

North West Edinburgh

Locality Improvement Plan 2017-2022



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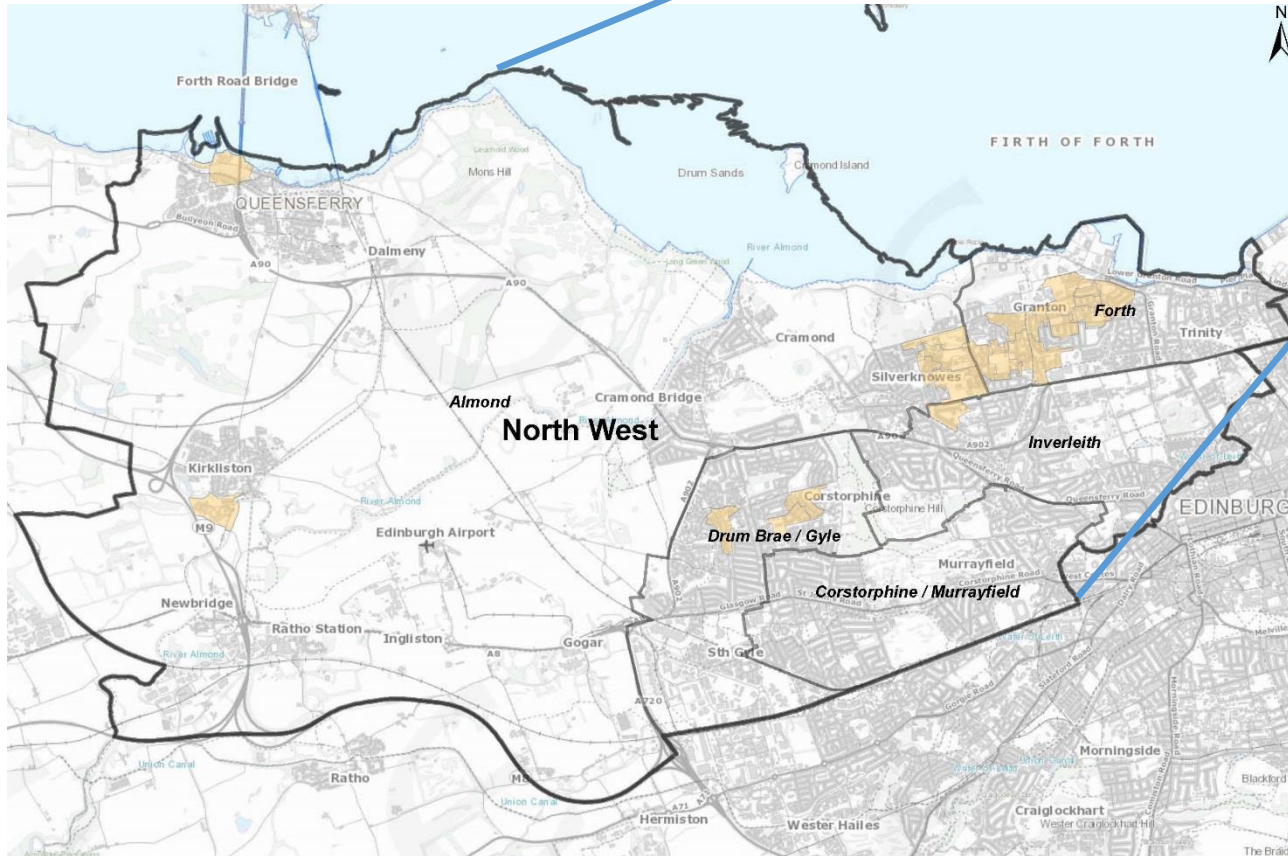
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North West locality map including small areas

- Wards**
- Almond
 - Drum Brae/Gyle
 - Corstorphine/Murrayfield
 - Forth
 - Inverleith

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- Community Council areas**
- Leith Harbour and Newhaven
 - Trinity
 - Granton and District
 - Muirhouse Salveson
 - Silverknowes
 - Cramond and Barnton
 - Queensferry and District
 - Kirkliston
 - Ratho and District
 - Corstorphine
 - Drum Brae
 - Murrayfield
 - Craigeith/Blackhall
 - West End
 - Stockbridge/Inverleith
 - New Town/Broughton
 - Leith Central
 - Drylaw Telford
 - West Pilton West Granton



Introduction

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

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

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

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

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

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

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

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

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

Partners in the North West Locality Leadership Team are:

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



Context

Why create a Locality Improvement Plan

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

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

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

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

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

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

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

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

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

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

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

North West locality

The locality – geography and people

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



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

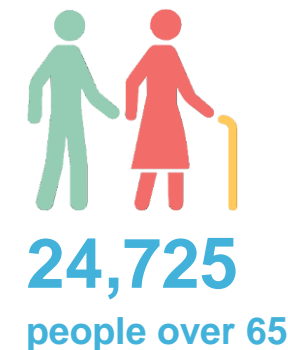
The North West locality faces a number of key challenges in the coming years. It is expected to see the largest population growth in Edinburgh by 2022 by as much as 10% (around 14,000). This will put additional pressure on primary and secondary schools as well as housing and other key services such as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



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

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

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



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

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

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

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

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



Engaging with our communities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

entrepreneurial to help create the things needed

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

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

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



Locality wide outcomes

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

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

concern to them in their immediate neighbourhood.

Employment, training and education



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

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

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

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

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

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



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



Health and wellbeing



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

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

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

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

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



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



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



Community safety



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

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

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

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

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

for Edinburgh Division of Police Scotland for 2017-2018.

Visit: tinyurl.com/EdinburghLocalPlans

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

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

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

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



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



Children, young people and families



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

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

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

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

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



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



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



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



Place



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

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

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

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

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

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



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



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



Small area outcomes

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

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

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

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

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

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

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

The areas identified across North West are:

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

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



Small areas - Walker Drive, South Queensferry

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



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

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

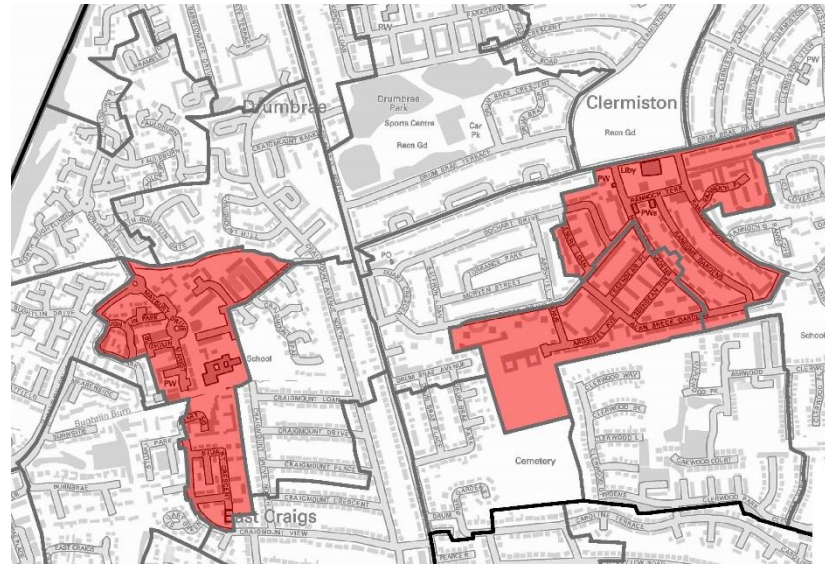


**Small areas –
Clermiston/Drumbrae**

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

East Craigs

Action plan to be developed



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

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



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



Small areas – Gateside (Kirkliston)

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



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

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



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



Small areas – North Edinburgh

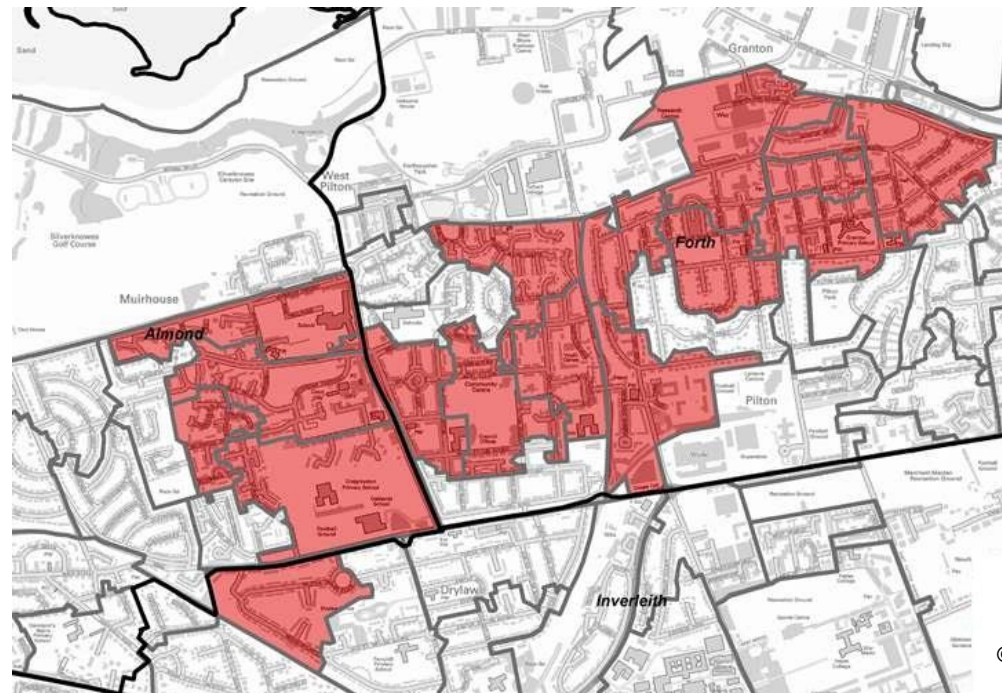
The North Edinburgh small area is by some margin the largest and has the most long-standing and endemic issues to be addressed within the North West. It also has a proud and long standing history of community activism, stemming from tenants' and residents' groups in playing a key partnership role in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

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

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

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

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



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

How we will measure success

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

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

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

Principles

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

Methods

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



Further information and contacts

Key contacts

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

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

Links to strategies and plans

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

The City of Edinburgh Council

Business Plan

www.edinburgh.gov.uk/businessplan

Local Development Plan

www.edinburgh.gov.uk/localdevelopmentplan

The Edinburgh Partnership

Children's Services Plan

www.edinburgh.gov.uk/childrenservicesplan

NHS Lothian

NHS Lothian Strategic Plan 2014 - 2024

www.nhslothian.scot.nhs.uk/StrategicPlan

Edinburgh Integration Joint Board

Edinburgh Health and Social Care Partnership Strategic Plan

www.edinburgh.gov.uk/healthstrategicplan

Police Scotland

Local Police Plans 2017 - 20

www.tinyurl.com/EdinburghLocalPlans

Scottish Fire and Rescue Service

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

www.firescotland.gov.uk/SFRS_LocalPlan_CityofEdinburgh.pdf

Edinburgh Voluntary Organisations' Council and Volunteer Centre Edinburgh

Everybody's Edinburgh

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

Community Action North

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



Equalities statement

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

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

ensuring that the needs of all people are met.

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

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