It was introduced to:

- enable public bodies to work together to deal with complex, long-term challenges that a single organisation cannot deal with, for example inequalities in health, employability and levels of crime
- involve local communities more in the decisions that affect people's lives.

All local authority areas established Community Planning Partnerships. In Edinburgh, the city's community planning partnership, where community, public and

third sector come together, is collectively known as the Edinburgh Partnership.

In addition, 12 Neighbourhood Partnerships were introduced and each created Local Community Plans to build partnership approaches to tackle and support local issues.

The Community Empowerment (Scotland) Act 2015 reinforces many of the Community Planning practices and gives local people more say in how public services are planned and run. In doing so, the act requires Community Planning Partnerships to:

- produce a local improvement plan (LIP)
- identify which geographical areas have communities that experience the poorest outcomes
- prepare and publish locality plans to improve outcomes on agreed priorities for these communities
- review and report publicly on the progress towards their LIP and locality plans, and revise and update the plans as appropriate.

All partners aim to build on a culture in which community empowerment is the right thing to do. The establishment of the four localities in Edinburgh recognises that effective services must be designed with and for people and communities - not delivered 'top down' for administrative convenience.

The range of benefits from a more involved and engaged population include: local democratic participation boosted, increased confidence and skills among local people, higher numbers of people volunteering in their communities, and more satisfaction with quality of life in a local neighbourhood. Better community engagement and participation leads to the delivery of better, more responsive services and better outcomes for communities.

The creation of the LIPs is the starting point and over time will identify and create more opportunities for our communities to engage in the processes available.

North West locality

The locality – geography and people

The locality stretches east from South Queensferry along the shoreline through Cramond, Barnton, Granton and Trinity and moves south to Warriston, then west along the northern reaches of the new town including Stockbridge, and continues through Roseburn, Murrayfield, Corstorphine and past the Airport to Ratho Station and onto Kirkliston (and all communities in between).



Population
141,723



By 2035 population
expected to be



181,342

Across the locality, there are areas of high affluence as well as, primarily in the Forth ward, those which are amongst the most deprived in the city.

The North West locality faces a number of key challenges in the coming years. It is expected to see the largest population growth in Edinburgh by 2022 by as much as 10% (around 14,000). This will put additional pressure on primary and secondary schools as well as housing and other key services such as NHS primary care.

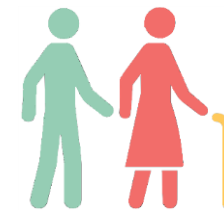


13,230
houses
planned

Alongside wider housing developments, the North West will see the greatest level of social and affordable housing investment across the city, with around 870 expected to be completed during the life of the LIP.

Currently, 61% of all Council homes across the North West locality are located in the Forth ward and Muirhouse.

Health services also face significant challenges with an ageing population. The North West has more people aged over 65 years than any other locality. Lifestyle choices also place increasing demands on all services. In the Edinburgh People Survey 2016, almost 42% of people in the North West indicated that they have not engaged in any exercise. This alone will impact longer term on services.



24,725
people over 65



24,375
children
under 16

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The areas of Muirhouse, Wester Drylaw, West Pilton, Granton, Royston and Wardieburn (collectively known as the North small area) also have significant social and economic challenges. The North small area has the second lowest average household income in Edinburgh, 30% of children live in households in relative poverty. Of those deemed 'economically inactive' across the locality, 26% live here and Muirhouse is currently ranked as one of the top ten most deprived areas in Scotland. It also has the highest concentrations of benefits dependency.

The North Edinburgh small area will benefit from more focused work to reduce inequality and disadvantage, along with other small areas in Kirkliston (Gateside estate), South Queensferry (Walker estate), parts of Clermiston, and parts of East Craigs.

The LIP, whilst serving the wider locality, also has a specific focus on these smaller geographical areas, to get a better understanding of the needs and aspirations of individual communities.

A key aim of the locality approach to achieving better outcomes for people, is to shift the focus from tackling crisis to early intervention and prevention.

To achieve this, there needs to be a greater understanding of the root causes and related trigger points for individuals and families in reaching 'crisis'.

Engaging with our communities

People living in, working in or simply visiting the North West locality have a crucial role in helping to shape the future of the areas in many different ways. People from all backgrounds engage with community life through community councils, school parent/teacher associations, community centres, volunteering, carers, uniformed children and young people's services, tenants' groups, residents' groups, friends of parks, organisation committees and boards, even those simply attending events or activities or taking the time to get involved with surveys or online feedback. It is vital that we build on this and find more ways to engage with more people throughout the life of the plan to help shape the future of the locality.

All the partners involved with shaping and delivering the plan are fully committed to **putting people at the heart** of the overall process and we will:

- **work together** with the community and partners
- **involve** everyone in an open discussion that meets the needs of all

- **listen** to and **act** on needs, issues and ideas
- **develop** new and better ways of doing things, especially to grow opportunities for more people to engage and influence outcomes.

We are committed to creating a culture and focus that builds relationships, communities and places through real discussion, involvement and doing things *with* people.

In developing this plan, we are continuing a conversation to find out what matters most to individuals, families and communities and in doing so have identified areas for action.

We started with two phases of engagement. The first phase focussed on working with our existing Neighbourhood Partnership structures and known groups to have real discussions about what affects our communities. We asked people 'what the locality would look/feel like in five years time'. Over 900 responses were received and examined to identify where there were

common issues or suggestions. Then they were merged into key themes around health, safety, children young people and families, employment, and our place – the physical part of our locality.

Within each theme, the 900 responses were used to create statements and these were then made available using online and printed surveys in community buildings such as community centres and libraries where everyone was invited to rank what they felt was the most important. This formed the priority outcomes for the wider North West locality, included in this plan.

Other inputs and those statements not included will also be useful. We will contact those who contributed and left an email address to form a reference group that will help monitor our progress in delivering the priorities.

Phase 2 involved the smaller areas where we used a different approach. Local people were involved through pop up stalls in areas such as Clermiston, Walkers or Gateside. In some areas, we knocked on

Appendix 1

doors to encourage people to get involved. A key outcome of the engagement was a focus on quality of life issues.

Further work is still ongoing to identify whether there are issues which can be addressed in a similar way, with service providers and residents in East Craigs.

Community Action North (CAN) provided dedicated support in the neighbourhoods of Granton, Muirhouse, West Pilton, Royston, Wardieburn and Wester Drylaw. CAN specifically targeted groups and individuals at the heart of the issues in the North Edinburgh small area. The outcomes have been developed using co-production techniques, whereby the lead from each theme is engaging with key community representatives to develop a work plan with agreed actions.

In the other small areas, community councils and other key groups and individuals, such as elected members, were asked to endorse the suggested outcomes and actions.

Both phases involved over 1,000 people but importantly, the key emphasis of the

engagement was about the quality of discussion and reaching an understanding of what many of the key issues are that affect people.

We are committed to keeping an open discussion, listening and helping communities come together to decide what they want to achieve and find ways to do this. The designing of this plan is not an end in itself, but the start of an ongoing process, so we can build and co-create solutions with communities through time, experience and presence. Every member of the community is encouraged to have their say, be actively involved and play their part.

Communities will be supported to work with the locality team in the following ways:

- come together with services, decide what they want to achieve and find ways of achieving this
- address social concerns and exclusion, ensuring all groups can be heard
- build effective and representative community organisations
- focus on strengths and assets in the community, providing opportunities to lead change, volunteer and be

entrepreneurial to help create the things needed

- grow the financial, legal and organisational capacity to achieve results
- empower participation and involvement in decision making forums, place making, service design and priorities for spending.

Partnership working must change how we deliver services, listen to and work with communities. The aim is to establish a mutually beneficial relationship with the community to clarify our commitment to them, and theirs to us.

In addition to the locality-wide consultation and engagement described in this section, the views of community representatives and elected members have been sought and incorporated into the LIP at meetings of each of the North West Neighbourhood Partnerships – Almond, Forth, Inverleith and Western – as well as at specific briefings to elected members and community councillors.

Locality wide outcomes

The outcomes are set out under the five themes of economy/employability, place, community safety, children, young people and families, and health and wellbeing.

Under each theme, we have set out the outcomes, high level actions and possible measures below. It is recognised that the actions and measures are at a high level, and do not provide the level of detail which allows communities to identify actions specific to their area. This level of detail, along with more specific measures, outputs, timescales and resources to deliver the actions and achieve better outcomes are set out in accompanying work plans, which are being developed and are described in the 'How we will measure success' section. These workplans will provide a dynamic mechanism to regularly review progress with partners, and will provide a list of tangible deliverables to report progress against. As such, the workplans will facilitate ongoing engagement with community councils and other community groups in relation to the issues and actions which are of most

concern to them in their immediate neighbourhood.

Employment, training and education



Whilst the majority of the North West locality celebrates relative affluence, for some, becoming economically stable with access to

careers remains a significant challenge. Many individuals experience high levels of complex needs and associated issues as a result of living in poverty such as poor mental health, equality issues and stigma. Led by Edinburgh College, the Employment Training and Education group will focus on creating improved opportunities for all wishing to improve their own personal circumstances through improved access to further education, developing upskilling opportunities and good employment. Early intervention will be a key focus too with young people being better equipped to enter the world of work and life in general. With large scale developments planned across the locality, the group will seek to

access as many benefits as possible with links to apprenticeships and other training placements.

With advances in technology and changes to traditional career paths, we must think differently about how we engage employers and create better connectivity to those that can essentially act as a skilled, educated, motivated and able work force. Another focus will be to enable those often left behind because of equality issues to access the same opportunities as anyone else and we will work with the community to challenge inequality at all levels.

Partners include – The City of Edinburgh Council, Skills Development Scotland, DWP Jobcentre Plus, NHS Lothian, high schools, employability providers, Edinburgh College, Edinburgh Volunteer Centre, third sector representatives from the Forth & Inverleith Voluntary Sector Forum and from the Western and Almond Voluntary Sector Forum, Joined up for Jobs network and large employers eg RBS, Edinburgh Airport and Leonardo.

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Outcome	High level actions	Measure
<p>Our young people will leave school with suitable 'life skills' to help them make appropriate and informed choices, and will be supported to be ready, equipped and confident to enter the world of work</p>	<ul style="list-style-type: none"> • we will dedicate staff resource to research and develop an appropriate 'Life Skills' programme to pilot in one high school with a view to rolling out across the locality by year five. Support young people to get the basics of what they need to start taking advantage of employment/college opportunities: bank account, NI number, birth certificate (Links to Life Skills development) • work with businesses both local and city wide to develop longer work experience opportunities while at school. Have a longer preparation/run up to start of placement so it is the best fit for a young person and they get the most out of it • investigate 'Key to Potential' 'Cyrenians' model being rolled out more widely across the locality. Develop better support for those who are non-attenders – coaching /1:1 support at an earlier stage and investigate • develop better /fuller programmes for those students on alternative timetables. Invest/Strengthen links with those organisations able to work with young people aged 15 years eg RUTS, Fairbridge and Rathbone. 	<p>Attainment</p> <p>Positive destinations for school leavers</p> <p>Participation in life skills programme</p> <p>Number of Modern Apprenticeships</p>
<p>Identified a wide range of high quality employment, training and further education opportunities for our residents</p>	<ul style="list-style-type: none"> • establish annual 'Jobs Fair' to promote opportunities across the wider locality • as part of wider locality communications, build a community database to enable improved promotion of available employment/training and further education opportunities • work with College to develop /strengthen short range of taster courses so people don't have to commit to something they are not sure of 	<p>New business start ups</p> <p>Employment rates</p> <p>Number of new jobs in the locality</p> <p>Local job fairs</p>

Appendix 1

Outcome	High level actions	Measure
	<ul style="list-style-type: none"> • develop communication strategy between College and organisations supporting young people on pre-college/employment courses eg Tomorrow's People, Activity Agreements • develop strategies to overcome barriers/fears that prevent young people taking advantage of opportunities out-with their immediate neighbourhoods • work with schools to establish and promote non-gender stereotypical career opportunities eg boys do construction, girls do hair and beauty. 	
<p>Developers contribute to local employment opportunities/ apprenticeships as part of their contracts</p>	<ul style="list-style-type: none"> • improve communication by local businesses and construction companies to ensure local opportunities are advertised to those working with prospective employees. Identify more flexible approaches to the Edinburgh Guarantee and put pre-Edinburgh Guarantee step in place to enable young people to be ready for it • give longer placement opportunities so people can become job ready and put more support in place • work with employers to develop more part-time work opportunities to support flexible opportunities for returners, parents/carers etc including work from home options eg - .com industry. 	<p>Number of Modern Apprenticeships</p> <p>Training and development</p>
<p>In partnership, tackled inequality issues such as living wage, discrimination, access to transport</p>	<ul style="list-style-type: none"> • monitor the take up of employment across all sectors to better understand levels of pay versus demand and opportunities available • support the Council and other organisations to promote living wage amongst employers • work with childcare providers to ensure adequate and affordable provision is widely available, especially for low earners 	<p>Pay levels in the public and private sectors</p> <p>Childcare provision</p> <p>Number of living wage employers</p>

Appendix 1

Outcome	High level actions	Measure
	<ul style="list-style-type: none">• work with local community groups and organisations to tackle all aspects of discrimination and promote equality across all employment sectors• undertake a wide-ranging study across the North West locality focussing on barriers to employment, training or further education to include transport, childcare and support needs eg carers use findings to develop an appropriate action plan.	

Health and wellbeing



The integration of Health and Social Care services in Edinburgh has been a significant step towards creating a more responsive, joined up approach to meeting the evolving demands across the city. The Health and Wellbeing outcomes will be led by the Health and Social Care Locality Manager through a group that involves a wide range of related disciplines. All involved are aware of the challenges faced across the locality in terms of

increasing population, ageing population and areas of deprivation and poverty. Working together and using resources more effectively, the group will aim to ensure health based services and activities can meet not only the growing demands but also where existing services need to adapt to better support community needs. Early intervention is at the heart of the Health and Social Care agenda and the outcomes identified by the community reflect this.

Partners include – Health and Social Care, NHS Lothian (various), The City of Edinburgh Council (various), third sector

(including Saheliya, Edinburgh Leisure, Care and Repair, Living Well North, Pilton Health Project, North Edinburgh Alcohol Collaborative, Places for People, North West Carers, Scottish Care, Alzheimers Scotland), networks and forums (including Local Opportunities for Older People network, representatives from Forth & Inverleith Voluntary Sector Forum and Western and Almond Voluntary Sector forum) and GP Practices - North West Clusters

Outcome	High level actions	Measure
<p>Accessible GP and supporting services, with appropriate time for consultation</p>	<ul style="list-style-type: none"> • it will be possible to book GP appointments at short notice (on the day), as well as future appointments • develop a health relevant communications plan highlighting where local providers and services are such as promoting alternatives to GP service • consider opportunities for GPs and practice managers to meet with communities to foster better understanding of service and customer demands • assess effectiveness of GP Practice Link Worker/Social Prescribing pilot with a view to developing the activity across both clusters. Promote the use of community pharmacies 	<p>People's perception of accessing services</p>

Appendix 1

Outcome	High level actions	Measure
<p>Better equipped services to support independent living, and help people in need of support and care to remain at home.</p>	<ul style="list-style-type: none"> • establish more effective use of new and emerging technology, and opportunities provided by new build housing, to engage patients and promote positive health • streamline Council processes to enable quicker access to decisions and budgets • improve the promotion of Direct Payments (option one) and Self Directed Support (option two) to service users and support agencies • widely publicise the partnership’s list of agencies signed up to deliver Self Directed Support • promote and recognise carers through increased support and respond to specific needs • develop appropriate way for GPs to flag/identify carers and direct them to support agencies • develop the use of day services to provide flexible and ‘wraparound’ support to their service users in times of crisis, step up/step down support. 	<p>People's perception of living independently</p>
<p>Key facilities in our communities are more accessible, affordable and welcoming and people know how to get support and access resources.</p>	<ul style="list-style-type: none"> • investigate the potential to develop local information hubs and touch points in community cafes and pharmacies • develop a North West locality website with info about health and wellbeing services • widely promote Edinburgh Voluntary Organisations’ Council’s Little Red Book • link with Place work to ensure that it addresses the needs of communities of interest, in particular people with disabilities, older people and the siting of bus stops. 	<p>Satisfaction with neighbourhood as a place to live</p>

Appendix 1

Outcome	High level actions	Measure
<p>Reduce poor mental health and isolation by providing more opportunities for social engagement, and support measures are in place to care for the range of mental health issues that exist.</p>	<ul style="list-style-type: none"> • promote and support the development of ‘The Social Cure’ approach such as our communities can provide the greatest benefits • establish a programme of intergenerational activity across the locality such as Duke of Edinburgh participants linking with various client groups • assess services providing support to vulnerable and isolated people to create a more joined-up approach, preventing overlap of provision • link to the Council’s Adult Education Programme to provide specific training, raising awareness of mental health issues and coping mechanisms • promote ‘stress control’ service and training and ‘survive and thrive group’ • promote and deliver training in complex trauma to community services and develop a toolkit for services and guidance • promote the wide-range of opportunities for people to engage in activities enhancing physical and mental wellbeing such as friends of parks groups, community gardeners, walking groups, and community cafes/hubs • work in partnership with a range of agencies and communities to support individuals affected by addictions such as alcohol and drugs • co-locate community practice nurses into GP practices. 	<p>Ratings of mental health and isolation</p>

Community safety



Led by Police Scotland’s North West Locality Commander, two distinct approaches will be taken to support the development of the outcomes as identified

by our wider North West Edinburgh communities and those at small area level, especially in the North Edinburgh small area. The North West Community Improvement Partnership will co-ordinate actions across the whole locality, and StrongerNorth will focus on the North Edinburgh small area. Integrated into both approaches is contribution from the Scottish Fire and Rescue Service (SFRS) led by the Locality Lead Station Manager based at Crewe Toll Community Fire

Station, and following the principles expressed in the SFRS Local Fire and Rescue Plan for Edinburgh, available at www.firescotland.gov.uk

Local Policing is central to the effectiveness of Police Scotland and is core to our statutory role. Partnerships are at the heart of what we do in Edinburgh and we aim to deliver excellence in service and protection, with the consent of our local communities. You can expect us to deliver that service with fairness, integrity and respect.

In April 2017, following consultation with our communities, we drafted the local Police Plan for Edinburgh which sets out the local policing priorities and objectives

for Edinburgh Division of Police Scotland for 2017-2018.

Visit: tinyurl.com/EdinburghLocalPlans

This is a one-year plan and links directly to the priorities contained in this Locality Improvement Plan.

Partners include – The City of Edinburgh Council (Children’s Social Work, Schools, Lifelong Learning, Family and Household Support, Housing Operations, Youth Justice), Education, Police Scotland, Criminal Justice, Children’s Reporter, Scottish Fire and Rescue Service

Outcome	High level actions	Measure
Our Police are accessible, approachable and involved with our communities	<ul style="list-style-type: none"> officers will strengthen the approaches to community engagement and participation across all sectors of our communities officers will regularly attend organised community meetings and organised activities/events and provide relevant information about local crime related activity 	Satisfaction with Police services

Appendix 1

Outcome	High level actions	Measure
	<ul style="list-style-type: none"> Police Scotland will continue to build on social media and other communication streams to support improved engagement. 	
<p>The resources aimed at tackling crime and anti-social behaviour can meet the demands of the whole locality</p>	<ul style="list-style-type: none"> North West Community Improvement Partnership (CIP) and #StrongerNorth will meet regularly to identify crime and anti-social behaviour trends and hot spots, consider locally determined priorities and task joint resources accordingly provide regular reports on CIP and #StrongerNorth activities at locality-wide and smaller area our fire service will work with communities to deliver home safety visits, focussing on our most vulnerable people and find appropriate ways to refer identified issues back to key agencies. 	<p>Anti-social behaviour rates</p> <p>Perception that violent crime is not common in the neighbourhood</p> <p>Satisfaction with how anti-social behaviour is dealt with</p>
<p>Our Police will work in partnership with local agencies and the community to deal with low level crime.</p>	<ul style="list-style-type: none"> establish a local community safety forum to discuss and agree local priorities for joint action, to address anti-social and criminal behaviour work together to: <ul style="list-style-type: none"> prevent young people entering statutory interventions such as looked after and accommodated children deliver local multi agency events to raise awareness of issues work together and intervene earlier to prevent escalation support a range of diversionary activities and mentoring activities such as 'Mentors in Violence' prevention and 'Rights Respecting' programmes develop Youth Engagement Partnerships (YEP) to co-ordinate and improve opportunities for diversionary activities 	<p>Satisfaction with how anti-social behaviour is dealt with</p>
<p>Initiatives to tackle long term issues such as</p>	<ul style="list-style-type: none"> effectively deliver Operation Soteria (motorbike crime) 	<p>Edinburgh People Survey:</p>

Appendix 1

Outcome	High level actions	Measure
drugs, motorbikes etc are effective and sustainable	<ul style="list-style-type: none"> • deliver events to promote and inform communities and partners of the actions being taken in respect of long-term issues • make best use of existing CIP and #StrongerNorth structures to prioritise crime and anti-social behaviour trends and hot spots, task joint resources accordingly and regularly report on the outcomes of actions taken • consult the community on the perceived impact of designated action plans to tackle the issue to inform future developments or appropriate review of strategies. 	<ul style="list-style-type: none"> • perception that violent crime is not common in neighbourhood • satisfaction with the way violent crime is dealt with • people feel safe in their Neighbourhood after dark
Our community is empowered to help promote responsible behaviours and work with key agencies to tackle local issues, sharing escalating issues and hotspots.	<ul style="list-style-type: none"> • support community-led local community safety initiatives eg Living in Harmony • work with migrant and BME communities to develop projects to address their specific needs • support local communities to establish Neighbourhood Watch • work with our communities to tackle long standing social issues such as domestic violence, drugs, and so on. • ensure community voices are represented at relevant community safety and tasking forums. 	<p>People feel able to have their say on local services and issues</p> <p>People from different backgrounds get on well together</p>

Children, young people and families



Led by the North West Communities and Families Practice Manager, the Children’s Services Management Group brings

together a wide range of senior officers and partners to review local practices, identify shared use of resources and establishing effective activities and programmes. Those involved believe communities involved in the development of the LIP have

focused on developing outcomes that will help identify innovative approaches to tackle many of the underlying barriers preventing our children, young people and their families accessing or achieving positive life based outcomes. The LIP outcomes are informed by and link directly to key city strategies and plans such as the Integrated Children’s Services Plan (ICSP), NHS Lothian strategic plan for Edinburgh, and the Health and Social Care Partnership Strategic Plan.

Partners include – The City of Edinburgh Council (Children’s Social Work, Schools, Lifelong Learning, Early Years, Family and Household Support, Psychological Services), Education (Welfare Service), NHS Lothian (Health Promotion, Public Health, Health Visiting, School Nursing), Police Scotland, third sector representatives from the Forth & Inverleith Voluntary Sector Forum and from the Western and Almond Voluntary Sector Forum and network of organisations working with children and young people.

Outcome	High level actions	Measure
Our schools are fit for the future and will support greater levels of engagement in positive activities for the wider community	<ul style="list-style-type: none"> • establish existing levels of community and organised club/sport based activities in schools across the locality • increase opportunity for community and club/sport access to school facilities • any new schools planned in the locality will be designed around the needs of the wider communities. 	<p>School building ratings</p> <p>Community bookings of school facilities</p>

Appendix 1

Outcome	High level actions	Measure
<p>There are high quality spaces for young people to play to encourage healthier lifestyles</p>	<ul style="list-style-type: none"> • any new or replacement play facility will be co-designed with young people • develop and promote opportunities to participate in sports, leisure and creative play in our indoor and outdoor facilities • invest in safe play streets where developments are managed by partners, and encourage other developers to design safer streets to encourage natural play • build on the existing network of professional/amateur/club based sports and physical activity to identify new opportunities to support greater levels of participation • work with young people to identify areas that will benefit from ad hoc play space such as hoops, outdoor table tennis etc • consider the needs of all young people, including those with protected characteristics. 	<p>Number and quality of outdoor play facilities</p> <p>Physical activity levels</p>
<p>Our families in greatest need receive good quality and early intervention support to avoid family crises, with our professional services working closer together, using joint resources to prevent escalation of potential issues</p>	<ul style="list-style-type: none"> • support capacity building of individuals and families by delivering a range of universal and targeted supportive programmes such as Incredible Years, peep learning together programme, PPP (Positive Parenting Programme), Family Group Decision Making • support primary schools to identify and address individual and collective pupil issues to ensure multi-disciplinary approaches are effective such as Support in Time (Positive Parenting) • work better together to prevent young people entering into statutory interventions such as looked after and accommodated children • ensure children are kept safe by putting in place appropriate Child Protection measures where required, and the Getting It Right For Every Child (GIRFEC) approach is adopted 	<p>Number of Looked After Children</p> <p>Participation in parenting programmes</p> <p>Adults achieving personal learning goals</p>

Appendix 1

Outcome	High level actions	Measure
	<ul style="list-style-type: none"> • work in partnership with our schools to provide support to our most vulnerable and challenging young people, particularly in relation to their emotional health and wellbeing • link in with Team Around the Cluster Improvement Plans and individual school Improvement Plans • provide home based support for those families who do not engage in programmes in schools or other centres • develop appropriate adult education based programmes, linking in with Edinburgh College and English for Speakers of Other Languages (ESOL) provision • work towards making Edinburgh a child friendly city. 	
<p>Informal activity and learning opportunities, including library membership, are affordable and accessible to every child</p>	<ul style="list-style-type: none"> • establish 'YouthTalk' (mass engagement activity) across all parts of the North West locality, to support Members of the Scottish Youth Parliament elections and alter services in response to feedback from young people, particularly seeking the views of those young people who don't otherwise engage with services • roll out 'Every Child is a (library) Member' across all primary schools and refresh at S1 induction • work with all youth providers to maximise the availability of activities and resources • build on reading challenges in both school based and community based libraries • create innovative programmes in libraries, schools and public spaces to increase participation of people with protected characteristics. 	<p>Library memberships for children</p> <p>Participation levels</p>

Appendix 1

Outcome	High level actions	Measure
<p>Our young people will leave school with suitable 'life skills' and attainment levels to help them make informed and appropriate choices</p>	<ul style="list-style-type: none">• embed group based activity within schools to support the needs of young people with physical and emotional wellbeing issues• identify and support a range of positive 'role models' to encourage positive outcomes for young people such as 'Mentors in Violence' prevention• work in partnership with a range of organisations and services to establish a 'life skills' programme to encourage broader thinking and socially responsible behaviours beyond school life• develop programmes external of school, to support young people to achieve appropriate academic/vocational qualifications• close the gap in attainment levels between schools across the locality, relevant to the city.	<p>Attainment Positive destinations Participation in life skills programme</p> <p>Duke of Edinburgh Awards</p>

Place



How we plan, use and look after the places we live in has a huge bearing on everything else we do, and will be particularly important in the North West given the volume and scale of proposed new developments as expressed in the [Local Development Plan](#). As important as planning new development is, how well we use and look after the

physical environment and this is also addressed in the LIP priorities.

The Place sub group is led by the North West Locality Manager and is currently focussed on creating a Council “Team Around the Place”, bringing together a range of Council services to deliver an integrated locality approach. The sub group will then be widened out to include other

partners and engage the community in working up and delivering the detail of the Action Plan

Council services involved are – Planning, Housing Operations, Housing Property, Housing Strategy and Investment, Waste, Parks, Greenspace and Cemeteries, Roads, Communities and Families.

Outcome	High level actions	Measure
<p>Large scale developments are better managed and consider the wider infrastructure and specific needs of our communities, including schools and other community assets</p>	<ul style="list-style-type: none"> planners and other professionals clearly explain legislative and policy drivers influencing their thinking and approaches seek and consider community views at an early stage when new developments are proposed, and explain where they are not acted on support communities to engage with developers clearly identify, track and report on Section 75 payments and developer contributions use the Local Development Plan Action Programme dynamically to establish and secure funding for actions, and regularly report progress against the programme to the community. 	<p>Community involvement and consultations in new developments</p>
<p>Our communities are better connected and have appropriate transport links and public</p>	<ul style="list-style-type: none"> highlight the importance of transport infrastructure and links in planning new developments refresh and widely communicate strategic Transport Action Plans for North and West Edinburgh 	<p>Journeys made by walking, cycling and public transport</p>

Appendix 1

<p>and community transport services fit for future use</p>	<ul style="list-style-type: none"> • actively seek and source a range of funding options to promote and provide a wide range of transport connectivity, including cars, public transport, bike and pedestrian • encourage public transport providers to engage with communities, and take community views on board when making service decisions • review take up of community transport (Council and non-Council) providing door to door access to key facilities and activities (<i>Links to Health and wellbeing</i>) • act on findings from Placemaking exercises already completed and consider carrying out Placemaking exercises in other neighbourhoods 	<p>Satisfaction with public transport</p>
<p>Our existing roads, pavements, cycle paths, public green spaces and parks are well maintained, with parks and green spaces being used more by all sectors of the community for a range of activities</p>	<ul style="list-style-type: none"> • improve Council online reporting systems to make it easy to report single and multiple issues • regularly report on repairs performance against target timescales • regularly report on the parks and green space standards achieved • provide information on roads pavements and parks capital improvement programmes • jointly prioritise and produce local capital budgets with the community such as Neighbourhood Environment Programme • develop ‘friends of’ parks groups for every park in the North West • work with ‘friends of’ parks and other community groups to target park improvements, events and activities to the needs of the local community • identify and promote opportunities for community growing and other activities • develop a programme of estate walkabouts with community groups to identify one-off and recurring issues about roads, pavements, parks and green spaces, and agree action plans to address them • act on findings from Placemaking exercises already completed and consider carrying out Placemaking exercises in other neighbourhoods. 	<p>Satisfaction with maintenance of roads, pavements and footpaths</p> <p>Road condition</p> <p>Emergency road defects made safe</p> <p>Satisfaction with public transport</p> <p>Parks and green space being used by citizens and visitors to engage in cultural and sports provision</p>

Appendix 1

		Park quality standards
Housing needs are met by providing more affordable and social rented homes	<ul style="list-style-type: none"> • release Council-owned land for house building by 21st Century Homes and other social landlords • work with other landholders to release land for social house building • enforce and report on planning conditions for developers to provide social housing • annually report on social housing units completed. 	Affordable and low cost homes are delivered
Take action to improve air quality and reduce pollution	<ul style="list-style-type: none"> • monitor air quality levels in areas with greatest congestion • consider implementation of low emission zones • support public transport providers to further reduce emission levels in their fleet • support active travel, with specific Council budgets dedicated to walking and cycling 	Air quality analysis

Small area outcomes

No individual living in the locality is immune from issues that link to poverty, health or crime. For some communities, these issues are more visible when associated with physical space, housing conditions and wider deprivation.

When developing the LIP, we used local community intelligence and additional data and research to identify specific geographical small areas within the North West. This helped those responsible for developing the LIP to work closer with these communities to reach a better understanding of why some individuals and families, often over many generations, continue to find it difficult to gain and sustain employment, leave school with poor attainment levels, suffer from poor health or may be linked with high levels of crime and anti-social behaviour. In some cases, all of these issues can be present.

When engaging with people in these areas, it is clear that the wider

community want to work with key agencies to reverse this trend.

Even at this small area level, there are still significant differences experienced by the people living within them around poverty and quality of life, as well as wider issues as identified in the Scottish Index of Multiple Deprivation (SIMD), which include health, crime, education, income, housing, and employment.

To improve the lives of those most at risk and furthest removed from positive outcomes, the LIP must identify ways to work with these communities to create long-term change. This must include shifting from managing crises to early intervention and improved support at grassroots level. It is recognised that for many issues, interventions must break down generational barriers and will be difficult. Their inclusion in the LIP is to ensure all relevant agencies and individuals recognise the importance of how we can all make better use of

existing resource and to develop initiatives aimed at lifting these communities, and over time, bring them more in line with the wider locality.

The areas identified across North West are:

- South Queensferry (Walker Drive)
- Kirkliston (Gateside)
- Clermiston and East Craigs.
- Wester Drylaw, Granton, Muirhouse, Wardieburn and West Pilton (North Edinburgh small area).

The plans below describe the high level actions separated into five themes for these small areas. As part of the next steps, detailed work plans are being developed which will support the delivery of actions in each small area. These will detail further actions, timescales and measures to track progress. The approach to measuring success is described in the 'How we will measure success' section.

Small areas - Walker Drive, South Queensferry

Working with Queensferry and District Community Council, we engaged with local residents in a series of pop up surgeries. These established the priorities for mainly physical improvements of the areas, as highlighted in the map.



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Outcome	Action
Improve waste collection and recycling	<ul style="list-style-type: none"> • review existing waste and recycling services • produce improvement proposals • identify opportunities as a result of the removal of garages • monitor ongoing issues – walkabouts etc.
Tackle littering and fly tipping	<ul style="list-style-type: none"> • carry out local publicity campaign to highlight issues and costs of clean up • identify hot spots during walkabouts • environmental wardens to prioritise local patrols and undertake appropriate action such as issue Fixed Penalty Notice where possible – Zero Tolerance • organise community litter picks • consider erecting physical barriers to prevent fly tipping where feasible.

Appendix 1

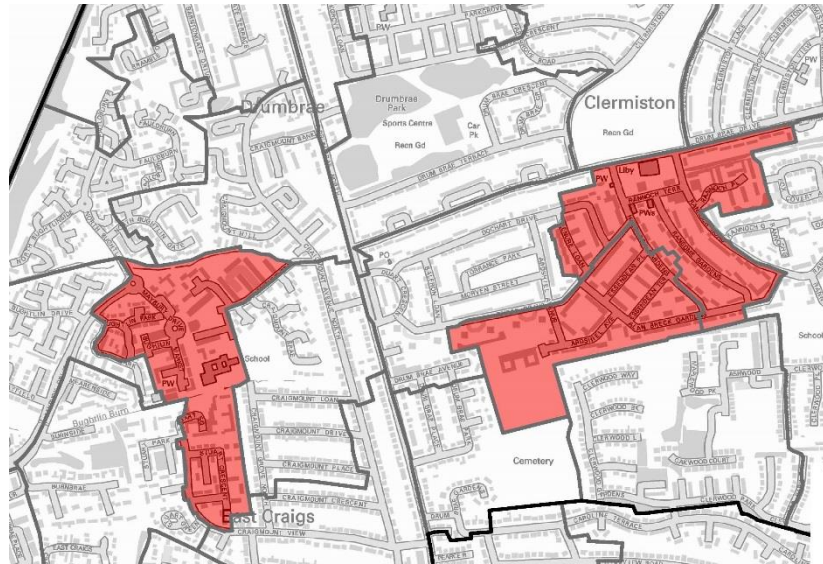
Outcome	Action
Improve condition of housing stock such as stairs and roofs	<ul style="list-style-type: none">• survey Council housing• develop improvement plan• provide information and advice to owners and tenants in multi-tenure stairs• support owners to take forward common repairs in multi-tenure stairs.
Improve area by demolishing disused garages	<ul style="list-style-type: none">• develop Neighbourhood Environment Programme (NEP) proposal• consult local residents on improvements• implement improvements.
Improve traffic and parking	<ul style="list-style-type: none">• carry out a local campaign supported by the community council and partners to highlight the issues• consider increasing parking when carrying out Neighbourhood Environment Projects• take action where vehicles are identified to be parked illegally.

Small areas – Clermiston/Drumrae

Working with Drumrae Community Council we engaged with local residents in a series of pop up surgeries. These established the priorities for mainly physical improvements of the areas highlighted to the right in the map.

East Craigs

Action plan to be developed



Outcome	Action
Concerns about levels of youth based anti-social behaviour in the area addressed	<ul style="list-style-type: none"> • establish levels of crime and anti-social behaviour reported • target enforcement action in appropriate cases • link to diversionary activities in Clermiston/Corstorphine. • monitor ongoing levels of youth anti-social behaviour at North West Community Improvement Partnership (CIP) • carry out community safety perception survey.
Drug related issues (crime and dealing) tackled	<ul style="list-style-type: none"> • establish level of reported activity and review actions • publicise Crimestoppers for anonymous reporting • housing patch officers to note suspicious activity and forward concerns raised by residents • eviction action taken against Council tenants convicted on drugs charges • monitor crime statistics at North West CIP.

Appendix 1

Outcome	Action
More policing	<ul style="list-style-type: none"> • Police to attend community council and other local meetings • present local crime report to these meetings.
Reduce inconsiderate and illegal parking	<ul style="list-style-type: none"> • carry out a local campaign supported by the community council and partners to highlight the issues • appropriate action taken where vehicles are identified to be parked illegally • consider increasing parking when carrying out Neighbourhood Environment projects.
Reduced dog fouling	<ul style="list-style-type: none"> • environmental wardens to prioritise local patrols and undertake appropriate action – such as issue Fixed Penalty Notice where possible – Zero Tolerance • research initiatives/methods (used in Scotland) to see where actions have identified longer-term impact and overall reductions • engage with local community groups and organisations to create imaginative localised campaign/ investigate sponsored bags to be widely available (No Excuse) • promote how the issue affects the community and in particular young people – health risks etc. • report back to community council and local groups on the complaints received and Fixed Penalty Notices issued.
Improved Clermiston Park and play areas within it	<ul style="list-style-type: none"> • establish/support ‘friends of’ park group to consult locally on potential improvements • where changes are proposed, children and young people will be involved in the design aspect • report outcomes of annual Parks Quality Standard survey to the community council and ‘friends of’ group • discuss with residents in immediate area the possibility of installing play equipment in planned back green improvements.

Appendix 1

Outcome	Action
Improved roads and pavements	<ul style="list-style-type: none"> • publicise local roads and pavements scheduled for improvement in Council's Roads and Footpaths Capital Programme • carry out regular walkabouts with the community council and community representatives to identify faults • provide regular updates to community council on progress of repairs • identify particularly bad areas for inclusion in Neighbourhood Environment Programme.
Tackle fly tipping	<ul style="list-style-type: none"> • identify hot spots during walkabouts • consider erecting physical barriers where feasible • environmental wardens patrol hotspots and take action against fly tippers if possible • carry out local publicity campaign emphasising the affect and cost of clean ups.
Our children and young people will feel more involved and engaged in positive activities	<ul style="list-style-type: none"> • introduce the YouthTalk (mass engagement) model to capture views and opinions of young people and involve a minimum of 50% of agreed age group • develop a Youth Engagement Partnership (YEP) to introduce and improve activity across Clermiston/Corstorphine • Make links between Drumbrae Library Hub, the Rannoch Centre and the Edinburgh Leisure centre to ensure overlap of service is avoided, potentially improving the spread of activity • investigate other bodies accessing the Drumbrae Hub when not used by the Council.

Small areas – Gateside (Kirkliston)

Working with Gateside Tenants’ and Residents’ Association, we engaged with local residents in a series of pop up surgeries and home visits. These established the priorities for mainly physical improvements of the areas as highlighted in the map.



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Outcome	Action
Reduced levels of youth based anti-social behaviour in the area, particularly around drinking	<ul style="list-style-type: none"> • establish levels of crime and anti-social behaviour reported • target enforcement action in appropriate cases • dedicated Life Long Learning resource to establish suitable diversionary activities • monitor ongoing levels of youth anti-social behaviour at North West Community Improvement Partnership (CIP) • carry out community safety perception survey.
Reduced traffic and parking issues across the estate	<ul style="list-style-type: none"> • review entry/exit point at Gateside Road and consider options to improve it • carry out a local campaign supported by tenants and Residents Association and partners to highlight the issues • create marked-up parking bays within the estate • review speed limits throughout estate • identify locations to put in physical barriers to stop illegal parking

Appendix 1

Outcome	Action
	<ul style="list-style-type: none"> • take action against vehicles parked illegally.
Reduced dog fouling	<ul style="list-style-type: none"> • environmental wardens to prioritise local patrols and undertake appropriate action – such as issue Fixed Penalty Notice where possible – Zero Tolerance • research initiatives/methods used in Scotland to see where actions have identified longer term impact and overall reductions • engage with Gateside Tenants and Residents Association to create imaginative localised campaign / investigate sponsored bags to be widely available (No Excuse) • promote how the issue affects the community, particularly young people eg health risks • report back to Gateside Tenants and Residents Association on the complaints received and Fixed Penalty Notices issued.
Improved condition of roads and pavements in the estate	<ul style="list-style-type: none"> • publicise local roads and pavements scheduled for improvement in Council's Roads and Footpaths Capital Programme • regular walkabouts with Gateside Tenants and Residents Association to identify faults • regular updates to Gateside Tenants and Residents Association on progress of repairs • identify particularly bad areas for inclusion in Neighbourhood Environment Programme.
Improved play areas and facilities for children in the estate	<ul style="list-style-type: none"> • complete improvements to play park • support Gateside Tenants and Residents Association in funding bids for other projects.

Appendix 1

Outcome	Action
Improved most neglected areas such as Pikes Pool to transform into community asset	<ul style="list-style-type: none">• agree which area(s) to prioritise• work up improvement plans and secure funding• improvements in place.
Reduce unemployment and skills gap on the estate	<ul style="list-style-type: none">• link with Edinburgh College to develop suitable skills development opportunities• develop local communications methods to promote education, training and employment opportunities• identify opportunities to provide outreach based training and education provision through Life Long Learning service.
Increased community participation	<ul style="list-style-type: none">• develop a regular programme of walkabouts, involving a range of partners alongside the community• establish a new electronic mailing system (in accordance with data protection) to support greater levels of communication between agencies and the community• housing patch officer to co-produce and deliver a regular estate newsletter with Gateside Tenants and Residents Association.

Small areas – North Edinburgh

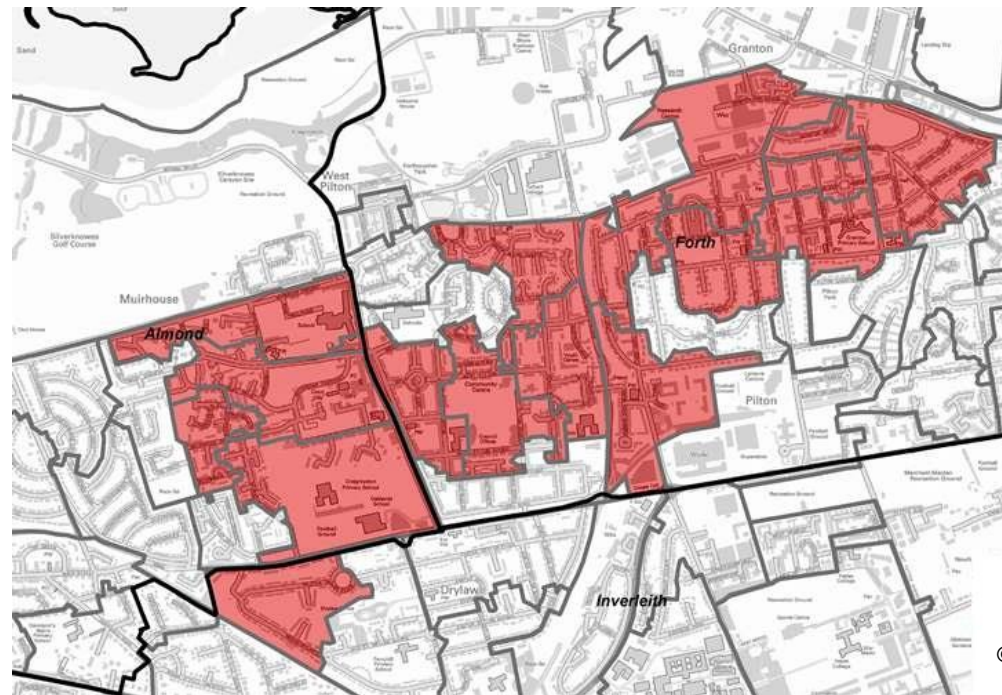
The North Edinburgh small area is by some margin the largest and has the most long-standing and endemic issues to be addressed within the North West. It also has a proud and long standing history of community activism, stemming from tenants' and residents' groups in playing a key partnership role in regeneration initiatives and the Pilton Social Inclusion Partnership. This rich history provides the perfect basis for continuing the active engagement of the community in defining issues and co-producing solutions. Community Action North (CAN), a local SCIO (Scottish Charitable Incorporated Organisation) has been commissioned by the North West LIP project team to canvas the views and aspirations of North Edinburgh residents, community groups and activists for design and delivery of the North Edinburgh Small Area Action Plan.

CAN has produced a report, [People Powered Community](#) outlining their initial findings, both against the themes already

identified in the LIP and a number of cross-cutting issues which they feel are vital to address genuine joint working as a partnership of equals. Initial discussion with CAN and a steering group of residents has focussed on the cross-cutting issues, and a number of early actions have been identified as detailed in the early draft of the action plan below.

Given this commitment to co-production, the North Edinburgh Small Area Action Plan is therefore at the earliest stages of production, and the version included below is presented as an early draft of the work in progress which will be updated in future versions of the LIP. By its nature, it will be a dynamic document, reflecting the commitment of all parties to

working co-operatively to make sustainable changes on the ground, to meaningfully improve North Edinburgh residents' lives.



Appendix 1

Outcome	Action
Residents and service providers share values and understand each other's perspectives	<ul style="list-style-type: none">• establish a series of engagement events – formal and informal• support training for community representatives.
Address the community's cross-cutting issues	<ul style="list-style-type: none">• Short-life working groups to be established including:<ul style="list-style-type: none">○ child care/crèche provision○ information and communications
Establish forum for development and monitoring of action plan	<ul style="list-style-type: none">• support Community Action North• involve a wide range of community voices• agree key roles and responsibilities and lines of accountability.

How we will measure success

The locality wide and small area plans in sections 5 and 6 contain a strategic description of high level actions and possible measures. This will be underpinned by workplans which set out detailed actions, timescales and the key measures that will demonstrate how change is taking place in each locality, forming the basis of the performance framework. These more detailed workplans will form the basis of monitoring progress allowing scrutiny of areas of success and areas of improvement and will be subject to regular review.

An Annual Progress Report will also be produced evidencing progress on delivering the outcomes in the plan, based on the output of the continuous monitoring and scrutiny, and will be presented to Council Committee and partner governance bodies for further scrutiny and approval.

The core principles and methods for monitoring progress and performance reporting are set out as follows:

Principles

- 1 Easy to access and understand**
Information on how each outcome is progressing needs to be readily available, regularly maintained, clearly laid out and free of jargon.
- 2 Focused on outcomes as well as outputs**
The aim of monitoring information is to measure the difference made to local people and communities and not just changes made to services.
- 3 Alignment with other strategic aims**
The partners' progress towards achieving the outcomes must be consistent with their own established strategic aims. This is to ensure that the services are working towards clearly aligned goals and are monitoring their work in a consistent way.

Methods

- 1 Workplans**
A set of more detailed plans relating to the outcomes and associated actions will allow monitoring of the partners' activity and progress towards achieving our shared goals.
- 2 Regular performance reports**
These will detail progress towards achieving the outcomes. They could include actions, key performance indicators, case studies and customer research to give a balanced view on progress. These reports will form the basis for the Annual Progress Report.
- 3 Annual Progress Report**
Progress in achieving the outcomes for the locality and small areas will be reported annually to Council Committee and partner governance bodies.

Further information and contacts

Key contacts

Further information about this plan is available by contacting the North West locality team:

- email northwest.locality@edinburgh.gov.uk
- telephone 0131 529 5050 and ask to speak to the Locality Manager or the Lifelong Learning Service Manager.

Links to strategies and plans

The Locality Improvement Plan links with a range of existing strategies including:

The City of Edinburgh Council

Business Plan

www.edinburgh.gov.uk/businessplan

Local Development Plan

www.edinburgh.gov.uk/localdevelopmentplan

The Edinburgh Partnership

Children's Services Plan

www.edinburgh.gov.uk/childrenservicesplan

NHS Lothian

NHS Lothian Strategic Plan 2014 - 2024

www.nhslothian.scot.nhs.uk/StrategicPlan

Edinburgh Integration Joint Board

Edinburgh Health and Social Care Partnership Strategic Plan

www.edinburgh.gov.uk/healthstrategicplan

Police Scotland

Local Police Plans 2017 - 20

www.tinyurl.com/EdinburghLocalPlans

Scottish Fire and Rescue Service

Local Fire and Rescue Plan for the City of Edinburgh 2014-2017

www.firescotland.gov.uk/SFRS_LocalPlan_CityofEdinburgh.pdf

Edinburgh Voluntary Organisations' Council and Volunteer Centre Edinburgh

Everybody's Edinburgh

www.evoc.org.uk/about-evoc/everybodys-edinburgh-third-sector-manifesto

Community Action North

http://www.edinburghnp.org.uk/media/19677/PPC_REPORT_JU_L17_2.pdf

Equalities statement

Locality Improvement Plans set out our commitment to promoting equality and diversity. An Integrated Impact Assessment (IIA) and Strategic Environmental Assessment (SEA) have been carried out, enabling all partners to meet their legal duties to consider equality, human rights, sustainability and

the environment. The assessments ensure that the planned services and policies promote equality of opportunity, eliminate discrimination and harassment, and promote good relations between those with protected characteristics and those with none. They also allow broader inequalities to be addressed,

ensuring that the needs of all people are met.

For further information or to view a copy of the assessments please contact: northwest.locality@edinburgh.gov.uk

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North East Edinburgh Locality Improvement Plan 2017-2022

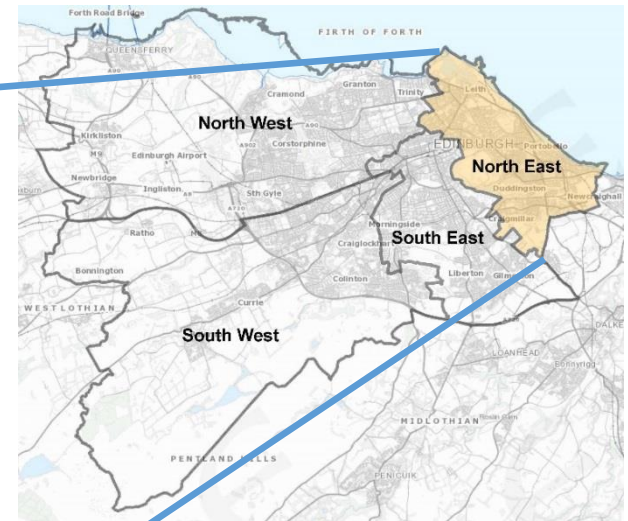
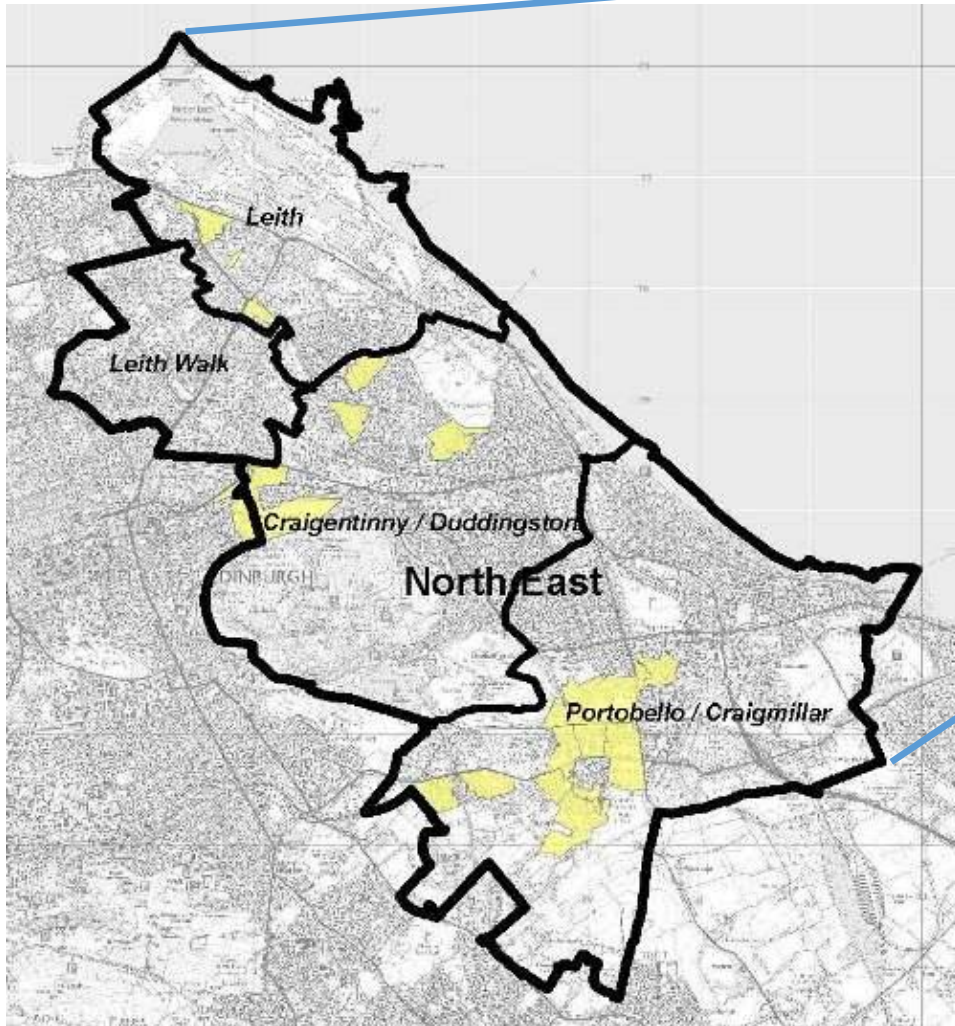


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North East locality map including small areas



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Introduction

Welcome from the North East Locality Leadership Team.

We are delighted to present the first North East Edinburgh Locality Improvement Plan 2017 - 2022.

This plan builds on the past successes and good practice of Craigentinny & Duddingston Neighbourhood Partnership, Leith Neighbourhood Partnership, Portobello & Craigmillar Neighbourhood Partnership and their Local Community Plans.

This plan will help those people who are in greatest need, and focuses on how we can help prevent issues from taking place or getting involved to help resolve them.

It sets out:

- priorities for improving the area over the next five years

- actions that will be carried out in the short, medium and long-term
- our commitment to target our shared resources in the most effective way to tackle inequality.

In developing the plan, we spoke with people across the locality, as well as within smaller targeted areas, about what would make the area better and what we need to do to achieve this. This allowed us to identify the outcomes and priorities that will make a real difference to the lives of the people in the locality.

The plan brings our communities even closer together with local service providers, to plan and deliver better services which meet the needs of the people who use them.

We will continue to speak with local people and our partners and update this plan, and

the priorities, as well as report on our progress.

Our partners in the North East Locality Leadership Team are:

- The City of Edinburgh Council
- Police Scotland
- NHS Lothian
- Health and Social Care Partnership
- Scottish Fire and Rescue Service
- Voluntary Sector Forums in the North East (Voluntary Organisations in Leith Together, Portobello and Craigmillar Voluntary Sector Forum and voluntary organisations in Craigentinny and Duddingston)
- Edinburgh College
- Edinburgh Voluntary Organisations' Council
- Skills Development Scotland.



Context

Community planning

Community planning is the process by which councils and other public bodies work with local people, businesses and voluntary groups to plan and deliver better services to improve the lives of people who live in their community.

In Edinburgh, the city's community planning partnership where community, public and third sector come together is collectively known as the Edinburgh Partnership.

Over the last 10 years, communities have identified their own priorities through Local

Community Plans and have worked with service providers to improve their communities.

The most recent Local Community Plans ran from 2014 – 2017.

During that time, many organisations changed to working across four localities in the city, to manage their services within the same boundaries.

The Community Empowerment (Scotland) Act 2015 also changed community planning in Scotland.

The Act gives local people more say in how public services are planned, designed and delivered. The Act requires public bodies to:

- identify and improve outcomes in the geographical areas which experience the greatest inequality
- prepare and publish Locality Improvement Plans to deliver better outcomes on the agreed priorities
- review and report publicly on progress and revise and update the plans as appropriate.



North East locality

The North East locality is an extremely diverse community of different age groups, ethnic backgrounds, housing and living standards and varying levels of employment, health and income.

The locality has the highest number of residents who live in low income households compared to the other three localities in Edinburgh.



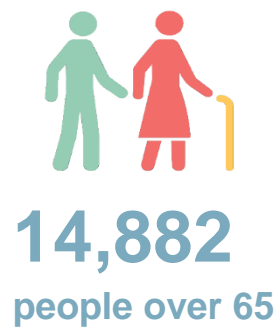
The North East has the highest number of children (26%) in the city living in low income households. One in four children



compared to the city average of one in five. In addition, 27% of the city's total numbers of 'looked after children' live in the North East.

School attendance in North East primary and secondary schools is below both the citywide target and current average. For secondary schooling, the locality has the lowest attendance rates compared to the other localities.

The Portobello/Craigmillar ward has the highest number of adults in the city with no qualifications (28%) and only one sixth of all Edinburgh jobs are in the North East locality.



Often a combination of these issues impacts on peoples' quality of life. This leads to increased levels of inequality. The plan will tackle this inequality by creating greater opportunities for all.



The North East locality will face a number of opportunities and challenges in the coming years.

Opportunities

Over the next five years, these will include:

- major regeneration/development projects, including the St James Quarter, the Waterfront, the Leith Community Hub and Edinburgh BioQuarter
- large student housing growth
- potential extension of the trams to Newhaven



- a diverse economy of health, retail, business, public and hospitality sectors
- an increase in the number of Community Link Workers to better support more people experiencing health inequalities

Challenges

Over the next five years these will include:

- large numbers of adults without qualifications, leading to higher levels of unemployment
- projected to be the second fastest growing locality with 9% growth by 2022 mainly focussed in Leith and Craigmillar
- lowest rate of owner-occupation (53%) combined with a high rate of tenement properties (75%)
- highest percentage of people with long-term health problems that limit day-to-day activity.

A key aim of this plan will be to realise and maximise the benefits from the range of opportunities that present themselves across the locality over the next five years, whilst being prepared to meet the challenges in partnership and with an integrated and prepared approach.



Engaging with our communities

We are continuing to build a better understanding of the needs and aspirations of our communities.

This plan aims to deliver the kind of area that everyone wants to live and work in.

We asked people what were the most important priorities to them. People told us that they want an area where:

- **all our young people reach their full potential**
- **people have more opportunities for work and affordable leisure facilities**
- **people feel part of their community**
- **the most vulnerable are supported and protected**
- **loneliness and isolation are reduced**
- **the impact on children living in poverty will be reduced**
- **there is a vibrant and thriving community that is strong, clean, green, safe and healthy.**

To do this, service providers and local people need to work together and focus on identifying issues earlier and delivering solutions in partnership.

To develop the plan, we asked local people for their views across five main themes: place, health and wellbeing, children, young people and families, community safety, and economy and employability.

We made it easy for people to have their say and spoke to people who would not normally get involved. We did this with an online survey, face to face conversations with people including on the street, in sheltered housing accommodation and in care homes. We also made extra effort to collect the views of young people, ethnic minority communities and other often under-represented groups by visiting mosques and the travelling people site.

We spoke with people living and working in smaller geographic areas identified as experiencing the greatest inequality.

Tackling the issues that will make a real difference in these specific areas will be a priority going forward.

Views from more than 2,000 individuals and groups were gathered and considered alongside other feedback such as the findings from the Police Scotland survey, 2050 City Vision, Edinburgh Children's Services Plan and the Edinburgh People Survey, and then used to develop the final plan.

We want local people to continue to be involved in shaping the development of this plan and will therefore continue to consult with communities to ensure that the actions delivered are successful.

For information on how to get involved, or to find out how to join a local community group, your community council or take part in local volunteering opportunities, please get in touch with us at northeast.locality@edinburgh.gov.uk



Locality wide outcomes

The outcomes are set out under the five themes of economy/employability, place, community safety, children, young people and families, and health and wellbeing. Under each theme, we have set out the outcomes, high level actions and possible measures below. The measures provide an indication of what may be possible in measuring progress. These measures, along with outputs, timescales and resources to deliver the actions and achieve better outcomes are set out in accompanying work plans, which are being developed and are described in the 'How we will measure success' section. In order to best realise success and meet the outcomes set out in the Plan, there will be crossover and close links between the five themes and the work plans. None will sit in isolation, but will be tackled in an integrated partnership approach.

Economy/employability



As the North East locality has a higher than average level of unemployment and a higher number of adults without qualifications, this leads to higher levels of poverty, inequality and disadvantage within communities and across vulnerable sections of society.

Organisations will work together to target, tailor and integrate support for these individuals. As a result, the plan will ensure that residents have the skills, aspirations and knowledge to secure sustainable employment whilst improving the general economic health of the area.

There are also many opportunities for growth in the North East locality including in particular the Bio Quarter and development

of Business Parks in the area. We will work with business to create, promote, and unlock these opportunities for all sections of society, regardless of personal circumstances. By working in partnership, we will ensure that opportunities meet the needs of both businesses and the community in which they operate.

Partners include – The City of Edinburgh Council, Fort Kinnaird Recruitment and Skills Centre, Volunteer Centre Edinburgh, Jobcentre Plus (Department of Work and Pensions), Edinburgh College, schools, local businesses, Skills Development Scotland, NHS Lothian, Joined Up for Jobs network, representatives from Voluntary Sector Forums in the North East and other voluntary organisations, North East community.

Outcome	High level actions	Measure
<p>Improve support to help increase access to apprenticeships, training and skills opportunities for all ages</p>	<ul style="list-style-type: none"> • ensure career and vocational guidance is available for all ages • work with colleges, universities and training providers so training is flexible to meet the learners' needs • bring all information from providers and organisations together in one place • embed career advice into education • use volunteering to help people gain skills and training to help them get into work • provide mentoring opportunities within organisations • improve engagement with the business community and business forums to generate new training and employment opportunities 	<p>Positive destinations for school leavers</p> <p>Number of modern apprenticeships</p> <p>Unemployed people supported into learning</p>
<p>Increased affordable, flexible and accessible childcare options</p>	<ul style="list-style-type: none"> • find where childcare is provided and ensure this it is flexible to meet needs • deliver training for those willing to work in childcare to meet the demands of a growing workforce • identify routes back to work for parents and creative solutions for childcare • review of “Making it Work” to learn from delivery of support service • work with employers to change attitudes to flexible working, so more people can apply for jobs • provide more and better access to information and support for parents. 	<p>Number of hours of free early learning and childcare provision</p>



Outcome	High level actions	Measure
Improved communication about support services and work opportunities	<ul style="list-style-type: none"> • work with existing networks to map out relevant support services, and work opportunities • identify tools to communicate – work with local people/organisations • deliver more face to face communication with the community, tailor support and use social media • work with employers to consider how employees can be supported and given opportunities to progress • ensure that communications reach under-represented groups – work with community champions. 	Unemployed people supported into work
Reduced structural and individual barriers to employment	<ul style="list-style-type: none"> • increase partnership working between employability organisations • provide regular opportunities for information events/exchanges between partner organisations to improve employability services • identify one location within Leith for an employability drop in service • improve access to employability support for the community. 	Unemployment rates
Increased investments in the locality	<ul style="list-style-type: none"> • maximise the investment and employability opportunities presented through developments ie BioQuarter, business parks • develop “Joined Up For Business” approach to ensure skills and training meets business needs • develop North East offer for inward investment including targeted investment in digital industry • develop tourism opportunities in the North East locality to create jobs and diversify the city tourism offer. 	Number of new jobs in locality Investment in locality



Health and wellbeing



Our priority outcomes for improving health and wellbeing in the North East locality will help to make sure that the right care is delivered in the right place at the right time for people. The work covers the support and services which help to maintain or improve physical and mental health and wellbeing, as well as to prevent poor health in the future. We all value good health and want to live in a place that provides a variety of activities

and services in locations that can be accessed easily. A healthier community is a happier community.

Working in the locality model, we will focus on people and ensure that health and wellbeing is at the core of everything we do. By working with people who live and work in the area, we will build on local opportunities, activities, supports and services and current best practice. We will also work together to provide creative solutions so we can all maintain, improve or restore our health.

Partners include - Police Scotland, Scottish Fire and Rescue Service, The City of Edinburgh Council, NHS Lothian, Scottish Ambulance Service, Edinburgh Health and Social Care Partnership, GPs, Primary Care Community link workers, education (including universities), Edinburgh Voluntary Organisations Council, Voluntary Sector Forums in the North East and local network groups and third sector organisations, North East community.

Outcome	High level actions	Measure
Reduced loneliness and social isolation	<ul style="list-style-type: none"> • work with existing networks to map out relevant support services, community activities and social groups to inform people who live and work in the area about them • work with local partners to develop the best ways to identify early those people at risk and support them so they can access local opportunities • work with partners to identify the local needs of vulnerable groups and those barriers which may prevent them from accessing services and put in place potential solutions that build on community strengths • partner with local people to better understand their experiences using existing support services through a variety of innovative techniques such as data, stories, action learning and co-design. 	Ratings of social isolation



Outcome	High level actions	Measure
Increased physical activity	<ul style="list-style-type: none"> • enable those partners who are committed to increasing physical activity levels to network, share best practice and agree and deliver coordinated actions • map out what physical activities are currently provided and who uses them to identify any duplication and gaps for particular groups • develop and implement a physical activity awareness campaign with outcomes focused on moving more, taking part in physical activities and exercising • work with partners to identify the local needs of vulnerable groups and those barriers which may prevent them from accessing services, and put in place potential solutions that build on community strengths and existing assets • work with partners to increase access to free and low cost leisure opportunities. 	<p>Levels of physical activity</p> <p>People's perception of own health</p>
Improve access to health and support services	<ul style="list-style-type: none"> • map community resources for health and wellbeing and develop and implement a strategy for keeping information up-to-date and accessible • improve communication and engagement with all vulnerable groups • develop clear ways for referrals to be made to community services, as well as good practice for letting people know what's available • work with partners to identify local needs, and the barriers stopping people from accessing the services and put in place potential solutions that build on what's already available in the community • work with local people, GP practice staff, pharmacies and third sector organisations to share best practice and learn from one another • develop and implement new ways of working based on learning from the Long Term Conditions Team, House of Care, Headroom, Link Worker projects and work with GPs and community pharmacies. 	<p>People's perception of accessing services</p>



Community safety



We have spoken with communities, individuals and community safety service providers within the locality and identified these priorities.

The Police Scotland Edinburgh Division divisional priorities for 2017 are:

- acquisitive crime

- public safety
- anti-social behaviour
- serious and organised crime
- terrorism and domestic extremism.

These were identified through the local response to the Your View Counts survey, which empowered local communities to inform the Police of their concerns. These have been incorporated with the North East locality engagement

to identify the priorities in this plan which makes the best use of joint working, prevention and intervention locally within the North East.

Partners include – Police Scotland, The City of Edinburgh Council, Scottish Fire and Rescue Service, NHS Lothian, third sector organisations including Women’s Aid and representatives from Voluntary Sector Forums in the North East, North East community.

Outcome	High level actions	Measure
Tackle hate crime and intolerance	<ul style="list-style-type: none"> • build stronger relationships with minority groups • promote multi-cultural events in the community • carry out a local campaign or “week of action” to promote harmony and belonging in the community • encourage the reporting of hate crime and advertise remote reporting sites • encourage a pro-active approach by the wider community to report hate crime 	<p>Hate crime rates</p> <p>Number of remote reporting sites</p>
An area where communities feel safer	<ul style="list-style-type: none"> • carry out environmental assessments with the local community • create a social media strategy • deliver joined up surgeries, patrols and multi-agency events • increase local area focus such as days of action • deploy CCTV resources based on intelligence 	<p>Perception that violent crime is not common in neighbourhood</p> <p>Satisfaction with the way violent crime is dealt with</p>

Outcome	High level actions	Measure
	<ul style="list-style-type: none"> improve the engagement with local groups such as community councils, residents' associations, voluntary sector organisations and community groups work in partnership to tackle emerging trends and current local issues 	People feel safe in their Neighbourhood after dark
Tackle anti-social behaviour	<ul style="list-style-type: none"> ensure key information is shared between relevant partner agencies develop a joint approach towards early and effective intervention make use of restorative justice practices in dealing with offenders promote citizenship and good behaviour to young people such as the use of role models engage with the community to identify alternative solutions to anti-social behaviour make full use of anti-social behaviour and housing legislation to target persistent offenders. 	Hate crime rates Number of remote reporting sites
Domestic abuse will be addressed	<ul style="list-style-type: none"> promote domestic abuse awareness training to front line service providers identify gaps in and promote local support services for victims of domestic abuse. 	Domestic abuse rates Satisfaction with the way domestic abuse is dealt with Number of remote reporting sites
Alcohol and drugs misuse and associated issues will be addressed	<ul style="list-style-type: none"> address community concerns and the associated issues with overprovision of alcohol in North East Edinburgh target gaps in provision of support services available to people with drug and alcohol problems 	Timely treatment for substance misuse



Outcome	High level actions	Measure
	<ul style="list-style-type: none"> • support the community to report concerns and provide information regarding drug dealing and alcohol sales to young people • produce a co-ordinated strategy to deliver drug and alcohol education to young people and adults. 	Alcohol related hospital admissions



Children, young people and families



It is the vision of the Edinburgh and Young People Partnership that “Edinburgh’s children and young people enjoy their

childhood and achieve their potential”. Aligned to this vision are five outcomes that sit at the heart of the Integrated Children’s Services Plan:

- every child will have the best start in life
- children and young people’s attainment and achievement gaps will be reduced

- every child and young person will have good health and wellbeing
- poverty and inequality amongst children and young people and their families will be reduced
- children and young people and their families and their communities will be empowered to improve their wellbeing.

Children, young people and their families are the heart of our community. In North East Edinburgh, we want to increase the opportunities for families so that their children enjoy their childhood and reach their full potential. We believe that improving outcomes for children and

their families has a positive impact on the whole community, both now, and for the future. The Children’s Services Management Group will be responsible for coordinating and integrating services to children, young people and their families in the locality.

Partners include – The City of Edinburgh Council, Police Scotland, NHS Lothian, Health & Social Care Partnership, schools, Edinburgh Leisure, third sector representatives from Voluntary Sector forums in the North East and networks of organisations working with children, young people and families, North East community.

Outcome	High level actions	Measure
Improved access to learning for all	<ul style="list-style-type: none"> • pilot ways to involve hardly reached families in lifelong learning such as maximising engagement with parents • map lifelong learning activities and promote opportunities across the community and service providers • create alternative curriculums – maximise creative, alternative, flexible opportunities for young people to stay in school • implement “Inclusive Practice” across all schools • implement the Youth and Children’s Work Strategy with initial dedicated support from the North East Locality Youth Development Worker 	<p>Literacy and numeracy levels</p> <p>Attendance rates at school</p> <p>School leavers positive destinations</p>



		Unemployed people supported into learning
Reduced risk of harm to all children, young people and families	<ul style="list-style-type: none"> • deliver joint awareness raising training of domestic abuse and coercive control across all services and partners locally • roll out “Mentors in Violence Programme” across all high schools in the locality • work with partners to enable vulnerable families in crisis to remain in their locality/community • make sure that staff are trained and deliver parenting programmes • provide early support to families when needed. 	Number of Looked After Children Domestic abuse levels
Improved emotional and mental health of children, young people and families	<ul style="list-style-type: none"> • ensure all North East schools are involved with “Growing Confidence” work • implement new initiatives to support the emotional wellbeing of children and young people such as “Well Being Academy Model” • increase staff awareness so they can better respond to emotional distress and increase staff capacity such as joint upskilling of staff • deliver a mental health awareness raising conference for young people linked to Mental Health Awareness Week. 	Children and Adolescent Mental Health Service waiting times Psychological Therapy waiting times Levels of wellbeing
All children, young people and families are more meaningfully included in their communities	<ul style="list-style-type: none"> • expand the “Youth Talk” engagement model across the locality • remove barriers that prevent young people from participating fully in their communities • work in partnership with the third sector to develop effective tools to seek the views of children and young people • pilot an inclusion/participation project that celebrates diversity 	Youth participation Facilities and activities for children and young people



	<ul style="list-style-type: none"> • provide opportunities for local people to input into the proposed future development of Castlebrae High School 	<p>Satisfaction with neighbourhood as a place to live</p>
<p>Increased access to high quality affordable play and leisure activities</p>	<ul style="list-style-type: none"> • scope play and leisure activities/provision across the locality • identify and promote good practice/low cost, sustainable projects such as buggy walk, Stravaigan • work with private leisure providers to increase access • develop and promote opportunities to participate in sports, leisure and creative play 	<p>Satisfaction with sports and leisure facilities run by Edinburgh Leisure</p> <p>Number and quality of outdoor play facilities</p> <p>Cultural event or venue attendance</p> <p>Attendance at sport and leisure facilities</p>



Place



We want people living in North East Edinburgh to feel proud of and connected to the place where they live and to feel

invested in the future of their local area. This is especially important given the volume and scale of the new developments planned for the area and the projected increase in population which the regeneration will bring.

Through our provision of key environmental services such as housing,

infrastructure development, roads, pavements, parks, planning, waste collection and street cleaning, we want to create a place where:

- people want to spend time to work and play
- there is a sense of community pride
- people are involved and feel ownership for the place they live
- it is well maintained with quality housing and pleasant public spaces
- there is a quality, safe, clean and green environment which is sustainable for the future

By working together in partnership, we can achieve this, and will be more able to influence and shape our neighbourhoods so that they better meet the needs of local people.

Partners include – The City of Edinburgh Council, community councils, third sector organisations, “Friends of” groups, residents’ and tenants’ associations, housing associations, schools, Voluntary Sector Forums in the North East, North East community.

Outcome	High level actions	Measure
Cleaner area	<ul style="list-style-type: none"> • provide information to new residents such as information pack for new residents on collection dates and how to use environmental and waste services • plan and deliver community clean up days • plan a programme of activity with the community, local groups and voluntary organisations to encourage ownership and promote local pride • early engagement with targeted intervention for young people through school projects and education eg eco school initiatives • develop ‘Litter Prevention Action Plans’ • develop ‘Air Quality Action Plans’ for air quality management areas. 	<p>Satisfaction with street cleaning</p> <p>Cleaning Industry Management Standards (CIMS) street cleanliness scores</p> <p>Air quality standard</p>

<p>Improve the built environment</p>	<ul style="list-style-type: none"> • consult the community to develop a locality prioritised resurfacing programme • deliver a more coordinated programme of works through early planning with other services and partners • consider the impact on transport corridors when programming maintenance and/or improvement activity, particularly in areas of regeneration • promote active travel, public and community transport options • deliver agreed community led environmental improvements eg the London/Portobello Road Street Audit Improvement Plan • provide advice and guidance on household fuel bills and energy efficiency 	<p>Satisfaction with maintenance of roads</p> <p>Road Condition Index</p> <p>Journeys made by walking, cycling and public transport</p>
<p>Communities are given more say on how budgets are spent</p>	<ul style="list-style-type: none"> • improve the information, data and opportunities so that communities can influence the decision-making processes • ensure targeted groups are engaged and involved in the decision-making process. 	<p>Residents feel they have a say on local issues</p> <p>Council's discretionary budget allocated through participatory budgeting</p>
<p>Developments better reflect the needs of our communities</p>	<ul style="list-style-type: none"> • ensure developments are future proofed with appropriate infrastructure to support population increase • encourage active community input throughout locality wide development and improvement programmes • maximise the community benefits through the planning process • involve the community in ensuring access to quality play areas and green spaces • work in partnership with developers, registered social landlords and other partners to deliver more affordable housing 	<p>Residents feel they have a say on local issues</p> <p>Satisfaction with parks and green spaces</p> <p>Affordable homes are delivered</p>



<p>Better and increased use of community assets</p>	<ul style="list-style-type: none"> • improve the ways to support community ownership • identify and maximise the opportunities for asset transfer under the Community Empowerment (Scotland) Act 2015 • develop better joint working between service providers and environmental community groups such as friends of parks • identify land suitable for community growing initiatives • increase use and access of local facilities for the community and partners eg libraries, community centres 	<p>Local assets ownership by communities within the locality</p> <p>Use of buildings for community activity</p>
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Small area priorities

In addition to the locality wide outcomes, it is recognised that there are communities that experience a higher level of inequality. Local data on deprivation and poverty rates were analysed and mapped to assist in identifying smaller geographical areas within the North East locality where people experience higher levels of disadvantage.

These small geographical areas include:

- Greater Craigmillar - Bingham, Magdalene, Niddrie and The Christians

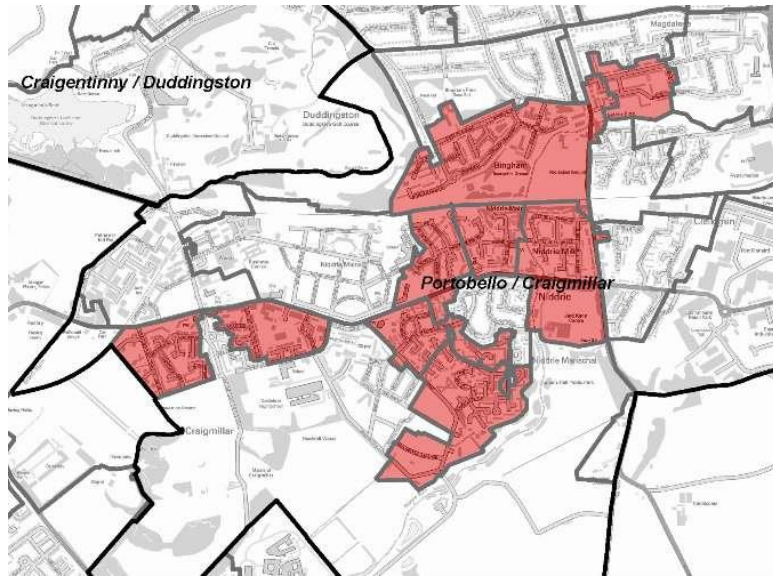
- Restalrig/Lochend/Loganlea
- Areas within Leith

To improve the lives of those most at risk and furthest removed from positive outcomes, the plan must identify ways to work with these communities, partners and service providers to create long term change. This includes shifting from managing crises to early intervention, targeting key issues and developing and delivering actions which help to reverse the trends which contribute to negative outcomes.

The plans below describe the high level actions separated into five themes for these small areas. As part of the next steps, detailed work plans are being developed which will support the delivery of actions in each small area. These will detail further actions, timescales and measures to track progress. The approach to measuring success is described in the 'How we will measure success' section.



Greater Craigmillar - Bingham, Magdalene, Niddrie and The Christians



The communities within Greater Craigmillar that have been identified in the small area plan, include Craigmillar, Bingham, Magdalene, Niddrie and The Christians.

The area lies to the east of the locality and sits in the Portobello/ Craigmillar Ward.

The small area plan aims to improve employability opportunities, housing conditions and transport links for local residents. Partners will work to better identify and support those at risk of social isolation, as well as seek to improve access to health and well-being services for young people and other targeted groups within the identified communities. Improved community safety will also be a focus for the area.

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Outcome theme	Action
Economy/employability	<ul style="list-style-type: none"> map, promote and identify opportunities to provide more tailored lifestyle and learning opportunities to meet identified needs increase young people's access to employment opportunities in new developments
Health and wellbeing	<ul style="list-style-type: none"> partner with public and third sector organisations to identify people at risk of loneliness and social isolation early on, and support them to access local opportunities

Outcome theme	Action
	<ul style="list-style-type: none"> work with partners to co-locate advice, support and services, especially for young people, existing drug users and people in recovery from substance misuse, in places that are local and easy to access for all
Community safety	<ul style="list-style-type: none"> build stronger relationships with the community through local surgeries and engagement carry out a “week of action” to address local issues.
Children, young people and families	<ul style="list-style-type: none"> retain multi-agency school holiday activity programme improve local provision of sexual health, mental health and alcohol misuse services and education for young people.
Place	<ul style="list-style-type: none"> improve housing conditions explore opportunities to improve transport links to access services and social networks

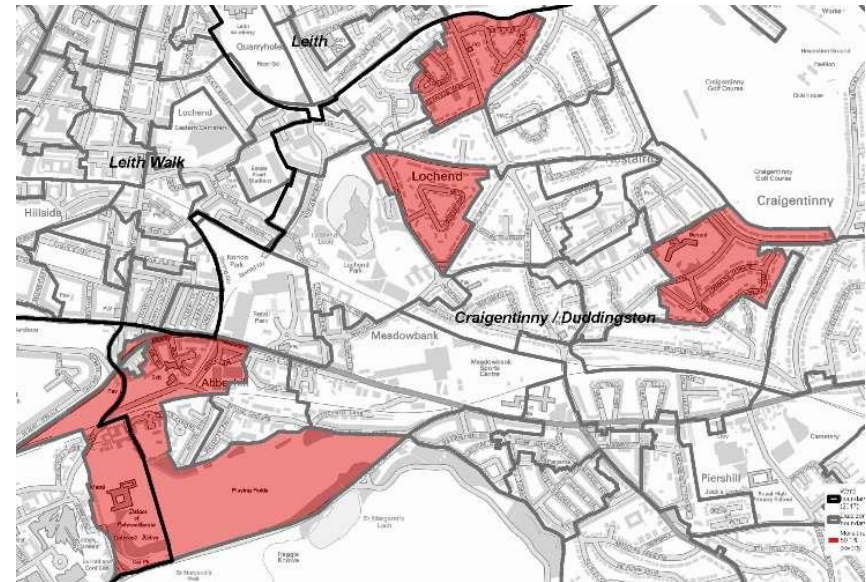


Restalrig/Lochend/Loganlea

The communities of Restalrig, Lochend and Loganlea have been identified in the small area plan. The area sits in the middle of the locality within the Craightinny/ Duddingston Ward.

Local residents have asked for services that will improve outcomes for children and young people including activity programmes, and increased provision of targeted health, well-being and youth employability support services. The key priorities within the small area plan aim

to create improved learning and training opportunities, with specific focus on digital skills, volunteering and English for Speakers of Other Languages classes. Better transport links and cleaner, greener and safer aspirations are also top priorities for these communities and are highlighted in the plan.



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Outcome theme	Action
Economy/employability	<ul style="list-style-type: none"> • identify opportunities to deliver English for Speakers of Other Languages (ESOL) classes in the area • provide digital accessibility and training • map, promote and identify ways to provide more tailored lifestyle and learning opportunities to meet identified needs • improve work readiness through volunteering • investigate options for a dedicated area based youth employment service.
Health and wellbeing	<ul style="list-style-type: none"> • work with partners to improve access to services, especially mental health support and substance misuse counselling, for vulnerable groups • develop a communication plan with local partners to increase uptake of health services, third sector supports and community events.



Outcome theme	Action
Community safety	<ul style="list-style-type: none"> • work in partnership to address anti-social behaviour • engage with the local community through surgeries • carry out a “week of action” to address local issues.
Children, young people and families	<ul style="list-style-type: none"> • plan and deliver a multi-agency school holiday activity programme • improve local provision of sexual health, mental health and alcohol misuse services and education for young people • provide youth activities on Friday evenings and weekends
Place	<ul style="list-style-type: none"> • more affordable housing • identify ways to minimise littering, dumping and dog fouling • explore opportunities to improve transport links to access services and social networks • provide outreach services.

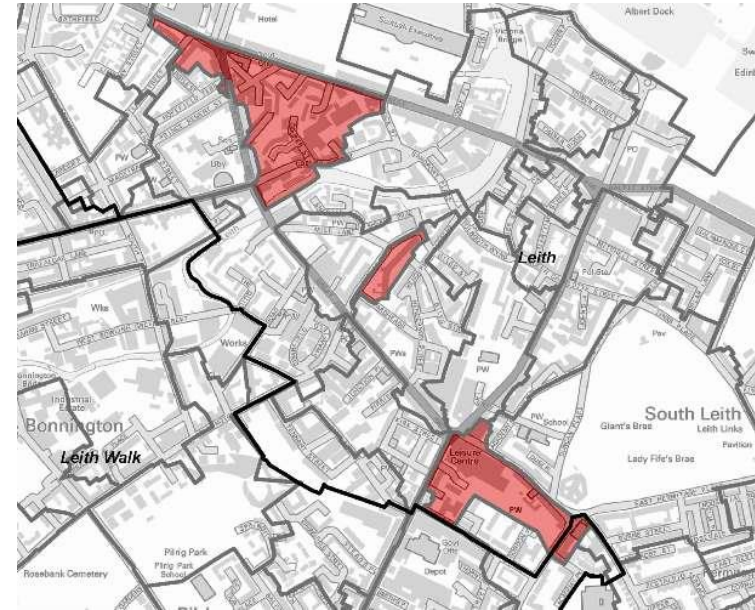


Leith

The communities identified in Leith within the small area plan are highlighted in the small area map and sit close to the main arterial routes of Great Junction Street and Constitution Street. The area lies to the north of the locality, in the Leith Ward.

The small area plan will deliver specific early interventions for vulnerable groups living in the community, whilst also developing preventative approaches to reduce alcohol-related harm and assist those in recovery from substance misuse. Key priorities for local people also focussed on the need to improve

outcomes for children, young people and families through improved activity provision, and developments in health and well-being support services for those groups. A focus on improving the local environment to minimise littering, reduce air pollution and combat anti-social behaviour will also be central to the aims of the plan and will contribute towards ensuring a better quality of life for local residents.



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Outcome theme	Action
Economy/employability	<ul style="list-style-type: none"> develop further support for local businesses through the Leith Business Hub map, promote and identify opportunities to provide more tailored lifestyle and learning opportunities to meet identified needs identify where there are gaps in IT/digital skills training and skill development
Health and wellbeing	<ul style="list-style-type: none"> work with partners to improve access to services for vulnerable groups such as those who are homeless, existing drug users and people in recovery from substance misuse



Outcome theme	Action
	<ul style="list-style-type: none"> • work with city refugee resettlement initiatives to welcome and integrate new Scots into the area, focusing on ensuring they understand health information and advice and know how to access support and services • develop and implement a preventative approach to alcohol-related harm with local people and partners.
Community safety	<ul style="list-style-type: none"> • address anti-social behaviour with a particular focus on motorbikes • engage with the local community through surgeries • carry out a “week of action” to address local issues.
Children, young people and families	<ul style="list-style-type: none"> • plan and deliver a multi-agency school holiday activity programme • improve local provision of sexual health, mental health and alcohol misuse services and education for young people • provide parenting training and support.
Place	<ul style="list-style-type: none"> • maximise opportunities through the Housing Service patch working model • identify ways to minimise littering, dumping and dog fouling • explore traffic management options that reduce air pollution • improve the physical environment to reflect the needs of people with disabilities.



How we will measure success

The locality wide and small area plans in sections 5 and 6 contain a strategic description of high level actions and possible measures. This will be underpinned by workplans which set out detailed actions, timescales and the key measures that will demonstrate how change is taking place in each locality, forming the basis of the performance framework. These more detailed workplans will form the basis of monitoring progress allowing scrutiny of areas of success and areas of improvement that will be subject to regular review.

An Annual Progress Report will also be produced evidencing progress on delivering the outcomes in the plan, based on the output of the continuous monitoring and scrutiny, and will be presented to Council committee and partner governance bodies for further scrutiny and approval.

The core principles and methods for monitoring progress and performance reporting are:

Principles

- 1 Easy to access and understand**
Information on how each outcome is progressing needs to be readily available, regularly maintained, clearly laid out and free of jargon.
- 2 Focused on outcomes as well as outputs**
The aim of monitoring information is to measure the difference made to local people and communities and not just changes made to services.
- 3 Alignment with other strategic aims**
The partners' progress towards achieving the outcomes must be consistent with their own established strategic aims. This is to ensure that the services are working towards clearly aligned goals and are monitoring their work in a consistent way.

Methods

- 1 Workplans**
A set of more detailed plans relating to the outcomes and associated actions will allow monitoring of the partners' activity and progress towards achieving our shared goals.
- 2 Regular performance reports**
These will detail progress towards achieving the outcomes. They could include actions, key performance indicators, case studies and customer research to give a balanced view on progress. These reports will form the basis for the Annual Progress Report.
- 3 Annual Progress Report**
Progress in achieving the outcomes for the locality and small areas will be reported annually to Council committee and partner governance bodies.



Further information and contacts

Key contacts

Further information about this plan is available by contacting the North East locality team:

- email northeast.locality@edinburgh.gov.uk
- telephone 0131 529 3111 and ask to speak to the Locality Manager or the Lifelong Learning Service Manager.

Links to plans and strategies

The Locality Improvement Plan links with a range of existing strategies including:

The City of Edinburgh Council

Business Plan

www.edinburgh.gov.uk/businessplan

Local Development Plan

www.edinburgh.gov.uk/localdevelopmentplan

The Edinburgh Partnership

Children's Services Plan

www.edinburgh.gov.uk/childrenservicesplan

NHS Lothian

NHS Lothian Strategic Plan 2014 - 2024

www.nhslothian.scot.nhs.uk/StrategicPlan

Edinburgh Integration Joint Board

Edinburgh Health and Social Care Partnership Strategic Plan

www.edinburgh.gov.uk/healthstrategicplan

Police Scotland

Local Police Plans 2017 - 20

www.tinyurl.com/EdinburghLocalPlans

Scottish Fire and Rescue Service

Local Fire and Rescue Plan for the City of Edinburgh 2014-2017

www.firescotland.gov.uk/SFRS_LocalPlan_CityofEdinburgh.pdf

Edinburgh Voluntary Organisations' Council and Volunteer Centre Edinburgh

Everybody's Edinburgh

www.evoc.org.uk/about-evoc/everybodys-edinburgh-third-sector-manifesto

Equalities statement

Locality Improvement Plans set out our commitment to promoting equality and diversity. An Integrated Impact Assessment (IIA) and Strategic Environmental Assessment (SEA) have been carried out, enabling all partners to

meet their legal duties to consider equality, human rights, sustainability and the environment. The assessments ensure that the planned services and policies promote equality of opportunity, eliminate discrimination and harassment, and promote good relations between those with protected characteristics and

those with none. They also allow broader inequalities to be addressed, ensuring that the needs of all people are met.

For further information or to view a copy of the assessments please contact: northeast.locality@edinburgh.gov.uk

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South West Edinburgh Locality Improvement Plan 2017-2022



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Introduction

Welcome from the South West Locality Leadership Team

The South West Locality Improvement Plan sets out the rationale for community planning arrangements in South West Edinburgh: who we are, how we work together, the key priorities and why they are important.

The plan will help to achieve better outcomes for our communities by addressing local priorities. It focuses on people's needs and promotes our work to reduce social and economic inequalities. This plan is an agreement between the communities of the South West and local service providers that sets out how we work together to target our resources in the most effective way and highlights how we will review and report on progress, allowing us to realign priorities as needed.

The plan considers the entire locality, setting out the most important issues

across South West Edinburgh, while also focusing on smaller areas where there is a higher rate of people experiencing disadvantage.

The community is at the heart of this plan, and through 2016/17 we have worked to develop existing community plans. We have attempted to ensure more effective partnership working, so we involve communities in a greater range of participation.

The implementation of the Community Empowerment (Scotland) Act 2015 has placed new legal duties on community planning partnerships and all public services delivered in Edinburgh. We want to build on these duties to improve how we deliver community plans, more effective community engagement, and greater community participation.

The plan brings communities closer together with local service providers to plan

and deliver better services which meet the needs of the people who use them.

Partners in the South West Locality Leadership Team are:

- The City of Edinburgh Council
- Police Scotland
- NHS Lothian
- Health and Social Care Partnership
- Scottish Fire and Rescue Service
- Edinburgh College
- Edinburgh Chamber of Commerce
- Edinburgh Voluntary Organisations' Council
- Scottish Enterprise
- Skills Development Scotland
- Members of the South West and Pentlands Voluntary Forum



Context

Community planning is the process by which councils and other public bodies work with local people, businesses and voluntary groups. By doing so, partners aim to plan and deliver better services, improving the lives of people who live in the local community.

In Edinburgh the community planning partnership brings together public service providers, third sector organisations and the community, collectively known as the Edinburgh Partnership.

Over the last ten years, communities have identified their own priorities through Local Community Plans working with service providers to improve their communities. The most recent Local Community Plans ran from 2014 – 2017. During that time, organisations changed to working in four localities in the city, to manage their services within the same boundaries.

The Community Empowerment (Scotland) Act 2015 also changed community planning in Scotland.

The Act gives local people more say in how public services are planned, designed and delivered. The Act requires public bodies to:

- identify and improve outcomes in the geographical areas which experience the greatest inequality
- prepare and publish Locality Improvement Plans to deliver better outcomes on the agreed priorities
- review and report publicly on progress and revise and update the plans as appropriate.



South West Locality

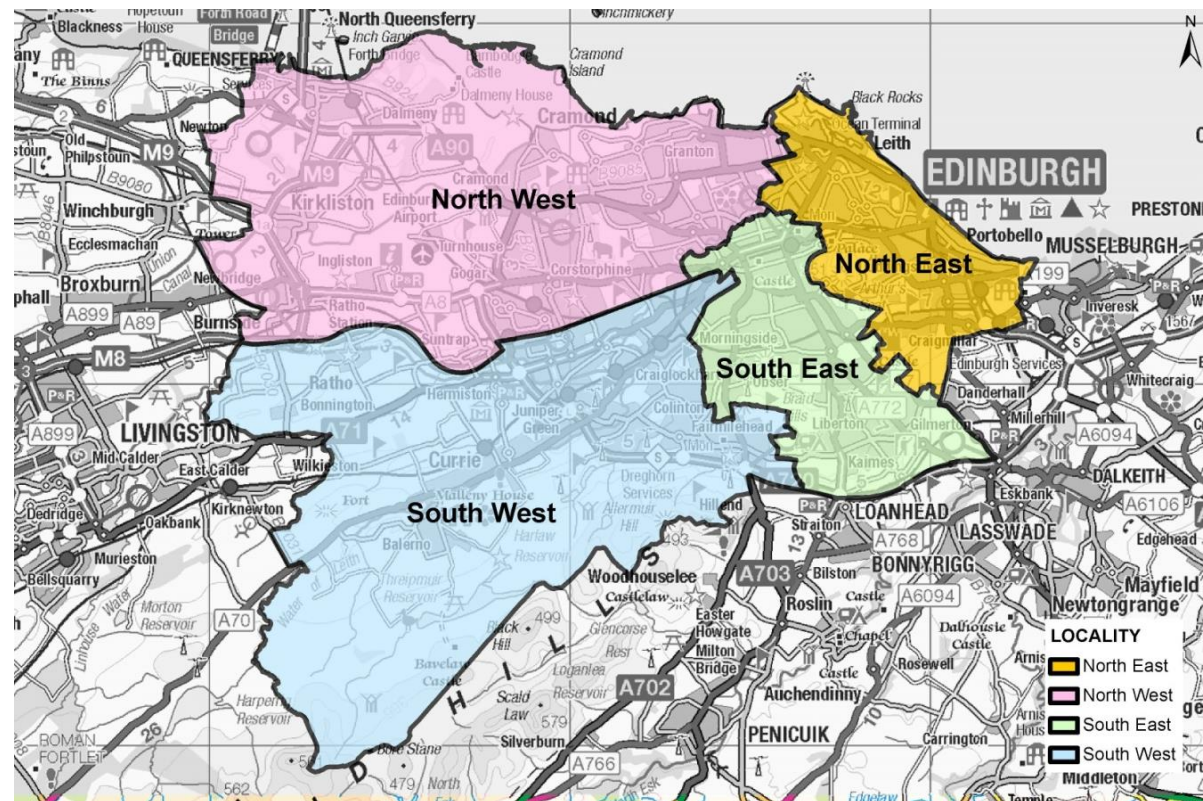
South West Edinburgh is made up of four ward areas of: Sighthill/Gorgie, Colinton/Fairmilehead, Fountainbridge/Craiglockhart and Pentland Hills. The South West accounts for 22% of Edinburgh's overall population. It is a very diverse area, comprising a range of housing types and a mixture of commercial, industrial, retail and leisure facilities and green spaces.



Population
114,077

South West has areas with high levels of affluence as well as areas which are amongst the most economically and socially disadvantaged in the city.

Around 90% of residents in South West Edinburgh are satisfied with their neighbourhood as a place to live, which is slightly higher than the city average. Satisfaction is particularly high (89-98%) for three out of the four wards with Sighthill/Gorgie lower at 80%.



It has a high proportion of council tenants and a lower than average rate of private sector renting. Owner occupancy rates remain similar to the city average, though they vary across the locality.

South West Edinburgh also has some of the densest and most sparsely populated areas within Edinburgh.

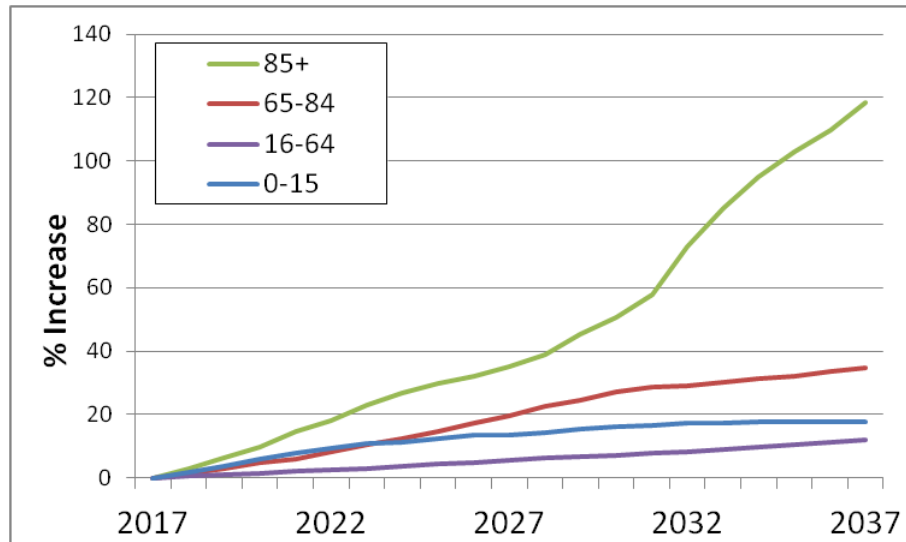
In 2015 the Pentland Hills Ward had less than 400 people per km², mostly concentrated in the villages of Balerno, Currie, Ratho and Juniper Green. By comparison Sighthill/Gorgie had a population density of over 4500 people per km², much of it concentrated in flats closer to the city centre.

Challenges

In the next 20 years, South West Edinburgh is expected to see the number of older people grow, larger than Edinburgh as a whole. The population is set to increase by 18% by 2037 (+21,000 people), lower than the Edinburgh-wide rate (+22%).

In particular, the number of people aged over 85 is expected to increase by almost 120% in the next twenty years. This equates to a rise from roughly 2,300 in 2017 to a projected 5,000 in 2037.

The level of economic deprivation also provides a challenge. The South West, as a whole, has a slightly higher rate of income



¹ * Oxfgangs, Wester Hailes, Broomhouse/Saughton, Daly/Fountainbridge NB Information for wards relates to pre-2017 boundaries.

2,650 houses currently planned

2037 expected population 135,917

deprivation than Edinburgh as a whole, with 9.8% of people in the South West deemed income deprived according to the 2016 Scottish Index of Multiple Deprivation (SIMD).

Amongst areas of the highest deprivation¹ in the South West, the rate of income deprivation is 19.8%, compared to 5.2% of the South West population that do not live in one of these areas. Child poverty in South West Edinburgh is the second highest of all four localities in Edinburgh, with one in five children living in low income households.

The proportion of people claiming work related benefits varies between the four South West wards, from a low of 4.9% of working age residents in Colinton/ Fairmilehead to a high of 12.0% in Sighthill/Gorgie. The overall rate for the locality is 8.1%, which is the second highest amongst the four localities and compares to a city rate of 7.7%.

Left: South West population projection – age groups % increase

Engaging with our communities

In Edinburgh, community planning partners have realigned their operations to four localities. Each locality has a leadership team that brings together senior officers from the Council, Police Scotland, NHS Lothian, Edinburgh College and the third sector.

Their role is to deliver services in a coordinated way, and to ensure the community is at the heart of how we develop local services.

Services have been divided into five workstreams reporting to the leadership team. Each workstream groups together operational managers from different organisations, allowing them to build relationships and use local data to deliver on locality priorities.

The main aim is to make sure services are delivered in a coordinated way between relevant partners in line with community priorities. Crucial to achieving this is ensuring partnerships are effective and the public participate in service development. In developing the plan for the South West locality, local people were consulted in two phases.

Phase 1

To develop a set of South West priorities the community were consulted at Neighbourhood Partnership meetings and other events throughout the locality. Participants were asked what changes they hoped to see in the future and the initial steps they thought were necessary to achieve this.

We also issued a community wide questionnaire online and through libraries asking people what they would like to see South West Edinburgh look like in the future. There was also a specific questionnaire designed for local young people.

Phase 2

This was focused on developing priorities for specific communities experiencing higher levels of deprivation. Once these areas were identified partners agreed to speak with service users and local people from these areas to understand their needs in more detail. In addition, detailed community research was commissioned to engage residents in these areas.

The results of the two phases were presented to workstream leads in summer 2017. We then developed locality and small area priorities using the responses, along with findings from other recent partner consultations and socio-economic data analysis.

Implementation

The resulting priorities are set out under five workstreams and four small areas. In both cases outcomes and actions are grouped by their workstream:

- Employability
- Health and Social Care
- Safer Communities
- Children and Young People
- Team Around Place

These include actions and possible measures. These measures, along with timescales and resources to deliver the actions are set out in accompanying work plans. An overview of this is described in the 'How we will measure success' section.



Locality-wide priorities

Employability



The South West locality is a vibrant community which suffers from small pockets of poverty and inequality. This is most visible in the

communities Oxfangs, Wester Hailes, Broomhouse, and Dalry.

However, individuals with complex needs such as those with a disability are not limited to certain areas. This means we need to targeted employment support across the locality.

Learning and career opportunities may not always be available within the locality, so it is important that residents have the, knowledge and aspirations to access sustainable employment support.

We also need to address digital technologies that are rapidly changing the world of work, creating both new opportunities and barriers for jobseekers.

By drawing together community and business stakeholders with employability, and other practitioners, we will create a network to improve services which is locally

focused as well as connected to partners across the city.

Partners include – The City of Edinburgh Council, Skills Development Scotland, Department for Work and Pensions Jobcentre Plus, NHS Lothian, South West high schools and libraries, employability providers, Edinburgh College and universities, Volunteer Centre and third sector representative from South West and Pentlands Voluntary Sector Forum, Joined up for Jobs network.

Outcome	High level actions	Measure
Improved quality, level and continued participation of all young people in education, employment or training	<ul style="list-style-type: none"> through the Edinburgh Guarantee, Developing Young Workforce and other strategies, make sure that every school leaver has the relevant information and support to help plan a clear career pathway provide information and support to schools about industries to inspire and inform students about career opportunities, including promoting online tools such as 'Marketplace' and 'Founders4Schools' make sure that appropriate training and support is available to every young person, both before leaving school and at all stages of their lives support young people in developing their career management skills so they can progress to, and sustain, positive destinations 	<p>Positive destinations</p> <p>Modern apprenticeships</p>



Outcome	High level actions	Measure
	<ul style="list-style-type: none"> provide additional, specialist support for those furthest from the labour market, including those who are care-experienced, school non-attendeers and those who have a disability or long-term health condition, to help secure a positive destination. 	
Local residents are aware of and are supported to access local vacancies and opportunities further afield	<ul style="list-style-type: none"> work with industry and training providers, through the ongoing development of the Joined Up For Jobs and Joined Up For Business networks, to ensure that local job seekers are better prepared to enter the emerging growth sectors include and deliver community benefit clauses in all public procurements and city-wide developments to offer local, valuable development opportunities to job seekers at all stages and ages support access to, and better use of, digital information, online learning and tools for self-help to secure and sustain employment engage with local and city-wide employers to provide more effective marketing and access to locally based careers events to link job seekers to those employers who have vacancies. 	<p>Unemployment rates</p> <p>Unemployed people supported in to work or learning</p> <p>Digital skills training</p>
Improved general economic health of the locality	<ul style="list-style-type: none"> through Business Gateway support local businesses to enable them to grow and invest locally promote the full range of employability support services to businesses and residents continue to invest in good quality affordable childcare for our most vulnerable families to help sustain and improve choices work in partnership with employers and other agencies to tackle inequality issues such as in work poverty, flexible working options, living wage, transport and in work progression 	<p>Support for local businesses</p> <p>Childcare provision</p>



Outcome	High level actions	Measure
Improved support around the individual, ensuring that services are accessible, appropriate and holistic	<ul style="list-style-type: none"> offer a 'no wrong door' approach across employability, housing, health and other support areas through ongoing network development and online resources involve local people in gathering feedback on current services and co-producing and making decisions on how future funding is allocated through partnership working and funding, provide longer term, continual support services. 	<p>Participatory budgeting and community engagement</p> <p>People feel they have a say on their local issues and services</p>
Local communities understand each other's needs and work effectively together	<ul style="list-style-type: none"> work with people, particularly those who have significant disadvantages to progressing in work, to strengthen their knowledge, skills, and personal networks to help them to flourish in work or business work with business to create, promote, and unlock good job opportunities or support for all sections of society, regardless of geography or personal circumstances Work with citizens, employers, and other stakeholders across the public, private, and third sectors to share knowledge, identify what is important, explore how we can get involved early to reduce poverty and inequality, and understand how we can best work together 	<p>People feel they have a say on their local issues and services</p> <p>People agree that their neighbourhood is a place where people of different backgrounds get along</p>



Health and Social Care



This theme includes support and services aimed at maintaining or improving physical and mental health and wellbeing, as well as work to prevent future ill health or intervene early on to avoid deterioration. We will focus actions on preventing individuals and communities from experiencing the effects of inequality using targeted health improvement activities, community development initiatives and improvements to the physical environment. We will make sure that people who are disadvantaged, vulnerable and have higher health needs receive a level of support that reflects their needs.

We will also work together on strengthening existing networks and building trust with our local communities to ensure we address issues that matter to people, identify gaps and seek solutions together based on best practice. We will build in ways to listen to people's experiences and hear about their needs and to take action on what people have said works well at present and what would improve their lives in the future. We will also work in partnership to raise awareness of local opportunities and activities and ensure these are accessible to as many people as possible.

Partners include – South West community (including patient/other groups, community council representatives, carers), Integrated Health and Social Care, The City of Edinburgh Council, NHS Lothian (Health Promotion and Public Health), GPs, Link Workers (EVOC, LOOPS), Third Sector organisations, local network groups (EVOC, Living Well Wester Hailes, Wester Hailes Community Trust, Joining the Dots, Gorgie Dalry Forum), Education (schools and universities), the independent sector, Police Scotland, Scottish Fire and Rescue Service and the Ambulance Service.

Outcome	High level actions	Measure
Improved access to GPs and other services	<ul style="list-style-type: none"> • establish effective partnerships between GPs and other partners • identify common barriers to access and build on good practice, enabling people to access the most appropriate services to meet their needs • work together to provide up-to-date information on local support, services and activities • deliver the link worker programme to signpost and support people to use non-statutory services, where this is suitable. 	People's perception of accessing services

Outcome	High level actions	Measure
Supported older people	<ul style="list-style-type: none"> • work with partners to plan accessible and affordable housing to meet the needs of older people and those with dementia • expand the Pentlands dementia awareness campaign across the locality • ensure local workers in all sectors are appropriately trained to help support people with dementia and their carers. 	Quality of life measures
Reduced social isolation	<ul style="list-style-type: none"> • raise awareness of the problems of social isolation and loneliness and their consequences • work with partners to identify people experiencing social isolation and those at risk of loneliness and connect them to local activities and support • ensure that older and disabled people can travel safely to activities in their community 	Ratings of social isolation
Supported carers	<ul style="list-style-type: none"> • ensure unpaid carers are able to access adequate support as early as possible 	People's perception of support for carers
Mental health is supported	<ul style="list-style-type: none"> • identify and look for shared solutions to meet gaps in mental health services • develop services that help people have meaning and structure in their days, manage better in crisis and access psychological or psychosocial treatment • develop processes between locality services to help people who do not access to mental health or substance misuse services or who have fallen out of contact with services 	Ratings of mental health



Outcome	High level actions	Measure
Promotion of healthy living	<ul style="list-style-type: none"> • work together to develop a culture that focuses on preventing ill health • support people to adopt healthy lifestyles by providing local high quality opportunities • work together to improve the lives and health of people in our communities 	<p>Levels of physical activity</p> <p>Type of active travel</p> <p>People's perception of own health</p>



Safer communities



Partners have spoken with the communities, individuals and community safety service providers within the locality and identified these priorities.

The priorities for Police Scotland’s Edinburgh Division for 2017 are:

- acquisitive crime

- public safety
- anti-social behaviour
- serious and organised crime
- terrorism and domestic extremism

These were identified through the local response to the ‘Your View Counts’ survey, which empowered local communities to inform the Police of their concerns. These have been incorporated with the South

West locality engagement and developed to form the above priorities to make the best use of joint working, prevention and intervention locally within the South West.

Partners include - Police Scotland, The City of Edinburgh Council, Scottish Fire and Rescue, third sector (including SCORE Scotland and Women’s Aid), representatives from South West and Pentlands Voluntary Sector Forum

Outcome	High level actions	Measure
Fear of crime is tackled	<ul style="list-style-type: none"> • improve communication with communities using appropriate channels and innovative methods • improve access to service providers • promote the work being progressed and outcomes achieved • develop local ways to prevent crime and promote personal and household safety • prevent and reduce re-offending by tackling the underlying causes. 	<p>Satisfaction with the way crime is dealt with</p> <p>People feel safe in their neighbourhood after dark</p>
Hate crime is reduced	<ul style="list-style-type: none"> • focus on intercultural projects to overcome social barriers • encourage reporting of hate crime • improve methods of reporting hate crime • improve engagement to understand concerns and issues • improve engagement with young people in schools to promote an inclusive society. 	Hate crime rates



Outcome	High level actions	Measure
Anti-social behaviour is tackled	<ul style="list-style-type: none"> • share information and intervene early to address low level behaviour to prevent it escalating • enhance local approaches to managing youth anti-social behaviour • develop local operations and initiatives to tackle local problems • improve planning to prevent and tackle seasonal demand and issues. 	Satisfaction with how anti-social behaviour is dealt with
Enhanced collective approach to domestic abuse	<ul style="list-style-type: none"> • work together at a local level to intervene early, engage with all family members, coordinate services and improve outcomes. 	Domestic abuse rates
Drug and alcohol misuse is tackled	<ul style="list-style-type: none"> • take preventative and enforcement action and appropriately share information • work with liquor license holders to encourage a responsible approach • engage with communities to encourage reporting of information, particularly in relation to drugs, and communicate the action taken • work with education services to raise awareness of the risk of alcohol and drugs for young people. 	Alcohol related hospital admissions
Improved road safety	<ul style="list-style-type: none"> • develop local approaches in relation to road safety around schools • work with the community to identify road safety issues and take suitable action • conduct and contribute to enforcement and educational initiatives • support national road safety campaigns locally. 	Road condition Emergency road defects Satisfaction with maintenance of roads Enforcement and education activity



Children and young people



Local children’s services managers have met regularly as part of a multi-agency group (Children’s Services Management

Group) for the past five years. The group has developed good working relationships across services allowing effective partnership working, such as sharing information, pulling resources together and co-delivering activities/programmes. This partnership group is committed to improving outcomes for children and young people in South West Edinburgh and is directed by the city-wide Integrated Children’s Services Plan (ICSP). The group also regularly interrogates both local and city-wide data to understand current need and identify issues requiring to be addressed.

Edinburgh is passionate about developing services that meet the needs of our children. We want to make sure that we work with parents and carers, children and young people, to do things with them, not to them or for them. Relationships between our staff and children and their families and carers are crucial in achieving that. We will work hard to build the type of relationships that allow us to regularly hear children’s views about the community they live in and the kind of supports that encourage positive outcomes and assist them to meet their potential.

In preparation for this plan, we spoke to members of the community to gain their views. We want to develop that approach so that we actively gain the views of children and their families regularly. This will allow us to reflect on what we do, how

we do it and whether what we are doing continues to meet the needs of the children and young people who live in the South West of Edinburgh.

The key partners will work together with children and young people to achieve the outcomes laid out in this plan. We will celebrate the achievements of children and young people, however small or large. We will work with parents, carers and young people to ensure they have the right support at the right time.

Partners include – The City of Edinburgh Council, NHS Lothian, Police Scotland, Third Sector (representatives from South West and Pentlands Voluntary Sector Forum and network of organisations working with children and families)

Outcome	High level actions	Measure
All children have the best start in life	<ul style="list-style-type: none"> work in partnership across services to ensure that children and their families receive appropriate, timely and co-ordinated support manner provide a range of parenting support through universal and targeted programmes to build the capacity and confidence of parents focus on children’s literacy development 	Developmental milestones reached Literacy and numeracy levels

Outcome	High level actions	Measure
	<ul style="list-style-type: none"> • develop the capacity of staff within Early Years settings through a co-ordinated, multi-agency training programme • co-ordinate adult literacy support for parents • work with parents to identify and best meet the aspirations they have for their children. 	
All children and young people reach their potential	<ul style="list-style-type: none"> • services work in partnership to best support the most disengaged families take part in school and lifelong learning activities • further implement restorative practice within schools and across services • ensure that children and young people’s attainment is not affected by poverty and inequality • increase positive destinations among school leavers by improving participation in education, employment and training 	<p>Attendance rates at school</p> <p>School leavers positive destinations</p>
The right support is provided at the right time	<ul style="list-style-type: none"> • continue to develop partnership networks to ensure local need and issues are identified and addressed through joint decision making, shared resources and multi-agency working • work together to maximise the capacity and confidence to be able to identify and support additional support needs • ensure consistent “Getting It Right for Every Child” practice across the locality, working with families and partner agencies to identify well-being concerns as early as possible and agree and provide the most appropriate solutions and support 	<p>Number of children looked after, or in looked after accommodation</p> <p>Child and adolescent mental health services referrals</p> <p>Referrals for specialist provision</p>
Improved health and well-being	<ul style="list-style-type: none"> • develop safe and appropriate places to play through working with colleagues in the Council • work with partners to provide affordable and accessible opportunities for leisure, play and learning 	Youth participation



Outcome	High level actions	Measure
	<ul style="list-style-type: none"> • improve early access to mental health support within local communities • develop the capacity of staff to identify and respond to emotional distress through joined-up training • increase awareness of staff of the impact of domestic abuse • improve the quality of drugs and alcohol prevention work and substance misuse services • address barriers to engagement with health and wellbeing services. 	<p>Facilities and activities for children and young people</p> <p>Number and quality of parks in the city</p> <p>Child physical activity levels</p> <p>Numbers of non-attendance of appointments</p>
<p>Children, young people and their families are involved in developing services that are relevant to their needs and aspirations</p>	<ul style="list-style-type: none"> • ensure local services meet local need through regular engagement and discussion with children, young people and families • involve communities in celebrating the success of their children and young people • engage with children, young people and families to meet their needs and enable access when required • increase the ways people can get involved (such as participatory budgeting) to engage young people and families with services in their community. 	<p>Youth engagement and participation</p>



Team Around Place



Edinburgh needs more housing for an increasing population and to support economic growth. More housing increases the need

for community facilities such as schools and health care facilities in easily accessible locations.

An improved, integrated transport system based on sustainable alternatives to the car is a high priority. This will help ensure that the citizens of Edinburgh can get around easily to access jobs and services. Future growth of the city will have serious consequences in terms of congestion and deteriorating air quality if current car dependency is maintained. The Climate

Change (Scotland) Act 2009 and other legislation establish a duty reduce emissions and adapt to climate change.

The current planning system needs to focus on delivering great places, now and for future generations. Whilst this has been an aspiration for some time, the current public sector finance, low market confidence, complex inter-agency relationships, land reform and community empowerment all demand that there is a renewed and collective drive towards achieving this goal. Public space is all around us and is a vital part of everyday life. Good quality civic spaces contribute to the health and wellbeing of communities, the physical and mental health of individuals through passive

and active recreation, including relaxation and children’s play. High quality environments help to drive economic growth, reduce crime and vandalism, and help develop a sense of community by increasing social contact and integration.

Partners include: The City of Edinburgh Council, Health and Social Care Partnership, third sector (including ‘Friends of’ parks, Scottish Canals, Edinburgh and Lothians’ Greenspace Trust, National Housing Trust, Dunedin Canmore and Prospect Housing Association), representatives from South West and Pentlands Voluntary Sector Forum

Outcome	High level actions	Measure
Increased supply of affordable and accessible housing	<ul style="list-style-type: none"> • establish effective partnerships between the Council, Registered Social Landlords (RSLs), private developers, Integrated Health and Social Care and other key partners • increase the availability of affordable and accessible homes • provide the infrastructure to support housing developments 	Affordable and low cost homes are delivered



Outcome	High level actions	Measure
An integrated and sustainable transport system	<ul style="list-style-type: none"> • help develop more integrated, sustainable and accessible transport for all communities in the South West locality through active engagement with stakeholders and key partners • improve the quality of the public realm • encourage walking and cycling • improve accessibility for people with reduced mobility • encourage use of public transport • improve the condition of roads and footways through continued development and delivery of Edinburgh’s Road Asset Management Plan • maintain assets through the increased use of development control processes and integrated maintenance programmes. 	<p>Journeys made by walking, cycling and public transport</p> <p>Satisfaction with road maintenance</p> <p>Road condition Emergency road defects made safe</p>
Communities are placed at the heart of planning new developments	<ul style="list-style-type: none"> • assume a greater facilitation role in bringing together communities, partners and stakeholders • use the Place Making Standard to give local people an opportunity to become actively involved in the planning of their own place • develop proposals to involve a wider range of people in the planning process, particularly children and young people • improve public trust in the planning system by delivering high quality buildings and places through the “Team around the Place” approach. 	Community involvement and consultations in new developments



Outcome	High level actions	Measure
Improved and better use of civic space	<ul style="list-style-type: none"> ensure that parks and other public spaces are maintained and accessible by working with communities, partners and key stakeholders develop an integrated approach towards design - linking planning, roads, footways, cycle ways and construction develop closer working relationships with those managing public spaces and encouraging greater use of civic space for play, leisure and sport actively encourage and support community involvement in parks and other green open spaces make recycling easier for all. 	<p>Park quality standards</p> <p>Citywide recycling rate</p> <p>Parks and green space being used by citizens and visitors to engage in cultural and sports provision</p>
Local communities understand each others' needs and work effectively together	<ul style="list-style-type: none"> work in partnership with local communities, local third sector organisations, community councils, tenants' and residents' associations and other constituted groups to better understand the needs and strengths of each community build on past successes and enhance services through appropriate forms of community participation use service complaints to identify areas for improvement monitor housing developments to report on affordable housing levels benchmark the environmental services we deliver using national standards to achieve the highest quality civic spaces. 	<p>People feel able to have a say on local issues and services</p> <p>People agree their neighbourhood is a place where people of different backgrounds get along</p> <p>Complaint levels</p>



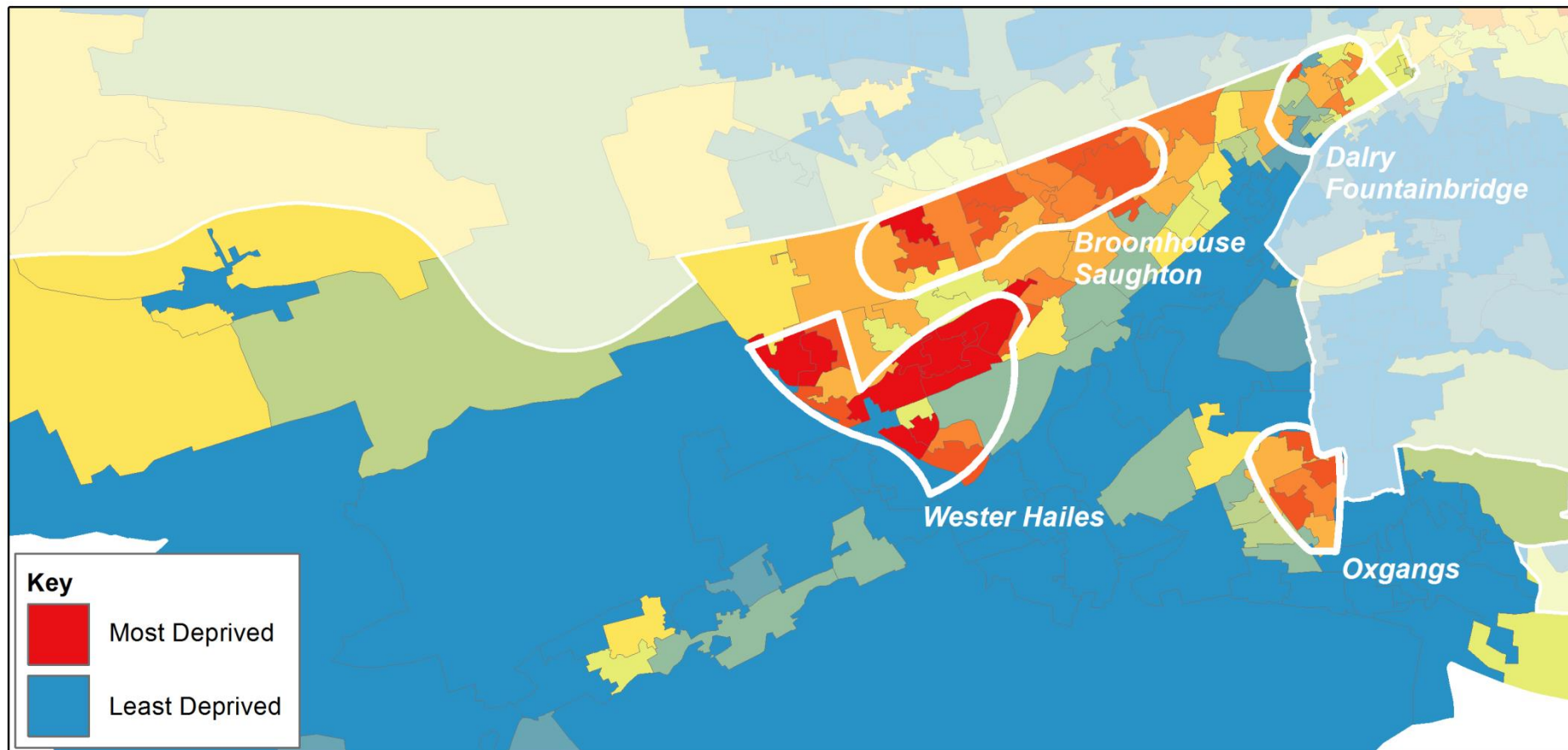
Small area priorities

It is recognised that within the locality there are communities that experience higher levels of social and economic inequality. In order to address this specific priorities and actions have been identified for these communities to improve outcomes for people living there.

By analysing measures of poverty including the Scottish Index of Multiple Deprivation (SIMD), four clusters of deprivation were identified in South West Edinburgh. These are: **Oxgangs**; **Wester Hailes**, **Broomhouse/Saughton**, and **Dalry/Fountainbridge**. As with all

communities across the City, these four have their own character and how we address negative outcomes may be different in each.

South West Edinburgh –
Small area deprivation (SIMD 2016)



Oxgangs

An area largely of farmland until the early 1950s, Oxgangs was mainly a Council-built development. However, following significant regeneration the mix of tenure has changed resulting in larger proportions of privately owned properties or those managed by housing associations.

Oxgangs is bounded to the south and east by Fairmilehead, with Morningside to the North, and Colinton to the West. The area borders Colinton Mains, Fairmilehead, and Braid Valley Parks.

The closest hospital is the Edinburgh Royal Infirmary which can be reached in 25 minutes by bus. The closest Edinburgh leisure facilities are less than two miles away on Colinton Road.

There are three GP surgeries within or very close to the area.

There are multiple bus routes to the city centre, taking around 20-30 minutes. The area is well-served by shops, with small shops, supermarkets, and post offices close by.



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The local Jobcentre is in Wester Hailes.

Current population is approximately 3,600, with higher than average proportion of children and older residents. The under 16 population has risen in recent years, while the number of over 65s has stayed steady.

Oxgangs is an area of deprivation surrounded by some of the most affluent communities in Edinburgh. It has an income deprivation rate of 20.4%, over twice the city average.



Workstream	Actions
Employability	<ul style="list-style-type: none"> • increase access to locally based support so residents can secure sustainable employment and maximise income • improve awareness of employability provision.
Health and social care	<ul style="list-style-type: none"> • improve access to services • co-locate more support services in a community hub • provide information about local activities and other services using a wide range of formats and communication methods • establish a local forum or group to tackle physical and mental health problems.
Community safety	<ul style="list-style-type: none"> • reduce incidents of vandalism, damage to property and graffiti • work with local schools and community youth groups • undertake partnership initiatives to tackle repeat problems.
Children and young people	<ul style="list-style-type: none"> • improve provision and access to youth and children's services • work with partners and the community to develop a range of play and leisure activities.
Team Around Place	<ul style="list-style-type: none"> • improve recycling opportunities • develop an improved approach to mixed tenure management.

Wester Hailes

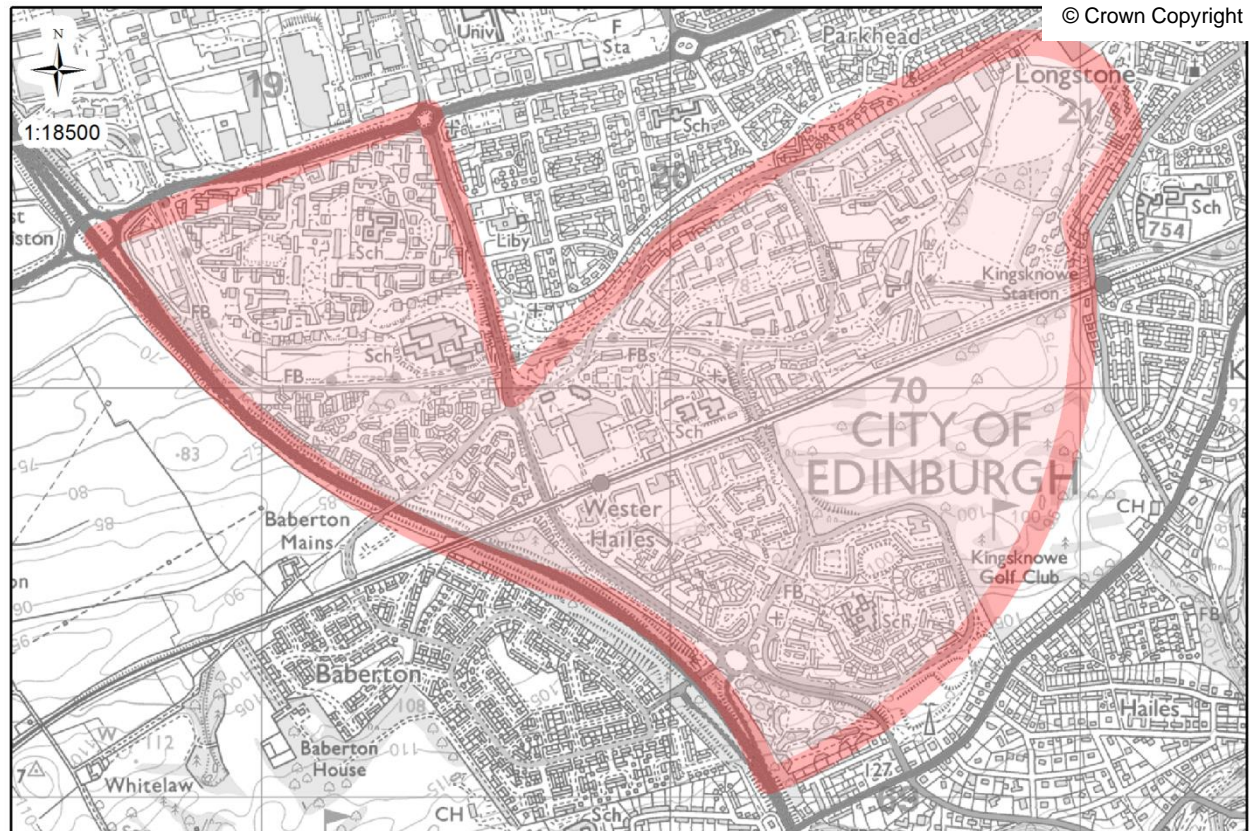
Although the Calders area has had housing since the 1940s, the modern Wester Hailes was not built until the early 1970s as an authority built new town style development. Significant numbers of properties are in high-rise blocks with the majority of properties managed by the Council.

Wester Hailes is bounded to the west by the Edinburgh bypass, to the south by Colinton, the north by Sighthill, with Longstone and Kingsknowe to the east. Hailes Quarry Park is the main green space for the area.

It is five miles from the Western General Hospital and seven miles from the Edinburgh Royal Infirmary.

The area is served by the Wester Hailes Education Centre housing the secondary school and community sport and leisure facilities.

There is one GP surgery in the area, and there are multiple bus routes to the city centre taking around 30 minutes.



The area has a central shopping centre containing a supermarket, Post Office, and commercial gym. Next to this is the local Council office, local library and Job Centre.

Current population is approximately 11,500. It has a higher proportion of children than Edinburgh as a whole, and lower proportions of elderly and working age

adults. The level of income deprivation across the area is 28.7%.

The majority of Wester Hailes population live in areas ranked in the 10% most deprived in Scotland. With areas in Barn Park, Hailesland, Murrayburn and Calders rank among the top 5% most deprived nationally.



Workstream	Actions
Employability	<ul style="list-style-type: none"> • increase the number of young people securing and sustaining a positive destination through continued support and access to suitable opportunities.
Health and social care	<ul style="list-style-type: none"> • strengthen existing local partnerships by building on existing networks (Living Well Wester Hailes, Wester Hailes Community Trust, South West and Pentlands Voluntary Sector Forum) to coordinate priority actions.
Community safety	<ul style="list-style-type: none"> • continue to deliver education of the dangers of fire within the home and community • promote 'Stair Aware' campaign • reduce crime at Westside Plaza by working with local businesses • run targeted drugs enforcement campaigns • engage with local schools through school link officer and community improvement partnership to address crime issues.
Children and young people	<ul style="list-style-type: none"> • promote the aspirations of children at the start of school in line with what has been identified by local parents • services will work together to best ensure that the right resources and opportunities are provided to allow these aspirations to be met.
Team Around Place	<ul style="list-style-type: none"> • deliver housing on small sites • develop an improved approach to mixed tenure management • improve visual appearance of open spaces through a programme of tree planting and naturalised bulb planting • increased inspection frequency and reporting of faults/maintenance relating to play areas and ball courts.

Broomhouse/Saughton

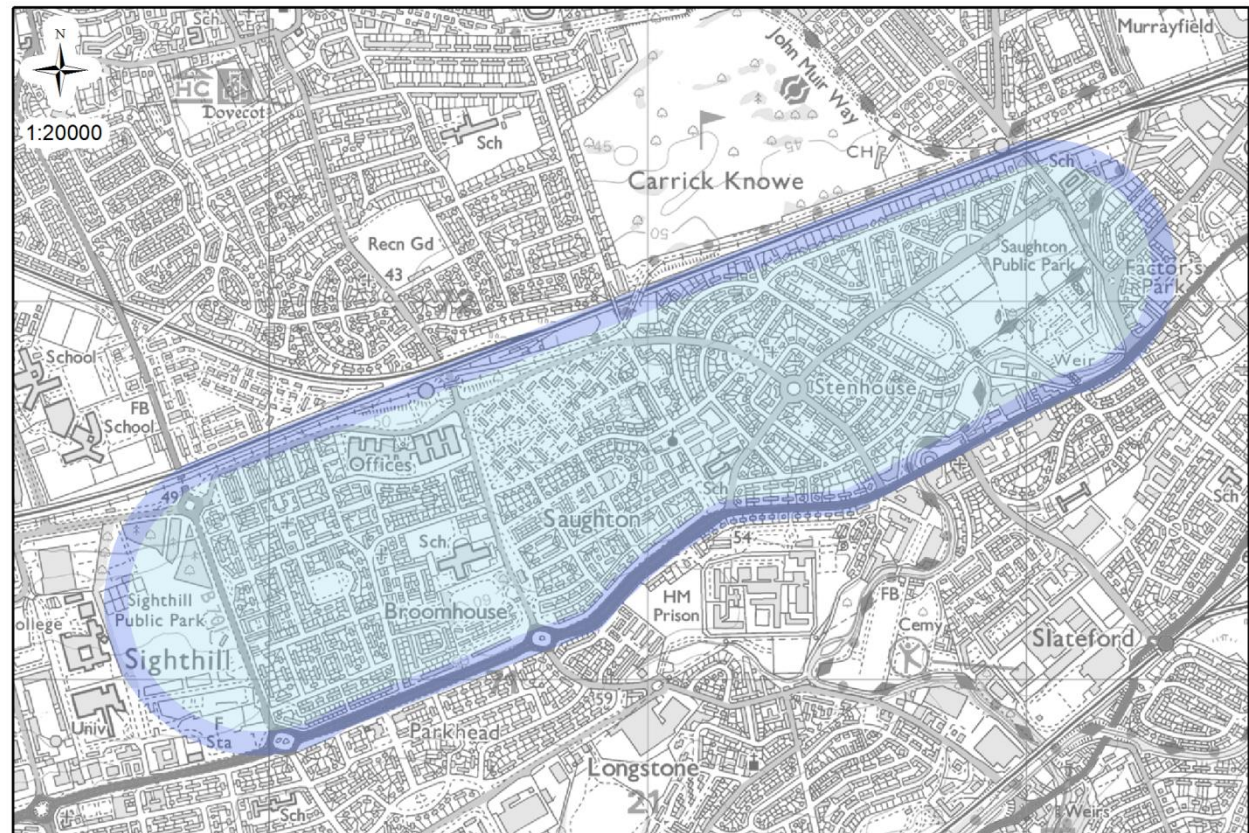
The majority of housing in the area is post-war low rise developments, including both flats and houses. The area covers a number of small communities including Broomhouse, Stenhouse, Whitson and Saughton Mains.

The area forms a corridor between the Edinburgh-Glasgow railway line to the north and Calder Road to the South, bounded by Sighthill Park to the west and Saughton Park to the east.

Calder Road is a main arterial transport route to the city centre and as such the area has access to multiple main bus routes. It also has access to the Edinburgh Trams line, providing quick access to the airport and city centre.

It is six miles from the Edinburgh Royal Infirmary and four miles to the Western General with travel to either from most of the area requiring a bus change.

The Saughton Sports complex in the east of the area houses a range of facilities, with the shared Napier University/Edinburgh College site to the



west also offering some public access facilities.

There are two GP surgeries in the area, with closest Post Offices in Sighthill or Carrick Knowe. The local Jobcentre for the area is High Riggs in the city centre.

The current population is approximately 9,000, with a higher proportion of under 16s than Edinburgh as a whole.

The area has seen a rise in the under 16 population in recent years, and a slight fall in the numbers over 65.

The area forms part of larger region of deprivation that stretches from Dalry to Wester Hailes. This section includes the hotspots around Broomhouse, Saughton Mains, Stenhouse Avenue and Whitson.

Workstream	Actions
Employability	<ul style="list-style-type: none"> • increase the number of young people securing and sustaining a positive destination through continued support and access to suitable opportunities.
Health and social care	<ul style="list-style-type: none"> • support those who are socially isolated and at risk of loneliness so they can access social activities and support services • improve communication between older people's service providers • build on the strengths of the Joining the Dots partnership group and implement coordinated priority actions with partners.
Community safety	<ul style="list-style-type: none"> • reduce youth related anti-social behaviour • deliver and evaluate the "making the difference" pilot • identify diversionary activities through targeted engagement with children and young people.
Children and young people	<ul style="list-style-type: none"> • improve provision and access to youth and children's services • work with partners and the community to develop a range of play and leisure activities.
Team Around Place	<ul style="list-style-type: none"> • deliver the 21st Century Homes project • support a replacement Broomhouse community hub • deliver Saughton Park regeneration project • develop an improved approach to mixed tenure management.

Dalry/Fountainbridge

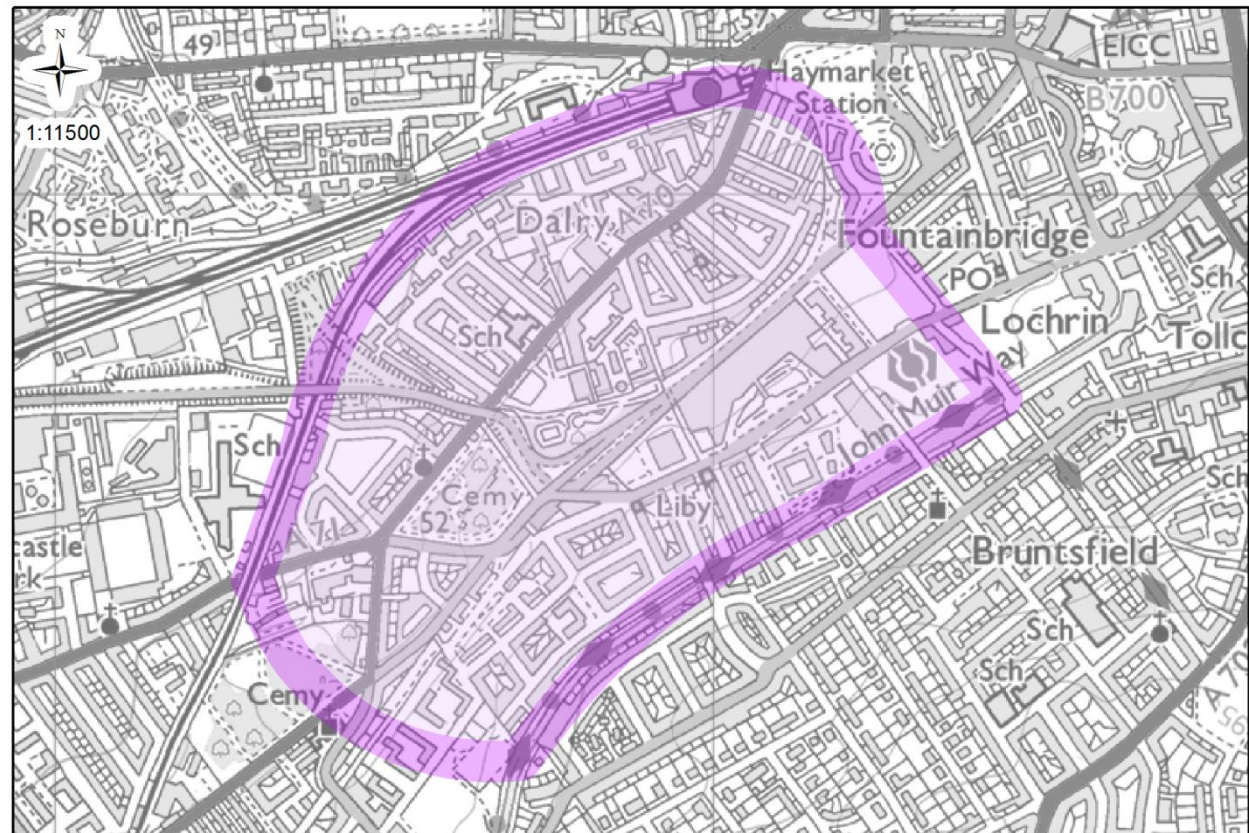
For most of the last century Dalry has had a mix of industrial, commercial and residential buildings. Residential properties are a mix of Victorian flats and colonies, along with newer builds on former industrial areas. The development of former brewery sites at Fountainbridge have resulted in high value flats, student accommodation and the new the Boroughmuir High School.

The area directly borders the city centre, with most amenities in walking distance. The small Murieston Park and Dalry Cemetery are the only green spaces in the area, although Harrison Park is less than a mile away.

The Royal Infirmary is less than five miles from the area, and the western General is less than two miles away.

The Dalry Swim Centre houses a swimming pool and gym, with other commercial facilities close by.

The area has two post offices, a medium sized supermarket, and a GP. The local Jobcentre is at High Riggs approximately a mile away. The area also contains a major entertainment centre at Fountain Park.



The current population is approximately 11,000, with a significantly higher proportion of working age adults compared to Edinburgh as a whole. The proportion of under 16s is less than half of the city-wide average, and the proportion of over 65s is around a third.

The SIMD highlights small pockets of deprivation particularly around Duff Street, but also in the area around Caledonian Crescent and Dundee Street.

However these are pockets within a city-centre community that also has a high number of affluent residents.

Workstream	Actions
Employability	<ul style="list-style-type: none"> • raise awareness of in-work support • increase participation in and improve access to employability support services • improve communication between the local community and partners about learning opportunities and service provision.
Health and social care	<ul style="list-style-type: none"> • work on issues that affect physical and mental health and wellbeing • use a main building as a community hub to co-locate more support services as well as provide information about other services and local activities.
Community safety	<ul style="list-style-type: none"> • increase engagement with students and young people to decrease anti-social behaviour • increase awareness of bike theft prevention measures • work with school liaison officer to work with young people within schools • work with local universities around prevention and increase awareness of home safety • better target operations to local need • reduce the negative impact of the night time economy • develop problem profiles and local initiatives to address the negative behaviour • encourage “drink aware” campaigns • consider/scope opportunity/interest in local scheme with licensed premises • tackle noise complaints and intervene early.
Children and Young People	<ul style="list-style-type: none"> • improve provision and access to youth and children’s services • work with partners and the community to develop a range of play and leisure activities.
Team Around Place	<ul style="list-style-type: none"> • work with partners to develop opportunities for increased participation with local student population • increase the use of Union Canal and links to neighbouring parks • increase quality and use of open space • deliver the Gorgie/Dalry Town Centre Public Street Life Assessment recommendations.



How we will measure success

The locality wide and small area plans in sections 5 and 6 contain a strategic description of high level actions and possible measures. This will be underpinned by workplans which set out detailed actions, timescales and the key measures that will demonstrate how change is taking place in each locality, forming the basis of the performance framework. These more detailed workplans will form the basis of monitoring progress allowing scrutiny of areas of success and areas of improvement and will be subject to regular review.

An Annual Progress Report will also be produced evidencing progress on delivering the outcomes in the plan, based on the output of the continuous monitoring and scrutiny. This will be presented to Council Committee and partner governance bodies for further scrutiny and approval.

There are three core principles for monitoring progress and three key methods by which performance is reported.

Principles

- 1 Easy to access and understand**
Information on how each outcome is progressing needs to be readily available, regularly maintained, clearly laid out and free of jargon.
- 2 Focused on outcomes as well as outputs**
The aim of monitoring information is to measure the difference made to local people and communities and not just changes made to services.
- 3 Alignment with other strategic aims**
Partners' progress towards achieving outcomes must be consistent with their own established strategic aims. This is to ensure that the services are working towards clearly aligned goals and are monitoring their work in a consistent way.

Methods

- 1 Workplans**
A set of detailed plans relating to the outcomes and associated actions allows monitoring of partner activity and progress towards achieving shared goals.
- 2 Regular performance reports**
These detail progress towards achieving outcomes for the Locality Leadership Team. They can include actions, key performance indicators, case studies and customer research to give a balanced view on progress. These reports form the basis for the Annual Progress Report.
- 3 Annual Progress Report**
Progress in achieving outcomes for the locality and small areas will be reported annually to Council Committee and partner governance bodies.

Further information and contacts

Key contacts

Further information about this plan is available by contacting the North East locality team:

- email southwest.locality@edinburgh.gov.uk
- telephone 0131 529 3111 and ask to speak to the Locality Manager or the Lifelong Learning Service Manager.

Links to plans and strategies

The Locality Improvement Plan links with a range of existing strategies including:

The City of Edinburgh Council

Business Plan

www.edinburgh.gov.uk/businessplan

Local Development Plan

www.edinburgh.gov.uk/localdevelopmentplan

The Edinburgh Partnership

Children's Services Plan

www.edinburgh.gov.uk/childrenservicesplan

NHS Lothian

NHS Lothian Strategic Plan 2014 - 2024

www.nhsllothian.scot.nhs.uk/StrategicPlan

Edinburgh Integration Joint Board

Edinburgh Health and Social Care Partnership Strategic Plan

www.edinburgh.gov.uk/healthstrategicplan

Police Scotland

Local Police Plans 2017 - 20

www.tinyurl.com/EdinburghLocalPlans

Scottish Fire and Rescue Service

Local Fire and Rescue Plan for the City of Edinburgh 2014-2017

www.firescotland.gov.uk/SFRS_LocalPlan_CityofEdinburgh.pdf

Edinburgh Voluntary Organisations' Council and Volunteer Centre Edinburgh

Everybody's Edinburgh

www.evoc.org.uk/about-evoc/everybodys-edinburgh-third-sector-manifesto



Equalities statement

Locality Improvement Plans set out our commitment to promoting equality and diversity. An Integrated Impact Assessment (IIA) and Strategic Environmental Assessment (SEA) have been carried out, enabling all partners to meet their legal duties to consider equality, human rights,

sustainability and the environment. The assessments ensure that the planned services and policies promote equality of opportunity, eliminate discrimination and harassment; and promote good relations between those with protected characteristics and those with none. They

also allow broader inequalities to be addressed, ensuring that the needs of all people are met.

For further information or to view a copy of the assessments please contact: southwest.locality@edinburgh.gov.uk

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South East Edinburgh Locality Improvement Plan 2017-2022



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Introduction

Welcome from the South East Locality Leadership Team.

We are delighted to present the first South East Edinburgh Locality Improvement Plan 2017-2022. This builds on the past successes and good practice of the Neighbourhood Partnerships and their Local Community Plans.

This plan will help those people who are in greatest need, and focuses on what action can be taken to improve the quality of life of those who live in the South East.

It sets out:

- the priorities for improving the area over the next five years

- the actions that will be carried out in the short, medium and long term
- our commitment to target our shared resources in the most effective way to tackle inequality.

In developing the plan, we asked local people across the locality, as well as within smaller targeted areas, what would make the area better and what would we need to do to achieve this.

This allowed us to identify the outcomes and priorities that will make a real difference to the lives of the people in the locality.

The plan brings our communities even closer together with local service providers

to plan and deliver better services which meet the needs of the people who use them.

Partners in the South East Locality Leadership Team are:

- The City of Edinburgh Council
- Police Scotland
- NHS Lothian
- Health and Social Care Partnership
- Scottish Fire and Rescue Service
- South East Edinburgh Voluntary Sector Forum
- Edinburgh College
- Skills Development Scotland
- The University of Edinburgh
- Edinburgh Voluntary Organisations' Council



Context

Community planning

Community planning is the process by which councils and other public bodies work with local people, businesses and voluntary groups to plan and deliver better services to improve the lives of people who live in their community.

In Edinburgh, the city's community planning partnership where community, public and the third sector come together is collectively known as the Edinburgh Partnership.

Over the last 10 years, communities have identified their own priorities through Local Community Plans and worked with service providers to achieve improvements in their communities.

The most recent Local Community Plans ran from 2014-2017. During that time, many organisations changed to working across four localities in the city, to manage their services with the same boundaries.

The Community Empowerment (Scotland) Act 2015 also changed community planning in Scotland.

The Act gives local people more say in how public services are planned, designed and delivered. The Act requires public bodies to:

- identify and improve outcomes in the geographical areas which experience the greatest inequality
- prepare and publish Locality Improvement Plans to deliver better outcomes on the agreed priorities
- review and report publicly on progress and revise and update the plans as appropriate.



South East locality

The South East locality has areas with high levels of affluence, as well as areas which are amongst the most socially and economically disadvantaged.

The current population of the South East is 125,975 and is expected to increase by around 5% in the next 15 years. Whilst this is a lower rate of increase than the other localities, this will still put additional pressure on housing and schools in the area and access to local amenities.

The South East locality has the highest rate of private rented housing and an owner occupier rate of 54%.

It also has the second highest rate of child poverty, and most children that are in the lowest income households live in the Liberton/Gilmerton area.

There are distinct geographical areas within the locality where levels of affluence and inequality vary. For example, despite its affluence, the City Centre faces many challenges with higher than average:

- crime rates
- incidents of anti-social behaviour
- numbers of people begging and sleeping rough.

Just fewer than 50% of all serious assaults take place in the South East locality and over 70% of these reported are in the city centre area.

Liberton/Gilmerton is diverse and includes areas where we need to focus on reducing inequality and disadvantage, including Southhouse, Burdiehouse, Moredun and Gracemount. Poor standards of health and low levels of professional and educational qualifications are amongst the greatest challenges in these areas.

A key aim of the locality approach to achieving better outcomes for people, is to shift the focus from tackling crisis to early intervention and prevention. To achieve this, there needs to be a greater understanding of the root causes and related trigger points for individuals and families in reaching 'crisis'.

The Locality Improvement Plan identifies locality wide outcomes, but also has a specific focus on smaller geographical areas within the wider locality.



Population
125,975



4,280
houses
planned in
10-15 years



16,972
people over 65



16,085
children
under 16



Engaging with our communities

We are committed to having meaningful conversations with the diverse communities and groups that make up the South East locality about the services that are important to them.

In developing this Plan, we've spoken with a wide range of people so far and have taken the conversations to where people are in the locality, and recognised the importance of engaging with people who would not normally take part. This has included at fayres, libraries and community centres, through community events, and during foot patrols and home visits carried out by local officers from Police Scotland and the Scottish Fire and Rescue Service.

Going forward, we will continue to build on our understanding of the needs and aspirations of our communities and a vital

part of this will be effective and ongoing engagement and communication with local people.

To ensure that people can take part in a way that suits them, we will continue to create opportunities for individuals to talk to us informally face to face, complete a survey in the comfort of their home or take part online. This will enable as many people as possible to be involved.

It was also clear when developing this Plan that many local people had already had conversations about what was important to them and what they wanted to see happen in their locality. So we will keep using feedback that has been collected through various engagement and consultation exercises to help shape the Plan. This has already included feedback gathered

through the Police Scotland survey, City Vision 2050, Edinburgh Children's Services Plan and the Edinburgh People Survey.

This Locality Improvement Plan will have an impact on our communities and so input and feedback from you is vital to ensure the Plan is shaped to deliver what it can for the benefit of the people in our community. We want local people to get involved and feel part of the delivery of the actions in the Plan.

What contribution could you make to your local community to make it a better place to live? For information on how to get involved, or to find out how to join a local community group, your community council or to take part in local volunteering opportunities, please get in touch with us at southeast.locality@edinburgh.gov.uk.



Locality wide outcomes

South East locality map



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The outcomes are set out under the five themes of place making; children, young people and families; economy/ employability; health and wellbeing; and community safety.

Under each theme, we have set out the outcomes, high level actions and possible measures below. The measures provide an indication of what may be possible in measuring progress. These measures, along with outputs, timescales and resources to deliver the actions and achieve better outcomes are set out in accompanying work plans,

which are being developed and are described in the ‘How we will measure success’ section.

Place making



Places that are safe, welcoming, clean and easy to move around play a critical role in helping people to lead healthy lifestyles. We want our communities in South East Edinburgh to feel proud of, and connected to, the place where they live and to feel invested in the future of

their local area, whether they intend it to become their long-term home or it’s just home for now. We will work together in partnership with local people to tackle the issues that impact on the quality of the environment, and to make our environment more sustainable for the future.

Lead – The City of Edinburgh Council
Partners include – The University of Edinburgh, representatives from voluntary sector

Outcome	High level actions	Measure
Improved transport and active travel infrastructure	<ul style="list-style-type: none"> • promote and support the roll out of the on-street cycle storage scheme and make sure this is co-ordinated with the review of communal bin locations • work with developers who are building housing in the area to identify opportunities to enhance local transport infrastructure and promote active travel 	<p>Journeys made by walking, cycling and public transport</p> <p>Traffic delays are reduced</p>

Outcome	High level actions	Measure
	<ul style="list-style-type: none"> • reduce commuter traffic in the area through promotion and development of measures to improve cycle safety, increase use of park and ride, and tackle commuter parking in local residential streets • involve local communities in decisions about the local allocation of roads, pathways and cycleway investment budgets. 	Air quality
Improved local recycling facilities, cleaner streets and reduction in waste	<ul style="list-style-type: none"> • work with schools and organisations to deliver programmes to change attitudes towards littering and recycling, and educate people about reducing waste, building on the current programme led by Changeworks with schools • review locations and provision of communal bins and recycling facilities and identify areas where improvements can be made • work with local businesses to identify how they will take responsibility for the impact on the local community by litter generated by their trade • organise pop up recycling events including amnesties, swap shops, and upcycling and recycling advice. 	Citywide recycling rate Satisfaction with recycling services Number of complaints about litter
Enhanced built environment and civic spaces	<ul style="list-style-type: none"> • work in partnership with local businesses to reduce street clutter and prioritise clear pathways for pedestrians • increase the use of community art to improve visual appeal and reduce graffiti 	Satisfaction with neighbourhood as a place to live



Outcome	High level actions	Measure
	<ul style="list-style-type: none"> • identify areas of disused neglected public land which can be developed as community growing spaces • improve public spaces to make them more welcoming and accessible place for people to spend time • develop a place management model through creation of local “Place” teams who work together to improve the cleanliness and estate management of communities. 	<p>Satisfaction with cleanliness</p>



Children, young people and families



The Edinburgh Integrated Plan for Children and Young Person's Services sets out an ambition to make Edinburgh a truly child friendly city. All partners will work together to achieve this. The Children's Partnership aims to embed a culture where services are delivered 'with' children and young people, their families and their communities, rather than 'for' or 'to' them.

The Partnerships' aims for children and young people are that:

- 1 Every child will have the best start in life.
- 2 Children and young people's attendance, engagement and achievement will be improved and the poverty related attainment gap will be reduced.
- 3 Every child and young person will have good wellbeing and achieve the best possible health.

- 4 Equity amongst children and young people and their families will be advanced.
- 5 Children and young people, their families and their communities will be empowered to improve their wellbeing

Lead – The City of Edinburgh Council
Partners include – schools, Health and Social Care Partnership, representatives from voluntary sector.



Outcome	High level actions	Measure
Children, young people and families get the right support at the right time	<ul style="list-style-type: none"> • improve child planning through local training events to “Get it Right for Every Child” • test out the application of “self directed support” allowing the families of children and young people in need to choose how their support is provided to them. Use the additional budget that has been made available locally, and share learning from the process with partners • engage with families, communities and interest groups to explore learning, employment and other opportunities for parents to help them address issues of isolation, poverty and parenting. 	<p>Number of Looked After Children</p> <p>Number of children and young people supported through Self Directed Support</p>
People are involved in developing the services that help them fulfil their potential	<ul style="list-style-type: none"> • set up a locality “Youth Talk” group which will oversee participation and engagement of children and young people, supported by partners in the locality • use feedback from this process to develop locality actions to improve wellbeing • develop local ways to support young people so they can take part in processes such as participatory budgeting • support all partners to develop their engagement with young people in activities in the locality, and provide ways for young people, their families and agencies to feed back their views on a regular basis. 	Participation activities undertaken and outcomes reported

Outcome	High level actions	Measure
<p>Support for additional child care.</p> <p>The new universal pathway pre-birth to pre-school as well as the increase in childcare hours to 1,140 hours will increase support for children. This is also an opportunity for parents and carers to explore options such as employment, training and education.</p>	<ul style="list-style-type: none"> • explore different options to delivering 1,140 hours of child care, such as nursery/forest kindergarten • provide initial delivery of 1,140 hours of child care in four local settings • offer flexible patterns of attendance in six local settings. 	<p>Early Years settings offering a flexible and accessible service</p> <p>Early Years settings providing 1,140 hours of funded Early Learning and Childcare</p>



Economy/employability



The South East locality has a slightly higher than average level of youth unemployment and suffers from small pockets

of worklessness, poverty, inequality and disadvantage within communities and across vulnerable sections of society.

Organisations will work together to target, tailor and integrate support for people who need it. The Locality

Improvement Plan will ensure that residents have the skills, aspirations and knowledge to secure sustainable employment whilst improving the general economic health of the area.

By getting involved earlier in senior phase high school, providing life skills and a planned career progression route, in addition to the development of more local jobs by working better with employers, we can help to deliver

people's career aspirations in the locality.

Lead – The City of Edinburgh Council
Partners include – Skills Development Scotland, Edinburgh College, University of Edinburgh, representatives from voluntary sector.

Outcome	High level actions	Measure
More employment opportunities for young people are available	<ul style="list-style-type: none"> • work with high schools to identify the support they need to increase opportunities to prepare young people for the world of work • work with employers in the area to increase employment and apprenticeship opportunities for local young people through promotion of the Edinburgh Guarantee, Modern Apprenticeships and other schemes • increase the mentoring opportunities available for young people by using the skills within the University of Edinburgh, voluntary organisations and other local partners to provide support to help young people make the best of employment opportunities. 	<p>Positive destinations from schools</p> <p>Number of Modern Apprenticeships</p>
People of all ages gain skills for employment	<ul style="list-style-type: none"> • develop and promote programmes in the local community to help people of all ages gain skills to enable them to find meaningful employment, targeted at groups that need additional support. 	<p>Employment rates</p> <p>Unemployed people supported in to work or learning</p>
Local businesses thrive and bring benefits to the local community	<ul style="list-style-type: none"> • work in partnership with local traders' associations to identify opportunities to work together to improve the local environment and promote a "shop local" agenda. 	<p>New business start ups</p>

Health and wellbeing



Our priority outcomes for improving Health and Wellbeing in the South East locality will help to make sure that the right care is delivered in the right place, at the right time for each individual. The South East locality has a slightly higher than average number

of people with mental health problems when compared to other parts of Edinburgh and also has a high concentration of people aged over 85. Through working together, we want to deliver outcomes that will help individuals to achieve their full potential and encourage people to make choices that promote good health and wellbeing.

Lead – Health and Social Care Partnership
Partners include – NHS Lothian, The City of Edinburgh Council, Scottish Fire and Rescue Service, representatives from Voluntary Sector.

Outcome	High level actions	Measure
People lead healthier lifestyles both physically and mentally	<ul style="list-style-type: none"> • identify target groups that have low levels of physical activity and promote affordable and accessible opportunities for people to become more active in their day to day lives • promote local walking and cycling routes, 'friends of parks' groups, local growing initiatives and activities in communities and libraries as a route to improving physical and mental wellbeing • develop and promote programmes about healthy living, including supporting people with substance misuse issues, and developing life skills such as health eating and budgeting. 	Levels of physical activity People's perception of own health

Outcome	High level actions	Measure
Improved access to health and social care services	<ul style="list-style-type: none"> • improve access to health and social care services by providing a clear and simple contact point which supports people in getting the right support or advice as quickly as possible • explore options to develop easier access routes into health and social care services, including those who may require additional assistance • improve collaborative working between GP services, health and social care services and third sector organisations to optimise outcomes for people in their community, particularly for those over 85 years old and with mental health difficulties. 	People's perception of accessing services
Services support independent living at home for those with additional care needs	<ul style="list-style-type: none"> • work with Local Opportunities for Older People (LOOP's) to develop a programme to raise awareness of their service in the locality and develop collaborative working relationships with other relevant organisations • maximise the use of community transport by better linking it with locality needs, community programmes and community activities • support and encourage befriending and volunteering networks • work with learning providers so that people can access and learn how to use digital technology, developing their skills to shop online, keep in touch with family and friends etc. 	People's perception of living independently



Community safety



A key element of ensuring a thriving community in the South East is through improving community safety, tackling anti-social behaviour and keeping people safe who live, work or visit the area. It is essential that residents and visitors feel safe and

have the confidence to report crime and problems that affect them.

We will build on existing partnership arrangements to find longer-term solutions to persistent problems, quickly identify and tackle

emerging crime trends and ensure that residents are involved in creating the solutions to problems.

We will also ensure that vulnerable members of our community are protected from harm, and victims of crime are fully supported.

Lead – Police Scotland

Partners include – The City of Edinburgh Council, Scottish Fire and Rescue Service and representatives from Voluntary Sector Forum.

Outcome	High level actions	Measure
<p>Individuals, families and groups are supported to promote positive behaviour in safe communities.</p>	<ul style="list-style-type: none"> • partners will work together to regularly monitor issues and concerns that have been reported locally, and agree the appropriate response and action to be taken • identify the support and advice services provided in the area, including mediation services, and ensure these services are fully engaged in supporting communities and residents who are experiencing anti-social behaviour 	<p>Satisfaction with how anti social behaviour is dealt with</p> <p>Street drinking or alcohol related disorder is not a problem in this neighbourhood.</p>

Outcome	High level actions	Measure
	<ul style="list-style-type: none"> initiate a local programme of communication and awareness raising aimed at working with people to promote safer, more resilient and involved communities. 	People from different background get on well together
People feel that their issues and concerns are listened to and they can report community concerns with ease	<ul style="list-style-type: none"> upskill local front line employees to provide advice, information and signposting on a wider range of issues for local people establish walkabouts with partners and communities to increase our visibility and encourage on-street engagement to identify and resolve issues early establish a programme of regular surgeries and community information events involving all public service partners. 	People feel able to have a say on local services and issues
Communities feel safer and can engage in actions that promote dynamic and thriving communities	<ul style="list-style-type: none"> carry out environmental audits in areas where people have reported low levels of feeling safe, using the annual Edinburgh People Survey use this information to identify actions that can be taken to improve a feeling of safety in these communities use local budgets to work with communities to identify improvement projects which would help make local people feel safer within their community develop a local communications approach that shares information and keeps the community up-to-date with crime statistics, actions being taken to tackle issues, encourages reporting etc. raise awareness of domestic abuse and continue with the roll out of the 'Mentors in Violence' Protection programme. build on strong links between the Scottish Fire and Rescue Service and all local partners and stakeholders to support the Fire and 	<p>People feel able to have a say on local services and issues</p> <p>People feel safe after dark</p>



Outcome	High level actions	Measure
	Rescue Service in its prevention work, prioritising the most vulnerable and at risk groups.	



Small areas

Within our locality there are communities that experience a higher level of inequality or there are social issues that significantly affect residents' quality of life. Small area plans are designed to target the key issues within these communities and, in South East Edinburgh, plans have been developed for:

- Dumbiedykes
- several communities within the Liberton Gilmerton ward – Southhouse, Burdiehouse, Gracemount, Moredun, Hyvots, Ferniehill and Fernieside
- Southside Corridor
- City Centre.

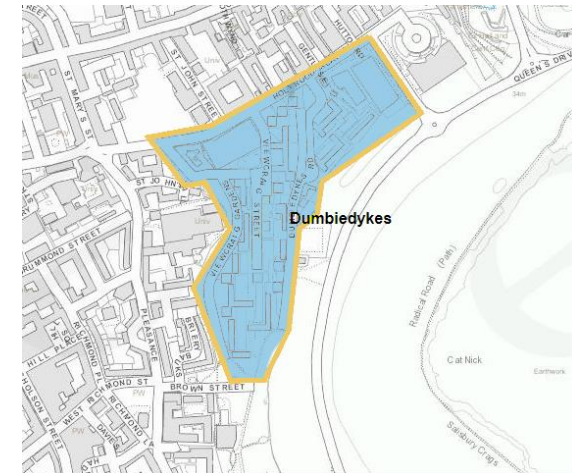
The plans below describe the high level actions separated into five themes for these small areas. As part of the next steps, detailed work plans are being developed which will support the delivery of actions in each small area. These will detail further actions, timescales and measures to track progress. The approach to measuring success is described in the 'How we will measure success' section.



Small area plan – Dumbiedykes

Dumbiedykes is a residential area in the city centre adjacent to Holyrood Park. It's home to people who have grown up and raised their own families in Dumbiedykes, to students who are undertaking studies in Edinburgh and to people from different backgrounds and walks of life who have moved into the area more recently. The small area plan aims to improve the local environment to make it an even better

place to live. It will develop the services available to local residents to ensure they meet the needs of those who need them the most, including providing more opportunities to learn about digital skills, learn new languages and get access to money and career advice. It will also aim to increase the number of activities available to children and young people who live in the area.



Outcome theme	Action
Place making	<ul style="list-style-type: none"> • create local campaigns to address environmental issues that are identified by the community as being a concern in their area such as littering, fly tipping, recycling and dog fouling.
Children, young people and families	<ul style="list-style-type: none"> • increase the use of the Braidwood Centre by local people through provision of more services, activities and social events • establish a local money advice drop in service • provide relevant and affordable activities for young people.
Economy/employability	<ul style="list-style-type: none"> • develop a programme of learning opportunities for local people on subjects such as literacy, numeracy, digital inclusion, languages, cooking • increase employment and training support for the local community through the promotion of local jobs, volunteering opportunities and providing access to career advice.
Health and wellbeing	<ul style="list-style-type: none"> • explore opportunities to improve access for local people where there are currently barriers to essential services, such as lack of public transport options to dentists and GPs etc.



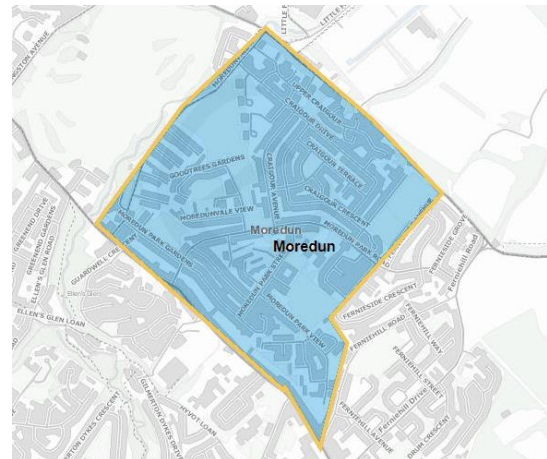
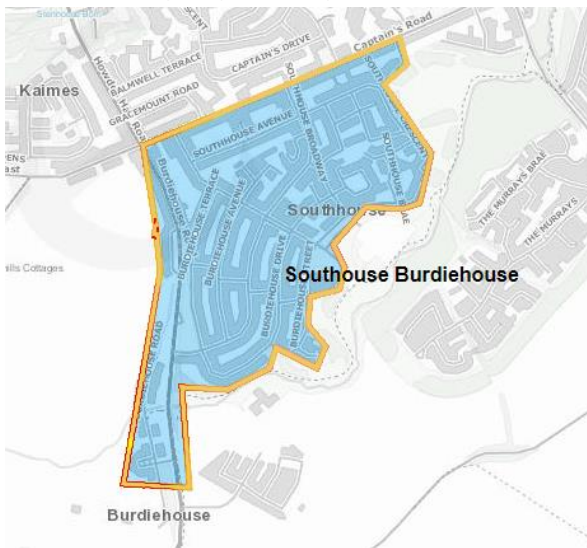
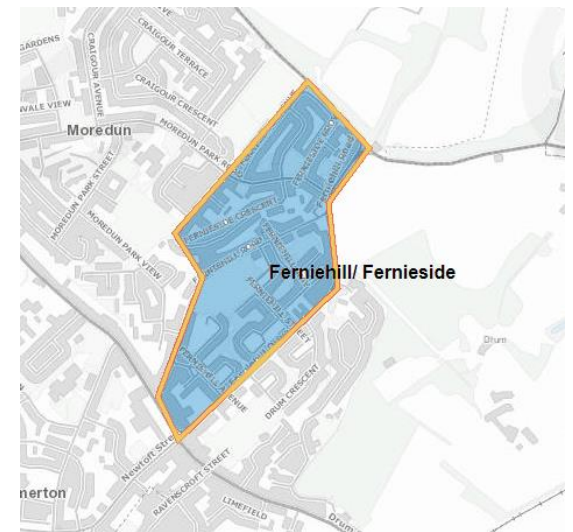
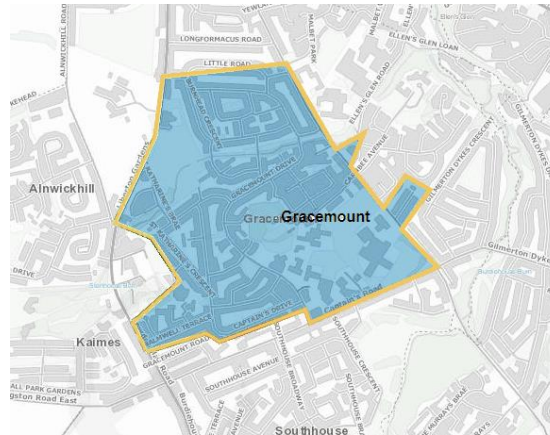
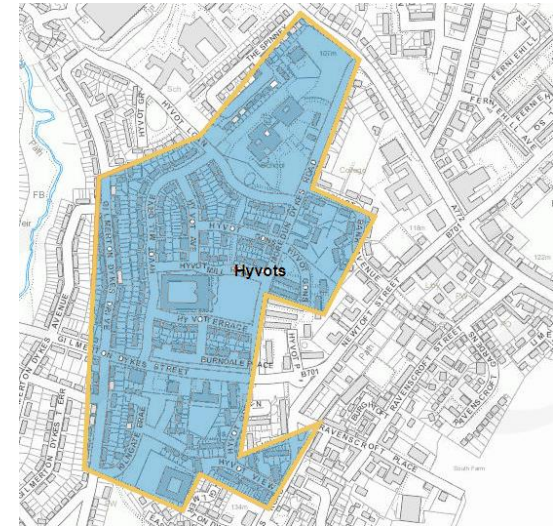
Outcome theme	Action
Community safety	<ul style="list-style-type: none">• work with the community to tackle issues of anti-social behaviour that are affecting the quality of life of residents in the area, such as drug and alcohol misuse, street drinking and vandalism.



Small area plan - Southhouse, Burdiehouse, Gracemount, Moredun, Hyvots, Ferniehill and Fernieside

The communities of Southhouse, Burdiehouse, Gracemount, Moredun, Hyvots, Ferniehill and Fernieside are all located within the Liberton Gilmerton ward of the city. Local residents have asked for services that will improve outcomes for children and families and enhance the quality of the environment in which they live. The key priorities within the small area plan aim to create employment, training and learning opportunities for local people, support the development of people’s digital skills, promote the English for Speakers of Other Languages programme, as well as

create affordable activities for young people. It will also ensure the community realises benefits from local development in the area.

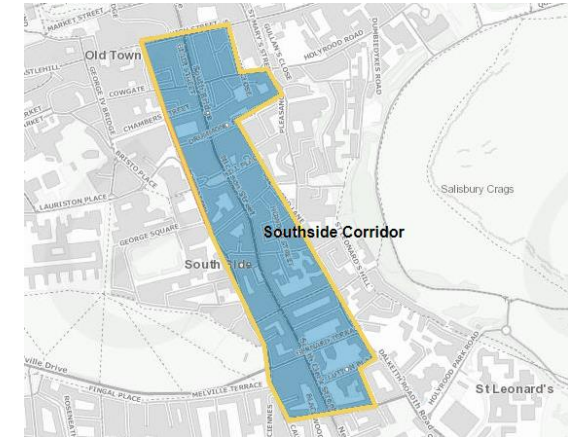


Outcome theme	Action
Place making	<ul style="list-style-type: none"> • create local campaigns with community groups to address environmental issues that are identified as being a concern in their area such as littering, fly tipping, recycling and dog fouling.
Children, young people and families	<ul style="list-style-type: none"> • provide affordable activities for young people that they want to participate in • improve communication between local residents, the Council and partner organisations about what services are available in the area, how they are accessed and explore how services can be promoted in a consistent and cohesive way at a local level.
Economy/employability	<ul style="list-style-type: none"> • increase employment and training opportunities for 16-20 year olds • work with BioQuarter partners to identify opportunities to bring benefits from the development into the local community • support and develop digital inclusion in the local community to reduce social isolation, help people search for jobs and find out about services in the local area. • develop and promote the English for Speakers of Other Languages (ESOL) programme, ensuring that the right service is provided in the right place.
Health and wellbeing	<ul style="list-style-type: none"> • establish local outreach information points in places that people regularly access, such as libraries, community centres, GP surgeries and shopping areas to improve access to advice, information and support.
Community safety	<ul style="list-style-type: none"> • engage with young people in areas where anti-social behaviour is identified as being an issue to involve them in identifying ways to address it effectively, through diversionary activities, development of the local youth work programme and access to support and advice services.

Small area plan – Southside Corridor

The Southside Corridor is the area that runs from Newington towards the City Centre. It is a vibrant community with a high volume of both residential and commercial property, and is also home to many of the students who are studying in the city. It is a key access route into the city centre from the south with high volumes of traffic travelling through the area.

The small area plan has been created with input from the community, and it aims to enhance the area and to provide a more pleasant, healthy, safe and welcoming environment for people who live and spend time there.



Outcome theme	Action
Place making	<ul style="list-style-type: none"> • reduce street clutter and create a clearway for pedestrians • improve conditions for cyclists such as road condition, bike parking, and driver/cyclist relationships • improve public spaces for people
Children, young people and families	<ul style="list-style-type: none"> • increase youth work provision and activities for young people.
Economy/employability	<ul style="list-style-type: none"> • identify opportunities for students to contribute to the local community through volunteering and more active involvement in community groups / activities.
Health and wellbeing	<ul style="list-style-type: none"> • work with the community to identify what information they would like to see about local services in the area, and how access to this information can be improved locally.



Community safety

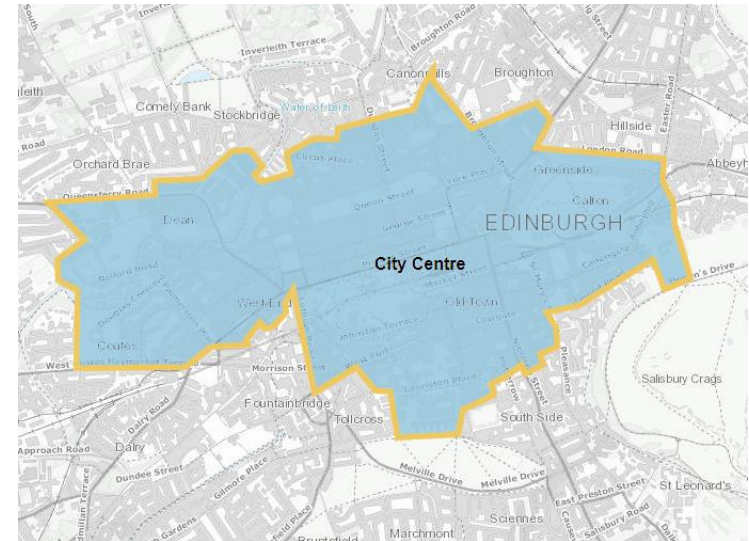
- address crime and anti-social behaviour through working in partnership with the community to gather information, provide support and engagement and, where necessary, take appropriate enforcement action
- establish walkabouts with the community to identify and deliver actions that can be taken to improve the local environment
- co-ordinate the partnership approach to addressing the needs of those street drinking, begging and sleeping rough in the area in a way that has a sustained impact.



Small area plan – City Centre

Edinburgh's City Centre is home to around 22,000 people. It is also the heart of the capital city of Scotland, a world heritage site and host to a thriving business and tourist economy. This brings some challenges as well as opportunities for the local community. The small area plan will deliver specific interventions and

improvements to the way aspects of the city centre are managed. It aims to ensure local people can experience a great quality of life, make use of their public spaces and benefit from the city's attractions and festivals.



Outcome theme	Action
Place making	<ul style="list-style-type: none"> • identify opportunities where green space can be improved and local access to growing projects can be developed • develop a programme of de-cluttering and environmental improvement campaigns in key streets and public realm areas where people live such as Grassmarket, High Street, Canongate, Hunter Square and Rose Street • develop advice and support for residents whose quality of life is being adversely affected by the high number of holiday lets • develop a balanced approach to how public space is used and managed in the city centre • map out services available for all city centre residents and identify ways to increase awareness.
Economy/employability	<ul style="list-style-type: none"> • work with cultural partners in the city to identify ways for local residents to benefit from major cultural institutions and festivals in their area.
Community safety	<ul style="list-style-type: none"> • co-ordinate the partnership approach to managing the impact of the night-time economy on city centre residents and visitors through community safety programmes, effective liquor licence enforcement and other approaches • co-ordinate the partnership approach to addressing the needs of those with alcohol and drug misuse issues or those who are begging and rough sleeping in the city centre in a way that has a sustained impact • support the engagement and consultation process on the review of the Licensing Policy, ensuring interested local people and stakeholders are given the opportunity to participate.

How we will measure success

The locality wide and small area plans in sections 5 and 6 contain a strategic description of high level actions and possible measures. This will be underpinned by workplans which set out detailed actions, timescales and the key measures that will demonstrate how change is taking place in each locality, forming the basis of the performance framework. These more detailed workplans will form the basis of monitoring progress allowing scrutiny of areas of success and areas of improvement, and will be subject to regular review.

An Annual Progress Report will also be produced evidencing progress on delivering the outcomes in the plan, based on the output of the continuous monitoring and scrutiny, and will be presented to Council Committee and partner governance bodies for further scrutiny and approval. The core principles and methods for monitoring progress and performance reporting are set out below:

Principles

- 1 Easy to access and understand**
Information on how each outcome is progressing needs to be readily available, regularly maintained, clearly laid out and free of jargon.
- 2 Focused on outcomes as well as outputs**
The aim of monitoring information is to measure the difference made to local people and communities and not just changes made to services.
- 3 Alignment with other strategic aims**
The partners' progress towards achieving the outcomes must be consistent with their own established strategic aims. This is to ensure that the services are working towards clearly aligned goals and are monitoring their work in a consistent way.

Methods

- 1 Workplans**
A set of more detailed plans relating to the outcomes and associated actions will allow monitoring of the partners' activity and progress towards achieving our shared goals.
- 2 Regular performance reports**
These will detail progress towards achieving the outcomes. They could include actions, key performance indicators, case studies and customer research to give a balanced view on progress. These reports will form the basis for the Annual Progress Report.
- 3 Annual Progress Report**
Progress in achieving the outcomes for the locality and small areas will be reported annually to Council Committee and partner governance bodies.



Further information and contacts

Key contacts

Further information about this plan is available by contacting the South East locality team:

- email southeast.locality@edinburgh.gov.uk
- telephone 0131 529 5151 and ask to speak to the Locality Manager or the Lifelong Learning Service Manager.

Links to plans and strategies

The Locality Improvement Plan links with a range of existing strategies including:

The City of Edinburgh Council

Business Plan

www.edinburgh.gov.uk/businessplan

Local Development Plan

www.edinburgh.gov.uk/localdevelopmentplan

The Edinburgh Partnership

Children's Services Plan

www.edinburgh.gov.uk/childrenservicesplan

NHS Lothian

NHS Lothian Strategic Plan 2014 - 2024

www.nhslotian.scot.nhs.uk/StrategicPlan

Edinburgh Integration Joint Board

Edinburgh Health and Social Care Partnership Strategic Plan

www.edinburgh.gov.uk/healthstrategicplan

Police Scotland

Local Police Plans 2017 - 20

www.tinyurl.com/EdinburghLocalPlans

Scottish Fire and Rescue Service

Local Fire and Rescue Plan for the City of Edinburgh 2014-2017

www.firescotland.gov.uk/SFRS_LocalPlan_CityofEdinburgh.pdf

Edinburgh Voluntary Organisations' Council and Volunteer Centre Edinburgh

Everybody's Edinburgh

www.evoc.org.uk/about-evoc/everybodys-edinburgh-third-sector-manifesto



Equalities statement

Locality Improvement Plans set out our commitment to promoting equality and diversity. An Integrated Impact Assessment (IIA) and Strategic Environmental Assessment (SEA) have been carried out, enabling all partners to meet their legal

duties to consider equality, human rights, sustainability and the environment. The assessments ensure that the planned services and policies promote equality of opportunity eliminate discrimination and harassment, and promote good relations between those with protected characteristics and those with none. They

also allow broader inequalities to be addressed, ensuring that the needs of all people are met.

For further information or to view a copy of the assessments please contact:
southeast.locality@edinburgh.gov.uk

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Locality Improvement Plan Glossary



A-Z of Locality Improvement Plan terms

Acquisitive [crime]

Excessively interested in getting money or material things.

Activity Agreements

Scottish Government funded initiative to work with young people aged 16 – 19 who are not in education, employment or training. Activities include confidence building, teamwork, taster sessions and work experience. This will support young people to take the first steps towards a career.

Business Gateway

A publicly funded service that provides access to free business support services.

Career management

Planning activities and engagements in the jobs someone does, for better fulfilment, growth and financial stability.

Coercive control

This term helps us to understand domestic abuse as more than a “fight”. It

is a pattern of behaviour which seeks to take away the victim's liberty or freedom, to strip away their sense of self. It is not just a victim's bodily integrity which is violated, but also their human rights.

Community Benefit clauses

Conditions which can be built into public contracts to deliver a range of economic, social and environmental benefits for a local area.

Community Link Workers

Generalist social practitioners who provide one-on-one support for people with complex needs that enables them to access community support and services.

Council's budget engagement

The programme informs and consults citizens and Council partners about spending and saving plans.

Direct payments

One of the options available to people through self-directed support, where the individual chooses to manage the

available budget themselves to meet their care and support needs.

Eco Schools

An international initiative which is managed in Scotland by Keep Scotland Beautiful. It rewards schools for their work to improve the environment and to make their wider community aware of sustainability issues.

Edinburgh Guarantee

The Edinburgh Guarantee is a vision, led by the Council, that all sectors in the city will work together to ensure that every young person in Edinburgh will leave school with the choice of a job, training or further education opportunity.

Fairbridge

A charity that supports young people aged 13–25 to learn new skills and train.

Forest kindergarten

Based around child-centred learning through play, Forest Kindergarten offers young children frequent, regular play opportunities.



Growing Confidence Schools

A project that includes a range of training programmes and resources to promote mental health and emotional wellbeing in staff, pupils and families.

Hate crime

A crime motivated by malice or ill-will towards a social group. If a social group or individual is targeted or it is perceived that they have been targeted because of their race, religion, disability, sexual orientation or transgender identity the incident or crime will be recorded, reported and investigated at either a hate crime or hate incident.

Headroom

An initiative that tests new ways of working in front line health services to improve outcomes for people living in areas with greatest inequality.

House of Care

An approach to working with people that is used in health and social care, based upon the ability of the person in need of support, and the person providing it, to have good conversations focused on

what matters most to the individual and how they can be supported to achieve it.

Inclusive Practice

This is a whole school ethos that focusses on inclusion and equality to improve outcomes for all learners.

JET (Job + Education + Training)

An employment based learning programme delivered in schools with weekly work experience to help prepare young people for the world of work – available to those in S4/5 in most high schools.

Joined Up for Business

Offers a bespoke, free recruitment and training service for businesses in Edinburgh, and provides business growth support for small to medium enterprises through the Business Gateway.

'Key to Potential' Cyrenians

A project that works with young people who have, or are at risk of, disengaging from school to support them to access college, training or a job.

Link Worker Project

A project to test the use of link workers as intermediaries to bridge the gap between GP surgeries, and opportunities made available by local third sector organisations and community groups.

Little Red Book

This is an online directory of Third Sector organisations and services in Edinburgh produced by Edinburgh Voluntary Organisations' Council.

Long-term Conditions Team

An integrated multi-disciplinary team that delivers '*Many conditions, One life*', the national action plan for supporting people with long-term conditions such as chronic obstructive pulmonary disease, diabetes and heart failure.

Looked after children

Children in the care of the local authority.

'Making It Work'

A project which was funded by the Big Lottery, Investing in Communities Programme which aims to support lone parents with children under five years



old, to progress towards education, training or employment.

Mediation services

Helps people to resolve a dispute, which both parties must agree to attend.

Mentors in Violence Prevention

A project that develops school pupil mentors to help young people to deal with anger or conflict by finding safe, positive ways to intervene in potentially violent situations or where they see harassment, bullying or abuse.

‘No wrong door’ approach

Ensuring that when a customer comes to an organisation for support, they can offer complete support or let them know other organisations who can offer support.

Participatory budgeting

A democratic process where ordinary people decide how part of a public budget should be spent

PEEPs

Parents Early Education Partnership groups.

Pentlands dementia awareness raising group

A group led by local community members with partnership involvement from the NHS, Third Sector and the City of Edinburgh Council to promote safe, strong resilient communities that can support people living with dementia, and their carers.

Positive destinations

What people move on to after leaving school. Positive activities include higher education, further education, training, voluntary work and employment.

Public procurements

When the Council, or another public body, looks to buy goods or services.

Rathbone

Youth charity that transforms the lives of young people through learning.

Restorative justice

A process bringing those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in

repairing the harm and finding a positive way forward.

RUTS

Rural and Urban Training Scheme.

School non-attendeess

Young people of compulsory school age who do not attend their school.

Self-directed support

A way of allowing people eligible for social care support to exercise greater choice and control over the way in which their care and support needs are met.

SIMD

Scottish Index of Multiple Deprivation.

Social prescribing

A way of supporting people with social, emotional or practical needs to access community based activities and services as an alternative or in addition to prescribing medication or other mainstream services.

Stavaigin

A project based at Sandy’s Community Centre in Craigmillar aimed at getting



local families more involved in outdoor activities.

Step up/step down

Types of intermediate care services. Step up involves the provision of additional short-term support to avoid admission to hospital. Step down is the provision of additional short-term support to allow an individual to leave hospital.

Survive and thrive group

Provides support for individuals who are experiencing psychological and emotional difficulties because of traumatic life experiences.

Thematic groups leads or workstream leads

The people responsible for leading each of the five areas of work within the Locality Improvement Plan (children and young people, health and wellbeing, employability, place, and safer communities).

The Social Care approach

Based on the idea that connecting people has a positive impact on health and wellbeing.

Third Party Reporting

A process where a victim or witness can report a hate crime or incident indirectly to Police Scotland. This can be done via Police Scotland's website or at any of the Third Party reporting centres detailed in Police Scotland's website pages.

Tomorrow's People

A National project that has a base in North Edinburgh. It provides intensive personalised support for young people facing multiple barriers to employment.

Vocational guidance

Help in choosing a career or profession, or in making employment or training decisions.

Wellbeing Academy

This approach involves Psychological Services and Child and Adolescent Mental Health Services in Edinburgh. Schools, through the appointment of Pupil Support Officers, will increase their capacity to offer early intervention and key adult support to targeted children. They also promote emotional health and wellbeing within the whole school community.

Worklessness

All people not in work, including the unemployed, and those not in work and not seeking work (such as carers).

Wraparound support

A person-centred approach that brings together a range of supports focused on the strengths and needs of the whole person.



Report

Public Bodies Climate Change Duties Briefing and Progress Report

Edinburgh Integration Joint Board

17 November 2017



Executive Summary

1. To meet the obligations placed on public bodies by the Climate Change (Scotland) Act and associated regulations, the Edinburgh Integration Joint Board must complete a Public Bodies Climate Change Duties Report to cover the financial year 2016-17.
2. This report provides an overview of the requirements of the legislation, seeks approval of the recommendations for continuous improvement as noted in the main report below and seeks approval for submission of the Public Bodies Climate Change Duties Report: 2016-17 on behalf of the Board.

Recommendations

3. The Edinburgh Integration Joint Board is asked to:
 - note the requirements of the Climate Change (Scotland) Act outlined below
 - approve the recommended proposals noted in paragraph 12 below, which will help ensure compliance with the duties of the Climate Change (Scotland) Act
 - consider and approve the draft Edinburgh Integration Joint Board Public Bodies Climate Change Duties Report: 2016/17 attached as Appendix 1.

Background

4. In 2009, the Scottish Parliament passed the Climate Change (Scotland) Act, which states that in exercising its functions, a public body must act:
 - in the way best calculated to contribute to the delivery of Scotland's climate change targets
 - in the way best calculated to help deliver any Scottish adaptation programme; and

- in a way that it considers most sustainable.
5. In 2015, secondary legislation came into force requiring public bodies to prepare annual reports on compliance with those climate change duties. Local authorities and NHS boards were required to complete their first annual report to cover the period 2015-16, whilst Integration Joint Boards are required to complete a report for the first time for the year 2016-17.

Main report

6. This report provides a summary of the legal duties placed on the Integration Joint Board by the Climate Change (Scotland) Act and makes recommendations on how the requirements can be achieved.
7. The three elements of the public bodies climate change duties are:
 - i. Mitigation - Reducing Greenhouse Gas Emissions**

Public bodies must act in the way best calculated to contribute to delivery of the greenhouse gas emissions reduction targets specified in the Act. The interim targets are: 42% reduction in greenhouse gas emissions by 2020 and an 80% reduction in greenhouse gas emissions by 2050, on a 1990 baseline. The long-term targets will be complemented by annual targets, set out in secondary legislation.
 - ii. Adaptation - Adapting to the Impacts of a Changing Climate**

In exercising their functions, public bodies must act in the way best calculated to deliver any statutory adaptation programme. The first statutory adaptation programme – Scotland’s Climate Change Adaptation Programme (SCCAP) – was published in 2014. While public sector bodies will have varying degrees of influence in relation to adaptation, all public bodies need to be resilient to the future climate and to plan for business continuity in relation to delivery of their functions and the services they deliver.
 - iii. Acting Sustainably - Sustainable Development as a Core Value**

The third element of the duties places a requirement on public bodies to act in a way considered most sustainable. This element of the duties is about ensuring that, in reaching properly balanced decisions, the full range of social, economic and environmental aspects are taken into account, and that these aspects are viewed over the short and long term.
8. The introduction of the required Public Bodies Climate Change Duties reporting is intended to help with compliance, engage leaders and encourage continuous improvement.

9. Submission of the report covering the period 2016-17 is required on or before 30 November 2017, through an online reporting platform. A printed copy of the proposed submission for the Edinburgh Integration Joint Board taken from the online system is attached as Appendix 1.
10. The report takes the form of a series of questions split into 7 parts. Not all questions apply to the IJB. The 7 parts to the report are:
 - Part 1: Profile of reporting body – outline of the budget, roles and responsibilities of the EIJB.
 - Part 2: Covers the governance, management and strategy in relation to climate change duties. The accountability and responsibility for much of the climate change duties do not lie with the EIJB, but with the City of Edinburgh Council or NHS Lothian, as staff, assets and vehicles have not transferred to the IJB.
 - Part 3: Emissions, Targets and Projects – the majority of this section is not expected to be completed by EIJB, as estate and capital assets were not transferred.
 - Part 4: Adaptations – the EIJB is at a very early stage in its work to assess and manage climate change risks and it is acceptable that information relating to these questions is not available. It is envisaged that an assessment of the current and future climate change related risk will be completed by the end of the financial year and this is stated in the Public Bodies Climate Change Duties report.
 - Part 5: Procurement – as procurement is not delegated to the EIJB, the responsibility for procurement of services and goods remains with the Council and NHS Lothian.
 - Part 6: Validation – it is not expected that the EIJB undergoes peer to peer validation; internal validation is sufficient.
 - Part 7: Recommended Reporting: Reporting on Wider Influence – there is no mandatory requirement for public sector bodies to complete this section.
11. The Integration Joint Board has no direct responsibility for the delivery of services. It employs only one member of staff, and capital assets, such as fleet vehicles, buildings and ICT systems and equipment, have not been delegated to it. Responsibilities for complying with the climate change duties in these key areas therefore remains with the Council and NHS Lothian. However, the Board does have a responsibility to ensure compliance with the climate change duties in

respect of strategic and financial planning and performance management, and can bring influence to bear on other partners through these mechanisms. The completion of the Public Bodies Climate Change Duties report provides an opportunity for the Board to:

- consider its responsibilities in respect of the Climate Change (Scotland) Act; and
- identify the steps to be taken to ensure compliance with the public sector duties, and promote continuous improvement.

12. The proposed steps identified are:

- responsibility and accountability for ensuring compliance with climate change duties and reporting are allocated and defined within the EIJB
- discussions continue with the Council and NHS Lothian to ensure lines of responsibility and reporting in relation to climate change are clear and that opportunities for joint consideration and partnership working to mitigate, adapt and act sustainably are maximised.
- the template for reports to the Integration Joint Board is amended to include a section on climate change and Integrated Impact Assessments (IIAs), which are used to identify the impact of proposed changes in policy, strategy or service delivery in terms of climate change and develop action plans to address any adverse impacts
- a management system is introduced to ensure that IIAs are completed as required, full cognition is given to climate change issues, responsibility for measurement of carbon emissions is confirmed and recommendations of the IIAs, including adaptations are implemented
- action is taken to improve staff awareness of the climate change duties
- a Climate Change Plan is prepared for the Edinburgh Integration Joint Board, including a climate change risk assessment.

Key risks

13. There is a risk of non-compliance with the duties of the Act if the Public Bodies Climate Change Duties report is not submitted by 30 November 2017 and the proposed steps set out in paragraph 12 above are not implemented.

Financial implications

14. There are no additional direct financial implications arising from this report. The delivery of recommendations will be met from existing Health and Social Care Partnership budgets.

Involving people

15. Discussions have taken place with the climate change leads from the Council and NHS Lothian.

Impact on plans of other parties

16. There is no known impact on the plans of other parties.

Background reading/references

[Climate Change \(Scotland\) Act 2009](#)

<http://www.gov.scot/Topics/Environment/climatechange/scotlands-action/climatechangeact>

Report author

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Appendices

Appendix 1

Printed copy of proposed online submission of the Edinburgh Integration Joint Board Public Bodies Climate Change Duties Report: 2016-17

Appendix 1

Public Sector Climate Change Duties 2017 Summary Report: Edinburgh City

TABLE OF CONTENTS

Required

PART 1: PROFILE OF REPORTING BODY

PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

PART 3: EMISSIONS, TARGETS AND PROJECTS

PART 4: ADAPTATION

PART 5: PROCUREMENT

PART 6: VALIDATION AND DECLARATION

Recommended Reporting: Reporting on Wider Influence

RECOMMENDED – WIDER INFLUENCE

OTHER NOTABLE REPORTABLE ACTIVITY

PART 1: PROFILE OF REPORTING BODY

1(a) Name of reporting body

Edinburgh City

1(b) Type of body

Integrated Joint Boards

1(c) Highest number of full-time equivalent staff in the body during the report year

1

1(d) Metrics used by the body

Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

Metric	Unit	Value	Comments
Population size served	population	507710	https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2016/list-of-tables

1(e) Overall budget of the body

Specify approximate £/annum for the report year.

Budget	Budget Comments
676000000	This funds community health and social care services, including GP practices and also some elements of acute hospital services.

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1(f) Report year

Specify the report year.

Report Year	Report Year Comments
-------------	----------------------

Financial (April to March)	
----------------------------	--

1(g) Context

Provide a summary of the body's nature and functions that are relevant to climate change reporting.

The Edinburgh Integration Joint Board (EIJB) was legally established in July 2015. The Board is responsible for the strategic planning and operational oversight of most community health and social care services for adults and some hospital based services. In the main, the services for which the Board is responsible are managed, delivered and commissioned through the Edinburgh Health and Social Care Partnership. The Partnership brings together staff employed by the City of Edinburgh Council (CEC) and NHS Lothian to provide integrated services under the leadership of a single Chief Officer. The Partnership also commissions services on behalf of the Integration Joint Board from a range of providers from the third, independent and housing sectors.

The Edinburgh IJB is also responsible for some services that are managed directly by NHS Lothian or one of the Partnerships of Lothian.

Adult Social Care Services

- Assessment and Care Management-including Occupational Therapy services
- Residential Care
- Extra Care Housing and Sheltered Housing (Housing Support provided)
- Intermediate Care
- Supported Housing-Learning Disability
- Rehabilitation-Mental Health
- Day Services
- Local Area Coordination
- Care at home services
- Reablement
- Rapid Response
- Telecare
- Respite services
- Quality assurance and Contracts
- Sensory impairment services
- Drugs and alcohol services

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Community Health Services

- District Nursing
- Services relating to an addiction or dependence on any substance.
- Services provided by Allied Health Professionals (AHPs)
- Community dental service
- Primary medical services (GP)*
- General dental services*
- Ophthalmic services*
- Pharmaceutical services*
- Out-of-Hours primary medical services
- Community geriatric medicine
- Palliative care
- Mental health services
- Continence services
- Kidney dialysis
- Services to promote public health

*Includes responsibility for those aged under 18

Hospital Based Services

- Accident and Emergency
- General medicine
- Geriatric medicine
- Rehabilitation medicine
- Respiratory medicine
- Psychiatry of learning disability
- Palliative care
- Hospital services provided by GPs
- Mental health services provided in a hospital with exception of forensic mental health services
- Services relating to an addiction or dependence on any substance

Staff continue to be employed by either CEC or NHS Lothian and assets including buildings and vehicles have not transferred to the IJB. CEC or NHS Lothian will therefore continue to report on climate change issues as appropriate including reporting of emissions. Discussions regarding this have taken place with the Climate Change Leads from CEC and NHS Lothian.

PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

2(a) How is climate change governed in the body?

Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements.

As capital assets and staff remain with either CEC or NHS Lothian, much of the accountability and responsibility for climate change duties, including data reporting, remain with the CEC and NHS Lothian as discussed in 1g.

The EIJB has responsibility for consideration of climate change impacts, mitigation and adaptation for new projects, planning and policies and the governance for this is the same as that for the development of each project, policy or strategy and is shown in the attached diagram. The governance of the Public Bodies Climate Change Duties Report is also shown on the diagram.

Further discussion with CEC, NHS Lothian and EIJB representatives will take place to ensure that the lines of responsibilities re Climate Change are clear amongst the 3 parties and to ensure that joint considerations re mitigation, adaptation and sustainability take place as appropriate.

Public Sector Climate Change Duties 2017 Summary Report: Edinburgh City

2(b) How is climate change action managed and embedded by the body?

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body (JPEG, PNG, PDF, DOC)

Climate Change is embedded within the EIJB through the use of Integrated Impact Assessments (IIAs). All new proposals are required to have an IIA carried out. These assessments require that consideration is given to: impact on the environment; impact on greenhouse gas emissions; future climate change; pollution: air/water/soil/noise; enhanced biodiversity; resource efficiency (energy, water, materials and minerals); waste generation; infection control; accidental injury; fire risk; promotion of sustainable forms of transport and improving the physical environment.

The IIA also requires that actions are taken where appropriate to mitigate against any negative impacts.

The management of the IIAs is the same as for the development of the project/policy, i.e. the person responsible for developing a new proposal or delivering a service is responsible for undertaking the IIA and it must be considered by the person with the ultimate responsibility for the proposal i.e. the Locality or Strategic Manager.

Steps are currently being taken to ensure that reference to the IIAs is included in all EIJB committee reports. Reference to IIAs should also be included in business cases which are presented to the Strategic Planning Group before going to the IJB. A monitoring system in regard to the IIAs will be set up to ensure the recommendations are implemented.

All staff remain the employees of either CEC or NHS Lothian and so examples of how staff are encouraged to consider climate change will be documented by either body as appropriate however the IJB's "Workforce Development Group" will give future consideration to climate change duties and reference as appropriate in the workforce development strategy.

Staff training in relation to the IIAs is available and guidance notes and templates are available on-line.

Responsibility for the public IIA register currently sits with CEC and NHS Lothian as appropriate however discussions regarding the governance of this are planned.

Public Sector Climate Change Duties 2017 Summary Report: Edinburgh City

2(c) Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?

Provide a brief summary of objectives if they exist.

Objective	Doc Name	Doc Link
There are currently no specific climate change mitigation and adaptation objectives in the Strategic Plan.	Edinburgh Health and Social Care Strategic Plan 2016 - 19	

2(d) Does the body have a climate change plan or strategy?

If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.

No

2(e) Does the body have any plans or strategies covering the following areas that include climate change?

Provide the name of any such document and the timeframe covered.

Topic area	Name of document	Link	Time period covered	Comments
Adaptation	The EIJB does not currently have any plans which cover climate change.			
Business travel				
Staff Travel				
Energy efficiency				
Fleet transport				
Information and communication technology				
Renewable energy				
Sustainable/renewable heat				

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Waste management				
Water and sewerage				
Land Use				
Other (state topic area covered in comments)				

2(f) What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?

Provide a brief summary of the body's areas and activities of focus for the year ahead.

Continue discussions with CEC and NHS Lothian to ensure lines of responsibility and reporting in relation to climate change are clear and that opportunities for joint consideration and partnership working are maximised.

Take steps to ensure that reference to the IIAs is included in the EIJB Business Case Templates and Committee report templates.

A management system will be developed to ensure that IIAs are completed as required, full cognition is given to climate change and recommendations of the IIAs are implemented.

Improve awareness of the Climate Change Duties to all staff

Prepare a Climate Change Plan (including consideration of inclusion of; ISM; use of the Climate Change Assessment Tool and initiating discussions with Adaptation Scotland; and applying Adaptation Scotland's 5 steps to managing your climate risk)

2(g) Has the body used the Climate Change Assessment Tool(a) or equivalent tool to self-assess its capability / performance?

If yes, please provide details of the key findings and resultant action taken.

No

2(h) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

PART 3: EMISSIONS, TARGETS AND PROJECTS

3a Emissions from start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year

Complete the following table using the greenhouse gas emissions total for the body calculated on the same basis as for its annual carbon footprint /management reporting or, where applicable, its sustainability reporting. Include greenhouse gas emissions from the body's estate and operations (a) (measured and reported in accordance with Scopes 1 & 2 and, to the extent applicable, selected Scope 3 of the Greenhouse Gas Protocol (b)). If data is not available for any year from the start of the year which is used as a baseline to the end of the report year, provide an explanation in the comments column.

(a) No information is required on the effect of the body on emissions which are not from its estate and operations.

Reference Year	Year	Scope1	Scope2	Scope3	Total	Units	Comments
Baseline carbon footprint						0 tCO2e	Data will be reported by CEC and NHS Lothian as appropriate

3b Breakdown of emission sources

Complete the following table with the breakdown of emission sources from the body's most recent carbon footprint (greenhouse gas inventory); this should correspond to the last entry in the table in 3(a) above. Use the 'Comments' column to explain what is included within each category of emission source entered in the first column. If, for any such category of emission source, it is not possible to provide a simple emission factor(a) leave the field for the emission factor blank and provide the total emissions for that category of emission source in the 'Emissions' column.

Total	Comments – reason for difference between Q3a & 3b.	Emission source	Scope	Consumption data	Units	Emission factor	Units	Emissions (tCO2e)	Comments
0.0									

3c Generation, consumption and export of renewable energy

Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.

	Renewable Electricity	Renewable Heat
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Public Sector Climate Change Duties 2017 Summary Report: Edinburgh City

Technology	Total consumed by the organisation (kWh)	Total exported (kWh)	Total consumed by the organisation (kWh)	Total exported (kWh)	Comments
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Other

3d Targets

List all of the body's targets of relevance to its climate change duties. Where applicable, overall carbon targets and any separate land use, energy efficiency, waste, water, information and communication technology, transport, travel and heat targets should be included.

Name of Target	Type of Target	Target	Units	Boundary/scope of Target	Progress against target	Year used as baseline	Baseline figure	Units of baseline	Target completion year	Comments

3e Estimated total annual carbon savings from all projects implemented by the body in the report year

Total	Emissions Source	Total estimated annual carbon savings (tCO ₂ e)	Comments
0.00	Electricity		
	Natural gas		
	Other heating fuels		
	Waste		
	Water and sewerage		
	Business Travel		
	Fleet transport		
	Other (specify in comments)		

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3f Detail the top 10 carbon reduction projects to be carried out by the body in the report year

Provide details of the 10 projects which are estimated to achieve the highest carbon savings during report year.

Project name	Funding source	First full year of CO2e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO2e/annum)	Estimated costs savings (£/annum)	Behaviour Change	Comments
							Natural Gas				

3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year

If the emissions increased or decreased due to any such factor in the report year, provide an estimate of the amount and direction.

Total	Emissions source	Total estimated annual emissions (tCO2e)	Increase or decrease in emissions	Comments
0.00	Estate changes			
	Service provision			
	Staff numbers			
	Other (specify in comments)			

3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead

Total	Source	Saving	Comments
0.00	Electricity		
	Natural gas		
	Other heating fuels		

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	Waste		
	Water and sewerage		
	Business Travel		
	Fleet transport		
	Other (specify in comments)		

3i Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the year ahead

If the emissions are likely to increase or decrease due to any such factor in the year ahead, provide an estimate of the amount and direction.

Total	Emissions source	Total estimated annual emissions (tCO ₂ e)	Increase or decrease in emissions	Comments
0.00	Estate changes			
	Service provision			
	Staff numbers			
	Other (specify in comments)			

3j Total carbon reduction project savings since the start of the year which the body uses as a baseline for its carbon footprint

If the body has data available, estimate the total emissions savings made from projects since the start of that year ("the baseline year").

Total	Comments

Public Sector Climate Change Duties 2017 Summary Report: Edinburgh City

3k Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to its emissions, targets and projects.

Examples of current/future Developments include:

Policy of home working and hot desking

IT networking and encouraging "paperless" environment

Development of a quality framework in relation to Community Transport through a PSP which will consider climate change issues.

Move to locality working which will reduce emissions both through reduction in business travel by, for example, care workers whose clients will be in one locality (service provision miles will be reduced) and through reduction in travel by service users as services are moved to a locality base.

Catering for care homes contracts - work will continue in working towards achieving silver and gold levels of the Catering Mark which aims to lower carbon emissions and pollution, increase biodiversity and reduce food miles and reduce waste.

Merger and co-location of CATs and CES services - The co-location of services into one building will result in a decrease of emissions through reduced energy consumption and the combined service provision and single point of contact will result in reduced fuel to deliver equipment.

Currently there are no targets set for emissions and targets.

PART 4: ADAPTATION

4(a) Has the body assessed current and future climate-related risks?

If yes, provide a reference or link to any such risk assessment(s).

The Partnership has not specifically considered current and future-related risks and this will be considered as part of the Climate Change Action Plan.

4(b) What arrangements does the body have in place to manage climate-related risks?

Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.

No work in this area has taken place through the EIJB however policies documented in both the CEC and NHS Lothian Climate Change Report are relevant as appropriate.
It is proposed that the EIJB has future representation at the city-wide Adaptation Steering Group.

4(c) What action has the body taken to adapt to climate change?

Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action.

Training in relation to carrying out IIAs has been provided. Further training in relation to adapting to climate change should be considered as part of the workforce development strategy.

SMT have been advised of the requirements of the Act. It is proposed that a Climate Change risk assessment will be carried out. It is envisaged this will be completed by the end of the financial year. Contact will be made with Adaptation Scotland for further support and guidance.

4(d) Where applicable, what progress has the body made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme(a) ("the Programme")?

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If the body is listed in the Programme as a body responsible for the delivery of one or more policies and proposals under the objectives N1, N2, N3, B1,B2, B3, S1, S2 and S3, provide details of the progress made by the body in delivering each policy or proposal in the report year. If it is not responsible for delivering any policy or proposal under a particular objective enter "N/A" in the 'Delivery progress made' column for that objective.

(a) This refers to the programme for adaptation to climate change laid before the Scottish Parliament under section 53(2) of the Climate Change (Scotland) Act 2009 (asp 12) which currently has effect. The most recent one is entitled "Climate Ready Scotland: Scottish Climate Change Adaptation Programme" dated May 2014.

Objective	Objective reference	Theme	Policy / Proposal reference	Delivery progress made	Comments
Understand the effects of climate change and their impacts on the natural environment.	N1	Natural Environment		N/A	
Support a healthy and diverse natural environment with capacity to adapt.	N2	Natural Environment		N/A	
Sustain and enhance the benefits, goods and services that the natural environment provides.	N3	Natural Environment		N/A	
Understand the effects of climate change and their impacts on buildings and infrastructure networks.	B1	Buildings and infrastructure networks		N/A	
Provide the knowledge, skills and tools to manage climate change impacts on buildings and infrastructure.	B2	Buildings and infrastructure networks		N/A	

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Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided.	B3	Buildings and infrastructure networks		N/A	
Understand the effects of climate change and their impacts on people, homes and communities.	S1	Society		N/A	
Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.	S2	Society		N/A	
Support our health services and emergency responders to enable them to respond effectively to the increased pressures associated with a changing climate.	S3	Society		N/A	

4(e) What arrangements does the body have in place to review current and future climate risks?

Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).

It is envisaged that the Climate Change Action Plan will be developed towards the end of 2017/18.

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4(f) What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?

Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

No arrangements are in place to monitor and evaluate the impact of the adaptation actions.

4(g) What are the body's top 5 priorities for the year ahead in relation to climate change adaptation?

Provide a summary of the areas and activities of focus for the year ahead.

Consideration has not yet been given to adaptations as yet however it is proposed that this is considered as part of the Climate Change Plan and discussions will take place with Adaptation Scotland at the outset.

It is also hoped that better links are formed with CEC and NHS Lothian for example that a representative from EIJB sits on the Edinburgh Adapts Steering Group - a city-wide partnership.

4(h) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.

PART 5: PROCUREMENT

5(a) How have procurement policies contributed to compliance with climate change duties?

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate changes duties.

The procurement of goods and services is not delegated to the IJB and continues to be carried out by CEC and NHS Lothian. Specific directions.

The Council has had a comprehensive Sustainable Procurement Policy in place since 2012 and has 4 main Outcomes:
Outcome 1: the social and economic benefits from our procurement are maximised
Outcome 2: the environmental impacts are minimised and the environmental benefits maximised from our procurement
Outcome 3: Edinburgh has a more sustainable supply chain
Outcome 4: sustainable procurement is embedded within the Council

The NHS Lothian Procurement Strategy includes action around environmental sustainability and waste.

<http://www.nhslothian.scot.nhs.uk/WorkingWithUs/procurement/SupplierInformation/Documents/Procurement%20Strategy%20for%20NHS%20Lothian.pdf>

WARPIt - run by Procurement measures cost avoidance and carbon saved by reusing
Cross Docking is about reducing Delivery miles in the NHSL Supply Chain

5(b) How has procurement activity contributed to compliance with climate change duties?

Provide information relating to how procurement activity by the body has contributed to its compliance with climate changes duties.

Although the IJB does not procure directly, it still has influence in the process. The Integration Joint Board's vision of shifting the balance of care away from institutions to closer to home is being implemented through the move to Locality working. This will increase the proportion of assessment, treatment and support taking place within the community and increase work with local organisations at a neighbourhood level. This will have a positive impact on Climate change as the travelling required by both the service users in accessing service provision and for the staff in carrying out their duties, will be reduced.

For example, the Care at Home contract is now split and let through geographical areas. This results in a reduced mileage for staff as they deliver home care services as the area in which they cover is much reduced.

The contract for care home meals is part of the larger food contract procured by CEC which includes schools across Edinburgh, however the H&SCP can influence the contract in relation to care homes. For example, 6 care homes have bronze status and one has silver (gradings

Public Sector Climate Change Duties 2017 Summary Report: Edinburgh City

through the Soil Association) and efforts are currently being made to upgrade the statuses. Depending on the status, the gradings mean efforts are made to:

- o cook at a local hub kitchen or on-site using predominately unprocessed ingredients
- o encourage organic ingredients and encourage biodiversity
- o encourage seasonal menus and champion local food producers which help cut food miles
- o Cut waste

5(c) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

PART 6: VALIDATION AND DECLARATION

6(a) Internal validation process

Briefly describe the body's internal validation process, if any, of the data or information contained within this report.

This report will be submitted and approved by the Edinburgh Integration Joint Board.

6(b) Peer validation process

Briefly describe the body's peer validation process, if any, of the data or information contained within this report.

There has been no peer validation process

6(c) External validation process

Briefly describe the body's external validation process, if any, of the data or information contained within this report.

There has been no external validation of the information in this report

6(d) No validation process

If any information provided in this report has not been validated, identify the information in question and explain why it has not been validated.

Public Sector Climate Change Duties 2017 Summary Report: Edinburgh City

6e - Declaration

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

Name	Role in the body	Date
Sarah Bryson	Strategy and Policy Officer	2017-10-12

RECOMMENDED – WIDER INFLUENCE

Q1 Historic Emissions (Local Authorities only)

Please indicate emission amounts and unit of measurement (e.g. tCO₂e) and years. Please provide information on the following components using data from the links provided below. Please use (1) as the default unless targets and actions relate to (2).

(1) UK local and regional CO₂ emissions: **subset dataset** (emissions within the scope of influence of local authorities):

(2) UK local and regional CO₂ emissions: **full dataset**:

Select the default target dataset

Table 1a - Subset

Sector	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Units	Comments

Table 1b - Full

Sector	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Units	Comments

Q2a – Targets

Please detail your wider influence targets

Sector	Description	Type of Target (units)	Baseline value	Start year	Target saving	Target / End Year	Saving in latest year measured	Latest Year Measured	Comments

Public Sector Climate Change Duties 2017 Summary Report: Edinburgh City

Q2b) Does the Organisation have an overall mission statement, strategies, plans or policies outlining ambition to influence emissions beyond your corporate boundaries? If so, please detail this in the box below.

Q3) Policies and Actions to Reduce Emissions

Sector	Start year for policy / action implementation	Year that the policy / action will be fully implemented	Annual CO2 saving once fully implemented (tCO2)	Latest Year measured	Saving in latest year measured (tCO2)	Status	Metric / indicators for monitoring progress	Delivery Role	During project / policy design and implementation, has ISM or an equivalent behaviour change tool been used?	Please give further details of this behaviour change activity	Value of Investment (£)	Ongoing Costs (£/ year)	Primary Funding Source for Implementation of Policy / Action	Co

Please provide any detail on data sources or limitations relating to the information provided in Table 3

Q4) Partnership Working, Communication and Capacity Building.

Please detail your Climate Change Partnership, Communication or Capacity Building Initiatives below.

Key Action Type	Description	Action	Organisation's project role	Lead Organisation (if not reporting organisation)	Private Partners	Public Partners	3rd Sector Partners	Outputs	Comments

OTHER NOTABLE REPORTABLE ACTIVITY

Q5) Please detail key actions relating to Food and Drink, Biodiversity, Water, Procurement and Resource Use in the table below.

Key Action Type	Key Action Description	Organisation's Project Role	Impacts	Comments

Q6) Please use the text box below to detail further climate change related activity that is not noted elsewhere within this reporting template

Report

Edinburgh Health and Social Care Partnership Statement of Intent

Edinburgh Integration Joint Board

17 November 2017

Executive Summary

1. This report updates the Edinburgh Integration Joint Board on progress made by the Edinburgh Health and Social Care Partnership to deliver on its Statement of Intent (the Statement).

Recommendations

2. The Integration Joint Board is asked to note:
 - i. the headlines from the Statement, which the IJB considered at its development session on 13 October
 - ii. that an action plan is under development to deliver the commitments made in the Statement.

Background

3. 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.
4. 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.

Main report

5. The team has prepared and circulated a “Statement of Intent” to highlight the immediate priorities, which are listed below. The Statement is attached at 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
6. This Statement was circulated to IJB members ahead of the October development session and discussed in detail at the session. The IJB welcomed the Statement as the foundation on which improvement could be built.
 7. The Statement has also been circulated to Partnership staff and to senior management in both the City of Edinburgh Council and NHS Lothian. The document was also noted and warmly welcomed at NHS Lothian's Strategic Planning Committee.
 8. A more detailed action plan is being developed to identify how each of the commitments in the Statement is being taken forward, by whom, and by when. For example, the Interim Chief Strategy and Performance Officer is the identified lead for delivering an outline strategic commissioning plan for older people, to include actions to allow the closure of Liberton Hospital, Gylemuir and Oaklands, and further, to shape the market for provision of services for older people by the turn of the year. This will be overseen by an Older People's Reference Board, chaired by a voting IJB member, and with a broad membership to ensure proposals are clear and achievable, and to then ensure delivery of the plan.
 9. The action plan will cover all aspects of the Partnership's activities and will be reported to the Partnership's Senior Management Team monthly. It will then be shared with Council and NHS Lothian management teams.

Key risks

10. The key risk associated with the Statement is that if the management team does not have a clear roadmap to work with, it cannot bring clarity to the Partnership's activities, nor can it support the IJB effectively in discharging its duties. This in turn would lead to suboptimal performance and quality, and financial imbalance.

Financial implications

11. There are no direct financial implications of the Statement, although a financial appendix to the Statement is being compiled and monitored.

Involving people

12. The Statement has been circulated to Partnership staff and to management teams in the Council and NHS Lothian. Comments have been received and are being incorporated into the action plan.

Impact on plans of other parties

13. The Statement supports the work of the IJB, the Council and NHS Lothian.

Implications for Directions

14. The Statement will help deliver the IJB's Directions.

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Appendices

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

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 2017, 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

Report

Whole System Delays – Recent Trends

Edinburgh Integration Joint Board

17 November 2017



Executive Summary

1. The purpose of this report is to update the Integration Joint Board on:
 - the current performance in respect of people delayed in hospital
 - trends across the wider system
 - identified pressures and challenges
 - improvement activities.

Recommendations

2. The Integration Joint Board (IJB) is asked to note:
 - i. current performance in respect of people delayed in hospital
 - ii. the delays and pressures in the community
 - iii. the actions being taken to address the identified challenges; and
 - iv. the significant ongoing challenge of bringing about improvement.

Background

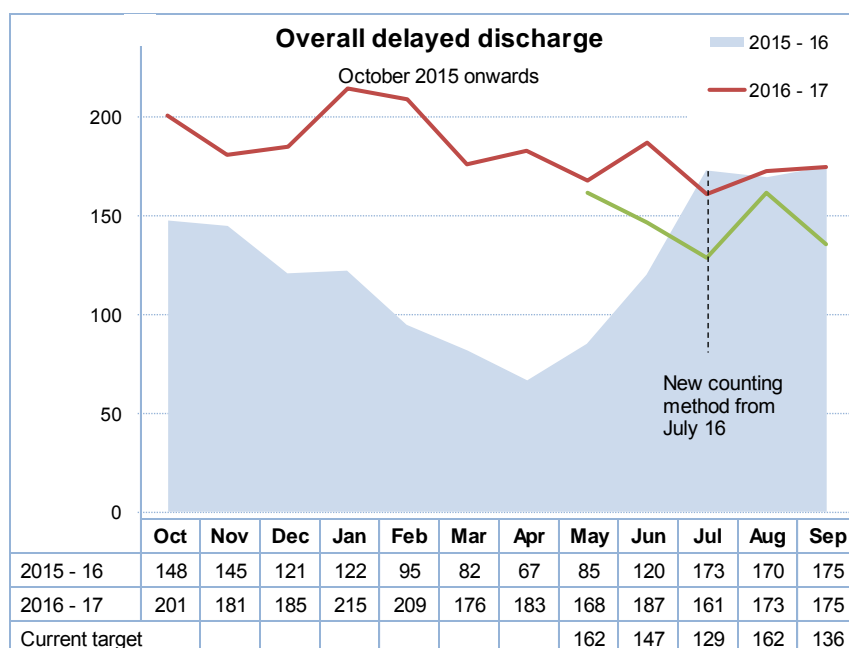
3. Edinburgh regularly has the highest number of delayed discharges of any Integration Authority in Scotland. Reducing both the number of people whose discharge from hospital is delayed and the length of those delays has been an ongoing problem and an area of concern for the Integration Joint Board. However, pressures are also evident across the wider system, with large numbers of people waiting for assessments and for domiciliary care, the majority of whom are currently at home, rather than in hospital.
4. These issues are also reflected in the report of the Care Inspectorate/Health Improvement Scotland's inspection of Edinburgh's services for older people.
5. The IJB has asked that performance reports on this subject be brought to each IJB meeting.

Main report

Overview of performance: delayed discharge

6. The number of people who are delayed in hospital is reported monthly to the Information Services Division (ISD) of NHS Scotland. The figure reported to ISD excludes complex delays, where the Partnership is unable, for reasons beyond its control, to secure a patient's safe, timely and appropriate discharge from hospital. Examples include a person waiting for a place in a specialist residential facility where no places are available; or where a person cannot leave hospital until a Guardianship Order has been granted by the courts.
7. The Edinburgh Health and Social Care Partnership revised performance targets in respect of the number of people whose discharge from hospital is delayed in April 2017. The intention in setting these targets was that the number of delays would be reduced to no more than 50 non-complex cases and 10 complex cases by December 2017. Trajectories to reach this target have been set on both a city-wide and locality basis. Table 1 in the appendix shows these trajectories.
8. Chart 1 below shows the number of people whose discharge from hospital was delayed over the last two years, using the monthly data reported to ISD. The shaded area shows performance from October 2015 to September 2016 (the latest date for which data are available). The red line shows performance for the current year. The green line shows the target trajectory.

Chart 1: Number of people delayed in hospital Oct 2015 to Sep 2017 excluding complex cases



9. The number of people whose discharge is delayed has shown a reduction on the levels between October 2016 and February 2017, but this has not been sufficient to meet the phased targets.
10. Table 1 provides an overview of all delays, both complex and non-complex and the proportion of delays in acute beds, which is currently 88%. The number of complex delays where people are waiting for Guardianship Orders to be granted is shown separately, as additional resources have been put in place to focus on this group of people, which has resulted in a reduction in the number of delays.

Table 1. Overview of delays: reportable (including % in acute) and complex

	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17
Reportable Total	201	181	185	215	209	176	183	168	187	161	173	175
% in acute	86%	80%	74%	73%	79%	80%	83%	79%	79%	86%	86%	88%
Excluded cases (complex)	27	23	18	12	13	16	32	34	24	25	26	25
Of which, Guardianship	22	16	17	11	12	14	18	19	12	14	13	16
Grand Total	228	204	203	227	222	192	215	202	211	186	199	200

11. The main reasons for reportable delays are summarised in Table 2. Lack of packages of care continues to account for the largest number of individuals waiting (54%), followed by people waiting for care homes. This pattern is consistent across the four localities.

Table 2. Reportable delays by reason

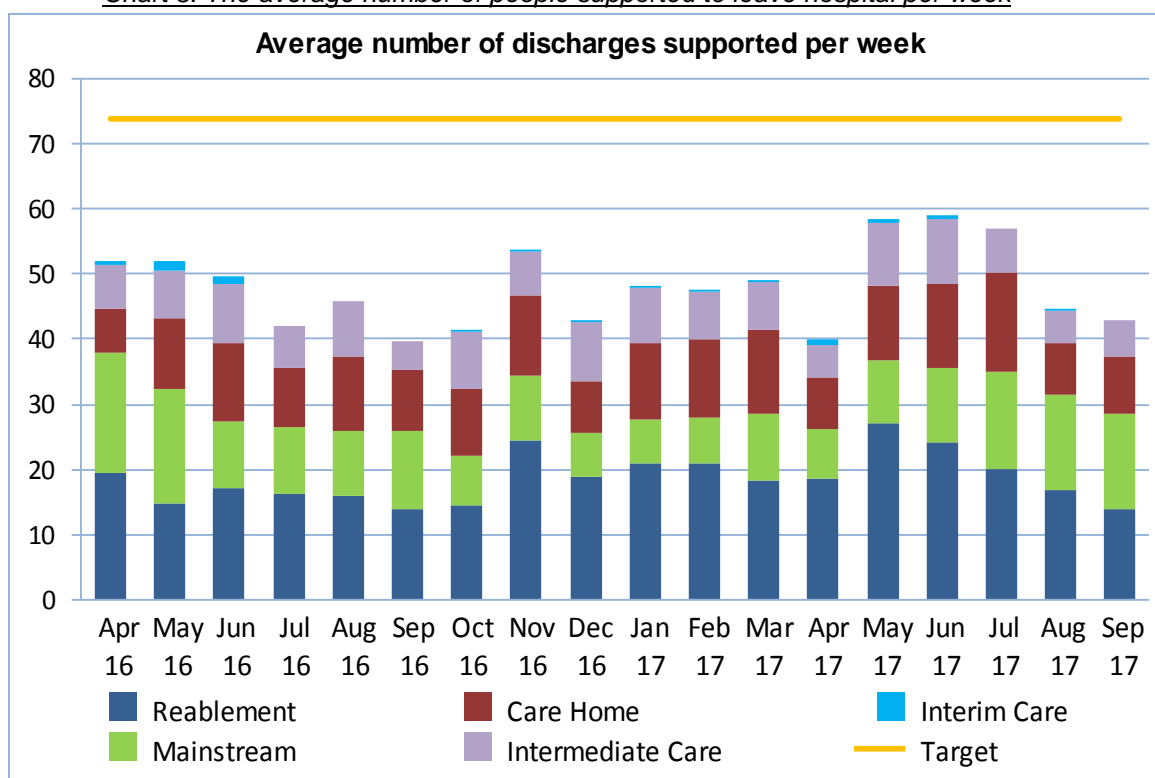
	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17
Assessment	42	47	32	37	30	20	30	28	29	13	13	15
Care Home	72	64	68	77	69	51	53	72	74	57	64	61
Domiciliary Care	86	69	81	97	107	101	97	65	81	85	92	94
Legal and Financial	0	0	2	2	0	2	1	1	1	2	0	0
Other	1	1	2	2	3	2	2	2	2	4	4	5
Total	201	181	185	215	209	176	183	168	187	161	173	175
% Domiciliary Care	43%	38%	44%	45%	51%	57%	53%	39%	43%	53%	53%	54%

12. The average number of people supported to leave hospital each week is shown in Table 3 below, and Chart 3 shows how people were supported. The average weekly target of 74 was set to achieve the intended targets for the reduction in delays by December 2017. However, the level of support required is not being achieved.

Table 3. People supported to leave hospital

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	16	16	16	17	17	17	17	17	17	17	17	17
People supported to be discharged in calendar month	193	209	236	272	258	223	230	213	186	203	170	168
Monthly Target	317	328	328	307	328	317	328	317	328	328	328	328
Average discharges per week	45	47.2	57	68	58.3	52	51.9	49.7	42	45.8	39.7	37.9
Av Weekly Target	74	74	74	74	74	74	74	74	74	74	74	74

Chart 3. The average number of people supported to leave hospital per week



13. Table 4 below shows the average net change in the number of people whose discharge from hospital is delayed for the 10 weeks to 9 October 2017. This is the difference between the number of people *ceasing* to be delayed and people *becoming* delayed each week, and as the table shows, there tends to be slightly more new delays than the number being resolved.

Table 4: Summary of delayed discharge flow (averages over the 10 weeks to 9 October)

	North West	North East	South West	South East	Total
Average new delays per week	14	7	9	11	41
Average delays ended per week	14	6	9	10	40

Note that people may leave the list temporarily if they become unwell and not fit for discharge.

Overview of performance: Delays in the community

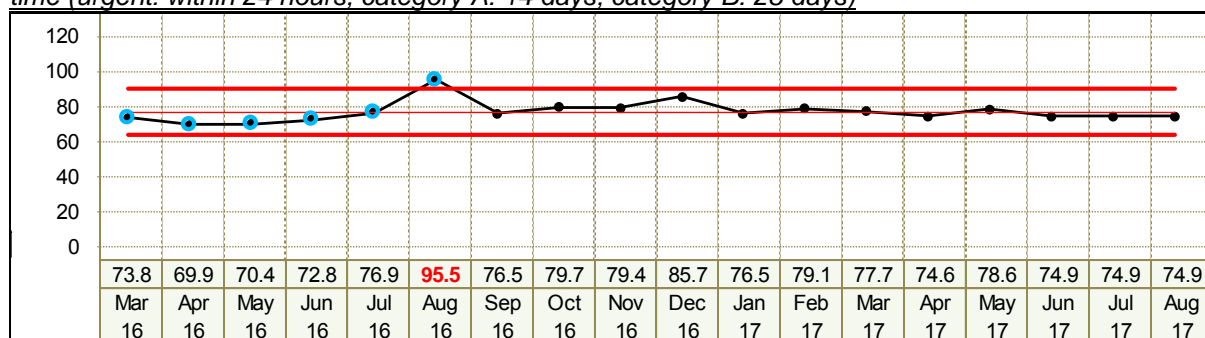
14. The number of people waiting for assessments and the number of people waiting for support at home are key indicators of pressures across the system. As table 5 shows, the number of people waiting showed a marked increase in August 2017 (the latest data available) to 1,836, of whom, 1,044 had no assessment activity within the last 12 months, whose needs have not yet been established. This is in contrast to the 792 people, whose who have already been assessed, but require further assessment activity.

Table 5. Number of people waiting for an assessment

	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17
Waiting but with HSC activity in the year	685	639	679	666	687	667	645	672	663	690	792
Waiting without any HSC activity in the year	908	828	897	831	829	813	847	856	889	882	1,044
Total waiting for Assessment (all teams)	1,593	1,467	1,576	1,497	1,516	1,480	1,492	1,528	1,552	1,572	1,836

15. Chart 4 shows the proportion of people waiting, outside the standard timescales, which are detailed in Appendix 2. The proportion is stable, at around 75%.

Chart 4b. The percentage of people waiting for an assessment beyond the standard response time (urgent: within 24 hours; category A: 14 days; category B: 28 days)



16. The number of people waiting for domiciliary care shows a steady increase over the past six months, particularly for older people in the community.

Table 5. Number of people waiting for domiciliary care: older people by location and adults under 65

Time Series of People Waiting	Older People				People aged under 65	
	a) Receiving Reablement, awaiting Mainstream service	b) In the community, including people with Intermediate Care	c) In hospital	Total	Total	Total
10/04/2017	71	252	86	409	187	596
08/05/2017	78	253	35	366	191	557
12/06/2017	111	294	70	475	191	666
10/07/2017	113	318	68	499	191	690
14/08/2017	133	346	84	563	192	755
11/09/2017	134	363	73	570	203	773
09/10/2017	131	404	75	610	202	812

17. Similarly, as Table 6 below shows, the number of support hours outstanding has also increased.

Table 6. Number of domiciliary care hours required: older people by location and adults under 65

Time Series of Hours Waiting	Older People				People aged under 65	
	a) Receiving Reablement, awaiting Mainstream service	b) In the community, including people with Intermediate Care	c) In hospital	Total	Total	Total
10/04/2017	655	1,888	1,227	3,770	1,321	5,091
08/05/2017	638	2,018	654	3,310	1,486	4,796
10/07/2017	904	2,365	1,186	4,455	1,464	5,919
14/08/2017	1,109	2,555	1,368	5,032	1,477	6,509
11/09/2017	1,195	2,600	1,121	4,916	1,576	6,492
09/10/2017	1,167	3,004	1,149	5,320	1,608	6,928

Key pressures and challenges

18. The main ongoing challenges associated with addressing the number and length of delayed discharges are:
- the lack of availability of packages of care, exacerbated by an increase in vacancies and sickness levels in the in-house service – this is reflected both in the number of people waiting in hospital (75) and in the number waiting to move on from the reablement service (131 at 09/10/2017)
 - recruitment and retention of care staff – the local contracted providers have reported high turnover rates of staff in the region of 30 – 50%
 - the lack of availability of local authority funded care home places at the national contract rate (self-funders form around half of the total care home residents supported by the Partnership)
 - a lack of specialist dementia beds.

Improvement actions

19. Weekly “star chamber” meetings continue to be held with locality managers. These meetings have helped reduce the time that people are delayed in hospital and identified a number of practice, culture and service capacity-related issues. Two examples of this are:
 - inconsistent application of the moving on policy for self-funders who are waiting for a care home place
 - delays relating to house cleaning, stemming from contract issues

Other activity across the localities includes:

 - weekly delayed discharge meetings in the localities to monitor and progress-chase
 - weekly teleconference to progress Gylemuir patients – progress tracked/actioned
 - daily screening meeting of Homecare and Reablement managers to maximise hospital discharge matches
 - daily contact with partner providers to facilitate commissioned packages of care
 - weekly face to face meetings with partner providers to expedite hospital discharges/unblock Reablement operation
 - monthly senior meetings with partner providers to focus on performance, recruitment and retention strategies
20. The locality Multi-Agency Triage Teams (MATT) and Hubs are now operational. The MATTs review all delays, pending discharges of people from hospital to their locality who are not delayed, and admissions to hospital in the previous 24 hours. They identify individuals who could be supported to go home sooner from hospital with the right community support. Hub Managers now also join the hospitals’ conference calls, where all activity is discussed each morning.
21. A review of the hospital OT assessment process (accounting for 70% of requests for packages of care) is underway.
22. An early support discharge process is currently being tested in the SW Edinburgh Hub.
23. The interim leadership team is reviewing the above at pace to focus on key priorities and provide a clearer view of objectives for the rest of the year and beyond. What is clear is that a concise strategic plan for older people is essential and this needs to include a robust demand and capacity plan for the short-, medium- and longer term.

Key risks

24. Current levels and patterns of support to enable people to leave hospital are not sufficient to bring about the reduction required in the level of delay. There are major challenges in terms of the capacity of the care system and of affordability.

Financial implications

25. There is a high level of unmet need in hospital and in the community, which has significant cost implications not reflected in current financial forecasts and savings programmes.

Involving people

26. As the Locality Hubs and Clusters become operational, there will be further engagement with local communities to develop the model further.
27. The content of public information leaflets and that of guidance for staff are being revised to ensure consistency between services available and timescales for accessing these, and the requirement to prioritise service delivery to maintain expenditure within budget.

Impact on plans of other parties

28. The ability of the Edinburgh Health and Social Care Partnership to reduce significantly the number of people delayed in hospital and the length of those delays impacts on NHS Lothian. Partners are kept informed of progress by the Chief Officer through the IJB Chief Officers Acute Interface Group.

Implications for directions

None.

Background reading/references

None.

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Appendices

Appendix 1 Phased targets for the number of people whose discharge from hospital is delayed

Appendix 2 Standard timescales for starting an assessment of need

Appendix 1

Phased targets for the number of people whose discharge from hospital is delayed: non-complex (reportable) and complex

	28 Aug	25 Sep	30 Oct	27 Nov	25 Dec
1. Non-complex					
City Target	162	136	103	76	50
NE Target	30	25	20	15	11
NW Target	41	34	25	18	11
SE Target	46	39	30	22	15
SW Target	45	38	28	21	13
2. Complex					
City Target	20	17	15	12	10

Appendix 2

Standard timescales for starting an assessment of need

Category	Definition	Standard timescale – to be completed within	Median waiting time during July 2017
U (Urgent)	Where there is an actual or immediate threat to the safety of an individual and/ or those around them	24 hours	0.5 days
A	Where there are risk factors including: <ul style="list-style-type: none">• a sudden or significant change in circumstances• a significant difficulty in managing essential personal care tasks• extreme stress upon carers	14 days	49 days
B	Where there is a chronic condition or circumstance resulting in: <ul style="list-style-type: none">• some degree of risk in undertaking personal care tasks• carers needing support• a planned change in living/support arrangements being required	28 days	82 days

Report

Inspection of Older People's Services – Revised Improvement Plan Edinburgh Integration Joint Board

17 November 2017



Executive Summary

1. The purpose of this report is to present the Integration Joint Board with a proposed revised improvement plan structure. A presentation will update members on progress against the recommendations of the Care Inspectorate/Health Improvement Scotland's report into their joint inspection of Edinburgh's services to older people.

Recommendations

2. The Integration Joint Board (IJB) is asked to note the revised draft improvement action plan at Appendix 1, and that finalisation of lead officers and timescales is underway through individual discussions with managers (a further iteration of the improvement plan will be circulated to IJB members when this information is included).

Background

3. The Care Inspectorate and Health Improvement Scotland inspected Edinburgh's services to older people in the autumn of 2016 and published the report of their findings in May 2017. The report made 17 recommendations for improvement, all of which were accepted by the IJB and the Health and Social Care Partnership (the Partnership).
4. The Partnership developed an action plan to begin to address the required improvements. The plan and progress reports were considered by the IJB during the summer.

Main report

5. Since the end of August, work has been underway to revise the Partnership's improvement plan. The changes made are set out below, together with their rationale.

- a) A reduction in the number of actions (from 134 to 57) to encourage clarity and focus around deployment of resources, priority-setting and accessibility/readability.
 - b) Alignment of the actions to address the recommendation with the Partnership's recovery plan.
 - c) Creation of a template to ensure appropriate focus on actual impact and outcomes, rather than just 'activity' and/or our intentions, e.g. 'we will review... evaluate...or audit'
 - d) Framing of actions against the 17 recommendations, to capture and better understand the impact across multiple areas of improvement where inter-dependencies exist.
 - Vision
 - Capacity
 - Key processes
 - Service pathways
 - Quality Assurance
 - Workforce
 - e) Greater consultation, discussion and engagement regarding areas of improvement with the third sector, the Care Inspectorate/Health Improvement Scotland, and the wider workforce during the recasting process has created – and will continue to build on – a network of external support and 'buy in', that will allow us to foster stronger links with our partners around delivery of the plan and the level of contribution required.
6. Robust monitoring is an important feature of our ability to measure progress and performance against each of the areas of improvement. This will only be successful where a culture of shared ownership and accountability exists. A key difference will be the presence of Quality Assurance Officers temporarily assigned to the localities. Over time, these staff will be able to provide real time assessment, analysis and support of local performance, particularly around capacity, key processes and quality.
 7. A realistic time line to achieve targets and identified milestones is critical when reporting progress to stakeholders, the IJB and the scrutiny bodies. Progress reports based on objective analysis and assessment will be held by the Quality Assurance Service and reported directly to the Chief Officer.

Key risks

8. The quality of services is closely linked to performance and resource availability. Whereas some important improvements can be assured through better compliance with procedure, support, guidance, significant risks will remain if the Partnership cannot bring the financial position into balance, alongside improvements in performance.

Financial implications

9. There is a high level of unmet need in hospital and in the community, which has significant cost implications not reflected in current financial forecasts and savings programmes.

Involving people

10. Service user feedback and analysis of complaints are an important part of the Partnership's quality assurance mechanism and feature in inspection processes.
11. The revision of the action plan has extended the process of engagement with stakeholders to include voluntary sector partners who have an important contribution to make to our improvement process.

Impact on plans of other parties

12. There is no known impact on the plans of other parties.

Background reading/references

[Inspection Report - Older People's Services](#)

Report author

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Appendix 1 Inspection of Older People’s Services – Improvement Plan

EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP OLDER PEOPLE'S SERVICE IMPROVEMENT PLAN

Version 1.3 (24/10/2017)

DRAFT

RECOMMENDATION 1	
The Partnership should improve its approach to engagement and consultation with stakeholders in relation to: <ul style="list-style-type: none"> • its vision • service redesign • key stages of its transformational programme, and • its objectives in respect of market facilitation. 	
What will we do?	The Partnership will develop an effective approach to engaging and consulting with stakeholders in relation to: <ul style="list-style-type: none"> • its vision • service redesign • key stages of its transformational programme, and • its objectives in respect of market facilitation
How will we do it?	<ol style="list-style-type: none"> 1) Doing the basics well 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. 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
What change will it produce?	The Partnership’s vision, services, transformation, and market facilitation will be well understood by all staff, key partners and stakeholders
How did this improve the situation as described in the recommendation?	
By who and by when?	Lead – Strategic Planning Group Support – EVOC

RECOMMENDATION 2	
The Partnership should further develop and implement approaches to early intervention and prevention services to support older people to remain in their own homes and help avoid hospital admissions.	
What will we do?	The Partnership will develop and implement approaches to early intervention and prevention services to support older people to remain in their own home and avoid hospital admissions
How will we do it?	<ul style="list-style-type: none"> ▪ Increase homecare capacity by more effectively utilising and developing community capacity and alternative models for care ▪ Increase use and provision of telecare services
What change will it produce?	<p>Increasing prevention will assist individuals remain independent for longer</p> <p>Providing early intervention will stop the escalation of many issues ahead of them reaching a point of crisis</p> <p>The combination of increasing prevention and early intervention will have apposite impact upon avoiding older people being admitted to hospital as well as supporting independent living in their own home.</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	<p>Lead – Katie McWilliam/locality managers</p> <p>Support – EVOC – – Stef Milenkovic</p>

RECOMMENDATION 3	
The Partnership should develop exit strategies and plans from existing 'interim' care arrangements to help support the delivery of community based services that help older people and their carers to receive quality support within their own homes or a setting of their choice	
What will we do?	The Partnership will develop exit strategies and plans from existing 'interim' care arrangements to help support the delivery of community based services that help older people and their carers to receive quality support in their own home or a setting of their choice
How will we do it?	<ul style="list-style-type: none"> • Develop a capacity strategy that takes into account all areas of capacity across the sector and associated implementation plan/model • Review service exit/contingency plans for Liberton Hospital and Gylemuir • The EIJB has issued a direction for the capacity plan for older people to be finalised by 31 October 2017. This will include exiting Liberton Hospital by September 2018 and identifying suitable longer-term bed based solutions to the existing interim care facilities
What change will it produce?	<p>Minimal intervention to keep people in their communities</p> <p>Better understanding of community capacity and community facilities and organisations to meet needs of individuals</p> <p>Broader understanding of sector capacity will provide better options and choices for individuals and carers regarding day care, care at home and care home provision</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	Lead – Older People Strategy Group

RECOMMENDATION 4	
The Partnership should engage with stakeholders to further develop intermediate care services, including bed based provision, to help prevent hospital admission and to support timely discharge	
What will we do?	The Partnership will engage with stakeholders to further develop intermediate care services, including bed based provision, to help prevent hospital admission and to support timely discharge
How will we do it?	<ul style="list-style-type: none"> • Explore options to re-designate a portion of existing capacity to include step up/step down and day care (including respite) services
What change will it produce?	Intermediate care services will allow for people's needs and circumstances to be assessed and provided for in a way that does not affect acute hospital services There will be an overall reduction in delayed discharge from hospital
How did this improve the situation as described in the recommendation?	
By who and by when?	Lead – Older People Strategy Group

RECOMMENDATION 5	
The Partnership should work in collaboration with carers and carer's organisations to improve how carers' needs are identified, assessed and met. This should be done as part of updating the Carer's Strategy.	
What will we do?	The Partnership will work in collaboration with carers and carers' organisations to improve how carers' needs are identified, assessed, and met. This should be done as part of updating the Carers' Strategy
How will we do it?	<ul style="list-style-type: none"> • Continue to adjust existing provision for carers in line with legislation
What change will it produce?	<p>A carers' strategy will provide better organized and responsive support to carers, in a timely manner that is fits with their needs</p> <p>Better identification of carers will make it easier for sector wide services to support carers</p> <p>There will be an overall reduction in the number of crises as carers' circumstances will be overall better understood – ongoing capacity, resilience, support</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	Lead – Kirsten Adamson

RECOMMENDATION 6	
The Partnership should ensure that people with dementia receive a timely diagnosis and that diagnostic support for them and their carers is available.	
What will we do?	The Partnership will ensure that people with dementia receive a timely diagnosis and that diagnostic support for them and their carers is available.
How will we do it?	<ul style="list-style-type: none"> • Explore existing system using a root cause analysis approach • Map current support for individuals and carers post-diagnosis • Establish a clear referral and re-referral pathway, including signposting of carer support • Establish current capacity of existing dementia services • Eight GP practices in North East Edinburgh have been successful in their bid to become one of three sites testing the relocation of dementia post diagnostic support services to a primary care setting. • Understand from carers what it is they require from services post-diagnosis
What change will it produce?	<p>Better timed dementia diagnosis Better understanding of existing dementia support services Better levels of timely support to carers Better use of signposting to all sector support services</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	Lead – Older People Strategy Group

RECOMMENDATION 7	
The Partnership should streamline and improve the falls pathway to ensure that older people's needs are better met.	
What will we do?	The Partnership will streamline and improve the falls pathway to ensure that older people's needs are met more effectively.
How will we do it?	<ul style="list-style-type: none"> • Work on the falls pathway has commenced, with a target completion date of December 2017 • Allied to the above is the recruitment of two Falls Coordinators who are aligned to two localities each • Broadening the falls pathway to look at prevention and early intervention – addressing the vicious cycle of minor falls impacting upon an individual's confidence leading to a gradual withdrawal from an active lifestyle • Better use of the total sector's capacity to identify and engage earlier to prevent falls and inactivity created from minor falls
What change will it produce?	<p>People being able to lead active lives in their communities</p> <p>Individuals who are susceptible to falling have the correct packages of support and intervention to minimize the impact of falls on their lives</p> <p>An overall reduction in the number of falls across older people</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	<p>Lead – Amanda Fox and Locality Managers</p> <p>Support – EVOC</p>

RECOMMENDATION 8	
The Partnership should develop joint approaches to ensure robust quality assurance systems are embedded in practice.	
What will we do?	The Partnership will develop joint approaches to ensure robust quality assurance systems are embedded in practice.
How will we do it?	<ul style="list-style-type: none"> • Standardise the quality expectations across the services of the Partnership • Establish what assurance frameworks exist, and review effectiveness of these • Design a stand-alone framework for Partnership quality assurance, using best practice from other IJBs • Agree the governance and compliance of this framework
What change will it produce?	<p>Clear evidence base of service of the quality of service delivery across the Partnership</p> <p>Standards of service delivery across the Partnership will be unified</p> <p>Promotion of the Partnership's own identity through consistent service delivery</p> <p>Feedback from those receiving services will be used to improve and shape future service delivery</p> <p>Scrutiny and reporting on service quality will identify issues earlier and assist in the continual improvement of service delivery</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	<p>Leads – Keith Dyer and Jen Evans</p> <p>Support – IJB Performance and Quality Group and EVOC</p>

RECOMMENDATION 9	
The Partnership should work the local community and with other stakeholders to develop and implement a cross sector market facilitation strategy. This should include a risk assessment and set out contingency plans	
What will we do?	The Partnership will work the local community and with other stakeholders to develop and implement a cross sector market facilitation strategy. This should include a risk assessment and set out contingency plans.
How will we do it?	<ul style="list-style-type: none"> • Work with independent and third sectors to create an ethos and culture of partnership and collaboration • Commissioning role to be realigned with locality planning and third sector provision • A market facilitation and shaping strategy will be developed under the auspices of the Strategic Planning Group (SPG) • Providing staff, partners and stakeholders with the purpose and intentions behind the market facilitation strategy • The capacity strategy will assist and support the creation of the market facilitation strategy
What change will it produce?	<p>The status quo is unsustainable and therefore future service delivery depends upon an effective cross sector market facilitation strategy</p> <p>Individuals will have improved access to services, preventing higher levels of support and intervention</p> <p>By utilizing the services across the sector, packages of support for individuals will be identified earlier and delivered without delays</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	<p>Lead – Strategic Planning Group</p> <p>Supporting– Moira Pringle</p>

RECOMMENDATION 10	
<p>The Partnership should produce a revised and updated joint strategic commissioning plan with detail on:</p> <ul style="list-style-type: none"> • how priorities are to be resourced • how joint organisational development planning to support this is to be taken forward • how consultation, engagement and involvement are to be maintained • fully costed action plans including plans for investment and disinvestment based on identified future needs • expected measurable outcomes 	
What will we do?	<p>The Partnership will produce a revised and updated joint strategic commissioning plan with detail on:</p> <ul style="list-style-type: none"> • how priorities are to be resourced • how joint organisational development planning to support this is to be taken forward • how consultation, engagement and involvement are to be maintained • fully costed action plans including plans for investment and disinvestment based on identified future needs • expected measurable outcomes
How will we do it?	<p>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.</p>
What change will it produce?	<p>an accurate and realistic analysis of our current position a statement of where we want services to be a robust analysis of our current demand and capacity an outline of the resources (physical, workforce, and financial) we believe we require, with an objective explanation of why where appropriate, a market-shaping strategy to clarify our expectations for providers and the things we will incentivise in our commissioning an action plan for delivery for: 6 months, 12 months, 3 years and 5 years</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	<p>Lead – Strategic Planning Group Supporting – Moira Pringle and EVOC December 2017</p>

RECOMMENDATION 11	
The Partnership should develop and implement detailed financial recovery plans to ensure that a sustainable financial position is achieved by the Integration Joint Board.	
What will we do?	The Partnership will develop and implement detailed financial recovery plans to ensure that a sustainable financial position is achieved by the Integration Joint Board
How will we do it?	<ul style="list-style-type: none"> • We will look first to efficiencies across the system, acknowledging that areas have previously been out of bounds and protected – this is no longer sustainable • We will re-establish the ‘savings group’ to monitor progress against agreed actions and to hold team members to account • 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 • We will couch financial discussions with the EIJB in terms of investment (and disinvestment) decisions • 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 • We will communicate the financial challenge, our options for delivery, and where responsibility lies, as widely as we can • We will consider how best to share the financial challenge and our options with the public • We will build on the work outlined above and ensure that these strategies build in financial sustainability
What change will it produce?	<p>Through market facilitation, the unsustainable financial position will change, and a financially sustainable model of Partnership service delivery will be established</p> <p>A sustainable financial position follows the successful realization of the market facilitation strategy</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	<p>Lead – Moira Pringle</p> <p>Support – EVOC</p>

RECOMMENDATION 12	
The Partnership should ensure that: <ul style="list-style-type: none"> • there are clear pathways to accessing services • eligibility criteria are developed and applied consistently • pathways and criteria are clearly communicated to all stakeholders, and • waiting lists are managed effectively to enable the timely allocation of services. 	
What will we do?	The Partnership will ensure that: <ul style="list-style-type: none"> • there are clear pathways to accessing services • eligibility criteria are developed and applied consistently • pathways and criteria are clearly communicated to all stakeholders, and • waiting lists are managed effectively to enable the timely allocation of services
How will we do it?	We will work towards ensuring eligibility criteria are agreed, published, and applied consistently in line with Scottish Government guidance
What change will it produce?	There will be clear pathways to access services across the Partnership Criteria for services, where necessary, will be clearly explained and reviewed on a regular basis Waiting lists are well managed and individuals awaiting a service are kept up to date through effective communication
How did this improve the situation as described in the recommendation?	
By who and by when?	Lead – Locality Managers Support – EVOC

RECOMMENDATION 13	
<p>The Partnership should ensure that:</p> <ul style="list-style-type: none"> • people who use services have a comprehensive, up to date assessment and review of their needs which reflects their views and the views of the professionals involved • people who use services have a comprehensive care plan, which includes anticipatory planning where relevant • relevant records should contain a chronology, and • allocation of work following referral, assessment, care planning and review are all completed within agreed timescales 	
What will we do?	<p>The Partnership will ensure that:</p> <ul style="list-style-type: none"> • people who use services have a comprehensive, up to date assessment and review of their needs which reflects their views and the views of the professionals involved • people who use services have a comprehensive care plan, which includes anticipatory planning where relevant • relevant records should contain a chronology, and • allocation of work following referral, assessment, care planning and review are all completed within agreed timescales
How will we do it?	<p>The Partnership will ensure that staff know how to access advocacy support and options are communicated with service users and recorded appropriately in assessments</p> <p>The Partnership will increase capacity within social work through prioritisation of registered social work functions and the development the paraprofessional role</p> <p>The Partnership is committed to:</p> <ul style="list-style-type: none"> • reducing waiting times and delays across all parts of the persons journey • reviewing packages of care and support in line with Scottish Government standards • ensuring every person will have a care plan when assessed as needing support
What change will it produce?	<p>Assessments will be holistic and will reflect the circumstances of individuals strengths and areas where support is needed or is predicted</p> <p>Care plans will effectively address, through a variety of supports (informal and formal), the individual's needs</p> <p>Relevant records contain a chronology identifying patterns and risks</p> <p>Timescales are adhered to and reported against</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	<p>Lead – Locality Managers</p> <p>Support – EVOC</p>

RECOMMENDATION 14	
The Partnership should ensure that risk assessments and management plans are recorded appropriately and are informed by relevant agencies. This will help ensure that older people are protected from harm and their health and wellbeing maintained.	
What will we do?	The Partnership will ensure that risk assessments and management plans are recorded appropriately and are informed by relevant agencies. This will help ensure that older people are protected from harm and their health and wellbeing maintained.
How will we do it?	<ul style="list-style-type: none"> Strengthen adult protection processes to improve consistency and compliance with adult support and protection procedures
What change will it produce?	Risk assessments and management plans are in place to address concerns for individuals The Partnership will continue to work with key partners in public protection to continue to improve how we protect vulnerable individuals
How did this improve the situation as described in the recommendation?	
By who and by when?	Lead – Jon Ferrer Supporting – Locality Managers

RECOMMENDATION 15	
The Partnership should ensure that self-directed support is used to promote greater choice and control for older people. Staff and multi-agency training should be undertaken to support increased in confidence in staff in all settings so that they can discuss the options of self-directed support with people using care services.	
What will we do?	The Partnership will ensure that self-directed support is used to promote greater choice and control for older people. Staff and multi-agency training should be undertaken to support increased in confidence in staff in all settings so that they can discuss the options of self-directed support with people using care services.
How will we do it?	<ul style="list-style-type: none"> • Build on existing multi-agency training and increase capacity to support staff in all settings • A Locality Implementation Board for support planning and brokerage has been convened and a project plan developed. Three key work streams have been identified in relation to this, starting with a test of change relating to 100 service users in the North-East locality • Social Care Direct staff are provided with input on the principles of SDS options and how service users and carers can access support • Reinstate SDS champion initiative across the Partnership • Simplify the assessment and budget allocation process – moving away from task centred to holistic needs and relationship based assessment models
What change will it produce?	<p>Individuals in receipt of SDS will be retaining control over their lives and how services support their needs</p> <p>Through the increased and imaginative use of SDS, choice and preference will be key to service provision</p> <p>Individuals will have choice in service provision</p> <p>Service provision is a central part of the market facilitation strategy</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	<p>Lead – Wendy Dale</p> <p>Support – Angela Lindsay and Colin Beck</p>

RECOMMENDATION 16	
The Partnership should develop and implement a joint comprehensive workforce development strategy, involving the third and independent sectors. This will help to support sustainable recruitment and retention of staff, build sufficient capacity and ensure a suitable skills mix that delivers high quality services for older people and their carers.	
What will we do?	The Partnership will develop and implement a joint comprehensive workforce development strategy, involving the third and independent sectors. This will help to support sustainable recruitment and retention of staff, build sufficient capacity and ensure a suitable skills mix that delivers high quality services for older people and their carers.
How will we do it?	<ul style="list-style-type: none"> • Produce and implement a workforce development strategy. This will be taken forward by the Workforce Development Steering Group led by the Chief Nurse • Review workforce requirements across the Partnership to reduce use of agency staff • Boost the profile, reward, and value of working within older people service sector
What change will it produce?	<p>Improved recruitment of the correct individuals with the right skills required</p> <p>Improved retention of staff</p> <p>Improved succession planning and talent management</p> <p>Improved collaboration by adopting a sector wide workforce development sees further capacity in communities through social enterprise and community co-operatives</p>
How did this improve the situation as described in the recommendation?	
By who and by when?	Lead – Workforce Development Steering Group (Pat Wynne chair)

RECOMMENDATION 17	
The Partnership should work with community groups to support a sustainable volunteer recruitment, retention and training model.	
What will we do?	The Partnership will work with community groups to support a sustainable volunteer recruitment, retention and training model
How will we do it?	Support organisations to develop volunteering networks relevant to the capacity of the Health and Social Care Partnership
What change will it produce?	Stronger volunteering will support all services and individuals in the sector Recruitment, retention, and training of volunteers will be well supported by the Partnership with its stakeholders from the broader sector
How did this improve the situation as described in the recommendation?	
By who and by when?	Lead – Wendy Dale Support – Paul Wilson (Volunteer Edinburgh)

Report

Grants review: scope, timescale, methodology – referral report from the Strategic Planning Group

Edinburgh Integration Joint Board

17 November 2017

Terms of referral

1. When it met on 22 September 2017 the Edinburgh Integration Joint Board agreed to extend the health and social care related grants programmes due to expire in March 2018 for a further year to allow a review of these grants programmes to take place. The Board also agreed that future reports on the scope, methodology and timetable for the grants review should be considered by the Strategic Planning Group in advance of approval by the Joint Board.
2. The attached report setting out proposals in respect of the scope, timescale and methodology for the grants review was considered by the Strategic Planning Group on 3 November 2017.
3. The report proposes that the review should focus on driving forward and contributing to whole systems change to deliver on the priorities within the strategic plan of tackling inequalities and prevention and early intervention, which will help to reduce the pressures on services delivered by the Edinburgh Health and Social Care Partnership. It is also proposed that the scope of the review should be underpinned by an analysis of current grant expenditure and the Joint Strategic Needs Assessment and include consideration of:
 - the purpose of grants and when they should be used as opposed to other forms of procurement/funding mechanisms
 - the need to support both communities of place and interest
 - the outcomes relating to health and social care/wellbeing in the Locality Improvement Plans
 - the grant application, award and monitoring/evaluation processes to ensure they are streamlined, proportionate and allow effective monitoring of outcomes
4. A detailed timetable is attached as an appendix to the report that includes the establishment of a steering group, reporting to the Integration Joint Board, implementation of the new process and approval of recommendations.



5. The proposals in respect of methodology include membership of the steering group, principles which will underpin the way in which the review is undertaken, details of stakeholders to be involved and a commitment to produce an engagement strategy.
6. Following discussion of the paper the Strategic Planning Group agreed to:
 - i. endorse the proposed scope for the review of grants set out in paragraph 8 of the report
 - ii. endorse the proposed timescale for the review of grants set out in Appendix 2 of the report
 - iii. endorse the proposed membership of the Steering Group set out in paragraph 13 of the report
 - iv. endorse the proposed methodology set out in paragraphs 14 and 15 of the report
 - v. endorse the proposal that the principles established through the grants review should be applied to any other health and social care related grants or grant programmes as and when they expired
 - vi. reword the key risks section of the report prior to referral to the Integration Joint Board to better reflect the concerns of the third sector representatives
 - vii. re-word the financial implications section of the report prior to referral to the Integration Joint Board to make it clear this would be an opportunity for using resources in a different way
 - viii. involve the Carers Strategy Partnership Group in the review at the appropriate stage along with the other strategic partnerships
 - ix. receive progress updates on the review at each meeting of the Strategic Planning Group until the review is completed.

For Decision/Action

7. The Strategic Planning Group agreed to refer the report to the Integration Joint Board, with the recommendation that the Board approve the proposals in respect of the scope, timescale and methodology for the review of health and social care grant programmes as set out in the attached report.

Michelle Miller

Interim Chief Officer, Edinburgh Health and Social Care Partnership

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Background papers

[Review of Grant Programmes - report to Edinburgh Integration Joint Board, 22 September 2017](#)

Report to the Strategic Planning Group 3 November 2017 attached

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Report

Grants review: scope, timescale and methodology – *amended following discussion at meeting*

Strategic Planning Group

3 November 2017

Executive Summary

1. Following discussion of the proposed review of grant programmes at the Strategic Planning Group on 1 September 2017 and referral on to the Edinburgh Integration Joint Board on 22 September 2017; the Board agreed to:
 - extend the existing grants programmes due to expire on 31 March 2018 to 31 March 2019 to allow a review of the programmes to be undertaken; and
 - ask the Strategic Planning Group to consider proposals relating to the scope, timescale and methodology for the review, prior to these being presented to the Board for approval on 17 November 2017.
2. A small working group consisting of representatives of the third sector, housing associations, officers of the City of Edinburgh Council, NHS Lothian and the Edinburgh Health and Social Care Partnership has met to develop the proposals set out in this paper for consideration by the Strategic Planning Group.

Recommendations

3. The Strategic Planning Group is asked to:
 - i. endorse the proposed scope for the review of grants set out in paragraph 8 below
 - ii. endorse the proposed timescale for the review of grants set out in Appendix 2 to the report
 - iii. endorse the proposed membership of the steering group set out in paragraph 13 below
 - iv. endorse the proposed methodology set out in paragraphs 14 and 15 below

- v. endorse the proposal that the principles established through the grants review should be applied to any other health and social care related grants or grant programmes as and when they expire
- vi. recommend that the Integration Joint Board approves the proposals in respect of the scope, timescale and methodology for the review of health and social care grant programmes
- vii. indicate the frequency at which the Group wishes to receive progress updates on the review.

Background

4. A presentation was made to the Strategic Planning Group on 1 September 2017, detailing a number of health and social care related grants previously awarded by the Council and NHS Lothian that are due to expire on 31 March 2018. The funding associated with these grants is now delegated to the Integration Joint Board. The presentation proposed that the existing grant programmes should be reviewed to ensure strategic fit with the priorities of the Integration Joint Board and take account of the move to locality working and the development of the Locality Improvement Plans.
5. The Strategic Planning Group recognised that the need for the review to be undertaken in collaboration with the third sector and that there was insufficient time for this to be done properly before the grants expire on 31 March 2019. The Group therefore agreed to recommended to the Integration Joint Board that:
 - the existing grant programmes should be rolled forward to 31 March 2019, to allow time for the programme to be reviewed in collaboration with third sector partners
 - a small working group be established to define the scope and methodology for the review.
6. Following the approval of the report on the proposed grant review by the Integration Joint Board on 22 September 2017, the working group has met twice on the 13 and 20 October. The proposals set out in this report are the result of those meetings.
7. The working group was chaired by Wendy Dale, Strategic Planning, Service Redesign and Innovation Manager. Unfortunately, not everyone invited to be part of the working group was able to attend the meetings, however, all invitees have received the notes from both meetings and been invited to comment. The following people attended one or both meetings: Clair Ironside (Edinburgh Affordable Housing Partnership), Ella Simpson (EVOC and

Strategic Planning Group member), Moira Pringle (Chief Finance Officer) Moyra Burns (Health Promotion Manager, NHS Lothian), Neil Fraser (Procurement Team, City of Edinburgh Council), Stephanie-Ann Harris (Lothian Community Health Initiatives and Strategic Planning Group member), Suzanne Lowden (Strategic Planning and Commissioning Officer), Wendy Dale (Strategic Planning Service Redesign and Innovation Manager). Apologies for both meetings were received from Angela Lindsay (NE Locality Manager) and Graeme Henderson (Penumbra and Strategic Planning Group member).

Main report

Scope

8. The grants review working group recommends that the scope of the review of existing grant programmes should include:
 - i. A on focus driving forward and contributing to whole systems change to deliver on the priorities within the strategic plan of tackling inequalities and prevention and early intervention, which will help to reduce the pressures on services delivered by the Edinburgh Health and Social Care Partnership.
 - ii. Consideration of:
 - the purpose of grants and when they should be used as opposed to other forms of procurement/funding mechanisms
 - the need to support both communities of place and interest
 - the outcomes relating to health and social care/wellbeing in the Locality Improvement Plans
 - the grant application, award and monitoring/evaluation processes to ensure they are streamlined, proportionate and allow effective monitoring of outcomes
 - whether grants should:
 - be used to fund projects that do not directly support the delivery of the IJB strategic plan
 - be solely based on evidence
 - support “core” costs
 - provide 100% funding for organisations
 - deliver on additionality

- be used to joint fund initiatives with other partners
 - have upper and/or lower limits
 - have limited timescales/ be awarded on a one-off basis
 - all run for the same period.
- iii. Analysis of:
- current grant expenditure by:
 - Locality
 - Community of interest
 - Priority/funding criteria
 - the Health and Social Care Joint Strategic Needs Assessment (JSNA) and locality profiles
 - level of reliance on statutory funding by current grant recipients
- iv. Identification of gaps in preventative provision.
9. The review should also both inform and respond to the market shaping and facilitation strategy.
10. Whilst recognising that only those grants due to expire in March 2018 and detailed in Appendix 1, fall into the scope of the grants review; the working group recommends that the principles established through this review should be applied to any other health and social care grants or grant programmes as and when they expire.

Timescales

11. A detailed timetable for the review is attached as Appendix 2. This includes:
- the establishment of a steering group to oversee the process
 - the approval of the scope, timescale and methodology by the Integration Joint Board
 - providing the Integration Joint Board with a progress report in March 2018 and a final report with recommendations for approval in August 2018
 - the implementation of a new funding process in September 2018, to allow existing recipients to make applications and for decisions on these to be made by December 2018. This will allow organisations

that are not successful in attracting further funding sufficient time to make necessary arrangements

- the making of recommendations for allocation of funding in January 2019
- the implementation of new funding arrangements in April 2019.

12. The Strategic Planning Group is invited to indicate the frequency at which it should be updated on the progress of the review.

Methodology

13. It is proposed that the review of the grants programme will be taken forward by a steering group chaired by the Strategic Planning, Service Redesign and Innovation Manager. Membership of the steering group will include:

- the three third sector representatives from the Strategic Planning Group
- the social housing representative from the Strategic Planning Group
- the Chief Finance Officer of the Integration Joint Board
- the Health Promotion Manager from NHS Lothian
- a Locality Manager
- a representative from the Health and Social Care Partnership Contracts Team
- a representative from the City of Edinburgh Council's Procurement Service
- a representative from the Council's Communication Team.

14. The grants review will be undertaken in a way that:

- is open, transparent and respectful of all partners
- ensures the process that is truly collaborative, inclusive and straightforward
- makes use of available evidence bases whilst recognising the need to innovate and test new ways of working
- is outcome focused
- engages with citizens appropriately.

15. The following partners will be actively engaged in the review:

- existing grant recipients

- other third sector organisations who may be potential grant recipients
 - social housing providers
 - Locality Managers
 - Strategic Planning and Quality Managers.
16. Subject to approval by the Integration Joint Board, a detailed engagement programme will be developed by the Grants Review Steering Group.

Key risks

17. If the review of grants is not progressed on the basis of driving forward whole systems change to tackle inequalities and invest in prevention and early intervention, the Health and Social Care Partnership will struggle to:
- address the recommendations in relation to prevention and early intervention from the joint inspection of services for older people; and
 - deliver on the priorities of tackling inequalities and prevention and early intervention set out in the Integration Joint Board's Strategic Plan.
18. If the review is not undertaken with integrity in an open, transparent and collaborative way, there is a risk of loss of credibility for the Integration Joint Board and the Health and Social Care Partnership with the third sector and previously good relationships will be adversely affected.

Financial implications

19. The combination of the financial challenges facing the entire public sector and the increasing demand for services can only be addressed by doing things differently and more efficiently. The review of grants represents a real opportunity to drive forward change and deliver efficiencies across the whole system by placing a greater emphasis on tackling inequalities, prevention and early intervention and building on community assets. The proposed review has the potential to lead to a change in the profile of resource allocation across the statutory, independent and third sectors. At this stage, it is not possible to articulate what those changes might be until the review is completed.
20. However, in the current climate it would be remiss not to set a target around the level of efficiencies to be delivered. A target of 10% of the current annual budget for grants within the scope of the review is proposed, this is in line with the level of efficiency required from all services and, in monetary terms,

equates to £450k. Efficiencies could be delivered in a number of ways: by delivering more for the same amount of money; by enabling a reduction in services elsewhere in the system; by reducing the amount of budget available; or through a combination of the above.

Involving people

21. The proposals set out in this report have been produced by a working group including representation from the third sector, social housing providers, the City of Edinburgh Council, NHS Lothian and the Edinburgh Health and Social Care Partnership. If the proposals are approved by the Integration Joint Board, an engagement strategy will be produced to ensure collaboration with a wide range of stakeholders including citizens.

Impact on plans of other parties

22. The proposals in this report will impact upon third sector organisations and will be shared with the City of Edinburgh Council and NHS Lothian to ensure coherence as far as possible with any plans that they may have in respect of grants or third sector funding.

Implications for Directions

23. The proposals in this report will contribute to the delivery of Direction EDI_2017/18_16 c), which directs the City of Edinburgh Council and NHS Lothian to “collaborate with partners to review existing grant programmes”.

Background reading/references

[Review of Grant Programmes - report to Edinburgh Integration Joint Board, 22 September 2017](#)

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Appendices

Appendix 1	List of existing grant recipients within scope of the review
Appendix 2	Timetable for Edinburgh Integration Joint Board Grants Review

Appendix 1
Existing Grant Programmes

Health and Social Care Main Grant Programme 2017/18 awards

Organisation	Project	Client Group	2017/18 Grant Awards
ACE IT	Older people's computer training project	Older People	£63,954.00
Almond Mains Initiative	Older people's day service	Older People	£37,532.00
Broomhouse Centre	Lunch club/befriending/advice	Older People	£45,200.00
Calton Welfare Services Project	Older people's day service	Older People	£13,763.00
Caring in Craigmillar	Older people's phonelink	Older People	£59,135.00
Currie Day Centre	Older people's day service	Older People	£8,595.00
Dove Centre (The)	Older people's day service	Older People	£79,135.00
Forever Young Club	Older people's day service	Older People	£26,120.00
Harlaw Monday Group	Older people's day service	Older People	£5,353.00
Inch Golden Years	Older people's day service	Older People	£508.00
Libertus Services	Older people's support service	Older People	£25,684.00
Murrayfield Dementia Project	Older people's day service	Older People	£54,815.00
Northfield & Willowbrae Community Services Group	Older people's day service	Older People	£14,300.00
Oxgangs Care	Befriending	Older People	£53,213.00
Oxgangs Care	Community Resource - early intervention service	Older People	£73,800.00
Oxgangs Care	Dementia Support	Older People	£21,623.00
Pakistan Society Advice and Information Service	Older people's day & information service (BME)	Older People	£34,200.00
Pilmenny Development Project	Day Services	Older People	£50,829.00
Pilmenny Development Project	NEECAG Leith Older Men's Project	Older People	£8,200.00
Pilton Equalities Project	Day Services	Older People	£83,859.00
Pilton Equalities Project	Neighbourhood Group	Older People	£74,898.00
Pilton Equalities Project	Preventative Services	Older People	£75,901.00
Portobello Monday Centre	Older people's day service	Older People	£2,090.00
Portobello Older People's Project	Older people's day service	Older People	£13,952.00
Ripple Project (The)	Various services for older people	Older People	£39,269.00
Waverley Care	Community Outreach	Blood Borne Viruses	£220,228.00

Organisation	Project	Client Group	2017/18 Grant Awards
Positive Help	Support Service	Blood Borne Viruses	£32,615.00
Care for Carers	Dementia Project	Carers	£9,278.00
Care for Carers	Stepping Out Programme	Carers	£24,981.00
Edinburgh Headway Group	Brain Injury Carers' Support Project	Carers	£24,998.00
Edinburgh Young Carers Project	Young Adult Carers Service	Carers	£23,024.00
Eric Liddell Centre	Short Breaks/Day Trips/Information and Advice	Carers	£23,744.00
MECOPP	Asian Carer Support	Carers	£20,722.00
North West Carers Centre	Alternatives to Day Care	Carers	£25,000.00
PASDA	Carer Communication Worker	Carers	£24,857.00
Support in Mind	Stafford Centre Carers Project	Carers	£21,971.00
VOCAL	Carers Support Project South Edinburgh	Carers	£24,994.00
The Action Group	Advice Service	Disabilities	£15,000.00
Epilepsy Scotland	Support Service to individuals & families affected by Epilepsy	Disabilities	£7,357.00
Edinburgh Development Group	Support Service	Disabilities	£50,000.00
FAIR	Training advice and Advocacy	Disabilities	£85,200.00
Scottish Huntington's Association	Support Service to individuals and families	Disabilities	£26,258.00
Alma Project (The)	Arts Project for people with mental health issues	Mental Health/ Addictions	£28,800.00
Junction (The)	Drug Education Initiative - Young People's Worker	Mental Health/ Addictions	£22,175.00
Edinburgh Rape Crisis Centre	Counselling and Information Service	Mental Health/ Addictions	£38,395.00
Samaritans	Telephone Counselling Service	Mental Health/ Addictions	£3,023.00
Edinburgh Chinese Elderly Association	Various Services	Older People (BME)	£77,814.00
Milan	Day Care Provision/Information/Advice and Outreach Service	Older People (BME)	£99,242.00
NKS	Informational and Community Connection	Older People (BME)	£14,315.00
Sikh Sanjog	Healthy Activities/Socially Inclusive Events/Educational Support	Older People (BME)	£22,000.00
Totals			£ 1,931,919

Health Inequalities Grant Programme Awards for 2017/18

	Organisation	Project	2017-18 Grant award
Former CEC Health Inequality Projects	Bingham 50+	Activities for older people	£9,116
	Broomhouse Strategy Group	Health project	£23,515
	Carr Gomm	Social prescribing	£27,733
	CHAI	Advice service	£139,476
	Community Ability Network (CAN)	Advice service	£92,765
	Community Onestop Shop	Foodbank	£6,366
	COSS Chai Application		£16,348
	Corstorphine Youth and Community Centre	Activities for older people	£6,711
	Crossreach - Post Natal Depression Project	Post-natal depression	£9,094
	Drylaw Neighbourhood Centre	Community activities	£43,746
	Edinburgh Community Food	Healthy Eating Project	£137,508
	Feniks	Community activities - Polish community	£8,999
	Freshstart	Homelessness	£35,912
	Gorgie City Farm	Healthy Eating Project	£17,186
	GP Welfare Rights and Health	Advice service	£52,142
	Granton Information Centre	Advice service	£132,156
	Greening for Health - ELGT		£67,308
	Health All Round (HAR)	Health Project	£55,584
	LGBT Centre: Community health	Community Activities for LGBT community	£41,514
	Link up	Mental health	£14,162
	MECOPP	Activities for BME community	£21,510
	Muirhouse Millennium Centre	Community Activities	£47,474
	Pilton Community Health Project	Health Project	£71,452
	South Edinburgh Amenities Group SEAG	Community Transport	£70,902
	South Edinburgh New CHI Project	Health Project	£40,926
	The Ripple	Community Activities	£34,504

	Organisation	Project	2017-18 Grant award
Former CEC HI Projects	Volunteer Centre Edinburgh	Timebank	£25,715
	Welcoming Association	Community activities for migrants	£9,168
	Wester Hailes Health Agency (WHHA)	Health Project	£54,617
	WHALE	Art and health project	£39,537
	CEC Total		£1,353,148

	Organisation	Project	2017-18 Grant award
Former ECHP Health Inequality Projects	Pilton CHP	Health Project	£112,927
	Health All Round	Health Project	£31,684
	Wester Hailes Health Agency (WHHA)	Health Project	£82,229
	Broomhouse Strategy Group	Health Project	£21,951
	Community Renewal	Employment Project	£40,000
	Health In Mind	Mental Health	£10,000
	NKS	BME women	£23,891
	LCHIF	Health Project	£28,235
	Link Up	Mental Health	£6,959
	GP Welfare Advice (CAE)	Advice services	£23,551
	LCHIF	Health Project	£20,000
	RNIB	Sensory impairment	£27,979
	CHSS Arabic link worker	BME Health Project	£20,000
ECHP Total		£449,406	

Social Justice Fund Grants awarded in 2017/18

Project	Description	Total value
Health Inequalities Communication	Co-production and dissemination work to ensure practical actions go ahead	£1,113
Get Up and Go	provides clear, accessible information for inclusive activities for older people in both printed and on-line formats	£27,160

Total		£28,273
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Grants awarded from Integrated Care/Social Care Funds 2017/18

Funding source	Description	Value
ICF Grants agreed following review of projects in March 2017	LOOPs Hospital Discharge project (funded from SCF for 2017/18)	£313,240
ICF Grants to be reviewed by 31 March 2017	Third sector prevention investment fund (funded from ICF for 2017/18)	£414,450
Total		£727,690

Appendix 2

Timetable for Edinburgh Integration Joint Board Grants Review

Month	Activity	Date
<u>Oct 17</u>	Grant Review Working Group set up	13 Oct 2017
<u>Nov 17</u>	EIJB approves scope, timetable and methodology for review	17 Nov 2017
<u>Dec 17</u>	Christmas holiday period	25 Dec 2017 to 5 Jan 2018
<u>Nov 17- July 18</u>	Review undertaken (8 months)	Mid Nov 2017 - Mid July 2018
<u>Mar 18</u>	Progress Report to SPG and EIJB	March 2018
<u>Apr 2018</u>	Easter holiday	26 Mar to 6 Apr 2018
<u>July 18</u>	EIJB Grant Review Report finalised Summer holiday period	End July 2018
<u>Aug 18</u>	New priorities and process approved by EIJB Summer holiday period	Aug 2018
<u>Sept 18</u>	Implement new commissioning process Deliver information/briefing session for applicants	Mid Sept 2018 End Sept 2018
<u>Oct 18</u>	Funding criteria and application/proposal forms available on-line Grant application process open	5 Oct 2018 5 Oct 2018
<u>Nov 18</u>	Deadline for application/proposal forms to be returned Applications assessed	9 Nov 2018
<u>Dec 18</u>	EIJB/partnership assessments of applications/proposals completed EIJB Funding Panels Partnership meetings to agree recommendations Disinvestments – consultation and reporting Balance grant recommendations to known budgets	Early Dec 2018 Early/Mid Dec 2018 Mid Dec 2018

Month	Activity	Date
<u>Jan 19</u>	Equality Impact Assessments to be complete where required Draft EIJB report Report with recommendations for 2019/22 grant allocation finalised	Mid Jan 2019 Mid Jan 2019 End Jan 2019
<u>Feb 19</u>	Agenda Planning for Edinburgh Integration Joint Board (TBC) Edinburgh Integration Joint Board (Date TBC) to approve recommendations	Feb 2019
<u>Feb 19</u>	Budget setting by Council F&R Committee (Date TBC)	Feb 2019
<u>April 19</u>	Implement grant/contract awards from EIJB report through agreements or contract documents, initial payments	1 April 2019

Report

Financial Update

Edinburgh Integration Joint Board

17 November 2017

Purpose of paper

1. The purpose of this report is to provide the Integration Joint Board (IJB) with an overview of the financial position for the 6 months of 2017/18 and the forecast year end position.

Recommendations

2. It is recommended that the board:
 - a) notes that delegated services are reporting an overspend of £7.9m for the first 6 months of 2017/18, which is projected to rise to £17.0m by the end of the financial year without any further action
 - b) agrees to ring fence a provision of £4.5m to support the work of the newly established assessment and review board, this includes the carry forward of any element unspent in 2017/18
 - c) agrees the release of the £2.0m inflation provision included in the social care fund to offset the financial impact of demographic growth; and
 - d) acknowledges that ongoing actions are being progressed to reduce the predicted in year deficit in order to achieve a year end balanced position; however, only **limited assurance** can be given of the achievement of break-even at this time.

Background

3. Budget monitoring of IJB delegated functions is undertaken by finance teams from the Council and NHS Lothian, reflecting the IJB's role as a strategic planning body. However, the IJB requires oversight of the in-year budget position, as this highlights any issues that need to be accounted for when planning the future delivery of health and social care services.
4. At its meeting on 22 September, the IJB considered the in-year, financial position for 2017/18. Based on projections of expenditure and income and taking account of mitigating actions identified, the report highlighted a potential full year overspend of £17.2m for delegated



services. Given the seriousness of this position, the Interim Chief Officer and senior management team of the Edinburgh Health and Social Care Partnership have been working closely with officers from both the Council and NHS Lothian to identify and implement appropriate mitigating action.

Main report

Overview of 17/18 financial position

5. For the first 6 months of the financial year, the Council and NHS Lothian overspent against the budgets delegated by the IJB by £7.9m. The equivalent year end forecast is an overspend position of £17.0m. A summary is presented in Table 1 below, with further detail included in Appendix 1 (NHS Lothian) and Appendix 2 (Council). This reflects a number of significant and long-standing pressures that are impacting on the ability of both NHS Lothian and the Council to meet financial targets, deliver approved savings programmes and operate within established budgets. The Edinburgh Health and Social Care Partnership also faces significant levels of unmet need, which, if addressed with current models of provision, would increase pressure on the financial position.
6. Returning to balance will require major redesign of services, radical changes in thinking and approach, and the involvement of all partners and stakeholders.

	Position to end September 2017			Year end forecast Variance £k
	Budget £k	Actual £k	Variance £k	
NHSL services				
Core services	130,357	132,955	(2,598)	(5,446)
Hosted services	40,004	39,307	697	730
Set aside services	47,535	48,993	(1,459)	(3,169)
Sub total NHSL services	217,896	221,255	(3,359)	(7,885)
Council services	92,325	96,875	(4,550)	(9,100)
Gross position	310,221	318,130	(7,909)	(16,985)

Table 1: summary financial position for NHS services to September 2017

Delegated services delivered by NHS Lothian

7. Delegated health services are showing an overspend of £3.4m for the first 6 months of the year, with a quarter 1 review projection of £7.9m. This forecast is being updated, based on the latest financial results, and a slight improvement is anticipated. This will be confirmed following finalisation of the position by NHS Lothian.

8. There has been little change in the underlying reasons.
- **Prescribing** remains one of the most significant financial pressures facing the Partnership and consequently the IJB. Although volumes remain lower than planned, the impact of short supply continues to increase costs. These factors combine to give a year to date overspend of £0.9m, which is predicted to rise to £2.5m by the end of the financial year. As more months of data are processed, a clearer picture will emerge and the tariff reductions that took effect in September may improve the overall position.
 - The **nursing** action plan developed by the Chief Nurse has successfully reduced the levels of supplementary staffing, and consequently the costs. Ongoing monitoring and controls are in place to ensure this position is sustained. The Chief Nurse is also reviewing the options for posts that were previously funded from non-recurring sources.
 - Pressures in **supplies costs** are emerging, particularly in relation to wheelchairs and the joint equipment store.
 - Some progress has been made in identifying and implementing **financial recovery schemes**, although this needs to be a focus for the remainder of the year.
 - **Junior medical staffing** remains the key factor in the overspend on set aside services. This is an issue across several areas in NHS Lothian, primarily A&E, acute medicine and medicine of the elderly. The underlying cause is the requirement for additional staff to deliver 7-day working, non-compliant rotas, and the use of locum staff to cover trainee gaps. A working group, led by Acute Medical Director, has been established with a remit to review the use of all supplementary medical staffing and to introduce a reporting mechanism for non-compliant rotas with a view to reducing the overall pressure by the end of the financial year.
9. Following the first quarter of the financial year, the NHS Lothian board undertook a detailed year-end forecast to establish progress towards a balanced financial outturn and identify actions to be pursued to ensure break-even is achieved. This quarter 1 review indicated that a break-even position across NHS Lothian is still not achievable, although the forecast gap reduced from £22.4m in the financial plan to £4.5m. Within this forecast, there are inherent risks in relation to winter, delivery of efficiency plans, the crystallisation of assumptions and the capacity in the social care sector to meet increased demands. Work continues in all areas to close the gap and deliver the agreed efficiencies.
10. Opportunities are being explored to accelerate property sales proceeds and quantify any benefit from the delay in the opening of the new hospital to support the achievement of a balanced financial position.

11. The impact on all 4 Lothian IJBs is the subject of ongoing discussions with NHS Lothian.

Delegated services delivered by the City of Edinburgh Council

12. Increasing demand, failure to implement previously approved savings/demand management programmes, together with significant and growing waits for assessment and service have placed extreme strain on the budget. The Partnership faces growing numbers of people waiting for services. As of 16 October 2017, 169 people were delayed in hospital, 700 people were waiting in the community for c7,000 hours of service and assessments were outstanding for 1,836 people.
13. These demand-led pressures and non-delivery of approved savings are reflected in the latest year end forecast position for the delegated services run by the Council, which shows an overspend of £9.1m. This is a deterioration from the position reported at month 3. This forecast reflects service levels at period 5 and does *not* include provision for any further uplift in activity, either in terms of increased baseline demand or through addressing the waiting lists. The cost of assessing and providing services for all the people who are waiting is significant. It is not possible to estimate the exact figure with accuracy, given that: needs change over time; and some assessments will result in no service being required, while others will lead to a wide range of demand. However, a conservative estimate might be in the region of £20m over two years.

In year mitigation

14. It is in the context set out in paragraphs 5 to 13 above that the Partnership senior management team, supported by senior leaders in both the Council and NHS Lothian, has identified a series of mitigating actions. Some of these initiatives will deliver reductions in the cost base, while others will support the management of capacity, seeking to increase service delivery without additional costs. An important element of this approach is the reinvigoration of previously agreed savings schemes (reablement, telecare, brokerage and prescribing), together with development of a pipeline of prioritised projects. This work is supported by:
 - the “Statement of Intent”, which sets out the challenges facing the Partnership and begins to articulate how efforts will be prioritised to tackle them; and
 - the establishment of a “Savings Governance Board” with a remit to support the development and oversee the implementation of the savings and recovery programme across all Partnership services; membership of the board includes senior leadership from the

Partnership, with support from finance staff from the Council and NHS Lothian and an experienced Council project manager.

15. However, these efforts will not fully deliver in-year balance, and consequently, the Interim Chief Officer has reviewed the extent to which uncommitted financial plan funding can be reprioritised in year. Table 2 below summarises the funds that have been assessed as unlikely to be required for their original purpose in this financial year, as the underpinning strategies and plans are not yet fully developed.

	£k
<i>Fund to support assessment and review</i>	
OP model of care	1,500
MH community places	1,167
Innovation fund	1,851
Sub total	4,518
<i>Offset demographic growth</i>	
Inflation contingency	1,994
Sub total	6,512

Table 2: unallocated IJB financial plan funding 2017/18

16. An assessment and review board has been established, which will lead on the development of a plan to prioritise outstanding assessments. Given the risk associated with the significant level of unmet demand, in particular, the numbers of outstanding assessments, it is proposed that the remaining £4.5m of unallocated funding in the IJB financial plan for 2017/18 is ring-fenced on a non-recurring basis to support this work. It is anticipated that a small element of associated cost will be incurred in year, with the majority carried forward to 2018/19. This sum is probably insufficient to address the existing waiting list fully.
17. The £2.0m for inflation contingency shown in Table 2 above is no longer required for the original purpose, and it is proposed that this is released on a recurring basis to offset partly the financial implications of demographic growth. This will reduce the projected overspend for the Council delivered services to £7.1m, and the overall forecast for the Partnership to £15.0m.
18. These actions, coupled with the potential cost of reducing delays, are unlikely to deliver in-year balance in any of the Partnership's services. Significant and long-standing pressures are evident in the current financial positions of both health and local authority-run services, and returning to a balanced position will require a major redesign of services, radical changes in thinking and approach, and the involvement of all partners and stakeholders.

19. Current Council planning assumptions are that: the Council-wide tightening of financial and workforce controls; the review of discretionary expenditure priorities; active management of risks and pressures for the remainder of the year; and the proposed additional contribution of £2m from the social care fund (see section 16 above), will allow a projected balanced position for the Council overall to be reported to the Finance and Resources Committee's November meeting. The corollary is that the anticipated shortfall of up to £7.1m in delegated services will be met by the Council on a non-recurring basis in 2017/18. Work is continuing to identify further opportunities to reduce the level of projected overspend.

Key risks

20. An agreement has yet to be reached with NHS Lothian on the settlement for the IJB in the context of the overall NHS Lothian year-end forecast position.
21. The risks associated with cost pressures, increased demand and savings delivery targets are regularly monitored and reviewed, and management action is taken as appropriate. Despite this overview, however, it is not possible to mitigate all the risks associated with the delivery of a balanced budget when this is constrained by the reductions in public expenditure required by the government's financial settlements.

Financial implications

22. Outlined elsewhere in this report.

Involving people

23. The successful implementation of these recommendations will require the support and co-operation of both the Council and NHS Lothian personnel.

Impact on plans of other parties

24. As above.

Impact for directions

25. The financial schedule to the increase in resources delegated to the Council by £2.0m on a recurring basis and £4.5m on a non-recurring basis.

Background reading/references

26. None.

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Links to priorities in strategic plan

**Managing our
resources
effectively**

FINANCIAL POSITION OF DELEGATED SERVICES PROVIDED BY NHS Lothian 2017/18

	Position to end September 2017			Year end forecast
	Budget £k	Actual £k	Variance £k	Variance £k
Core services				
Community AHPs	2,929	3,229	(300)	(656)
Community Hospitals	5,170	5,462	(293)	(907)
District Nursing	5,254	5,258	(4)	(142)
GMS	36,242	36,648	(407)	2
Mental Health	4,553	4,497	56	167
Other	24,685	25,427	(742)	(1,404)
Prescribing	39,478	40,387	(909)	(2,505)
Resource Transfer	12,047	12,046	1	(1)
Sub total core	130,357	132,955	(2,598)	(5,446)
Hosted services				
AHPs	3,225	3,155	71	81
Complex Care	614	827	(212)	(63)
GMS	2,608	2,609	(1)	0
Learning Disabilities	4,207	4,156	51	(203)
Lothian Unscheduled Care Service	2,620	2,623	(4)	14
Mental Health	12,172	11,730	442	480
Oral Health Services	4,671	4,507	164	287
Other	(463)	(565)	102	37
Palliative Care	1,166	1,158	8	(80)
Psychology Service	1,936	1,899	37	(11)
Rehabilitation Medicine	1,870	1,738	132	346
Sexual Health	1,537	1,541	(4)	2
Substance Misuse	2,167	2,551	(384)	(319)
UNPAC	1,674	1,379	295	159
Sub total hosted	40,004	39,307	697	730
Set aside services				
A & E	3,093	3,172	(79)	(5)
Cardiology	7,865	7,916	(51)	40
Diabetes	545	528	17	(119)
Gastroenterology	1,959	2,254	(295)	(541)
General medicine	11,874	12,074	(200)	(547)
Geriatric medicine	6,638	6,564	74	114
Infectious disease	3,718	3,745	(27)	26
Junior medical	6,115	6,848	(733)	(1,695)
Management	785	866	(81)	(163)
Other	790	836	(47)	(135)
Rehabilitation medicine	1,019	1,074	(55)	(88)
Therapies	3,134	3,116	18	(56)
Sub total set aside	47,535	48,993	(1,459)	(3,169)

Grand total	217,896	221,255	(3,359)	(7,885)
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FINANCIAL POSITION OF DELEGATED SERVICES PROVIDED BY THE CITY OF EDINBURGH COUNCIL 2017/18

	Position to end September 2017			Year end forecast
	Budget £k	Actual £k	Variance £k	Variance £k
Employee costs				
Council Paid Employees	41,638	41,138	500	1,000
Non pay costs				
Premises	645	645	0	0
Third Party Payments	88,982	93,857	(4,875)	(9,750)
Supplies and Services	4,414	4,614	(200)	(400)
Transfer Payments	387	487	(100)	(200)
Transport	879	1,004	(125)	(250)
Other	225	225	0	0
Sub total	95,533	100,833	(5,300)	(10,600)
Gross expenditure	137,171	141,971	(4,800)	(9,600)
Income	(44,846)	(45,096)	250	500
Net expenditure	92,325	96,875	(4,550)	(9,100)