

Education, Children and Families Committee

10am, Tuesday, 1 March 2016

Total Craigroyston

Item number 7.7
Report number
Executive/routine
Wards

Executive Summary

Total Craigroyston is an Edinburgh Partnership initiative charged with improving outcomes for children and families. Its roots are in the [Commission on the Future Design of Public Services in Scotland \(Scottish Government 2011\)](#), which recognised that despite major investments of time and resources over many years the effects of poverty are still felt disproportionately in some communities in Scotland. In addition the Commission recognised that much of our public spending is spent on meeting ‘failure demand’ and called for resources to move from high end crisis intervention towards prevention and early intervention approaches which build on individuals and communities strengths and capabilities. Total Craigroyston works to a Road Map which was developed through an extensive consultation and engagement process involving local residents and local staff including colleagues from schools. Through the consultation, seven themes were identified, one of which was providing support to families at an earlier stage in order to avoid problems becoming crises as well as finding new ways to engage with people living in the community. Total Craigroyston has taken a ‘whole place’ approach, building on three core components - Strengthening Universal Services, Supporting Families and

Links

Coalition pledges	P1, P8, P11, P12, P13, P29, P32, P33, P34
Council outcomes	CO1, CO2, CO3, CO4, CO10, CO11, CO14, CO23, CO24
Single Outcome Agreement	SO2, SO3, SO4

Strengthening the Community. Taking action across these core components has been shown to be necessary to achieve lasting change.

Total Craigroyston has been asked to 'do what it takes' to improve outcomes for children and families in the community around Craigroyston Community High School. As the initiative draws to a conclusion we have sought to use the lessons learned in our community to influence the Council's wider transformation project – especially with regard to locality working. We are seeking ways to ensure that the gains that we have made in improving partnership working and the development of new approaches can be sustained in the new locality arrangements. This will require some of the additional resources to be maintained in the immediate term.

Total Craigroyston - Taking Stock 2015

1. Recommendations

- 1.1 The committee is asked to note the impact of the approach on the key outcomes for children and families as well as the lessons learned for the future development of the Localities approach.

2. Background

- 2.1 This is the final report of the Total Craigroyston initiative. It outlines the work done over the past year and outlines the lessons that can be taken forward into the Council's Transformation project with particular relevance for the development of the locality management structure.

3. Main report

Making change stick

The Working Model - How change happens

- 3.1 The major emphasis of Total Craigroyston has been bringing partners together to identify and deliver changes that improve outcomes for local families, testing out different ways of delivering services and gathering ideas and learning to influence wider systematic change. To help us achieve that we looked at local and national research about what supports change and how it is sustained. This led us to develop our working model.



- 3.2 It is recognised that in order to achieve sustained change action needs to be taken holistically. Communities and families facing complex challenges, such as mental ill health, alcohol and drug issues, homelessness and violence and abuse need to feel included, supported and connected to the wider world¹. This is not easy work and it challenges us to think less about service driven outcomes and more about people driven outcomes. In fact there is an argument developing that we should focus on purpose² rather than outcomes to be more effective. The development of asset based approaches which build on individual and community ability and capability hold promise in relation to achieving long term change. Relationships of trust, between professionals and with individuals and families themselves which support honest respectful dialogue and a sharing of insights and expertise are key to change. Joining up services for communities and families facing multiple and complex challenges and developing holistic or systemic approaches requires commitment from service managers to allow their staff time and space to work differently.
- 3.3 Throughout the work of Total Craigroyston we have sought to involve local people in conversation and discussion about ways in which services should be developed and delivered. What they tell us is highly consistent and chimes with national research. We have also sought the views of staff on the ground. Their views are also highly consistent.
- 3.4 A basic premise of the work of Total Craigroyston continues to be that as many people as possible should be supported through the services that are universally available to all members of society.
- 3.5 The challenge, as identified through Christie³ and other commentators, remains that this access is often underutilised, insufficient or inefficient. We need to increase our ability to 'get it right first time'. Local people tell us they need good schools and other facilities; services that are as easily accessible as possible and communication in plain, understandable language.
- 3.6 Some of the ways we have been moving towards this are: Delivering multi-agency practice based training: As well as building skills and capacity within the local work force, offering multi-agency training at local level helps to build professional understanding and relationships. In turn this helps create the climate for developing



¹ Lankelly Chase: Severe and Multiple Deprivation Literature Review, www.lankellychase.org.uk

² Saving money by doing the right thing: Vanguard, March 2014

³ Christie Commission on the Future Delivery of Public Services (2011). Available from <http://www.gov.scot/About/Review/publicservicescommission>

good professional relationships and better partnership working. The following training has been delivered over the last year.

Training Offered	Numbers Trained	Agencies Involved
Getting it Right Introduction and Refresh	20	9
Housing Options	86	19
Social Enterprise Event	30	26
Reality Therapy	32	11
Mentors in Violence Prevention	21	7
Children Affected by Parental Substance Misuse	20	12
Using a systemic approach with families	20	10
Domestic Abuse Conversation Cafe	16	15
Safe and Together	82	17
Mental Health & Wellbeing	22	8
Safe Talk	16	10
Self Harm Awareness	24	14
Connecting with Parents Motivation	11	7

- 3.7 Early Years: The Early Years test of change that was implemented over the last year has resulted in a change to the admissions policy for Early Years Centres across the city. This has reduced the amount of paperwork involved, greater consistency for all parents, quicker access to services and crucially has reduced the requirement for parents to tell and retell their stories.
- 3.8 Lickety Spit – the resident drama company based in North Edinburgh Arts, continues to develop opportunities for very young children and their families. The latest is a series of Porridge and Play sessions held in the Arts Centre on a Saturday morning. These sessions contribute directly to our school readiness agenda by supporting children to develop social skills, oracy, drawing, singing, counting, turn taking etc.
- 3.9 With NHS Lothian and other Early Years partners we are looking at how we can identify families needing additional support at the earliest opportunity in order to improve children’s readiness for school. This is likely to involve reviewing children at 12 months instead of waiting for the 27- 30 month review.
- 3.10 Getting the most from school: The primary schools continue to work together to support children to do well in reading, writing and maths. This has resulted in a steady improvement across the area with more children starting Craigroyston Community High School with a good grasp of literacy. Literacy levels at the High School have continued to improve. Head teachers have identified the need to have a greater focus on numeracy for the coming year. Craigroyston Primary School will

be part of the Scottish Government's attainment challenge and Forthview Primary will remain part of the Raising Attainment for All pilot programme.

- 3.11 Craigroyston High has made major changes to the curriculum for the senior phase students to ensure that there is more emphasis on skills for employability. This is addressing the issues raised in the Scottish Government's Commission for Developing Scotland's Young Workforce and has received widespread publicity and commendation from the Scottish Government. The school is working closely with business partners to create more opportunities for their students including the development of pre-apprenticeship courses. There is early indication that young people are engaging well with this new approach and the positive destination figures for CCHS are now very close to the Edinburgh average.
- 3.12 In addition, all schools have had a commitment to reducing exclusion and improving attendance. While exclusions are reducing, attendance still remains a challenge. CCHS has markedly improved its S6 stay on rate by taking an assertive approach to encouraging young people to stay on at school until the end of S6.
- 3.13 More local families are choosing to send their children to Craigroyston. The S1 intake has increased from 67 in 2012 to 96 at the beginning of the 2015 session.
- 3.14 Schools are involving parents in a range of learning activities including the Families and Schools Together programme. This is delivered in partnership with Save the Children, school staff, local partners and parents and is very highly rated by parents and head teachers.
- 3.15 All four local primary schools have completed the first stage towards becoming Rights Respecting Schools. All are now on target to reach their level one accreditation by June 2016. Community Learning and Development staff have worked with parents to challenge bullying behaviour and to find ways to bring the Rights Respecting approach out into the wider community. Parents from Forthview Primary School painted an anti-bullying message outside their school's gates and seven local parents attended a Mentors in Violence Prevention awareness raising session in Craigroyston High School. North Edinburgh Young People's Forum is helping to roll out the Rights Respecting message into the wider community and is working on a charter of children's rights which will be displayed prominently wherever young people meet. Along with CLD, they are contributing to a new national training pack on children's rights (Recognising and Realising Children's Rights). Twelve young people from the Forum are being trained to become MVP mentors as part of this campaign.
- 3.16 Family Learning sessions started in Craigroyston Primary School and will continue this term with very good numbers of P1s and parent/carers attending.
- 3.17 Developing a clearer understanding of the area: A second 'A Place that you Know' infograph has been prepared following updates to key population, youth crime, health and other data. Having this type of information available has proven to be useful for partners across the area and has been used to support bids to bring

additional funding into the area as well as to identify where additional action needs to be taken to improve outcomes.

- 3.18 The range of information that is given to people moving into the area has continued to develop. Information about waste/recycling services, copies of the Forth Community Map, and information about local representation and community groups are routinely included in a welcome pack for people moving into Council homes. An “easy read” summary of the tenancy agreement used by the Council is being trialled with those moving into the new homes in Muirhouse. If this proves useful it will be made available to all new Council tenants in North Edinburgh. The provision of better information about the community and about what is expected of people when they take up a tenancy helps to create settled places for people to live. We will be continuing to work with the Neighbourhood team and local partners to develop this area of work.
- 3.19 We have continued to provide information about programmes and activities available for children and young people cross the community during the summer months. This has resulted in a greater take up of holiday provision. Colleagues from Police Scotland and Community Safety have reported a noticeable reduction in incidents of crime and ant-social behaviour involving local children and young people over the holiday period.
- 3.20 Through all of our community engagement activities, local people have consistently raised the issue of lack of quick access to support services when they are beginning to get into difficulties as well as the difficulty they have in understanding the roles and remits of various staff and organisation. They would like to see less complexity around support services being offered and fewer people involved with one worker taking the lead role. Where possible they would like a choice about what support is offered and by whom and would like to see services remaining in place for as long as they are needed. Approaches that build on strength, capability and empowerment are widely held to be the most effective.
- 3.21 Work being taken forward to address these ideas and concerns includes the following:
- 3.21.1 Providing support at an early stage: Support in Time is a ‘team around the cluster’ based approach to providing families with primary age children early support when concerns arise. This has now extended into early years. Membership of the group includes staff from primary schools, early years, Family Solutions, social work, police, CAMHs, school nurse and voluntary organisations. As well as offering a range of supports to families the group acts as a local co-ordinating group for additional support. The Team Leader for Family Solutions now chairs this group as part of her role in the area. Administrative support continues to be offered by the Total Craigroyston team.



- 3.21.2 Support to parents and carers: The North PACST Development Officer gathered and distributed information on the support for parents and carers in North West Edinburgh in September 2014 and January 2015. The information on Parenting Programmes, Groups and Activities for Parents and Carers is collated in a booklet and an 'At a Glance' weekly calendar. These are circulated to all professionals and services who work with local parents and carers. The booklets are provided to Health Visiting team and every new parent receives a copy. The booklets are available to download on the Total Craigroyston website and all programmes are now listed on www.joininedinburgh.org with online application forms available to complete for PoPP Incredible Years/Triple P and Teen Triple P.
- 3.22 In addition, the PACST Development Officer worked with the Area Co-ordinator to update the Directory of Services to provide information on the services available to support families in North Edinburgh.
- 3.23 The PACST Development Officer is a point of contact in the local area providing information and advice for professionals and parents to link parents to appropriate support. The Development Officer receives and responds to between 10-15 enquiries by email and telephone each week- providing information, advice, signposting and referral to services/programmes. In 6 more complex cases she has met with the parents, liaised with professionals and attended planning meetings to help to identify and secure suitable support.
- 3.24 The Psychology of Parenting Project (PoPP) has been approved and funded by the Early Years Taskforce. In Edinburgh it has been driven forward by the Edinburgh Partnership. It was agreed this would be rolled out in two phases. North Edinburgh was included in the first year alongside Liberton/Gilmerton and Firhill/Wester Hailes. The project provides Incredible Years and Triple P programmes to parents of three and four year olds with challenging behaviour.
- 3.25 Resources were redirected into this project by partners releasing staff one day per week for training and the delivery of these programmes. In North Edinburgh staff from the Early Years Centres, CLD, Family Solutions, Stepping Stones, Circle Haven and Health were trained. As a result, two Incredible Years programmes and 1 Triple P group were run locally. A total of 28 parents engaged with the programmes with 12 parents completing. The post course evaluation indicated that most of the children's SDQ scores moved from the High Risk category to either within the Borderline or Normal range.
- 3.26 A further two Incredible Years and two Triple P groups are planned to run in North West between September and Christmas 2015. It should be noted that experience has shown that offering additional support for the Teen Triple P courses in this area has resulted in better completion rates and better outcomes for parents taking part. This support has been offered by the Parent and Carer Development Officer.
- 3.27 One of the challenges facing the PoPP in Edinburgh is staff retention within the project. Within the first 6 months, 7 members of staff have been lost due to staff

redundancies, staff being withdrawn by their managers, staff feeling unable to commit to the project after training, staff leaving the authority and ill health. Retaining support for the development and delivery of the PoPP approach is an ongoing issue and may require higher level management direction to achieve this.

- 3.28 Circle Scotland has trained staff in the use of the Parents Under Pressure programme which can be delivered in families own homes. This is aimed at parents with addiction issues and is proving effective for those who find a group setting difficult.
- 3.29 We have continued to work with local people to contribute to the design and delivery of services for children and families through conversations and listening to what they themselves say they need to live a 'good life'. This information is used locally to test out different ways of working and will be made available to the Council's transformation team in order to influence the design and delivery of Locality based services within the new look Council.
- 3.30 Family Solutions and Family Group Decision Making have been testing the use of Self-Directed Support (SDS) to explore with families what kind of support would help most and to give them a small resource to make that a reality. Although a very small sample, this has worked very well and families report feeling much more empowered and in control. The Children and Families practice team is testing the use of SDS with the Children in Need co-hort. This is still in the very early stages and we are fortunate to have the support of an organisation called Everyone Together to help us with this work.
- 3.31 The provision of holistic family support, with a dedicated worker who stays in place for as long as it's needed to is continuing through Family Solutions. This model of working is resulting in good outcomes for families especially where previously there were several different services involved with several different individuals in the family.
- 3.32 One of the social work team leaders has taken on a 'large family' co-ordinator role. This has been effective in engaging large families where there is quite serious anti-social behaviour. This is effectively the lead professional role for the family.
- 3.33 A group of staff from different backgrounds has undergone Family Systems Training enable them to engage with families in a more holistic and systemic way. This work is focused around families where children have been identified as at risk of becoming involved in anti social behaviour. The staff involved with these families will be using the holistic family support / dedicated worker model mentioned above.
- 3.34 Housing Services Team Leaders in the North Office now have access to the Swift (or AIS). This is being used to identify existing support staff for families that are in difficult or emergency situations. Additionally a small number of Social Work staff across Edinburgh now have access to the Homeless Information System (HIS) and efforts to open up additional housing systems is underway through the Families with Complex Needs group. Staff who are using this access are reporting that they working more readily with others supporting families.

- 3.35 The Housing Team has been developing a more generic model of housing support, bringing together a number of roles into a more generic single point of contact. This reduces complexity in the housing service landscape, enables residents to navigate services more easily and provides an opportunity for housing staff to work holistically with individuals and families. This model has been taken up as part of the Housing Services Transformation Plan.
- 3.36 An issue has remained about how to help families who are getting into housing difficulties where there are no existing (known) support arrangements. Families in these situations rarely meet the thresholds for Social Work involvement.
- 3.37 Housing staff are now routinely using the Getting it Right arrangements to inform Named Persons about the concern. An information briefing note has been prepared to give Named Person's clear information about options available to them. Further training on housing issues will be offered later in the year. In specific situations, the Total Craigroyston team has helped to bring together key housing staff and others around families to find solutions to reduce disruption and keep families safe.
- 3.38 A small local temporary accommodation pilot project has been set up. This will see a small number of families being allocated temporary accommodation in the locality directly by the local housing team Neighbourhood team in order to minimise disruption and strength the existing support arrangements that are in place.
- 3.39 Alongside the Families with Complex needs working group, a workshop was held in August 2015, to look at how family and household support services could be more effectively integrated. As a result, these types of services will be brought together through the Council's Transformation project. This should result in less complexity in the system and the development of more ability to provide dedicated worker for individuals and families.
- 3.40 The creation of safe, stable and predictable environments where people feel a sense of connection and support are critical to people's ability to flourish. Local residents tell us that they need good accurate information about what is available in the local community, access to local groups, clubs and community facilities as well support to join in with other people in their neighbourhood to build a sense of belonging.
- 3.41 Employment: Working with the Neighbourhood Partnership, Craigroyston Community High School and other partners, to improve opportunities around employment and training, especially using the opportunities afforded by the regeneration of the area. So far, 11 people have taken up employment, 7 new apprenticeships and 54 have taken up work placements. Of those, 26 are from the EH4 postcode area.
- 3.42 There has been interest across a number of local groups in the development of a Social Enterprise around the improvement of the physical environment (e.g. stair cleaning and garden maintenance). Total Craigroyston held a workshop in March 2015 on Social Enterprise which brought together interested people from the area



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and across the city to discuss how we could help a new social enterprise get off the ground. A number of ideas were identified and a local group of community gardeners are establishing a new community interest organisation that would aim to deliver improvements to the area and engage residents.

- 3.43 Increasing local leadership and building on community assets: Muirhouse Link Up has continued to support the development of several community groups and activities including the Open café which has been running for about 18 months and is a place for people who are in drug and alcohol recovery to provide mutual support. Members of this group have also attended conversation cafes around recovery in North Edinburgh and visited other projects to gather ideas about recovery activities that could be developed in North Edinburgh. A 'recovery barbeque' was held and attended by 35 people. The plan now is to get together once a week and plan more events.
- 3.44 The North Edinburgh Archers Group is becoming more and more self-sustainable and managed to secure an outdoor venue for the summer sessions. They are delivering their own programme and creating income for themselves.
- 3.45 The Community Shop continues to have a positive impact on the community and hold regular information campaigns such as Healthy Heart, Cardiopulmonary Resuscitation. Money is being raised for a defibrillator as well as raising awareness around CPR and what to do in an emergency. The most recent campaign has been a White Ribbon campaign to combat Domestic Abuse.
- 3.46 One of the young volunteers was awarded the Inspirational Young Adult award at the Pride of Edinburgh Awards in June 2015. Josh is 15 years old and volunteers in the Community shop, he used this time volunteering to put towards his Duke of Edinburgh Award.
- 3.47 The My Space project in partnership with Muirhouse Link Up and Muirhouse Youth Development Group is proving successful with the garden group building a bench, table and pergola for the community to enjoy in the peaceful garden at North Edinburgh Arts.
- 3.48 A number of local organisations have come together to host community meals bringing people together to share food. At the first community meal, four volunteers cooked for 27 people. These small events help to build and strengthen a sense of belonging and give people who may be otherwise quite isolated a chance to meet each other and develop social contacts.
- 3.49 North Edinburgh Timebank has started a 'Knit and Knatter' group which happens weekly in North Edinburgh Arts Centre, a group of mainly women meet and share craft ideas. Relationships are built and friendships developed. One person who attends has been isolated for around 15 years.
- 3.50 In order to provide the means to develop local community leadership capability we have worked with Muirhouse Link Up project, North Edinburgh Arts and North Edinburgh Time Bank to develop a Community Leadership College (now known as Community Action North). This has been funded by STV for two years and we hope

that it will really enable the local community to strengthen their skills and abilities and lead to real change across the community. Two local people were employed in April to take forward discussion with local people about what they need to support their leadership capability. We have now employed two part time development officers to take forward the action plan developed as a result of that consultation. Community Action North will have three elements to it; skills training, support for community action projects and placement opportunities for local people. To date four local residents have received direct support to take forward ideas to both improve their own skills and to improve the community. Two are developing support for local parents and two are developing work around recovery. More 'trainees'

- 3.51 People locally are widely concerned by the condition of the area. Over the last year a number of clean-ups, led by local residents and supported by Total Craigroyston and Stronger North, have taken place. Apart from the immediate improvements that this has made to the area, a number of the residents involved have been working on how longer term improvements can be made to shared spaces. In one case a group of residents are working on becoming an association to build consensus and carry out further improvement activities. A second group have continued to maintain their area and have built links with the local Community Council.
- 3.52 To gain an overview of what young people think about public services and facilities in the area, Total Craigroyston and the Forth Neighbourhood Partnership implemented Youth Talk Forth. This multi-stage engagement process entailed working closely with the North Edinburgh Young People's Forum to design and implement the following process: Flash Poll at 4 area high schools: 1400 young people answered the question, "What do you think of youth services and activities in your area?" Mapping: Find out from over 200 young people what they think of specific areas and facilities; YouthTalk Event: 100 young people and adults gathered 24 June 2015 to discuss, the findings to date and to consider how to involve more young people in local groups and activities, how to better promote activities and how to create an area in which young people's achievements are recognised and in which they can take pride. From the information gathered on the day 11 key themes were identified. Local organisations are now working on developing pledges to take forward ideas, changes and suggestions that participants made. These will be turned into an action plan for presentation to the Neighbourhood Partnership. The outcome of the Youth Talk event will also be used to influence the future design and commissioning of services.
- 3.53 Reducing crime: Total Craigroyston continues to make a significant contribution to the #Stronger North project by developing early intervention and prevention measures to reduce the number of young people becoming involved in youth crime and anti-social behaviour.
- 3.54 The Mentors in Violence Prevention programme has been introduced to Craigroyston Community High School and the training was made available to groups in the wider community. This approach is now providing a more common approach across the High School and the youth organisations to reducing violence.

- 3.55 The Community Safety Youth Worker in School has developed the Respect programme and delivered it to P5-P7 classes in the local primary schools. This aims to support young children understand the importance of living in the community responsibly and the benefits of joining after school activities. Partner organisations help to deliver the sessions to provide a 'familiar face' for children attending their organisations. As a result of this more joined up approach, research by local Community Learning and Development staff has found that over 60% of local primary school children are taking part in children's clubs and activities.
- 3.56 Through the delivery of the Respect Programme, some children were identified who needed some more intensive support in small groups. In addition some young people who needed additional support for their transition to High School were identified as well as some who were in danger of becoming involved in anti social behaviour. All of these children were offered additional support in either a group setting, paired or individual work.
- 3.57 A reward scheme was tested to provide encouragement and some recognition for children who are joining in with out of school activities and clubs and using community facilities well. This had been raised consistently by parents and young people themselves that there is too much focus on those who are causing concern in the community rather than those who are behaving well. The idea of the scheme was to develop a 'loyalty card' where children earned stickers and received a free swim when they collected twelve. In the event, this did not work as well as we had hoped. We are now intending to develop a Youth Talk 2015 Youth Achievement Award in association with the North Edinburgh Young People's Forum.
- 3.58 The 'Alternatives to Crime' youth worker, funded initially by the Edinburgh Partnership and now through a commitment from Children and Families to continue funding this post as part of the #Stronger North project has continued to find ways to engage young people involved in crime and anti-social behaviour and encourage them into volunteering, training and employment. Four of the young people he has worked with have taken up places at college or are on an activity agreement.
- 3.59 Regeneration/Housing: In March 2015 a briefing for private landlords took place to share information about what was happening in the area and to discuss how private landlords could be better included in the regeneration of the area. Eleven landlords attended the meeting and a further ten received the note and additional information. From this meeting there was interest in focusing on one street with a concentration of privately rented homes. One block of particular concern was identified within this area and support to bring together the owners was provided. A survey of the condition of properties in the identified area is being carried out by Changeworks, this will be used to open up discussion with owners about how to improve the area.
- 3.60 As part of the Council's 21st Century Homes programme the development of new homes by Urban Union in Muirhouse and Pennywell has continued. People have now moved into the first mixed tenure homes with further phases coming on stream over the coming years.

- 3.61 In the wider area, the development of the NHS led North West Partnership Centre has been frustrated by difficulties leading from Scottish Government's financing of (public/private partnership) building projects across Scotland. This has now been resolved and we expect building to commence in late spring.
- 3.62 A further bid has been made for funds from the Scottish Government Capital Regeneration Fund to supply £1.7million towards the regeneration of Muirhouse Shopping Centre. The first stage bid was prepared through a workshop that brought together the Council, local representatives and Urban Union. This has been successful and the bid has now gone forward to the second stage.
- 3.63 Sharing our learning: Although good progress has been made at local level, with an acknowledged improvement in partnership working, there is a limit to what can be achieved without wider systemic change. Trying out different ways of working and new approaches has a positive benefit only if the learning from these initiatives can be taken into account in a wider systemic way.
- 3.64 The Council's transformation project gives the ideal opportunity to ensure that these lessons are learned and that our learning is taken on board as part of the development of our new way of working.
- 3.65 Changing the culture within Council and other public services and the relationship with citizens will take time. Change can be uncomfortable but if new ways to work can be found bringing about stronger, more productive relationships better outcomes will be achieved for our citizens.
- 3.66 The lessons we have learned are:
- 3.66.1 For individuals: Both staff and residents want help and support to be offered at an earlier stage. This recognises that offering earlier help and support should reduce the numbers of individuals and families getting into more serious difficulty.
- 3.66.2 Reduce fragmentation of services and promote a "people-centred" approach as opposed to a "service centred" one. Bringing service areas together into a 'help me' type service will provide a wider range of generic support. It is important that this service is able to develop a 'nimble' and flexible approach and to provide consistent support for as long as is necessary to support sustained change.
- 3.66.3 For families with complex needs: We need an approach that includes a case management or Family Lead Professional approach. This should be based on the Getting it Right principles and should lead to an increase in the consistency of support. It is important that The Family Lead Professional has the authority to direct service where needed.



- 3.66.4 For communities: Grow the ways in which citizens can participate and lead, to the extent that they want to, in shaping the services that are delivered to their community.
- 3.66.5 People know what they need. We need to improve our ability to listen properly, trust what is being said and work with people to achieve change both individually and collectively.
- 3.66.6 For teams: Invest time for staff at all levels to build networks across the sectors and allow them to stick with an issue through its conclusion thereby providing consistency, planning and more likelihood of achieving goals.
- 3.66.7 In doing so, build credibility and social capital both within the Council and between the Council, local agencies and the wider community.
- 3.66.8 Trust, professional regard, parity of esteem is essential. The investment of time and effort in developing the relationships that allow colleagues to identify and work towards shared outcomes is key to developing the dialogue necessary to achieve change.
- 3.66.9 Encourage creative risk taking (within a clear framework) to achieve agreed solutions at the local level.
- 3.66.10 For the Council and partners: Acknowledge that complex problems require complex solutions that could be different in different areas – the ‘one size fits all’ approach leads to service dominated approaches rather than people centred approaches.
- 3.66.11 Embrace subsidiarity principle - devolve decision making to the lowest level possible. This means that our ‘gate keeping’ systems will need to change and central teams will need to have supporting the field as a key task. Our bureaucracy needs to be forensically reduced.
- 3.66.12 Collect and analyse information and data in a way that will inform practice locally and help staff and residents to understand what is actually going on in their area. Collect what is helpful rather than what is easy.
- 3.66.13 Pay attention to how change happens and learn from research – our working model sets out a version of the holistic approach that is required.
- 3.66.14 We need the right people in the right jobs in the right place with the right attitudes creating the right culture is the most important element of this work.
- 3.66.15 We are very good at re-inventing the wheel: there is plenty of good practice that we can learn from and build on in Edinburgh. We don’t need to constantly re-invent.
- 3.66.16 Go local – most people interact with Council and other services at local level – the centre needs to be sensitive to that and more focused on supporting the field.

4. Measures of success

- 4.1 Progress continues to be made across most of the key indicators.
- 4.2 The Councils transformation project is now underway and lessons drawn from the work of Total Craigroyston have influenced the approach taken to developing locality management arrangements. Recommendations have been made to mainstream key elements of the approach within the new locality management arrangements. It is important to ensure that gains made are protected over this period of transition.

5. Financial impact

6. Risk, policy, compliance and governance impact

7. Equalities impact

- 7.1 The initiative is specifically targeted at addressing inequality and deprivation.

8. Sustainability impact

- 8.1 It is anticipated that changing the way that we work and reducing 'failure demand' will result in reduced demand on services over time with a subsequent reduction in costs and improved outcomes.

9. Consultation and engagement

- 9.1 All areas of work require significant levels of consultation and engagement.

10. Background reading/external references

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Acting Executive Director of Communities and Families

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11. Links

Coalition pledges	<p>P1 - Increase support for vulnerable children, including help for families so that fewer go into care</p> <p>P8 - Make sure the city's people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites</p> <p>P11 - Encourage the development of co-operative housing arrangements</p> <p>P12 - Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes</p> <p>P13 - Enforce tenancy agreements (council and private landlord) with a view to ensuring tenants and landlords fulfil their good conduct responsibilities</p> <p>P29 - Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work</p> <p>P32 - Develop and strengthen local community links with the police</p> <p>P33 - Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used</p> <p>P34 - Work with police on an anti-social behaviour unit to target persistent offenders</p>
Council outcomes	<p>CO1 - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed</p> <p>CO2 - Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities</p> <p>CO3 - Our children and young people at risk, or with a disability, have improved life chances</p> <p>CO4 - Our children and young people are physically and emotionally healthy</p> <p>CO10 - Improved health and reduced inequalities</p> <p>CO11 - Preventative and personalised support in place</p> <p>CO14 - Communities have the capacity to help support people</p> <p>CO23 - Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community</p>

Single Outcome Agreement

CO24 - The Council communicates effectively internally and externally and has an excellent reputation for customer care

SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health

SO3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential

SO4 - Edinburgh's communities are safer and have improved physical and social fabric

Appendices

1 - Key Outcomes 2015

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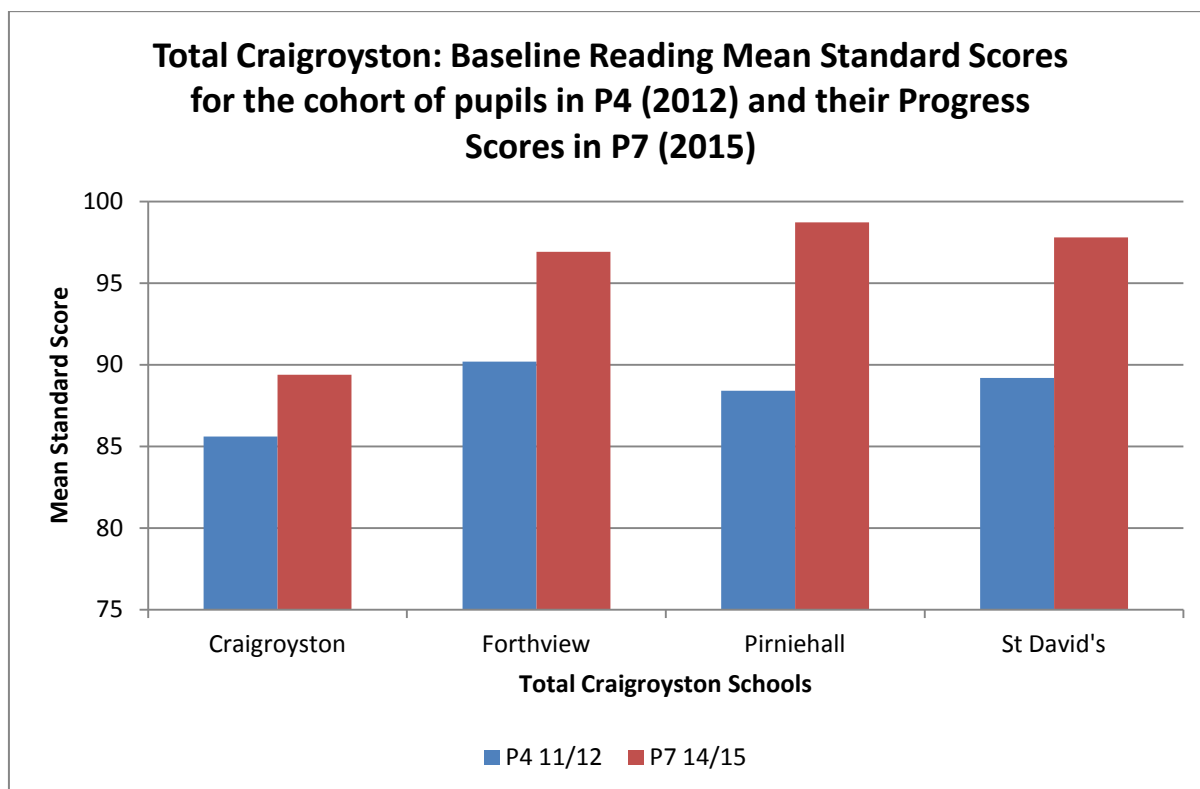
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The chart below illustrates progress in Reading of the cohort of pupils in P4 in 2012 and their progress by P7 in 2015. The mean standard score for Reading is used to measure progress.



- Using the mean standard score, in reading, all four schools have made good progress from P4 (cohort 2012) to P7 (cohort 2015)
- In session 2014-2015, these schools performed lower than the city average in Reading for P4 pupils. The head teachers are aware of this and are taking action with this cohort of children.
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Secondary School Attainment

Attainment levels are calculated and recorded using the Scottish Government's benchmarking tool – Insight. This now records student achievement on leaving school. For Craigroyston Community High School, this gives a more accurate account of students' achievement as most are now staying on to the end of S6. A number of students have also attained vocational qualifications through City and Guilds, SVQ and similar.

Level of Attainment	2011	2012	2013	2014	2015
%age of S4 roll attaining 5 or more awards at SCQF Level 3 or better	67	72	79	89	103*
%age of S4 roll attaining 5 or more awards at SCQF Level 4 or better	43	39	51	55	63
%age of S4 roll attaining 5 or more awards at SCQF Level 5 or better	10	10	23	25	23
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%age of S4 roll attaining 1 or more awards at SCQF Level 7 or better	0	0	0	4	0

Source: Insight

*The S4 roll quoted is as the roll was on census day. Occasionally children arrive in school after census day which can result in a figure of more than 100.

Staying-on at Craigroyston Community High School

S5 staying on as a % of S4 roll				
2011	2012	2013	2014	2015
38	44	56	86	90

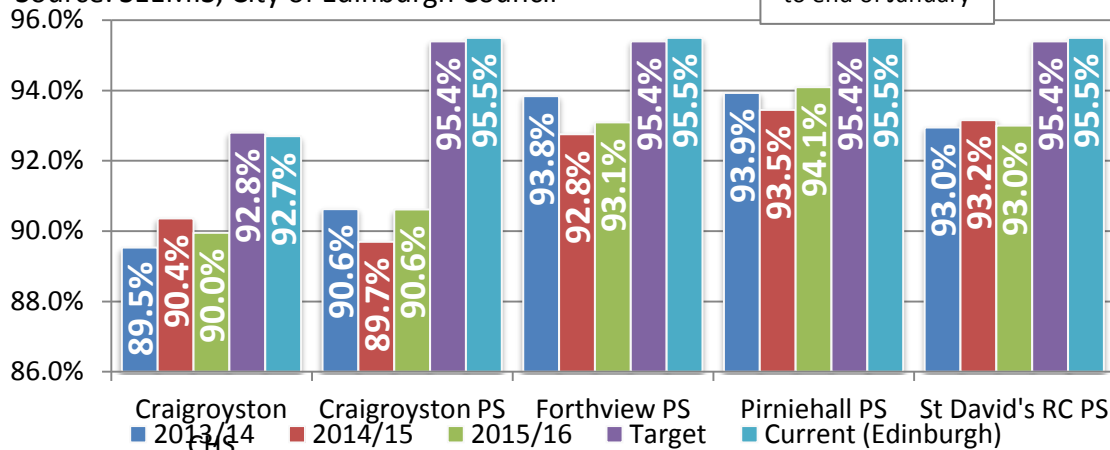
S6 staying on as a % of S4 roll				
2011	2012	2013	2014	2015
14	18	30	57	68

Source: Craigmoynton Community High School

Fewer children need to be excluded / fewer children truant

School Attendance (2013/14 to 2015/16)

Source: SEEMIS, City of Edinburgh Council



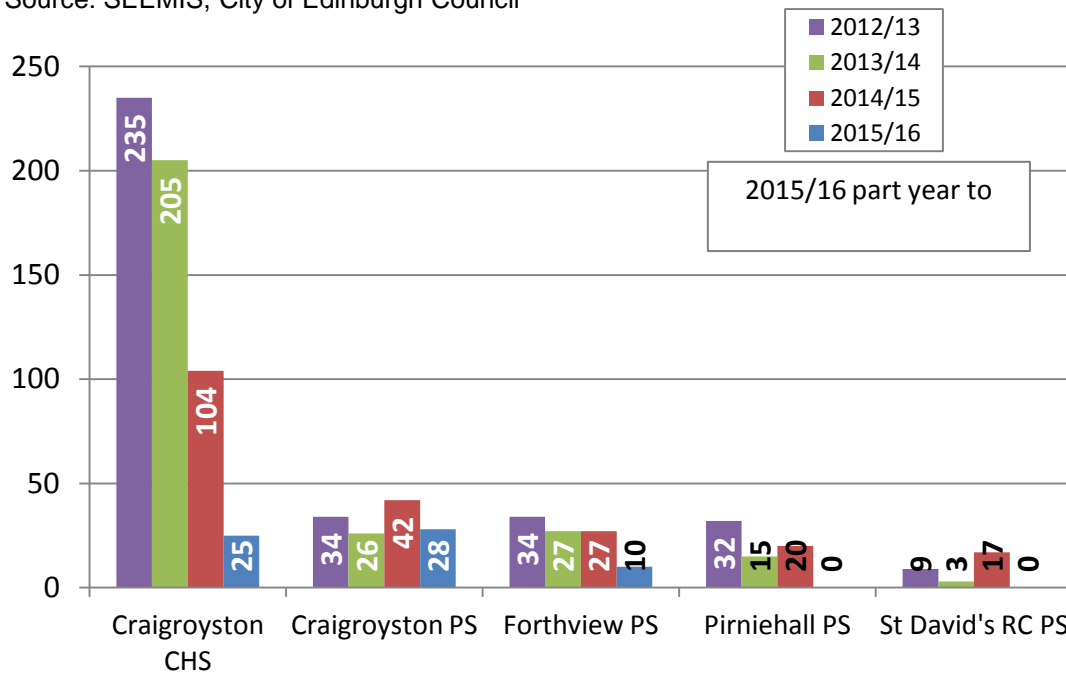
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Primary School	Secondary School
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	2010/11	2011/12	2012/13	2013/14
Craigroyston CHS %	61.5	77.4	79.5	92.8
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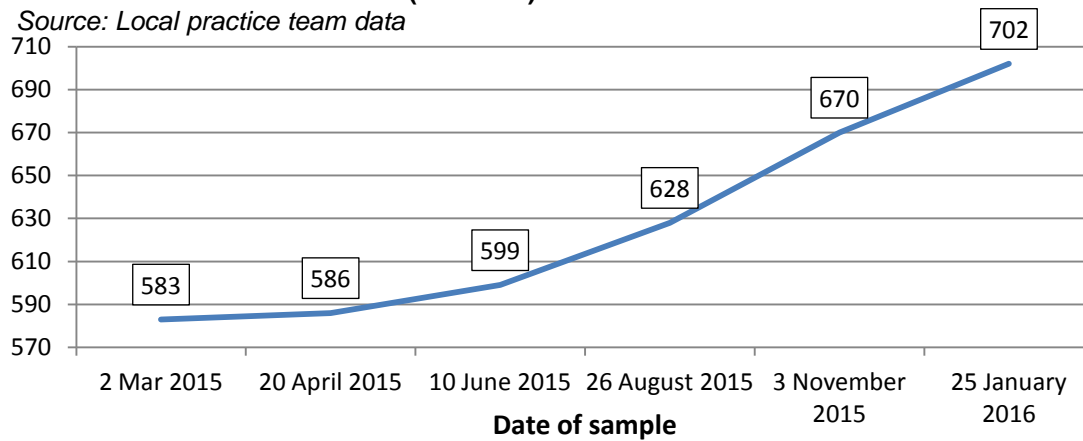
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Presenting as homeless	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Single Parents	123	95	84	68	95	119
% of Total North	36.72%	27.38%	25.85%	25.56%	30.16%	27.36%

Presenting as homeless	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Couples with Children	22	25	23	24	28	25
% of Total North	6.57%	7.20%	7.08%	9.02%	8.89%	5.75%

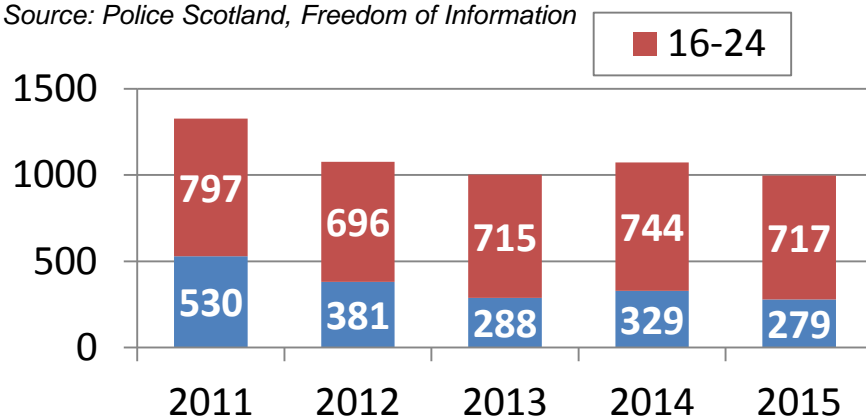
Note: Colour indicates lower/higher (green/red) share or number of presentations

Source: Homelessness Information System, City of Edinburgh Council

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Number of Youth Crimes in Forth (2011 to 2015)

Source: Police Scotland, Freedom of Information



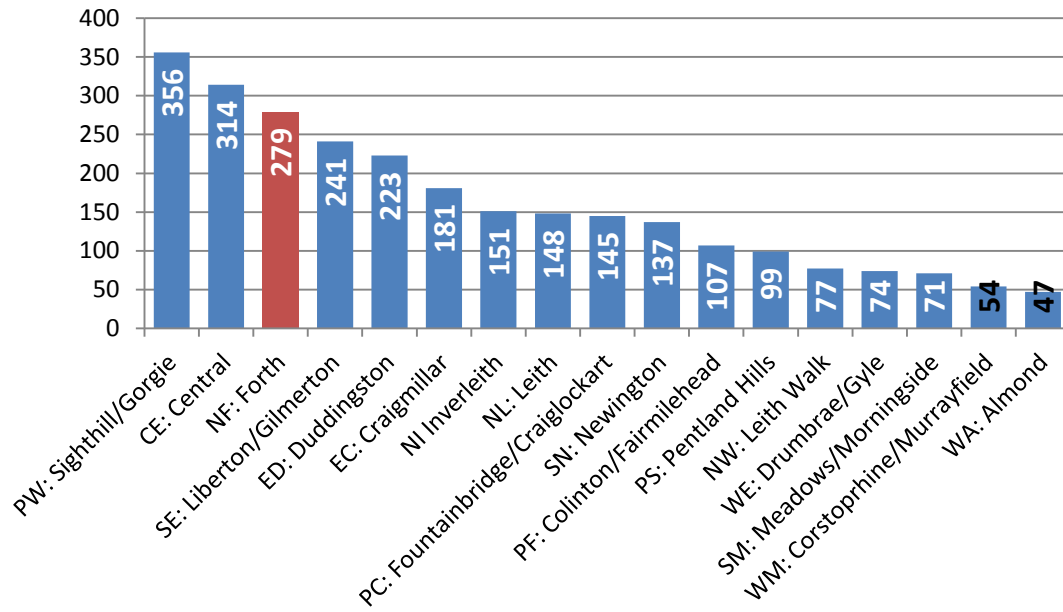
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Year/ Age	<12	12	13	14	15	16	17	18	19	20	21	22	23	24	Total	<16	16-24	
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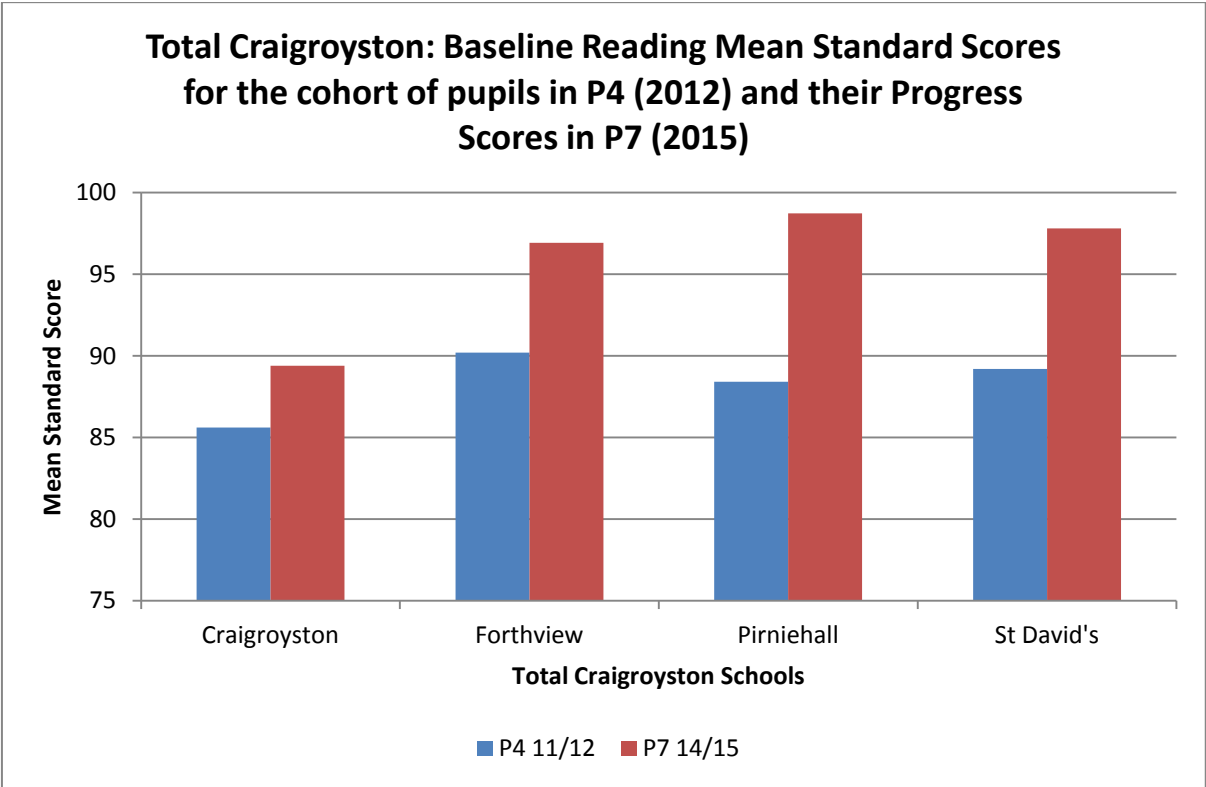
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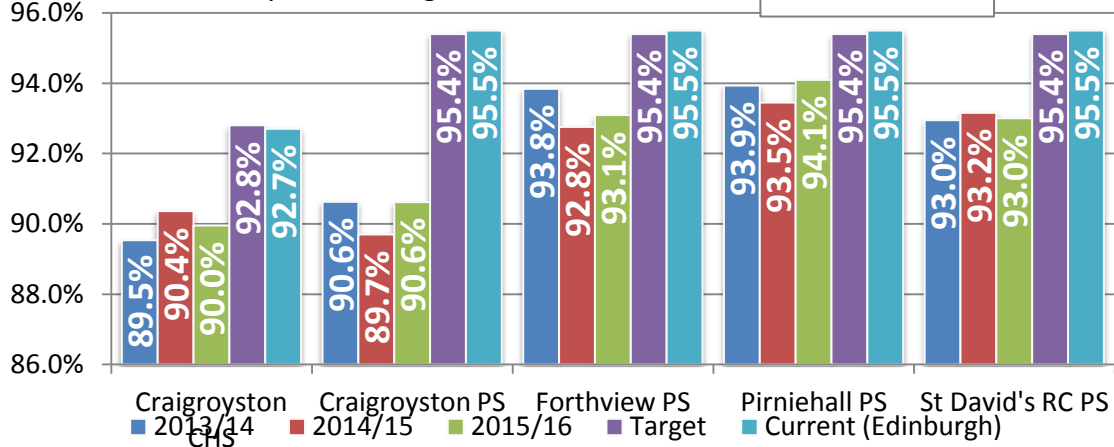
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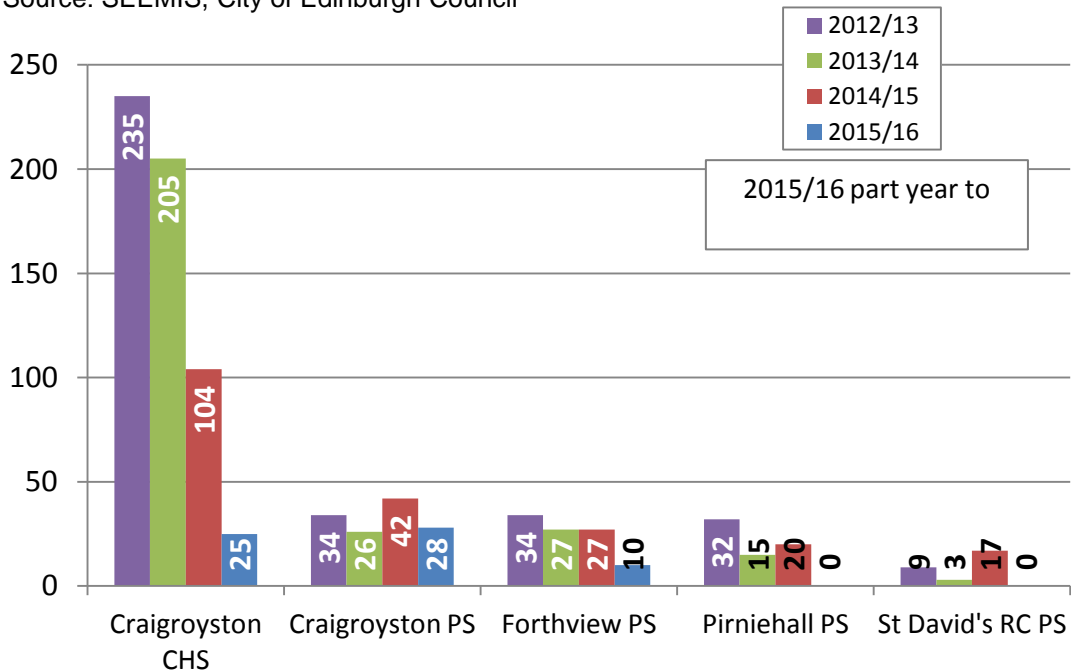
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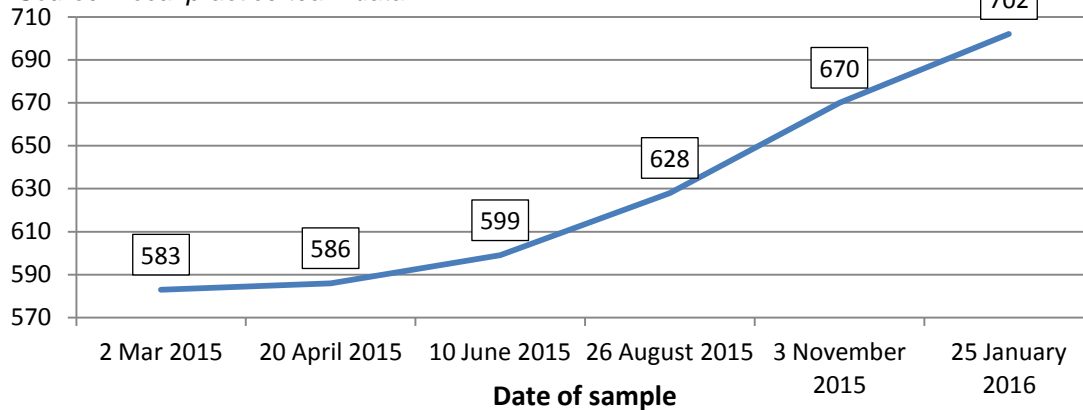
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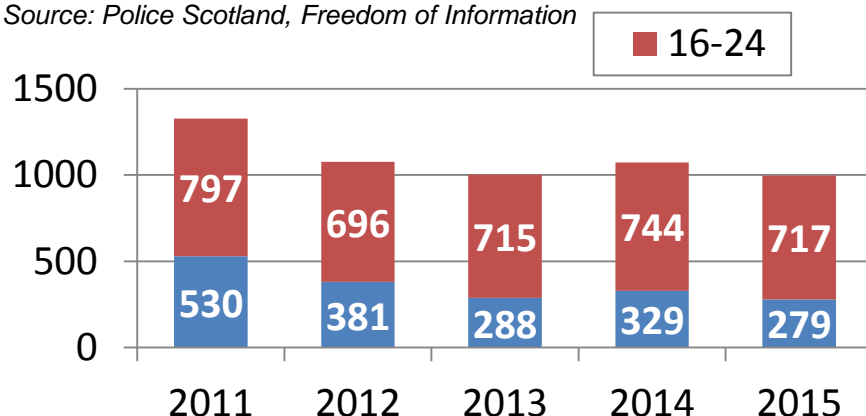
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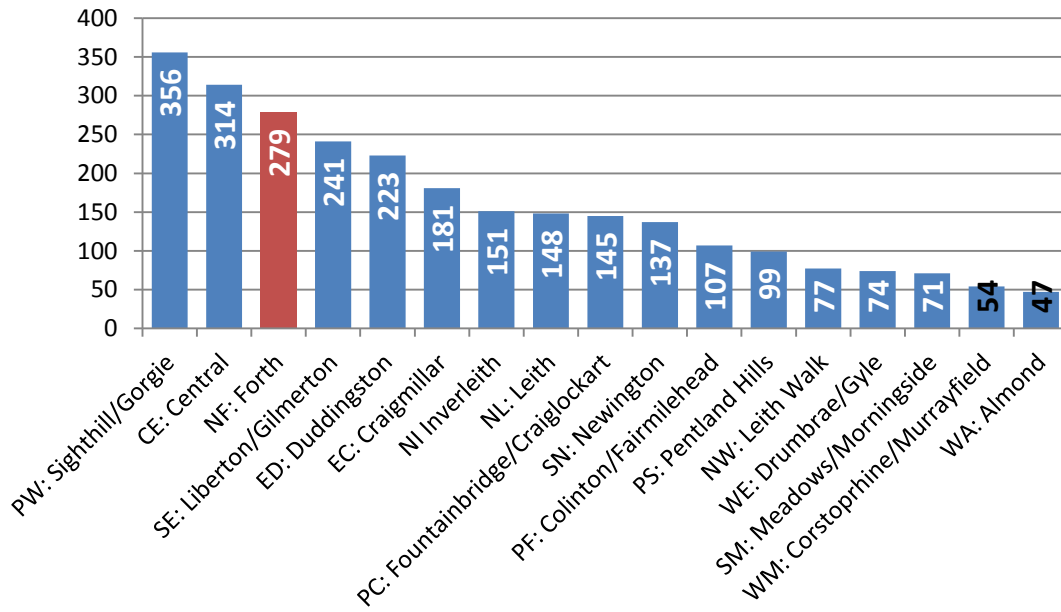
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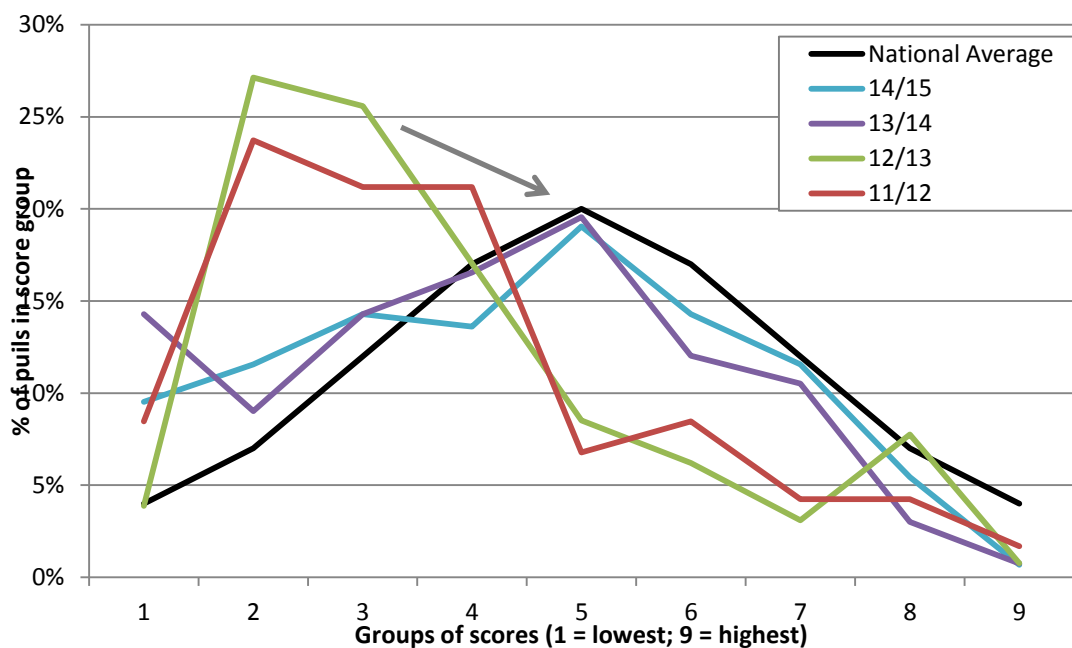
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P7 Reading by Groups of Scores (4 Primary Schools and National Average) Source: City of Edinburgh Council, School Reading Tests



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Latest attainment data shows the levels of qualifications attained by the end of S6 for each S4 cohort. This gives a more accurate account of students' achievement as most are now staying on to the end of S6. A number of students are also attaining vocational qualifications through City and Guilds, SVQ and similar, however this data is not recorded here.

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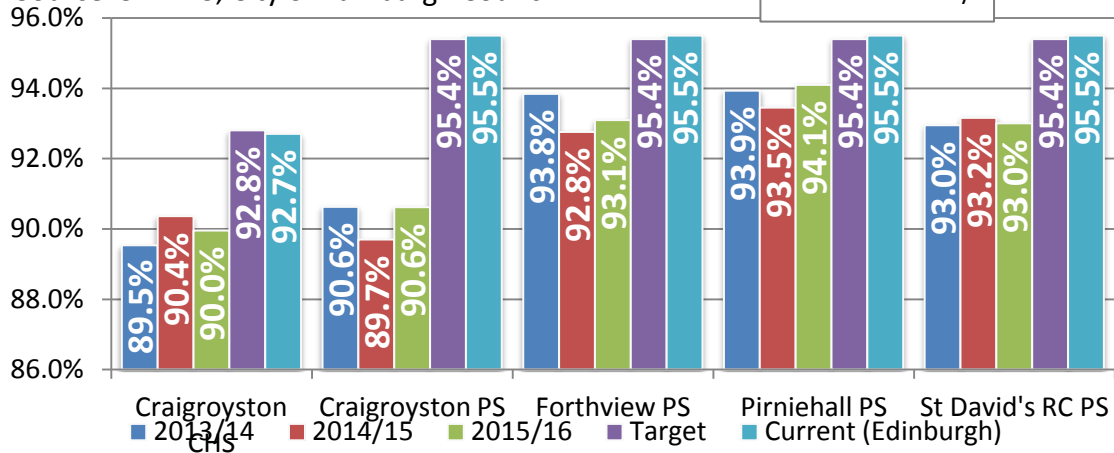
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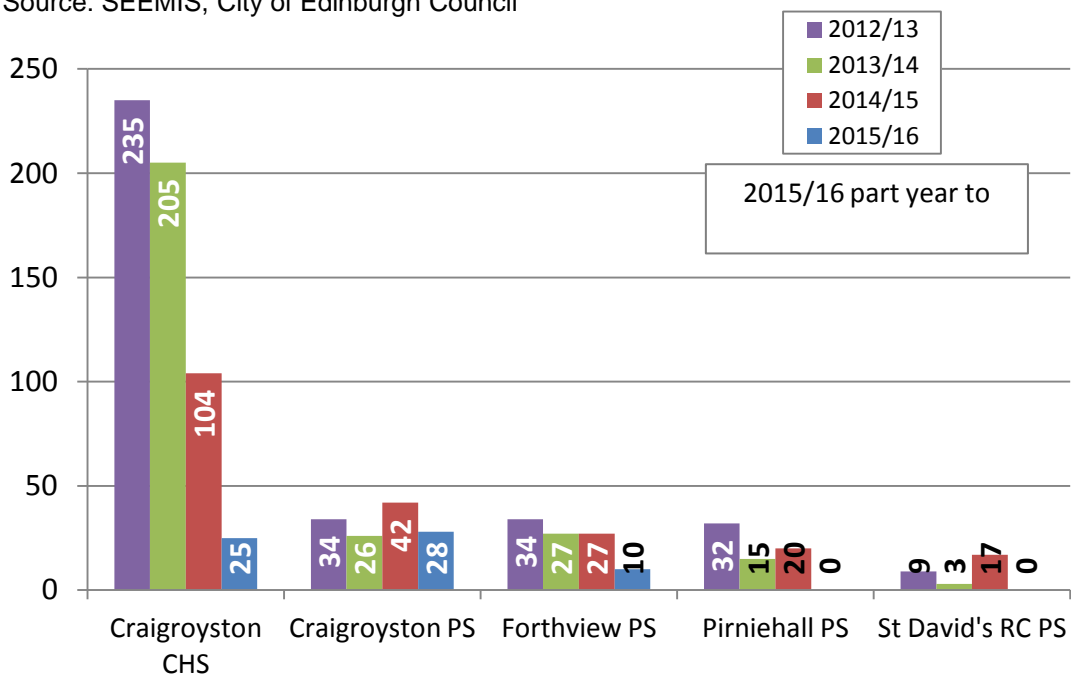
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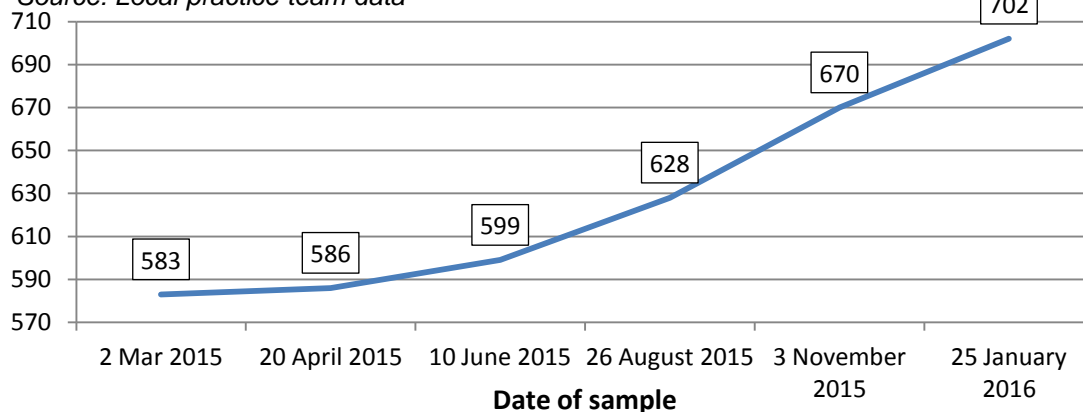
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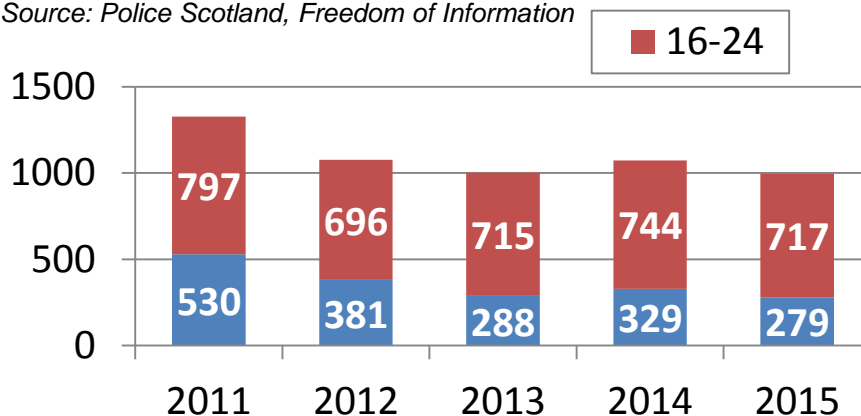
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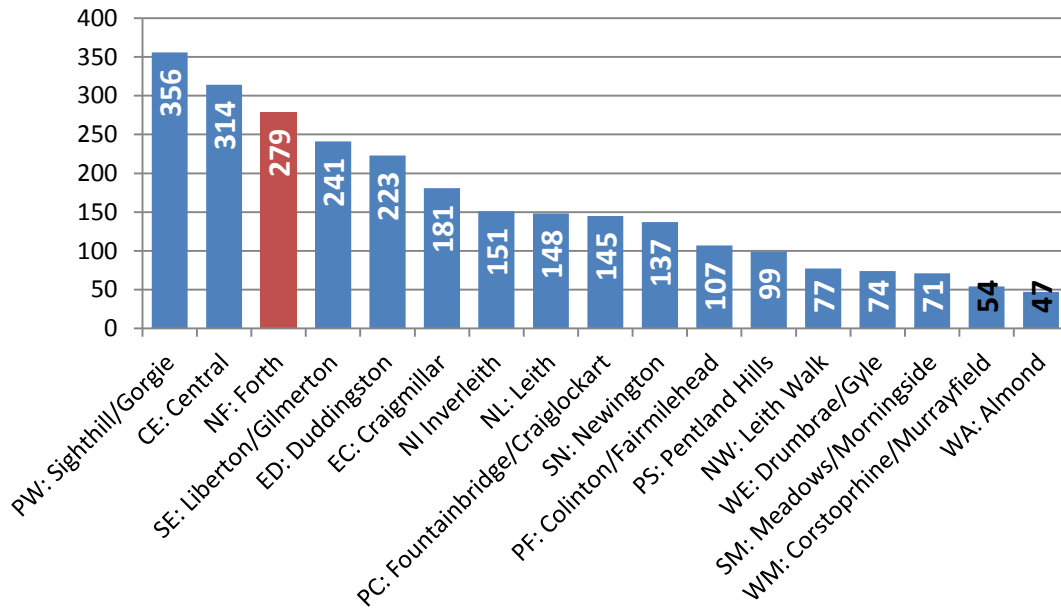
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