

Taking Stock, Autumn 2013



Introduction

Total Craigroyston was established by the Edinburgh Partnership to 'do what it takes' to improve outcomes for children and families in the neighbourhood around Craigroyston Community High School.

Taking account of the outcomes of the Christie Commission Report¹ on the Future of Public Service Delivery², and the fact that outcomes for children and families in the area sit below the average for Edinburgh city as a whole, the Partnership felt that a new approach was needed to address the deep seated inequality and disadvantage faced by families in the area.

A small team (2 staff initially from Children and Families, and Services for Communities) was established to take the initiative forward and this has been supplemented over the first year by an allocation of time from other services within the area. Staff time has been made available from NHS Lothian, The Police, City of Edinburgh Council (Children and Families and Corporate Governance) and voluntary sector partners (Muirhouse Link Up, Save the Children). The inclusion of all of these staff has been extremely useful for their 'reach' into their various sectors including the local community. In addition, a teacher from Children and Families has been seconded into the team to support the primary schools to embed Getting it Right for Every Child in everyday practice.

A full list of the Total Craigroyston team is available in Appendix 1.

The staff team is based in the North Edinburgh Local Office and links closely with the Neighbourhood Partnership arrangements that exist within the North Edinburgh area.

Governance

Working under the guidance of the Edinburgh Partnership, the initiative reports to a Steering Group, chaired by the Director of Children and Families. The membership of the steering group reflects the key partners required to support change, with the commensurate level of authority within their respective organisations.

In order to provide management support at a local level a group of operational managers was established. The Total Craigroyston Management Group provides the 'on the ground' oversight and direction for implementing changes.

A list of members of the steering and local management groups can be found at Appendix 2

Getting Started

A 'turf cutting' event was held with the Edinburgh Partnership and the local Neighbourhood Partnership to alert people to the initiative and to gain support. Following that and learning

¹ Christie Commission Report: <http://www.scotland.gov.uk/Resource/Doc/352649/0118638.pdf>

² The Christie Commission on the Future Delivery of Public Services www.scotland.gov.uk

the lessons from the Total Place pilot projects that ran in England until 2011 it was decided to undertake an extensive programme of engagement activities involving local residents and local staff.

In May and June of 2012, and working in partnership with Snook (a creative design company, www.wearesnook.com), we carried out an engagement process encompassed:

10 Events **2/5** Local People **18** Voluntary Sector Teams
220 People **3/5** Local Staff **17** Public Sector Teams

The engagement focused on asking questions about what living or working in the community felt like, where things were going well, what changes people would like to see and what people would like to be able to do differently.

From the information gathered the Total Craigroyston Road Map³ was developed. This split into seven themes that covered the following areas:

A Place to Belong

A Place to Thrive

A Place that you Know

A Place to Bring Up a Family

A Safe Place

A Place to Learn

A Place to Live

Within each of these themes a range of short and long term action points were identified. In common with the recommendations made by the Christie Commission, participants in the consultation indicated a desire to create a new type of relationship between service providers and local residents – moving away from service deliverer / service user to a more equal partnership. Local people were keen to be involved in identifying long term solutions to issues in the area and to be involved in their design and delivery. Building a sense of belonging, promoting health and wellbeing, offering support at an earlier stage to all families, improving communication at all levels, supporting learning and building a safe and secure community for people to live in were seen as key to improving outcomes.

The Road Map is a direction setting document and a commitment was given to local residents and staff that regular 'where have we got to' events would be held to ensure that we were making progress on identified actions and to ensure that the direction being taken was still appropriate. Key principles identified are involving local residents, listening carefully to their experiences, and finding ways to use their knowledge of living in the community and using public services.

We launched the Road Map in mid September at a second joint meeting of the Neighbourhood Partnership and Edinburgh Partnership. Through a series of open events the

³ Copies available at <http://www.totalcraigroyston.co.uk/road-map>

Road Map was presented to the local community and staff who were invited to pledge offers of help across the different themes and actions that had been identified.

Outcomes and Evaluation

A series of outcomes had been identified at the outset of the initiative – these included:

- Children come to school ready to learn
- Children achieve their educational potential
- Fewer children need to be excluded / fewer children truant
- Fewer children are involved in offending /repeat offending
- More school leavers go into education, employment and training
- Improve family support so that fewer children need to be taken into care
- Improve outcomes for children in care

A set of indicators was developed to help measure progress and Evaluation Support Scotland worked with the Management Group to develop an evaluation framework and an Outcome Map, in recognition that improving the outcomes would be a long term project. The Outcome Map is available at Appendix 3.

Short Term Improvements

From the Road Map a number of short term improvements or ‘quick wins’ were identified. These were designed to show, quickly, that gains could be made by improving partnership work around a number of key areas. These included:

- Transition groups were offered to P7 children going up to S1 at each local primary school. Partners included Community Learning and Development, The Haven and Pilton Youth and Children’s Project. These worked well and were welcomed by the head teachers. An evaluation was held in the October break 2012 and resulted in transition work starting earlier in January 2013.
- Craigroyston Community High School reorganised the way that it offered support to new S1 students and was able to offer more intensive learning support to a group of youngsters who were identified as vulnerable learners. This approach worked well and helped to ensure that this group of students settled well into the routine of their new school.
- Summer activities were coordinated and a total of 97 activities were offered across the area to local young people. This included two Play Out days where children were allowed to play in closed off streets attracting about 500 people.
- Muirhouse Youth Development Group along with Craigroyston Community High School developed a Sports Hub for young people on a Tuesday evening. This has provided open access to the sports facilities in the Community High School for teenagers.

- Four Family Fun Days were held over the summer 2012 targeting families with children starting primary one. Again these attracted a large number of people and included a range of storytelling and singing activities.
- Community Learning and Development staff developed a programme of out of school activities starting in early September 2012 including groups involving the Lyceum Youth Theatre and the Outdoor Learning Team. In total 11 new activities were introduced, including four new homework clubs. Numbers in these clubs have been consistently good. Special mention should be made of the homework clubs which have changed the way that children perceive the library and its use as an educational resource. A changed format of class visits to the library has been tested and will be introduced to all the schools in the area. Local teachers have reported an improved attitude to school from the children attending the homework clubs.
- The exam results at Craigroyston High School improved in August 2012 and were the best for 10 years.
- A social work team leader was given the lead responsibility for children looked after at home to ensure that all available support was in place for them. Outcomes of this work included ensuring that all children looked after by the local authority have an appropriate plan in place that is effectively reviewed, where possible finding people from the wider family group to act as kinship carers and creating a better link with housing colleagues to ensure that social work staff are alerted to families getting into housing crises through rent arrears. Children looked after by the local authority were actively encouraged through their ongoing contact with social work staff to take part in extracurricular activities.
- A social work team leader is testing the use of systemic practice with three families on her case load in order to identify and address issues at their core.
- The 16 plus positive destinations group at Craigroyston High continued to work proactively to ensure that as many school leavers as possible achieved a positive destination. This has resulted in a 7.6% improvement in the figures from last year.

Working Model

Reflecting the vision set out in the Christie Commission Report, the work of the Chief Medical Officer around building on community assets and the aspirations set out in the forthcoming Scottish Government Community Engagement Bill, we are developing an asset based approach, identifying and building on existing strengths within the community and finding ways to change the relationship between service providers and service users to one that is a much more equal partnership.

In order to provide a way of conceptualising the approach being taken by Total Craigroyston, and reflecting that, in order to achieve sustainable change, action needs to be taken in the round⁴, we have developed a working model to reflect the 'whole place' approach.

⁴ Lankelly Chase: Severe and Multiple Deprivation Literature Review, www.lankellychase.org.uk

The working model consists of three strands:

Strengthening Universal Services – working across health, early years, schools and post 16 providers to ensure that these services are providing effective access to all members of the community in a way that supports their overall wellbeing and development.

Supporting Families – finding new ways to provide effective early support to families; improving partnership working, finding ways to target support to the right families, reducing the complexity of services, putting families at the heart and finding ways to support change.

Strengthening the community – using the assets in the community, working with local people to decide how things should be done, building on the ideas of co-production and community development.

A copy of our working model is attached as Appendix 4 and is available online from the Total Craigroyston Blog⁵, although it should be noted that this is a *working* model and will change in the light of our experience as we go forward. Under each of these headings this report outlines on the work to date that has been done and that is underway.

⁵ <http://www.totalcraigroyston.co.uk/key-documents>

Strengthening Universal Services

Multi-agency practice development

A key objective of Total Craigroyston is to ensure that Getting it Right is fully implemented at local level. From our consultation it was clear that a number of staff groups had limited awareness of Getting it Right. In some instances, child's planning meetings were taking place without the full range of appropriate partners. Our teacher began working with us in October and quickly decided to run a series of multi agency practice development sessions to increase awareness of Getting it Right across the area and to build stronger links between agencies involved in supporting children, young people and families within the community. A number of different training sessions have been offered throughout the year, reaching a range of staff and agencies. The table below summarises what training has been provided.

Training	People Trained	Number of Agencies
Getting it Right for Every Child	120	13
Role of the Lead Professional	16	5
Housing Options	19	15
Additional Support for Learning	28	7
Recording Child's Planning Meetings	23	2
Teen Brain Development	19	10

All of these sessions have evaluated well, with people finding particularly beneficial the multi-agency approach and the opportunity to discuss joint solutions. In order to build on the positive experiences and reach as many staff as possible with these types of training sessions we are working to provide these on a regular basis going forward.

Improving access to Early Years Support

Using the opportunity afforded by the Scottish Government's Early Years Collaborative, we are testing out a streamlined referral process for access to Early Years Centre support. This new process takes two steps out of the existing process and we anticipate that families in need of early years support will receive it more quickly as a result. The test is running now and will be evaluated in early October.

NHS Lothian has re-introduced the routine 27 – 30 month developmental check for all children. Although in its early stages of implementation, this will provide an opportunity to identify children who need additional support at an early stage and we intend to take this forward with Early Years and Social Work colleagues. Using information from the new developmental check will allow us to improve the flow of information to nursery schools and the Health Visiting team manager is giving consideration to how this can be achieved.

Improving antenatal education

Local midwives identified a number of difficulties in offering ante natal classes in their existing premises. The classes have now been moved to a local 'pregnancy friendly' community venue with some success. An additional session is now offered, which alerts

parents-to-be to the range of community supports that are available in the local community and includes some basic information on brain development and attachment. Despite this improvement, midwives still struggle to attract 'harder to reach' parents and we are working with NHS Lothian to take forward the use of text messaging as a way of reminding parents to attend these classes.

Providing the right support at the right time

In order to get a feel for the level of demand on the 'named person' in schools an audit was carried out to identify the numbers of children with additional support needs in two of the local schools. This confirmed that the schools are indeed managing a high level of need and that this puts pressure on the capacity of the named person to respond to individual children's need for additional support. Through discussion with Head Teachers it was agreed to reintroduce a version of the school based pupil support groups that had worked successfully before the introduction of Getting it Right.

Between April and June 2013, as a test, Support in Time meetings were held in each of the primary schools. Held on a monthly basis, these gave the schools and their partners the opportunity to discuss several children in one meeting and to bring partnership working to bear at an earlier stage. The evaluation of this trial indicated that a broader range of partners had been able to be involved and that partnership working was improved. It was unfortunate that the anticipated start date for the reconfigured Children and Families Family Solutions service was delayed from 1st April to 1st September as many of the families discussed would have benefitted from access to early family support. A copy of the full evaluation is available on the Total Craigroyston web site (www.totalcraigroyston.co.uk)

Taking account of the capacity issues in running monthly partnership meetings in each individual primary school, the next phase will be to test out a cluster approach to find out whether this can continue to support the development of a shared responsibility for meeting the needs of vulnerable children and families.

At High School level, we would like to improve the monitoring and tracking of young people with additional support needs. Building on work that already takes place in the High School and learning lessons from effective monitoring in other schools we will put in place an 'alternatives to exclusion' tracking system to ensure that relevant partners are aware of young people's progress.

Improving Attainment

The primary schools worked with their Quality Improvement officers to develop a joint action plan designed to achieve better literacy and numeracy results.

After the first year, the following has been achieved, showing a positive trend towards improving attainment:

Maths - Across the cluster there is a clear reduction in the percentage of pupils that have attained less than 88 in a standardised maths test and an increase in the number of pupils achieving more than 112.

Reading - Across all cluster schools there is a positive shift in the reading progress of the children in P5/6/7 who were undertaking a focussed reading intervention called Fresh Start.

Spelling - At all stages tested we have improved or maintained the spelling scores of most pupils.

Building on a three year trend, Craigroyston Community High School continues to show improvement in educational attainment over the last session.

Improving attendance at school and reducing exclusions

Attendance and exclusion rates at all the local schools have been carefully monitored over the year and there is a positive trend in the reduction of the numbers of youngsters being excluded from school. Attendance however remains a challenge with those figures sitting just below the average for the rest of the city for the year.

	2010/11	2011/12	2012/13
Average Attendance	88.40%	90.74%	90.33%
Average Exclusions (Half-days)	1028	503	344

As indicated the attendance figures are still of concern and further work is required in order to identify what more can be done to support children's attendance at school.

All schools now have a member of staff monitoring attendance closely and are routinely contacting parents and carers where attendance gives cause for concern.

Improving transition to High School

Working together and building on previous approaches, the primary schools and the High School have improved the provision of information about children making the transition to S1. Where possible, joint meetings have been held in each primary with staff from the high school to ensure that there is good communication and planning for children making the transition. As previously mentioned transition support for more vulnerable children started earlier this year and P6 children have already been targeted for additional support. This is provided by Community Learning and Development staff along with The Haven and Pilton Youth and Children's Project.

Supporting transitions to positive destinations

The high school makes a great effort to plan for all young people coming up to leaving school and involves a range of partners in this work. However, we found that there was some evidence of duplication of effort and in some cases a lack of understanding about the remit of the various partners involved in this area of work. An audit of services was completed which identified where we could change the way that support is offered and provided a clearer shared understanding about the roles and responsibilities of partners. The high school identified that support to young people in danger of not achieving a positive destination would be more effective if offered at an earlier stage and subsequently identified a group of S3 and S4 young people who need additional support. Discussion is currently underway to involve partner organisations working alongside school colleagues at an earlier stage to support these young people and consideration is being given to adopting a coaching method to provide a consistency of approach across partner agencies.

The High school has taken the opportunity presented by the Curriculum for Excellence Senior Phase to strengthen its offering to senior students and to ensure that their students are equipped with the skills and capabilities to achieve a sustained positive destination.

A Community Connections Group has been established to provide co-ordinated support for young people who have already left school and have not yet achieved a positive destination. While this group has effectively kept in touch with the majority of young people identified, there is concern that these young people, despite support, have been unable to achieve a sustainable positive destination. The current economic climate contributes to this challenge but our young people seem to be reluctant or unable to take up opportunities that are available. We are undertaking some research with this group in order to understand more clearly the issues they face in making the transition into adulthood. This will be complete by mid September.

Offering support to all parents

A wide range of community based programmes are available to all parents in the area. These include PEEP (Piers Early Education Programme), Mellow Parenting, Bump Start, Raising Children with Confidence and Incredible Years. Children and Families has appointed a new parents and carer development officer who is in the process of developing a calendar of parenting programmes and activities to ensure that the widest numbers of people are aware of what is available for local parents and when. A 'Market Place' type event will be held in October to publicise local services. Part of the role will also be to identify and seek ways to address these gaps in service.

To supplement these programmes and as a way of helping to ensure that local parents can support each other a group of local parents has been working on their ten top tips, which will be published in October. Another group of new parents has been developing a CD with stories, songs and relaxation tips to give to new parents in the area. Both of these will be used to kick start a peer support approach where local parents will be able to volunteer to support each other.

A main asset that exists in the community is the resident theatre company in North Edinburgh Arts Centre – Lickety Spit⁶. This is a theatre company which specialises in using an immersive theatre approach with very young children. Taking their show Lickety Leap into local nurseries, children are given the opportunity to become characters in the story. The productions are filmed and shown to parents a couple of weeks later. Nursery staff report that a high number of parents engage in these sessions and many are surprised to see their children taking a very active part in telling the story. Systematic evaluation is built into the programme which shows that the children involved gain confidence and social skills through their involvement in the production. Lickety Spit has developed a website with materials and stories for families to use at home, as well as located materials and artefacts that can be used in local libraries. Workshops have also been developed to give families the opportunity to be involved in creative activities together.

⁶ <http://www.licketyspit.com/>

Supporting Families

Supporting Families to improve life chances – Our Families

A significant part of the Total Craigroyston initiative is to find ways to support families more effectively to improve their life chances, in recognition that despite everyone's best efforts over a long period of time, we struggle to achieve positive outcomes for a minority of families.

Through the Total Craigroyston Management Group, we have identified an initial group of families and individuals, many of whom face multiple challenges and who are navigating a complex set of services and interventions.

Current research is consistent in identifying the following as key components of supporting families to achieve change:

- A dedicated worker, dedicated to the family.
- The provision of practical hands on support.
- A persistent, assertive and challenging approach.
- Taking a whole family approach, ensuring a good gathering of intelligence about the range of issues being faced and building on existing strengths and capabilities.
- Agreeing a common purpose and clear, understandable actions with regular agreed review dates to track progress.
- Changing the relationship between service provider and service user to one that is more of an equal partnership.

Through a programme of reflective conversations with practitioners and managers and gathering stories from the families involved, we are working to identify different ways that services can be configured to help us achieve the above that can be tested over the coming months.

A seminar for managers and practitioners is planned for October where we will provide feedback about this work and identify ideas for testing change. Our work has confirmed that there is too much 'shunting and punting' of families between services, with too many people giving too little time. We have also observed that a focus on individual children can be counter-productive when the family is facing complex disadvantage. One of the ideas to be taken forward, in discussion with quality assurance staff, is the introduction of multi-disciplinary evaluation of meeting agreed outcomes for individual families. This should help to identify who the best person would be to establish a supportive but challenging relationship with the family.

Reducing the impact of homelessness on families

We have established a protocol to ensure that local social work staff and the named person are routinely made aware where a family with children is facing housing difficulties through rent arrears. These families are of particular concern as the support that is currently offered through housing services is not being taken up. This protocol was implemented in

partnership with Social Care Direct and the local practice team on 1st July 2013 and will be evaluated at the end of October. It is expected that earlier additional support will be identified for families where the normal housing interventions are not working.

Housing Options for Young People

A case study has been prepared to outline the challenges that one of the young people from the area has been facing in trying to access accommodation suitable to his needs and to maintain his college placement. Young people coming from a background where there have been difficulties face additional challenges through how the 'system' operates. This case study will be used to highlight the systems weaknesses that have been exposed.

The team is involved in developing the accommodation options for young people who are at risk of homelessness or leaving statutory care. There is significant interest in the foyer model (where housing, care and training and employment services for young people are brought together) of young people's accommodation and this is being explored further through the above work. This feeds into the broader work that is taking place across the Council to ensure that young people who are particularly at risk are helped to improve their life chances through appropriate accommodation and support at the right time.

Access to Health Services

Families in temporary accommodation

A small test of change (using the Early Years Collaborative framework) is underway to improve information sharing between health visitors and the temporary accommodation team where there are families with young children going into temporary accommodation. This should result in better continuity of access to health services for families in this position.

Multi-disciplinary child health assessments

Colleagues from the Child Health Service identified a problem with their existing location and have agreed that from 1st September 2013 they will move their multidisciplinary child health assessment clinic to Royston Wardieburn Community Centre. They are hoping that this will prove to be a more child/family friendly location and if everything works well the hope is that they will be able to provide additional clinics in this location. We are also intending to link this up with the Child and Adolescent Mental Health Service (CAMHS) to bring a wider range of specialist services together in a single location.

Parents affected by Substance Misuse

Following the publication of the Children Affected by Parental Substance Misuse Guidelines earlier in the year, a seminar is planned for 18th September to bring together workers from the area to identify what services are available and where improvements can be made in order to support parents to access services quickly.

Strengthening the Community

Engaging the community

Our community consultation revealed that although there are many activities happening for people who live in the area, very many people find it hard to find out what is going on. To help with this we have created the Total Craigroyston blog (www.totalcraigroyston.co.uk) where we post information about local events as well as key background information about what Total Craigroyston is doing. This has been well received and usage is slowly building. We are also developing the use of Facebook and Twitter (@TCEdin) to help to keep connected with local residents.

Improving access to information

The North Edinburgh News is a very important asset in relation to spreading news and information about the area and is particularly good at spreading good news stories. This is important since local people identified the bad publicity that the area gets from other news media as a problem during our consultation. In the recent June edition Total Craigroyston took a page to advertise and celebrate local achievements. We would like to encourage a widespread use of North Edinburgh News as a means for statutory partners to 'get their message out' especially since in the recent tenants survey completed by Services for Communities, tenants indicated that their preferred way of receiving information was by phone or in hard copy through their door, as so few have ready access to the internet at home.

A key issue for people is being able to find out what's on in the area, particularly for families, children and young people. We have been supporting local groups to use Join in Edinburgh (www.joininedinburgh.org) as a central location for advertising their activities. Join in Edinburgh developed by Community Learning and Development, is a searchable database of activities available locally and across Edinburgh which can be accessed by local residents and staff alike. So far all of the local groups offering activities for children and young people over the summer have used it and 21 local groups use it to advertise their regular activities. Additionally we are using the information that is made available through Join in Edinburgh to produce a calendar of activities for children and young people. The first version of this was well received, as was the summer activities timetable. Work with the North Edinburgh Young Persons Forum is underway to create an updated version for the autumn term.

Supporting Local Activities / building on community assets

From the Total Craigroyston consultation, many local people indicated that they were keen to be involved in community activities and wanted to find ways to support their neighbours.

Building on and developing community assets is the third strand of the Total Craigroyston approach. We are fortunate to work in North Edinburgh which has a very active community and voluntary sector. The involvement of Community Learning and Development staff, Muirhouse Link up and Save the Children contribute greatly to our ability to network with local people and local staff to build relationships, and support networks and connections between people.

Muirhouse Link Up has been funded by Inspiring Scotland as part of a national pilot programme. The programme runs Link Up projects in 10 communities across Scotland and

is based on the idea that an active community, taking an asset based approach will be better able to support its people and be a better place to live.

Muirhouse Link Up has worked with the Total Craigroyston initiative since the beginning and has been extremely successful in stimulating new community activities and has involved a large number of local volunteers in starting up and running new community activities. These have included – running children’s parties, bingo sessions for local women, chess and archery clubs for children. One of the most significant developments has been securing the use of a local shop as a community hub offering information, a place to meet and a small food co-op. This has gone from opening three mornings per week to six mornings per week over a three month period and is completely run by volunteers. The shop has managed to attract a quite vulnerable group of people with drug and alcohol issues to use it once a week for social and peer support.

Local Community Learning and Development staff have supported other youth work staff in the area to run a range of summer activities aimed at young people and their families. It is hoped that a group of residents will take up the running of Play Out Days to help to give the importance of children’s play a higher profile in the area.

Save the Children has secured funding to develop community assets and are contributing to Total Craigroyston through that project. The project has three elements – training local parents to be outreach workers for Book Bug, running workshops for local people to identify ways to address issues of poverty (with a £10,000 fund to make a change happen) and a 50 day internship for a young person from the area. This sits squarely our desire to support local people to seek solutions to the issues they face and to find new ways to support each other.

In addition, Save the Children is offering local schools the opportunity to run a second round of the Families and Schools Together (FAST), a family engagement and capacity building programme in the coming session.

Local Voluntary Organisations

North Edinburgh is well served by a very active group of local voluntary and community organisations including North Edinburgh Arts Centre, Stepping Stones, The Haven, Pilton Community Health Project, Women supporting Women, Neighbourhood Centres, The Food Forum and the community gardeners as well as Muirhouse Youth Development Group, Pilton Youth and Children’s Project and Granton Youth Centre. These are major community assets offering a range of support services and working together to take forward initiatives on a range of community issues. All of these groups contribute in some way to achieving the outcomes established for Total Craigroyston. You can see the range of partners involved at Appendix 5. One of the challenges is to find ways to ensure that information about these services and projects is available widely and to find ways to ensure that partnerships at local level are strong and effective. Community based organisations have been involved in the multi agency training that has been developed locally and this has the supplementary benefit of improving communication networks and increasing knowledge and awareness of local services.

Out of school opportunities

Out of school activities for children have been improved with the development of several new clubs and activities. These include the provision of four new homework clubs which run in the local library. Teachers have identified that children involved in these clubs have better motivation in school, produce better quality homework and take greater pride in presenting their homework in class. One of the Quality Improvement officers ran a short training session for staff involved in these clubs to ensure that they complement what is taught in school. Library staff report that children are using the library more positively and are beginning to see it as an educational resource. The fact that two of the sessions run over the weekend is encouraging a family commitment to learning as parents are regularly involved in the sessions. Children have been supported to become involved in the Young Lyceum Drama group held at the local Arts Centre and the development with My Adventure of the North Pole has improved children's access to outdoor learning. External funding is being sought to continue this.

It is hoped that we can adopt a similar approach to improve local take up of the primary out of school music project run through the Children and Families Arts and Learning team.

A total of ten new groups have been established for primary school aged children in the area. Most are run in partnership with local voluntary organisations, including The Haven, Muirhouse Millennium Centre and Muirhouse Youth Development Group. Three groups are for children who have been identified as needing additional support and work with children to develop their social and interpersonal skills. Two of the groups result in youngsters being offered a week long residential with Hopscotch Holidays in Ardvullin, this experience is particularly good for children who would not otherwise have the opportunity to go on holiday.

A new cycle track has been developed by My Adventure at Gypsy Brae Park providing a new amenity for local people

Involving Young People

North Edinburgh Young People's Forum

Total Craigroyston has had the benefit of the ongoing involvement of young people through the North Edinburgh Young People's Forum. Following the consultation undertaken at the beginning of the initiative, the Forum worked with Snook on a question set by the Total Craigroyston team about how young people could be more involved in the Neighbourhood Partnership. The Forum members consulted with over 200 young people and produced a set of ideas about how they felt they would like to be involved. The results of this work have been published as a first edition of a newspaper called the Matter. The Forum, with the local primary schools and support from CLD, is now working on using this model to come up with ideas of how to address issues about bullying.

Work with the Health and Wellbeing team from Children and Families has also been undertaken to consult with young people in identifying what is needed to support their wellbeing. The results of this are being analysed at the moment and will be used to inform future developments.

Housing Advice and information

Since the introduction of the Welfare Benefit Reforms and the implementation of the under occupancy charge, colleagues from Housing and Advice services have been contacting all affected tenants to discuss options with them. This contributed to the introduction of the Wednesday drop-in at the Local Office. This is proving very popular and is used extensively by local people to seek advice, have their benefits reviewed etc. Total Craigroyston has actively sought to promote this service and to seek opportunities for other non housing services to contribute to the work.

A significant part of the work is explaining the content of 'official' letters. This is an issue that is becoming apparent from a range of quarters and consideration needs to be given to how we can use more 'everyday' English in our communication with people to reduce 'brown envelope' syndrome.

Improving Community Safety

Research into youth crime in the area has revealed a different pattern of offending in this area, compared to other areas of the city, with more young people becoming involved in offending at an earlier age, the level of offences becoming more serious more quickly and risk taking and offending behaviour becoming more entrenched more quickly. Research by colleagues from the police has indicated that local young people have been involved in at least six murders over the last 10 years in Edinburgh.

A 'Guardians Group' was established within Total Craigroyston and this group initially identified a group of young people who are involved in serious anti social and criminal behaviour in the community. A joint initiative between the Council, the police and Pilton Youth and Children's Project was established to offer group work support to some of these young people and this has had some success in addressing their behaviour. Through discussion at the Guardian's group, it became apparent that some young people were inadequately placed at school and alternative placements were not being found quickly enough to keep them engaged in learning. This issue has been taken up with Children and Families and changes have been identified that will improve the system for implementation in the new session. A longer term crime prevention strategy is required and this will involve a joint approach with the police, local schools, youth work organisations and local residents. Part of this strategy will be to respond more quickly to youth offending and to reduce the time between the offence / incident and any consequences and we will be working with Youth Justice colleagues to see if this can be developed and tested within the area.

We currently have a small but significant group of young people involved in serious anti-social and risk taking behaviour for whom existing approaches are not yielding results. We are working with Muirhouse Youth Development Group and Community Renewal to develop a different approach for these young people involving the development of more personalised support to challenge the pull of the peer group and to help them develop a different future for themselves. The voluntary organisation has agreed to reallocate some of its funding and the local housing association has agreed to contribute to the initiative, as has Total Craigroyston. However, additional funding is likely to be needed.

Plans are in place to establish a local youth tasking and co-ordination group as part of the City's Anti- Social Behaviour Strategy and this will commence in early September. This will provide a robust and consistent approach to tracking young people who are coming to the

attention of the Police and Youth Justice colleagues and provide the opportunity to divert young people away from criminal activity. Local youth organisations will have a key role to play in supporting young people to access their programmes.

Muirhouse / Pennywell Regeneration

A major investment is planned for the Muirhouse / Pennywell area. This involves building approximately 1000 new homes, an NHS/ CEC partnership centre as well as a redesigned civic space. The overall 'master plan' has been developed following extensive consultation with local people and the first phase of this development at West Pilton Crescent has begun. The Partnership Centre is at the design stage and we are working with NHS colleagues to support them to involve the community as much as possible in shaping the look and feel of the building.

The Improving Muirhouse and Pennywell (IMP) group has been established through the Neighbourhood Partnership, involving officers from all relevant departments and agencies as well as local people, to provide a forum to take this development forward. Included in this are colleagues from Hub Co and the Collaborative Asset Management Programme (Place-making) pilot to ensure that all the various strands of work are brought together into a single forum.

Some further work is required to ensure that local residents are confident that they can influence the design and delivery of regeneration activities in the area.

A bid by the Regeneration team has been made to Scottish Government's Regeneration Capital Grant Fund for community regeneration work for work around the Muirhouse Shopping Centre. At the beginning of September we will know if this bid has gone to the second stage and at that point the IMP group will be able to develop further the ideas of how this money would be used.

Regeneration colleagues are supporting the implementation of community benefits clauses in the letting of the building contracts to ensure that as many opportunities are created for local employment as possible. For the main development this will take place once the preferred contractor is appointed later in the year. This will be taken forward via the Improving Muirhouse and Pennywell Group and the 16 plus employability groups. We need to monitor these benefits carefully to ensure that they actually materialise. We want to ensure that some of the young people causing concern in relation to offending are supported to be able to take advantage of these opportunities, but recognise that they are currently far from job ready.

Involving the local community

The Forth Neighbourhood Partnership is committed to involving local people in its work and held a series of open events for community representatives during February and March. The aim of these sessions was to publicise the work that the Partnership has undertaken and to give the community the opportunity to identify priorities for the forthcoming community plan. These events were well attended and identified a number of priorities which will contribute to the community plan.

In keeping with the commitment made to provide feedback on progress to local residents and staff a series of feedback events was held in May 2013. These combined an exhibition,

school bag information leaflet drop and a more formal workshop session held at North Edinburgh Arts. As well as providing information on what has been achieved, support was gathered for work still to be undertaken and ideas gathered for issues still to be addressed.

We have been using story gathering as a way of recording people's experience of using services. This has proved a powerful starting point for discussing how and where we can reshape our services to better meet people's aspirations.

Reflection on the first year

The first year of the initiative has been spent initially undertaking the community consultation, analysing the information received, developing the Road Map, developing relationships with local organisations, establishing new networks where needed and setting up the local management group.

Overall, reasonable progress has been made and some improvements are evident for example,

- improved attainment at CCHS,
- improved literacy and numeracy levels at P7,
- improved numbers of young people going into positive destinations,
- fewer school exclusions,
- improved partnership working through the Support in Time meetings and Getting it Right practice development sessions
- improved P7/S1 transition

The change in the referral process for early years support shows an early indication that quicker access for families should be achieved and that duplication of effort between services should be reduced. There is a need to clarify roles and responsibilities between agencies to ensure a properly co-ordinated response.

The risk associated with young people being inadequately placed in school and the effect on both themselves and the wider community has been recognised and management action has been taken to ensure that this is dealt with quickly and effectively when it arises.

The protocol being tested between housing and social work should ensure that families with children who are getting into housing crises will be flagged up to the named person and to social work colleagues at an earlier stage so that preventative action can be taken.

The drop-in advice and information sessions held in the local office have also been a useful way of helping tenants avoid housing crises and to provide information directly to tenants on welfare reform.

The regeneration of Muirhouse and Pennywell is now underway with the small housing development at West Pilton Crescent and the NHS Partnership Centre at the design stage. Once fully underway, this regeneration project will be the most ambitious in Scotland. Regeneration colleagues are fully committed to ensuring that high quality community benefits for employment and training are available within the development.

Community engagement has been improved through the work of Muirhouse Link up and establishing the community shop has been very beneficial in providing a recognisable focal point for the provision of information and advice as well as a very informal meeting space that is attractive to groups who are uncomfortable in more formal spaces. The use of this space will be developed further going forward and public services should consider how they could take advantage of this space to offer advice and information.

Challenges

The model that we have developed for Total Craigroyston recognises that in order to achieve lasting change actions are needed 'in the round'. This is a challenge in itself as most public services are set up to deal with one particular aspect of people's lives – schools deal with learning, police deal with crime, housing deals with people's housing needs.

This is what leads to what is commonly understood as the 'silo' approach. There is evidence that staff work extremely hard and creatively within their own service and professional boundaries, however there is also evidence that despite (or because of) this, lasting change is hard to achieve.

Establishing a sense of shared responsibility for the overall well being of people within a community relies on being able to build a level of dialogue, trust and reciprocity between staff and between staff and local residents. This is beginning to be achieved through the various practice development activities that have been undertaken and by bringing different groups into new partnership arrangements. Local managers are, however, constrained in what they can do by the way that services are currently configured, managed and funded. Local staff, at all levels, need to be freed up by their managers to try different approaches and to take risks. If we are to achieve change then we need to be able to take decisions locally that will address local needs.

In order to achieve this as many centrally managed services should be deployed at the local level as possible, with only those which must be managed centrally remaining so. Wherever possible staff delivering a service within a local community should be based in that community and co-located with colleagues working at local level. Similar to the discretion that Head Teachers have over their school budgets, local service managers should have as much responsibility for the use of resources as possible and, within agreed frameworks, should be able to decide how they are best used. This would require changes in management culture and practice in Children and Families Support to Children and Young People and Schools and Community Services. Consideration should be given to other services with a local focus being included in this approach.

Involving people

The Christie Commission calls for a shift in relationship between 'service deliverer and service user' to one that is more about putting the 'service user' at the heart of what we do and adopting a co-production approach.⁷ This requires a commitment to using the experience of service users robustly and authentically as part of service evaluation and planning and using that experience to design solutions with local people to the issues identified. If this is done using a whole place approach then 'narrow departmentalism' should be reduced and inter-professional practice increased. Staff and services should be encouraged to be as creative as possible in finding ways to involve and engage with local residents especially those who would not normally be involved. There is expertise in this area of work in Community Learning and Development, within the Neighbourhood Partnership support teams as well as within the NHS. These staff should work closely together to share this approach with staff from other sections and agencies

⁷ The Christie Commission on the Future Delivery of Public Services www.scotland.gov.uk

Shared evaluation and planning

If a shared sense of responsibility is built for achieving agreed outcomes then it follows that evaluation of agreed outcomes should also be shared. This was highlighted in the recent Children's Services Inspection⁸ which recognised the need to establish more systematic and integrated approaches to quality assurance and self evaluation. Local people and service users should be involved in this process as a matter of course feeding into the co-production and design approach outlined above.

Supporting each other

Finding opportunities to bring different groups of people together, finding new ways for local people to support each other developing their skills and assets builds trust and confidence in the community. This trust and confidence builds community capability to be involved in creating their own solutions to the challenges they face, whether individually or as a group. Establishing the community shop has shown the benefit of this approach as has the community development work undertaken by the voluntary and community learning sectors. Building capability within the community to support its own people is a key plank in the prevention of poor outcomes. There are examples of this happening within the Total Craigroyston area through Muirhouse Link Up, C&F Family Solutions and the North Edinburgh Time Bank and several of the other voluntary organisations. This approach should be built on and extended as far as possible.

Senior managers at the Edinburgh Partnership and the Total Craigroyston Steering Group level have provided support to the Total Craigroyston initiative and have encouraged staff to 'do what it takes'. However, putting this into practice at local level is challenging because staff feel constrained by the demands of their day job. Senior managers can support the development of Total Craigroyston by committing to giving staff time, permission, protection to make Total Craigroyston their day job and to see how the delivery of their everyday priorities contribute to the delivery of the priorities of Total Craigroyston.⁹

Christine Mackay
Manager, Total Craigroyston
August 2013

⁸ Services for children and young people in the City of Edinburgh, Care Inspectorate

⁹ Total Place: A practitioners guide to doing things differently: Leadership Centre for local government

Appendix 1: The Total Craigroyston Team

Staff working fulltime on Total Craigroyston

Christine Mackay	Manager
Tim Packer	Senior Project Manager
Joanne Thomson	Getting it Right Facilitator
Tracey Devenney	Administrator

Staff making a contribution to Total Craigroyston

Diane Devlin	NHS
Sgt David Happs	Police Scotland
Sarah Low	Community Learning and Development
Allan Hosey	Community Learning and Development
Clare Gibson	Community Learning and Development
Pamela Roccio	Edinburgh Partnership
Julie Crawford	Muirhouse Link Up
Billie Dunlevie	Save the Children

Appendix 2: Total Craigroyston Governance

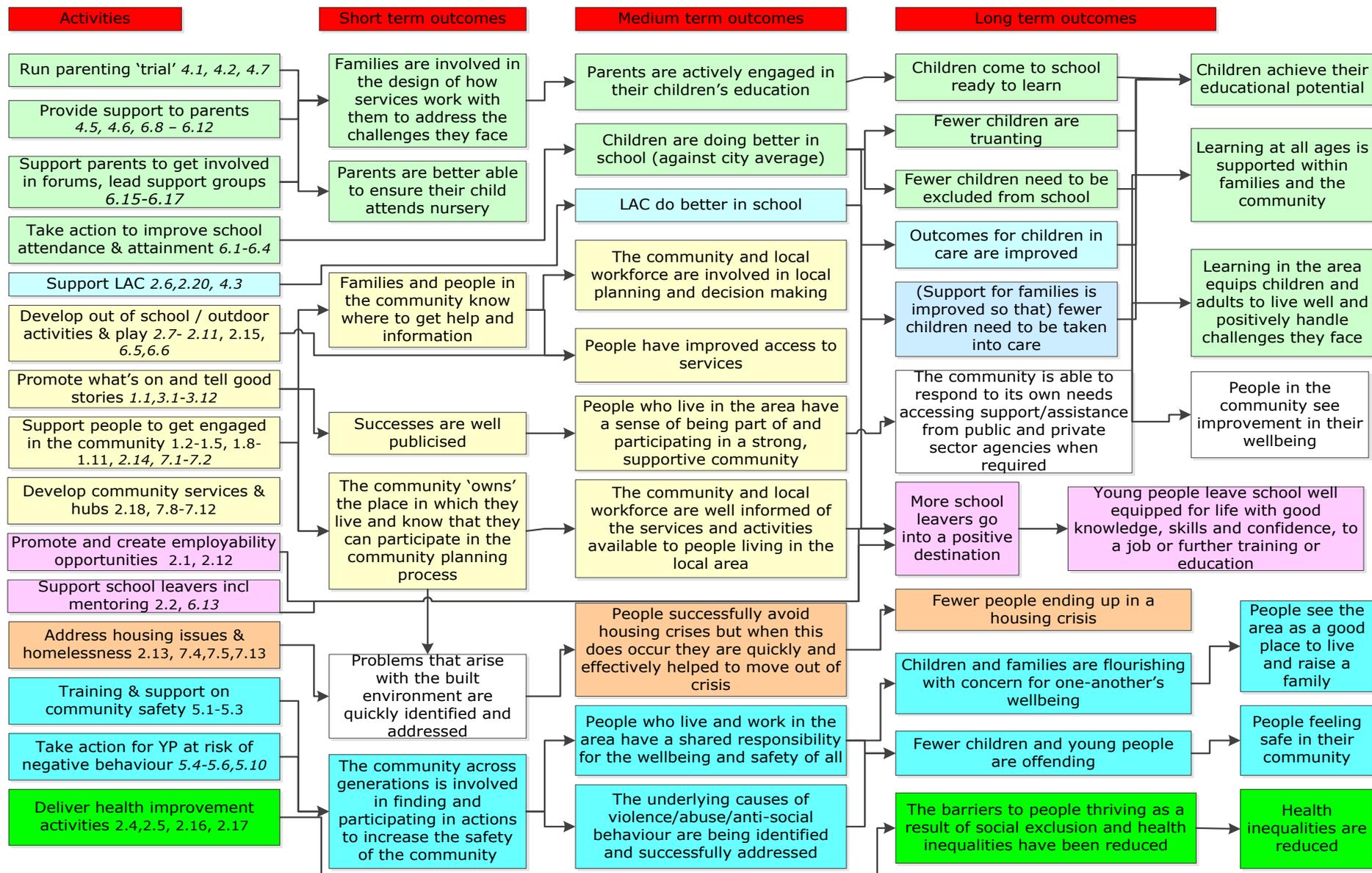
Steering Group:

Gillian Tee (<i>Chair</i>)	Director of Children and Families, the City of Edinburgh Council
Cathy King	Head of Service - Housing and Regeneration, City of Edinburgh Council
Claire Glen	Sexual Health Team, NHS Lothian
David Bruce	Senior Education Manager - Community Services, City of Edinburgh Council
Jane Heslop	Nurse Manager, NHS Lothian
Lynda Cowie	Chief Nurse, NHS Lothian
Mark Rennie	Inspector, Police Scotland
Michelle Miller	Head of Service and Chief Social Work Officer, City of Edinburgh Council
Norma Cuthbertson	Community Planning Manager, City of Edinburgh Council
Theresa Allison	Edinburgh Voluntary Organisations' Council

Total Craigroyston Management Group:

Sgt David Happs	Police Scotland
Diane Hope	Early Years
Heather Gorton	Depute Principal Educational Psychologist
Helen Bourquin	Senior Community Learning and Development Worker
Henry Coyle	Housing and Regeneration Manager
Inga Wilson	Social Work Practice Team Manager
Karen Smart	Depute, Craigroyston Community High School
Lesley Fraser	Health Visitor Team Leader
Lesley Ross	Manager, Pilton Youth and Children's Project
Lisa MacGregor	Education Welfare Officer
Marilyn Keilloh	Manager, Stepping Stones
Mary Ryan Gillespie	Head, Pirniehall Primary School
Mark Rennie	Inspector, Police Scotland
Ruth Stanley	Community Safety Manager

Appendix 3: Outcomes Map



Appendix 4: Total Craigroyston Working Model



Draft Working Model, April 2013

Improving Outcomes for Children and Families by any means possible

Pre Birth What are we doing?	Early Years What are we doing?	Primary School What are we doing?	Secondary School What are we doing?	16 Plus What are we doing?
Early Years Collaborative (tests of change) Improving access to ante natal classes Use of text messages for ante natal appointments Bump Start / Health Literacy Linking new parents to community networks	Early Years Collaborative (tests of change) Improving school readiness through targeted programmes Family Learning Access to PEEP and other Support for parents Improving Child's planning	Action plan on reading, writing and numeracy, focus on raising attainment Embedding Getting it Right Improving transition (better info sharing and targeted group work support) Enriching curriculum Avoid Exclusion Improve attendance	Improving transition (better information sharing from primary and to 16 plus) Test of different S1 Learning support arrangements Clear focus on attainment and achievement Avoid Exclusion Improve attendance	Improve information sharing and partnership working at post school level Targeting those who are not in a positive destination Improve support for 16 plus young people looked after at home

Supporting Families What are we doing?	
Implementing Getting it Right – training, Support in Time groups, moving to One Child One Plan	Working with Housing to reduce incidence of homelessness among families and improve options for care leavers and other young people
Analysing support arrangements through 'Our Families' to identify changes that can be achieved	Out of school enrichment opportunities – homework clubs, children's activity clubs, Hop Scotch, Ratho
Paying attention to children who are looked after and finding ways to reduce that need	Working with parents who can support other parents – gathering and telling stories
Developing partnership working	

Strengthening the Community What are we doing	
Engaging and involving the community in our work through use of digital media, civic conversations, consultations, gathering stories, working with the Neighbourhood Partnership	Stimulating and supporting community activities, supporting people to run their own groups. Muirhouse / Pennywell Regeneration – creating 'place'
Employability - improving positive destinations, developing alternative models of employment, community benefits clauses in public contracts, mentoring	Improving community safety through targeted group work, Guardians Group, developing a long term prevention strategy
Improving access to health services (NW Edinburgh Partnership Centre, Bump Start, Literacy)	Supporting young people's involvement through the North Edinburgh Young People's forum
Taking opportunities to co-locate staff and services: simplify access to local services	Developing partnership working

Appendix 5: Word Map of Key Partners

Total Craigroyston — *going Forth together*

Some of our Partners are:

Pirniahall Primary School **Family Solutions** North Edinburgh Womens Group

Early Intervention **Community Gardeners** **Local People**

Health Visitors **Food For Thought** **Save the Children** **Bump Start**

Granton Youth Centre **Stepping Stones** **School Nurses** **Fire Service** **Start**

West Pilton Neighbourhood Centre **Hospital and Outreach Teaching Services**

Neighbourhood Support **St David's Primary School**

Housing PYCP **Scottish Business in the Community** **Drylaw Police Station** **Partnership Support** **Parents Groups**

Education Welfare, Education Psychologists **Health and Literacies** **Environmental Wardens**

Craigroyston Primary School **Royston Wardieburn Community Centre** **Living Well North Edinburgh**

Child and Adolescent Mental Health Service **Community Learning & Development** **Pilton Community Health Project**

Community Safety **Tenants and Residents in Muirhouse** **Craigroyston Community High School** **North Edinburgh Arts** **Muirhouse Link Up** **North Edinburgh Young People's Forum** **Craigroyston Family Centre** **Cranton Children's Centre**

MYDC **Buggy Brigade** **CAMHS** **Food For Thought** **Stepping Stones** **Neighbourhood Support** **St David's Primary School** **Partnership Support** **Parents Groups** **Environmental Wardens** **Royston Wardieburn Community Centre** **Living Well North Edinburgh** **Pilton Community Health Project**

Appendix 5: Changes in Key Outcomes 2012 to 2013

At the commencement of Total Craigroyston a number of key outcomes were outlined that would mark the contribution the initiative was making.

➤ Children come to school ready to learn

All P1 children tested for their baseline literacy and numeracy levels – data available from 31st Oct 2013-10-16

➤ Children achieve their educational potential

Improving Literacy and Numeracy

Maths - Across the cluster there is a clear reduction in the percentage of pupils attaining less than 88 in a standardised maths test and an increase in the number of pupils achieving more than 112 (demonstrates an improvement).

Reading - Across all cluster schools there is a positive shift in the reading progress of the children in P5/6/7 who were undertaking a focussed reading intervention called Fresh Start. (demonstrates a significant improved in the attainment of the least able readers).

Spelling - At all stages tested we have improved or maintained the spelling scores of most pupils.

Attainment

	2012	Change	2013
Pupils leaving S4 (%)			
5 Standard Grades at Level 3	97	+3	100
5 Standard Grades at Level 4	49	+5	54
5 Standard Grades at Level 5	11	-7	4
Pupils Leaving S5 (%)			
3 Highers	2	+5	7
Pupils Leaving S6 (%)			
Standard Grade in English and Maths	91	+5	96
5 Standard Grades at Level 3	79	+10	89
5 Standard Grades at Level 4	51	+3	54
1 Higher	11	+15	26
3 Highers	5	-4	1

➤ Fewer children need to be excluded / fewer children truant

Attendance and Exclusions

	2010/11	Change	2011/12	Change	2012/13
Average Attendance (% , All schools)	88.40	+2.34	90.74	-0.41	90.33
Average Exclusions (Half-days, all schools)	1028	-525	503	-159	344

➤ More school leavers go into education, training and employment

Positive Destinations

	2009/10	Change	2010/11	Change	2011/12
Craigroyston CHS % Positive Destinations	67.0	-5.5	61.5	+15.9	77.4
Edinburgh % Positive Destinations	82.5	+4.9	87.4	+2.4	89.8

➤ Improve family support so that fewer children need to be taken into care

The introduction of the new Multi –Systemic Therapy service and the redesigned family support service will support the delivery of this outcome. These two new services have become operational since June 2013 and their impact will be monitored over the coming year.

Cluster based Support in Time meetings are designed to provide early support to families requiring additional help. The evaluation of the test carried out earlier in the year indicated that partnership working and information sharing between agencies was improved and that there was some improvement in outcomes for some families.

Our Families work is contributing to finding ways to implement some of the learning about what supports change in families from the Troubled Families unit and the Lankelly Chase Foundation.

➤ Improve outcomes for children in care

Looked After / Children in Need

	30/06/2013		31/03/2013		31/12/2012		30/09/2012	
	North	% of Edin total						
No of LAC	271	19%	268	19%	275	19%	271	19%
at home	75	20%	75	20%	74	20%	76	20%
away from home	196	19%	193	19%	201	19%	195	19%
No of CPR	55	22%	58	18%	44	18%	37	17%

All Looked after Children, and Looked after and Accommodated Children have an allocated social worker who works to an agreed plan which is regularly reviewed. Where necessary any additional services that are required are brought in to assist in the support of these children and young people. Links between social work and education staff are strong and schools regularly monitor the educational attainment of looked after children.

Housing/Homelessness

Presenting as homeless	2009/10	2010/11	2011/12	2012/13
Single Parents	123	95	84	68
% of Total North	36.72%	27.38%	25.85%	25.56%

Presenting as homeless	2009/10	2010/11	2011/12	2012/13
Couples with Children	22	25	23	24
% of Total North	6.57%	7.20%	7.08%	9.02%

➤ Fewer children involved in offending / repeat offending

	Mar 2012	Apr 2012	May 2012	Jun 2012	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013
Drylaw	21	18	30	40	31	23	21	41	29	25	12	8	11	13	29
Edinburgh	129	125	156	137	134	127	99	152	120	103	89	73	132	69	110