

Inverleith Neighbourhood Partnership

6.30pm, Monday 21 August 2017

North West Locality Improvement Plan 2017-22

Item number	5.3
Wards	5 - Inverleith

Executive Summary

Locality Improvement Plans (LIPs) have been established in all four localities of the city as a requirement of the Empowering Communities (Scotland) Act 2015. The LIP attached sets out the context and action plan which has been established as a result of Locality Wide community engagement.

The LIP seeks to address a wide range of issues, many of which are attributed to poverty and high levels of deprivation. The LIP therefore seeks to address these issues using early intervention and prevention approaches wherever possible.

Whilst the LIP aims to address issues locality wide, a key requirement of the legislation is that we must identify smaller areas within the locality experiencing the greatest levels of inequality. Available data identified:

- Muirhouse, West Pilton, Granton, Wester Drylaw, Royston and Wardieburn
- Parts of Clermiston and Parts of East Craigs
- Walker Estate (South Queensferry)
- Gateside (Kirkliston)

To support this, community engagement took place in each small area with the North areas supported by Community Action North and the other areas supported through existing services and partners. An action plan has been, or is in the process of being, developed for each small area in addition to the locality wide action plan.

Locality Improvement Plan 2017 - 2022

1. Recommendations

- 1.1 Inverleith Neighbourhood Partnership (INP) is asked to:
 - 1.1.1 Note the contents of this report and the adjoining Locality Improvement Plan
 - 1.1.2 Support the priorities/outcomes and high level actions

2. Background

- 2.1 Locality Improvement Plans are a legislative requirement of the Community Empowerment (Scotland) Act 2015 and provide a framework for supporting the delivery of improved locality working across the city
- 2.2 To support the locality process and activity, all key partners now operate co-terminus providing a solid footing to identify how best to use existing resource.

3. Main report

- 3.1 Locality Improvement Plans (LIPs) aim to achieve better outcomes for those individuals and communities experiencing the greatest inequality through partnership working and the meaningful engagement of citizens and communities. They set out the priorities for improving outcomes over a five-year period (2017-22) at locality and small area levels based on an understanding of the needs, circumstances, and aspirations of communities, meeting the new legislative duties place on public bodies.
- 3.2 Existing practice informed the arrangements to develop the LIPs, and specifically the work of the Neighbourhood Partnerships and the Local Community Plans.
- 3.3 To develop the LIPs, Project Teams were established in each of the localities. These involved lead partners from the partnership groups which support delivery of the locality model and which have responsibility for the development and delivery of the LIP.
- 3.4 A city wide project group was also established to ensure consistency, legislative procedures were adhered to and identify appropriate mechanisms in which to develop appropriate community and stakeholder engagement within the timescales available.
- 3.5 A two stage approach was devised. The first set about identifying priorities and outcomes to meet needs and aspirations across the wider locality and to form the

main body of the LIP. The second phase centred on engaging people within the identified smaller areas.

- 3.6 A key focus of the engagement was qualitative with face to face engagement wherever possible.
- 3.7 During the first stage, the NW project group built on the experience of the Neighbourhood Partnership's with a locality wide event. Partners and key stakeholders were invited to participate with a view that much of the positive work already supported in the various working groups was not lost. This was followed by more detailed engagement across working groups and existing community based organisations.
- 3.8 The process asked people to think longer term against key themes e.g. *'in 5 years time our locality will be healthier because.....'* It is felt that this provided a rich and varied range of suggestions across all of the themes. Over 900 suggestions were promoted and all recorded and made available on the Neighbourhood Partnership websites. The project group were keen that the process was transparent throughout.
- 3.9 From this, officers set about identifying areas of commonality and devising wider statements that could be used to create outcomes or priorities. Within each theme up to 8 were identified and prepared for the second phase of the process.
- 3.10 All of the outcomes/priorities were promoted through libraries, community centres and in offices e.g. North, Kirkliston, South Queensferry and Drumbrae in paper format. The identical set was also available in electronic format. Once available, social media and existing email communications were used to promote the outcomes/priorities and people were asked to rank them in order of priority.
- 3.11 This has created the outcomes/priorities as identified in the LIP document.
- 3.12 In the smaller areas, a different approach was used. The areas identified in North are identified as being furthest removed in terms of achieving or accessing positive outcomes across a wide range of themes including health, education, crime and employment. To support this area, following a procurement process, Community Action North (CAN) were contracted to engage with those communities, individuals and groups at the heart of the issues. This has helped to create a strengthened approach to developing the actions for the area and key officers responsible for leading the themes are co-producing actions with the community.
- 3.13 In the other areas, it has been recognised that whilst not as severe as the North areas, there are still issues, mainly linked to poverty and quality of life. Pop up engagement sessions were held and in some instances, door knocking took place to learn the main concerns of those communities. From this, action plans have been devised and provided to the relevant Community Council's for comment.
- 3.14 Over 1000 people have participated in the process and those involved in the development of the engagement feel that it has been productive as it has involved dialogue and face to face engagement creating a real quality to the process.
- 3.15 The LIP will be managed using thematic groups and these have been established and are:

- Employment Training and Education
- Health & Wellbeing
- Community Safety
- Place
- Children Young People and Families

- 3.16 The LIP will be agreed and signed off by all respective partner organisations before being submitted to the Scottish Government in October 2017 and thereafter published online.
- 3.17 The legislation determines that all outcomes and progress will be reported annually and it is planned to make this process engaging and interactive.

4. Measures of success

- 4.1 The LIP Action plans will be developed alongside a robust performance framework. Key measures will include local satisfaction. Long term change will be identified using early intervention approaches.

5. Financial impact

- 5.1 Locality Improvement planning processes do not come with additional budget resource.

6. Risk, policy, compliance and governance impact

- 6.1 There are no adverse risks or policy impacts associated with this report.

7. Equalities impact

- 7.1 Local Community Planning activity contributes to the delivery of the Equality Action 2010 general duties of advancing equality of opportunity and fostering good relations. This is evidenced through engagement strategies and plans, which involve working with Inverleith's service partners and local people to promote buy-in across communities to achieve common goals.

8. Sustainability impact

- 8.1 Projects carried out as part of environment improvement have a positive impact.

9. Consultation and engagement

- 9.1 This report provides information about the engagement of local people in bringing about improvements for their community.

10. Background reading/external references

10.1 Empowering Communities Act

Peter Strong

Locality Manager

Contact: Scott Donkin, Lifelong Learning Locality Service Manager

E-mail: scott.donkin@edinburgh.gov.uk | Tel: 0131 529 5001

North West Edinburgh Locality Improvement Plan



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DRAFT



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 and to reduce the gap for those experiencing the greatest inequality. The plan seeks to do this by focussing 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 agreed an approach which built on the City's existing community planning arrangements (Neighbourhood Partnerships). Public sector reform is also key to the approach where we aim to ensure more effective partnership working across a range of agencies, and by further involving communities in decision making.

A programme of community engagement was carried out in 2016/17. We spoke to 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 the North West Locality experience greater levels of disadvantage and with this in mind, it was appropriate to carry out more targeted engagement in these communities. More information on these areas, the engagement and the outcomes is included below.

By having these local conversations and engaging across the locality, we are able to identify outcomes and priorities that make a real difference to the lives of the people in our communities.

The involvement of our communities to date will drive the development of this plan and builds on local community planning approaches. This has created

solution focussed actions that will help realise 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 together 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.

Alistair Gaw

Director of CEC Communities & Families
/ Chair of NW Locality Leadership Team



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 communities, businesses and voluntary groups to plan and deliver better services and improve the lives of people who live in Scotland.

The Local Government in 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 can not 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 and in Edinburgh, 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 intends to give 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). 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 locality faces a number of key challenges in the coming years. From its current population of around 141,700 It is expected to see the largest population growth in Edinburgh by the year 2022, increasing by as much as 10% (c. 14,000). This will place additional pressure on services including primary and secondary schools, housing, health services and housing.

Alongside wider housing developments, the North West will see the greatest level of social and affordable housing investment across the city with c. 870 expected to be completed during the life of the LIP. Currently, 61% of all Council homes across the NW Locality are located in the Forth ward and Muirhouse.

Health services also face significant challenges with an ageing population and lifestyle choices placing increasing demands on all services. In the Edinburgh People's Survey 2016, almost 42% of people in NW indicated that they have not engaged in any exercise. This alone will impact longer term on services.

The areas of Muirhouse, Wester Drylaw, West Pilton, Granton, Royston and Wardieburn (collectively known as the North Edinburgh small area) also has significant social and economic challenges. Combined, these have the 2nd lowest average household income of any Edinburgh ward, 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 small area along with other small areas identified in Kirkliston (Gateside estate), South Queensferry (Walker estate), parts of Clermiston, and parts of East Craigs will benefit from more focused work to reduce inequality and disadvantage.

The Locality Improvement Plan whilst serving the wider locality has a specific focus on these smaller areas. A key aim of the locality approach to achieving better outcomes for individuals and communities 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

In developing this improvement plan we have started a conversation for finding out what matters most to individuals, families and communities and in doing so has identified areas for action.

People living in, working in or visiting the North West Locality are critical to determining what the area looks and feels like in the future. People from all backgrounds engage with and have a say on community life in many ways, formal and informal e.g. Community Councils, School PTA, Community Centres, Volunteering, Carers, Uniformed Children and Young People's services, tenants groups, residents groups, friends of parks, organisational committees and boards, even those simply attending events or religious gatherings 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 LIP and help shape the future of the locality.

All involved with shaping and delivering the LIP outcomes are fully committed to putting **people at the heart** of the overall process and in building on the engagement to date will:

- **work together** with the community and partners
- **involve** everyone in an open dialogue at the right time 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 dialogue, involvement and doing things *with* people.

At the start of the engagement process, a two phased approach was used. The first phase focussed on working with our

existing Neighbourhood Partnership structures and known groups to have real qualitative discussions about what affects our communities. This asked people 'what the locality would look/feel like in 5 years time'. Over 900 comments/issues/statements were recorded or received. All 900 inputs were then examined to identify common issues or suggestions. Unsurprisingly, these linked with the key themes of health, safety, children young people and families, employment, and our Place – the physical part of our locality. Within each theme, the 900 inputs were used to create statements and these were then made available using online and printed surveys in community buildings where everyone was invited to rank what they felt was the most important. These form the priorities included in this plan. Other inputs and those statements not included will not be forgotten, and contact will be maintained with those who contributed and left an email address with the intention of forming a reference group to help monitor progress in delivering LIP priorities.

Phase 2 involved the smaller areas as mentioned previously where a different approach was used. Local people were involved through pop up stalls based in areas such as Clermiston, Walkers or Gateside. In some areas, door knocking also took place to seek involvement and a key focus of the engagement was centred around quality of life issues.

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 and as such, the outcomes are being developed using co-production techniques, with the theme leads taking the lead from community representatives to develop a detailed action plan to address cross-cutting issues identified by the community as well as actions falling within their themes.

In the other small areas, community councils and other key groups and Neighbourhood Partnerships were asked to endorse the outcomes and actions as identified from the engagement process.

Both phases involved over 1,000 people with a key emphasis of the engagement was about the quality of discussion and reaching an understanding of the key issues affecting communities.

The creation of this plan does not end the dialogue, it is the start of an ongoing process so we can build and co-create solutions with communities. 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:

- a) **Decide** with services what they want to achieve and find ways of making this happen;
- b) **Address** social concerns and exclusion issues ensuring all groups can be heard;
- c) **Build** effective and representative community organisations;
- d) **Focus** on strengths and assets in the community providing; opportunities to lead change, volunteer and be

entrepreneurial to help create the things needed;

- e) **Grow** the financial, legal and organisational capacity to achieve results;
- f) **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 create a mutually beneficial relationship with the community to clarify our commitment to them and theirs to us.

Communities and elected members have been involved throughout the preparation of the LIP, and throughout August 2017 the draft will be considered and approved by the 4 neighbourhood partnerships covering North West – Almond NP, Forth NP, Inverleith NP and Western NP.



North West - Locality wide outcomes

Children, Young People & Families –



Led by the North West Locality Communities and Families Practice Manager, the Children's Services Management Group brings together a wide range of senior officials 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 focussed 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 link directly to key city strategies and plans such as the Integrated Children's Services Plan (ICSP).

Key partners - 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

Outcome	Action	Measure
Our schools are fit for the future and will also 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>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 • We will encourage developers to design safer streets to encourage natural play • Build on the existing network of professional/amateur/club based sports and physical activity provision to identify new opportunities to support greater levels of participation • We will work with young people to identify areas that will benefit from ad hoc play space e.g. hoops, outdoor table tennis etc 	
<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"> • Develop and increase capacity of individuals and families through delivery of supportive programmes e.g. Incredible Years, PEEPs, PPP (Positive Parenting Programme) • Support Primary Schools to identify and address individual and collective pupil issues to ensure multi-disciplinary approaches are effective e.g. Support in Time (Positive Parenting) • Make best use of multi-agency approaches to prevent young people entering into statutory interventions e.g. looked after and accommodated children • Work in partnership with our schools to provide support to our most vulnerable and challenging 	



	<p>young people</p> <ul style="list-style-type: none"> • Develop appropriate adult education based programmes 	
<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 NW Locality, supporting MSYP elections and altering service provision in response to feedback from young people • Roll out 'Every Child is a (library) Member' across all Primary schools and refreshed at S1 induction • Work with all youth providers to maximise the availability of activities and resources using partnership approaches • Build on reading challenges in both school based and community based library provisions • Create innovative programmes in libraries, schools and public spaces to increase participation of people with protected characteristics 	
<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 • We will identify and support a range of positive 'role models' to encourage positive outcomes for young people e.g. Mentors in Violence prevention • We will work in partnership with a range of organisations and services to establish a 'life skills' programme aimed at encouraging broader thinking and socially responsible behaviours beyond school life 	



- Develop programmes external of school to support young people achieve appropriate academic/vocational qualifications
- Close the gap in attainment levels between schools across the locality and relevant to the city

Community Safety



Led by Police Scotland's NW Locality Commander, two distinct approaches will be taken to support the development of the outcomes as identified by our wider NW 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 while 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 with based at Crewe Toll Community Fire Station, and following the principles expressed in the SFRS Local Fire and Rescue Plan for Edinburgh, available at <http://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.

<http://www.scotland.police.uk/assets/pdf/392813/392817/edinburgh-local-police-plans-2017-20?view=Standard>

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

Key partners - City of Edinburgh Council (Children's Social Work, Schools, Lifelong Learning, Family and Household Support, Housing Operations, Youth Justice), Education, Police Scotland, Third Sector, Criminal Justice, Children's Reporter, Scottish Fire and Rescue Service



Outcome	Action	Measure
Our Police are accessible, approachable and involved with our communities	<ul style="list-style-type: none"> • Officers will strengthen 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 • Police Scotland will continue to build on social media and other communication streams to support improved engagement 	
The resources aimed at tackling crime and anti social behaviour can meet the demands of the whole locality	<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 for a • Our fire service will work with communities to deliver Home Safety visits with a particular focus on our most vulnerable individuals and groups and as a result, establish appropriate mechanisms to refer identified issues back to key agencies 	
Our Police work in partnership with local agencies and the	<ul style="list-style-type: none"> • Establish local community safety for a to discuss and agree local priorities for joint action to address 	



<p>community to deal with low level crime</p>	<p>anti-social and criminal behaviour</p> <ul style="list-style-type: none"> • Make best use of multi-agency approaches to: <ul style="list-style-type: none"> ○ Prevent young people entering into statutory interventions e.g. looked after and accommodated children ○ Deliver a number of local multi agency events to raise awareness of issues ○ Support multi agency working to deliver early intervention inputs to prevent escalation ○ Support a range of diversionary and mentoring activities e.g. Mentors in Violence Prevention and Rights Respecting programmes 	
<p>Initiatives to tackle long term issues e.g. drugs, motorbikes etc are effective and sustainable'</p>	<ul style="list-style-type: none"> • Effectively deliver Operation Soteria (motor bike crime) • Deliver a number of events to promote and inform communities and partners of the actions being taken in respect of long term issues • Make best use of existing Community Improvement Partnership 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 	



Our community is empowered to help promote responsible behaviours and work with key agencies to tackle local issues, sharing escalating issues and hotspots

- Support community-led local community safety initiatives
- Support local communities to establish Neighbourhood Watch
- Work with our communities to tackle long standing social issues e.g. Domestic Violence, drugs etc
- Ensure community voices are represented at relevant community safety and tasking fora

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 e.g. 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.



Key partners - City of Edinburgh Council, Skills Development Scotland, DWP Jobcentre Plus, NHS Lothian, High Schools and Lifelong Learning, employability providers, Edinburgh College, Edinburgh Volunteer Centre, Third Sector – (Large employers e.g. RBS, Edinburgh Airport and Leonardo)

Outcome	Action	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 5. • 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 best fit for 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 /fuller programmes for those students on alternative timetables • Develop better support for those who are non-attenders – coaching /1:1 support at an earlier stage • Invest/Strengthen links with those orgs able to work with young people 15 yrs e.g. RUTS, Fairbridge and Rathbone • Support young people to get the basics of what they need to start taking advantage of 	



	<p>employment/College opportunities: bank account, NI number, birth certificate (Links to Life Skills development)</p>	
<p>A wide range of high quality employment, training and further education opportunities are identified 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 FE opportunities • Work with College to develop /strengthen short range of taster course so young people don’t have to commit to something they are not sure of. • Develop communication strategy between College and Organisations supporting young people on pre- college/employment courses e.g. Tomorrows 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 e.g. boys do construction, girls do hair and beauty 	
<p>Developers contribute to local employment opportunities / apprenticeships as part of their</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 	



contracts	<p>prospective employees</p> <ul style="list-style-type: none"> • Give longer placement opportunities so people can become job ready and put more support in place • 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 • Work with employers to develop more part time work opportunities to support flexible opportunities for returners, parents/carers etc including work from home options e.g. - .com industry 	
Inequality issues e.g. living wage, discrimination, access to transport are tackled in partnership	<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 • 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 NW Locality focussing on barriers to employment, training or FE to include transport, childcare and support needs e.g. carers use findings to develop an appropriate action plan 	



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 North West given the volume and scale of proposed new developments as expressed in the [Local Development Plan](#). As important as planning new developments 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

Key partners Include – City of Edinburgh Council – Planning, Housing Operations, Housing Strategy & Investment, Waste, Parks, Greenspace & Cemeteries, Roads ,Communities & Families. Other partners will come on board as the Action Plan is developed

Outcome	Action	Measure
Large scale developments are better managed and consider the wider infrastructure and specific needs of our communities, including schools and other community assets	<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 give explanations 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 	



	<p>funding for actions, and regularly report progress against the programme to the community</p>	
<p>Our communities are better connected and have appropriate transport links and public and community transport services fit for future use</p>	<ul style="list-style-type: none"> • Highlight the importance of transport infrastructure and linkages in planning new developments • Refresh and widely communicate strategic Transport Action Plans for North and West Edinburgh • 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/Non Council) providing door to door access to key facilities and activities (<i>Links to Health & Wellbeing</i>) 	
<p>Our existing roads, pavements, cycle paths and 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 parks and green space standards achieved • Provide information on roads pavements and parks capital improvement programmes • Co-produce and jointly prioritise local capital budgets with the community e.g. Neighbourhood 	



	<p>Environment Programme</p> <ul style="list-style-type: none"> • Develop Friends of Parks groups for every park in 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 with regard to roads, pavements, parks and greenspaces and agree action plans to address them 	
<p>Housing needs are met by providing more affordable and social rented homes</p>	<ul style="list-style-type: none"> • Release Council-owned land for housebuilding by 21st Century Homes and other social landlords • Work with other landholders to release land for social housebuilding • Enforce and report on planning conditions for developers to provide social housing • Annually report on social housing units completed 	

Health & 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 & Social Care agenda and the outcomes identified by the community reflect this.

Key partners include – Health & Social Care, NHS (various), City of Edinburgh Council (various), Saheliya, Edinburgh Leisure, Care & Repair, GP Practices - North West Clusters, Living Well North, Pilton Health Project, North Edinburgh Alcohol Collaborative, Places for People, North West Carers, Scottish Care, EVOV – LOOPS, Alzheimers Scotland

Outcome	Action	Measure
GP and supporting services are accessible to all, have appropriate time for consultation	<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 identifying appropriate location of provision and services e.g. promoting alternatives to GP service • Assess effectiveness of GP Practice Link Worker/Social Prescribing pilot with a view to develop the activity across both clusters • Promote the use of Community Pharmacies 	



<p>Services are better equipped to support independent living, and will enable 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 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 1) and SDS (option 2) to service users and support agencies • Widely publicise the Partnership's list of agencies signed up to deliver SDS • Promote and recognise carers through increased support and responding to specific needs • <i>Develop appropriate mechanism for GP's to flag /identify carers and direct to support agencies</i> • 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>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 info hubs and touch points in community cafes and pharmacies • Develop a NW locality website with info about health and wellbeing services • Widely Promote EVOC's Little Red Book • Link with Place workstream to ensure that it addresses the needs of communities of interest, i.e. people with disabilities, older people and the siting of bus stops 	
<p>Poor mental health and</p>	<ul style="list-style-type: none"> • Promote and support the development of 'The 	



isolation are reduced by increased provision of opportunities for social engagement and support measures are in place to care for the range of mental health issues that exist

Social Cure' approach e.g. our communities can provide the greatest benefits.

- Establish a programme of intergenerational activity across the locality e.g. Duke of Edinburgh participants linking with various client groups
- Assess services providing support to vulnerable and isolated people with a view to creating a more joined-up approach, preventing overlap of provision
- Link to the Council 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, develop a Toolkit for services and Guidance
- Promote the wide range of opportunities for people to engage in activities enhancing physical and mental wellbeing e.g. Friends of parks groups, community gardeners, walking groups, Community cafes/hubs.
- Work in partnership with a range of agencies and communities to support individuals affected by addictions e.g. alcohol, drugs
- Co-locate Community Practice Nurses into GP practices



Small area outcomes

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

When developing the LIP, available data and research helped identify these areas within 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 are willing to work with key agencies to reverse this trend.

Even at small area level, there are significant differences between the experiences of the communities identified with some areas linked to poverty and quality of life issues i.e. 'place'. Others are more widely associated with the full range of Scottish Index of Multiple Deprivation (SIMD) indicators which include health, crime, education, income, housing, and employment.

If we are to improve the lives of those most at risk and furthest removed from positive outcomes, the Locality Improvement Plan 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 North Edinburgh Small Area is by some margin the largest and has the most long standing and endemic issues to be addressed within North West. It also has a proud and long standing history of community activism, stemming from tenants and residents groups in and 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, 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 have 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 to achieve 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.

Small Areas - Walker Drive, South Queensferry

Outcome	Action	Measure
Improve waste collection and recycling	<ul style="list-style-type: none"> • Review existing waste and recycling provision • Produce improvement proposals • Take opportunities presented by removal of garages • Monitor ongoing issues – walkabouts etc 	



Outcome	Action	Measure
Tackle littering and flytipping	<ul style="list-style-type: none"> • 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 – e.g. issue Fixed Penalty Notice where possible – Zero Tolerance • Organise community litter picks • Consider erecting physical barriers to prevent fly tipping where feasible 	
Improve condition of housing stock e.g. stairs and roofs	<ul style="list-style-type: none"> • Survey Council housing • Develop improvement plan • Information and advice to owners and tenants in multi-tenure stairs • Support owners to take forward common repairs in multi-tenure stairs 	
Demolish disused garages and improve area	<ul style="list-style-type: none"> • Develop Neighbourhood Environment Programme (NEP) proposal • Consult local residents on improvements • Implement improvements 	



Outcome	Action	Measure
Deal with traffic and parking issues	<ul style="list-style-type: none"> • A local campaign supported by Community Council and partners to highlight the issues • Consider increasing parking provision when carrying out Neighbourhood Environment Projects • Where vehicles are identified to be parked illegally, appropriate actions will be taken 	

Small Areas – Clermiston / Drumbrae

Outcome	Action	Measure
Address concerns about levels of youth based anti social behaviour in the area	<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 asb at North West Community Improvement Partnership (CIP) • Carry out community safety perception survey 	
Drug related issues (crime and dealing) will be 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 	



Outcome	Action	Measure
	<p>and forward concerns raised by residents</p> <ul style="list-style-type: none"> • Eviction action against Council tenants convicted on drugs charges • Monitor crime statistics at North West CIP 	
More policing	<ul style="list-style-type: none"> • Police to attend Community Council and other local meetings • Local crime report to be presented to CC meetings 	
Tackle indiscriminate parking	<ul style="list-style-type: none"> • A local campaign supported by Community Council and partners to highlight the issues • Where vehicles are identified to be parked illegally, appropriate actions will be taken • Consider increasing parking provision when carrying out Neighbourhood Environment Projects 	
Deal with dog fouling	<ul style="list-style-type: none"> • Environmental Wardens to prioritise local patrols and undertake appropriate action – e.g. issue Fixed Penalty Notice where possible – Zero Tolerance • Research initiatives/methods used (Scotland) to determine 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 	



Outcome	Action	Measure
	<ul style="list-style-type: none"> Report back to community council and local groups on complaints received and FPNs issued 	
Improve 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 cc and friends Group Discuss with residents in immediate vicinity possibility of installation of play equipment in planned backgreen improvements 	
Improve 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 Regular walkabouts with cc and community reps to identify faults Regular updates to cc 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 	



Outcome	Action	Measure
	<p>action against fly-tippers if possible</p> <ul style="list-style-type: none"> Local publicity campaign emphasising detriment to amenity and cost of clean ups 	
<p>Our children and young people will feel more involved and engaged in positive activities</p>	<ul style="list-style-type: none"> The YouthTalk (mass engagement) model will be introduced to capture views and opinions of YP and will involve a minimum of 50% of agreed age group A Youth Engagement Partnership (YEP) will be developed to support the development of new and improved activity across Clermiston/Corstorphine Drumbrae Library Hub will link with the Rannoch Centre and the Edinburgh Leisure Centre to ensure overlap of service is avoided, potentially creating an improved spread of activity Investigate other bodies accessing the Drumbrae hub when not used by CEC 	

Small Areas – Gateside (Kirkliston)

Outcome	Action	Measure
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Address concerns about 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 staff resource to establish suitable diversionary activities • Monitor ongoing levels of youth asb at North West Community Improvement Partnership (CIP) • Carry out community safety perception survey 	
Address 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 • A local campaign supported by Tenants & 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 • Take action against vehicles parked illegally 	
Deal with dog fouling	<ul style="list-style-type: none"> • Environmental Wardens to prioritise local patrols and undertake appropriate action – e.g. issue Fixed Penalty Notice where possible – Zero Tolerance • Research initiatives/methods used (Scotland) to determine where actions have identified longer term impact and overall reductions • Engage with GTRA to create imaginative localised campaign / investigate sponsored bags to be widely 	



	<p>available (No Excuse)</p> <ul style="list-style-type: none"> • Promote how the issue affects the community and in particular young people – health risks etc • Report back to GTRA on complaints received and FPNs issued 	
Improve 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 GTRA reps to identify faults • Regular updates to GTRA on progress of repairs • Identify particularly bad areas for inclusion in Neighbourhood Environment Programme 	
Improve play areas and facilities for children in the estate	<ul style="list-style-type: none"> • Complete improvements to play park • Support GTRA in funding bids for other projects 	
Improve most neglected areas e.g. 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 	
Address 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	
Increase 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 GTRA 	

Small Areas – North Edinburgh

Outcome	Action	Measure
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 reps 	
Address community's cross-cutting issues	<ul style="list-style-type: none"> • Short-life working groups to be established, including : – child care/crèche provision 	



Outcome	Action	Measure
	information and communications	
Establish forum for development and monitoring of action plan	<ul style="list-style-type: none"> • Support CAN • Involve wide range of community voices • Agree key roles and responsibilities, lines of accountability 	

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Measuring achievements

It is important for every Locality to be able to accurately monitor progress so it can demonstrate success in meeting its outcomes and identify areas for improvement. This section sets out the core principles and key methods for doing this.

Each workstream has identified the key information they use to develop services and the actions necessary to meet the outcomes. This combined with clearly recorded actions undertaken by all partners, forms the basis of monitoring and reporting across the localities and the small areas.

With the exception of the annual progress reports, which will be consistent across the City, the actions, processes and measures used may differ between localities. This is so each locality can monitor and report progress against their priorities in the most appropriate way for their communities.

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 rather than outputs

The aim of monitoring information is to measure the difference made to local people and communities, rather than just changes made to services.

3. Alignment with other strategic plans and frameworks

Progress towards meeting outcomes for all partners must be consistent with their established strategic aims to ensure services are monitoring their work consistently and comparable goals are achieved.

Methods

1. Action plans

For each outcome in the Locality Improvement Plan it is necessary to measure the actions that partners are working to, to achieve their shared goals. This could include actions plans which are owned by the workstream and provide a record of their activity.

2. Regular performance reports

Reported to the Locality Leadership Team these detail the progress of the in meeting the outcomes. They could include actions, key performance indicators, case studies and customer research. Progress on these reports should form the basis for the Annual Progress Reports.

3. Annual Progress Reports

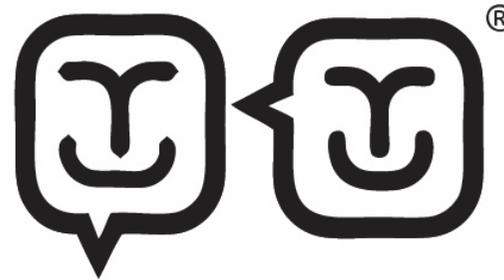
Progress in meeting the outcomes for the Localities and small areas should be reported annually to the Community and all partners.



Contacts

The key contacts to discuss any aspect of the NW Locality Improvement Plan are:

Peter Strong – North West Locality Manager	peter.strong@edinburgh.gov.uk	0131 529 5005
Scott Donkin – Lifelong Learning Service Manager	scott.donkin@edinburgh.gov.uk	0131 529 5001



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