Service Plans 2018/19

Report by Kenneth Lawrie, Chief Executive

1   Purpose of Report

This report seeks approval for the Council's Service Plans for 2018/19.

2   Background

2.1   Councils have a statutory duty, introduced in the Local Government (Scotland) Act 2003 to make arrangements to secure Best Value. Under this legislation each council is obliged to:

- Work with its partners to identify a clear set of priorities that respond to the needs of the local community and be organised to deliver those priorities.

- Meet and clearly demonstrate that it is meeting the community's needs.

- Operate in a way that drives continuous improvement in all of its activities.

2.2   The Council delivers its priorities through the Community Planning Partnership and the Single Midlothian Plan. Whilst the SMP will come to council in due course, a summary of the development day is included in Appendix 1 and has informed the service plans development.

The Council's previous Transformation programme which has recently transitioned to the wider Delivering Excellence Change Programme and individual Service Plans outline how Midlothian Council will deliver its contribution to the Single Midlothian Plan. Heads of Service have developed their service plans, managers and performance officers have been working together with community planning colleagues to ensure alignment between service priorities and SMP priorities.

2.3   Figure 1 demonstrates the approach to alignment of the Councils planning process and service plans with the Single Midlothian Plan agreed with Community Planning Partners.

Figure 1
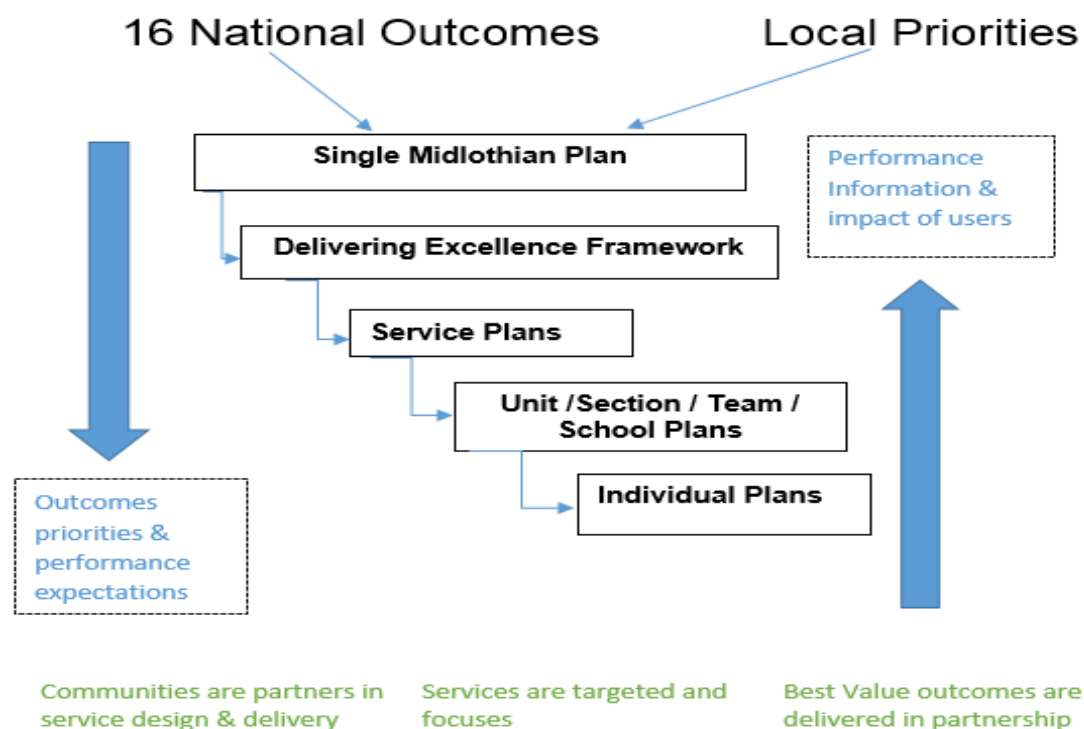
2.4 The service plans will be available in the electronic Elected Members' Library within the Committee Management Information System (CMIS).

3 Report Implications

3.1 Resource

Resource implications have been considered and identified during individual Service Plan development.

3.2 Risk

This report seeks to ensure that the Council and partners have strategic and sustainable plans for future service delivery. Heads of Service will consider, on an ongoing basis possible risk exposures to the successful achievement of all priorities.

3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

☐ Community safety
☐ Adult health, care and housing
☐ Getting it right for every Midlothian child
☐ Improving opportunities in Midlothian
☐ Sustainable growth
☒ Business transformation and Best Value
☐ None of the above

3.4   **Key Priorities within the Single Midlothian Plan**
As mentioned previously the Single Midlothian Plan informs all Service Plan activity with a key requirement that all plans demonstrate the services contribution to the SMP outcomes and priorities.

3.5   **Impact on Performance and Outcomes**
Service plans demonstrate the services contribution to the SMP outcomes and priorities and will provide the basis for ongoing performance management.

3.6   **Adopting a Preventative Approach**
All plans consider the adoption of a preventative approach to service delivery.

3.7   **Involving Communities and Other Stakeholders**
Service plans demonstrate the services contribution to the SMP outcomes and priorities and will provide the basis for ongoing performance management.

3.8   **Ensuring Equalities**
Each service plan is subject to an Integrated Impact Assessment (IIA) and are available within the electronic Members' Library within CMIS.

3.9   **Supporting Sustainable Development**
The development of the Single Midlothian Plan and service plans represents a robust approach to supporting sound planning of council services.

3.10   **IT Issues**
Specific IT issues are considered within individual Service Plans as appropriate.

4   **Recommendations**
Midlothian Council is asked to approve the 2018/19 Service Plans

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Background Papers:
- Service Plans 2018/19 including Integrated impact assessments (IIA's) (in the Members' Library within CMIS)
- Appendix 1: Summary Single Midlothian Plan 2018-19

Appendix 1

SINGLE MIDLOTHIAN PLAN 2018-19

The Local Outcomes Improvement Plan for Midlothian

THE PURPOSE OF COMMUNITY PLANNING

Community Planning Partnerships (CPPs) draw together public, voluntary and private sector bodies , and local communities to deliver a shared 'plan' to improve the lives of local people based on evidence. CPPs are set up by law (the 2015 Community Empowerment Act).

PROCESS

The Midlothian CPP gathers evidence about Midlothian and its people every year, bringing together all available information about the Midlothian area. The result, the Midlothian Profile, is used by the CPP as the starting point for an annual "Strategic Assessment" of Midlothian.

 A Strategic Assessment involves reviewing the political, social, economic, technological, environmental, and legal changes facing the area. It describes the level of impact that these changes are likely to have on the communities of Midlothian. The big ideas for areas of work that come from the Profile and the Strategic Assessment are then shared across a wide range of community groups, including neighbourhood planning groups and community councils. Discussions also take place with groups who help plan services for people facing certain issues, such as physical disability, learning disability, mental health issues, or caring for someone, and with older people and   young people's forums

MAP OF THE CPP AND ITS MAIN PRIORITIES
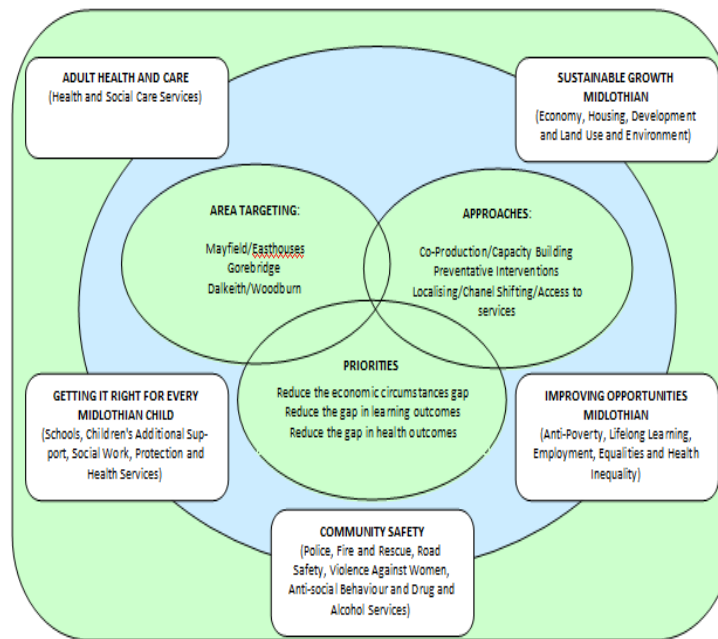
STRUCTURE

The current structure of the partnership can be found by following the link
Community planning web pages

THE PLAN

The CPP undertook a review and engagement process during 2015/16 resulting in updated priorities for the next three financial years, 2016/17 to 2019/20. The top three priorities are:

- **REDUCE THE GAP IN LEARNING OUTCOMES**
- **REDUCE THE GAP IN HEALTH OUTCOMES**
- **REDUCE THE GAP IN ECONOMIC CIRCUMSTANCES**

In response to the three priorities, the five themes of Community Planning aim to achieve the following outcomes (an "outcome" is a statement of how conditions will be, at the end of a process, and is a way of describing the culmination of a number of actions that can be measured) over the 3 year period:

3 YEAR OUTCOMES 2016-19

Adult Health and Care
- People are able to look after and improve their own health and wellbeing, and live in good health for longer.
- People, including those with disabilities/long term conditions or are frail, are able to live independently and in their own home, wherever possible.
- Health and Social Care have contributed to reducing health inequalities.
- Unpaid carers are supported to look after their own health and wellbeing.

Community Safety
- Fewer people are victims of crime, abuse or harm.
- People feel safe in their neighbourhood and homes.
- Our communities take a positive role in shaping their future.

Getting it Right for Every Midlothian Child
- Children in their early years and their families are being supported to be healthy, to learn, and to be resilient.
- All Midlothian children and young people are being offered access to timely and appropriate support through the named person service.
- All care-experienced children and young people are being provided with quality services.
- Children and young people are supported to be healthy, happy and reach their potential.
- Inequalities in learning outcomes have reduced.

Improving Opportunities for the People of Midlothian
- Poverty levels in Midlothian are lower than the Scottish average.
- Midlothian residents are successful learners and young people go on to positive destinations when they leave learning.
- There is a reduction in inequality in health outcomes.
- Citizens are engaged with service development and delivery.

Sustainable Growth
- New jobs and businesses are located in Midlothian.
- Midlothian's economic growth rate consistently outperforms the Scottish average.
- Midlothian is an attractive place to live work and invest in.
- The gap between average earnings of those living and working in Midlothian and the Scottish average has decreased.
- Environmental limits are better respected in relation to waste, transport, climate change and biodiversity.
- More social housing has been provided taking account of local demand.
- Homelessness has reduced and people threatened with homelessness can access advice and support services.

ACTIVITIES IN 2018-19
Working towards these outcomes, there are a number of pieces of work (actions) each year that partners take forward, each of which has targets and ways of checking progress (indicators) which can be seen in the full plan available on the Community planning web pages. In summary, for 2018/19 these pieces of work are:-

SUSTAINABLE GROWTH -Specific actions

Economic Land
- Increase "move in ready" premises in Midlothian.
- Make different types of premises to be available to provide a mix of economic uses.
- Explore how City Deal could help secure more land for economic development and economic development opportunities.

Town Centres
- Explore how to increase office space above retail units to increase footfall and vibrancy in town centres.
- Seek to increase footfall by widening uses of town centres,
- Press for new planning laws to be loosened to allow more of a variety of uses in town centres.
- Work to make Town Centres safe attractive, interesting places to visit.

- Create a town centres working group in the Community Planning Partnership to promote the value of town centres and use of town centres.

Skills

- Promote to Midlothian residents the variety of high skill jobs that are available in Midlothian, and that they are available to all.
- Build more links between schools and high tech employers and the Midlothian Science Zone.
- Chamber of Commerce to contact schools to promote awareness of employment opportunities offered by their members in Midlothian.
- Develop teacher awareness of what skills will be needed in the future –build into school curriculum.
- Strong focus on understanding and promoting employment growth areas of the future.
- Develop a Midlothian "hub"/go to location for this information.
- Inform new residents where employment areas in Midlothian are located, adding to active travel packs to go out to new houses.

Housing

- Seek to access land for affordable housing.
- Midlothian Council will deliver 1,000 new Council homes by 2022.
- Explore the potential of creating new villages for older people.

Climate Change

- Establish ways of measuring larger scale actions relating to climate change and carbon reduction, as well as measurable local actions.

Public Transport

- Place new development close to public transport routes.

Biodiversity

- Produce a new Midlothian Local Biodiversity Action Plan
- Establish a Midlothian Biodiversity Partnership
- Support good design of public and private open space to increase collection of water runoff and reduce flood risk.
- Plan and design for wildlife connectivity, creating attractive living environments.

IMPROVING OPPORTUNITIES FOR PEOPLE IN MIDLOTHIAN

Specific actions

Support people out of poverty and welfare dependency
- Provide high quality and localised welfare advice and support, targeted at the areas with the highest levels of poverty
- Provide short term support to people experiencing significant hardship. This will include practical interventions including access to food banks; travel vouchers and trial energy vouchers for households experiencing fuel poverty.
- Provide training to front line workers on the Welfare Reform Act so they can provide high quality support to people experiencing poverty
- Increase the interventions and support to unemployed adults.
- Increase the interventions and support to workless households.
- Increase the number of people receiving support from the Lifelong Learning and Employability services job club.

Deliver a coordinated approach to reduce the number of children living in poverty
- Reduce barriers to learning by poverty proofing the school day with the Child Poverty Action Group in 11 primary schools in the priority areas. Extend this offer to all primary schools.
- Research in-school child poverty measures and interventions.

Reduce health inequalities
- Deliver programmes that will impact positively on physical activity.
- Deliver programmes that will impact positively on healthy eating.
- After training professionals that work with children and young people report an increase in knowledge, skills or confidence in order to provide preventative support for children with mental wellbeing issues.
- Support people to attract additional income through the AIM HI project
- Increase the uptake of benefits such as the Healthy Start vouchers.
- Provide support and direction to programmes and partnerships to ensure they undertake work to tackle health inequalities.
- Develop a Type 2 Diabetes/Obesity Prevention Strategy that involves the breadth of the Community Planning Partnership

Improve the destinations of young people
- Deliver the actions and targets in Developing Scotland's Young Workforce (DSYW) Plan.
- Increase the level of achievement in mainstream youth work
- Ensure there is a youth work offer in each geographical cluster for all young people P6 to S6.
- Target approach to increase engagement with care experienced young people.
- Ensure that transitional support is offered to young people from p7 to S1 and then for S4, 5, 6 who are at risk of leaving school without a destination

Increase skills and qualifications gained by adults of working age
- Deliver the actions identified in Employability and Learning Midlothian (previously Midlothian Adult Learning Partnership) so that qualification levels are improved at all levels (SVQ1-4)
- Midlothian Pipeline Project will engage and support clients through is operation to remove the barriers they face to employment and vocational training
- Volunteer Midlothian, LLE and Third Sector partners will develop new volunteering roles and recruit new volunteers in line with the Volunteer Charter
- Provide training and support to Third Sector organisations to improve the quality of their volunteer placements and volunteer management.
- Provide 1-1 support to Third Sector organisations and social enterprises to improve their sustainability, governance and practice.
- The Third sector Interface partnership will deliver an annual training programme, of 10 training events.

Increase access to digital services (improved digital engagement for life and work)
- Provide one-to-one or group ICT tuition to 95 older people and vulnerable adults over the age of 50 as part of the Connect Online Programme.
- Agree actions with CPP Partners to improve digital access across Midlothian as part of the Technology Steering Group

Increase public engagement in the design and delivery of services
- Update Neighbourhood Plans in all of the 16 Community Council areas. Agree a schedule of Neighbourhood Plan reviews
- Provide support to Third Sector and community groups to increase their capacity.
- Undertake the Citizens Panel survey as a way of informing service development and delivery
- Test new approaches to funding that enable more community involvement in budgeting decisions.
- Manage clear processes for community groups to improve access the CPP decision making as part of the Community Empowerment Act, Including Participation Requests
- Manage a clear process for Asset Transfers.
- Provide bespoke and online training on the Community Empowerment Act

ADULT HEALTH AND SOCIAL CARE – Specific Actions
- Continue to strengthen both formal and informal approaches to addressing isolation.
- Promote Weight Management Programmes to help address and prevent obesity and type 2 diabetes
- Work with Ageing Well to support older people
- Work with Midlothian Council Active Choices to support people with longer term health needs including Mental Health
- Work with relevant education and employment agencies to develop a sustainable health and social care workforce
- Develop the recruitment and retention of young people in the 3rd and independent sector to provide a career pathway in social care
- Deliver Welfare Rights service to people with Health Care needs
- Work with the Royal Infirmary to develop a stronger pathway to local services and support for young adults attending the hospital regularly
- Extend the Wellbeing Service to support people with long term health conditions and mental health issues to all 12 GP Practices in Midlothian
- Work will progress to access additional housing (with support) for people who are receiving mental health rehabilitation support
- Work closely with local Libraries to provide a wide range on information
- Have a dialogue with community members around local services and approaches that support health and wellbeing – in particular
- Widely disseminate newsletters, directories and specific service information

COMMUNITY SAFETY Specific actions

Substance misuse
- Undertake a range of communication and engagement activity regarding responsible alcohol consumption.
- Develop substance misuse services to reduce immediate harm, future harm and promoting recovery.

Gender based harm
- Raise awareness of Violence against Women and Girls with services and communities and strengthen support for survivors in the "Safe and Together" model.

Crimes of dishonesty
- Raise public awareness of crime prevention through campaigns and crime prevention initiatives.

Serious Violent Crime
- Work with partner agencies to prevent violent behaviour, manage violent offenders and develop a programme of interventions to reduce levels of violent crime.

Antisocial behaviour
- Work in partnership to take early action to prevent young people from offending
- Work in partnership to decrease the number of victims of antisocial behaviour and hate crime in Midlothian
- Work with residents to build their resilience and help them resolve their own problems

Home safety & unintentional harm
- Improve partnership working to enhance home safety awareness, including referring residents for home safety visits as required
- Work as a partnership to reduce the likelihood of accidental injury in the home.

Death and injury on Midlothian's roads
- Work in partnership to deliver road safety preventative work and education

Reducing Re-offending (Community Justice)
- Reduce offending and re-offending through delivery of the Community Justice Outcomes Improvement Plan.
- Deliver the Midlothian Community Justice Partnership communication plan to help raise the profile of Community Justice

Community Involvement in setting and delivering outcomes & feeling safe
- Undertake a programme of targeted communication and engagement activity to raise awareness and keep people safe

Serious and Organised Crime and Counter Terrorism
- Enhance the partnerships approach to disrupt and prevent serious and organised crime and counter terrorism awareness raising

GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD -Specific actions
- Reduce the number of young people referred to Child and Adolescent Mental Health Services (CAMHS) by providing alternative support
- Ensure Child and Adolescent mental health service meets HEAT targets for waiting times
- Develop mental health network in schools , and other settings
- Roll out improved mental health training for those who support young people in educational settings
- Increase our Midlothian-wide capacity for ongoing, sustainable programme of training across professions
- Ensure that there are robust policies and practice in areas such as behaviour, anti-bullying and diversity, including tackling prejudice and stigma around mental health.
- Gather data and undertake research to analyse population level data, to really understand the mental health needs and service use of children and young people.
- Engage children, young people, parents/carers and families in genuine participation, together co-designing a better mental health support system
- Establish a baseline mental health and wellbeing measure for children and young people across Midlothian.
- Create a Children and Young People's Wellbeing and Mental Health Strategy for Midlothian that provides a roadmap of how we can move from a reactive to a proactive service, focusing on skills based programmes, preventive work, the identification of difficulties and targeted interventions.

- Implement appropriate learning pathways to promote healthy lifestyles in line with Education Scotland guidance
- Involve communities of place and interest in co- design and co-delivery of services for children and young people
- Establish where and how children and young people are engaged in planning for their own needs
- Support girls and young women to enable them to reach their full potential through teenage pregnancy pathways
- Work with CPP to challenge social norms and prevention/early intervention approaches to reduces smoking in women of child bearing age
- Work with partners to increase activity to promote breastfeeding as an option and to adjust cultural barriers to breastfeeding being considered as an option in priority areas
- Work with partners to increase dental registration of 0-2 yr. olds and 3-5 yr. olds
- Work with partners to decrease the percentage of those found to be clinically overweight or obese at P1 entry and to reduce the percentage of those at risk
- Monitor the ongoing implementation of the inclusion review
- Utilise data capture information across agencies relating to additional support needs to allow a baseline to be established and performance dashboard to give confidence that interventions are being offered in a timely and appropriate manner
- Reduce numbers of school exclusions
- Ensure children with additional support needs are offered timely and appropriate interventions
- Individualise approaches to attainment for targeted groups: Looked After Children ,Looked After at Home pupils, Social Emotional Mental Health needs pupils, Additional Support Needs (Saltersgate)
- Further develop pupil equity fund interventions
- Monitor proportion of children achieving expected levels by Primary 1
- Monitor proportion of children achieving expected levels by Primary 4
- Ensure pupils are secure at First level by end P4 in reading, writing, listening and talking, maths and numeracy
- Identify the current gaps in educational attainment at individual school level and implement a range of targeted strategies to close the gap
- Ensure delivery of the 2018/19 actions in the 3 year Corporate Parent Plan
- Deliver core messages around harm reduction through Council briefing , undertaking awareness raising with Parents, staff in Children's Services, Education, Police Scotland , Health and Third sector partners
- Develop capacity and support structures for the Early Learning and Childcare expansion to 1140 hours with an unrelenting focus on ensuring high quality provision
- Progress towards opening the integrated Family Learning Centres in Gorebridge and Mayfield
- Establish a family learning approach to early years services that promotes a positive attitude to lifelong learning, encourages socio-economic resilience and challenges educational disadvantages
- Improve the attendance patterns of children in Early Learning and Childcare settings and take up of "entitled 2s"
- Improve reach of families accessing parenting programmes from priori areas
- Ensure that children in their early years receive appropriate services/timely interventions through wellbeing meetings and Team around the Child Process

NEIGHBOURHOOD PLANS

All sixteen community council areas have their own local profiles, either complete or in re-development in a rolling review process. From these, local residents and CPP partners have identified actions they want to work on together to improve what it is like to live in each community. These can be found at Neighbourhood Plans & Profiles. These local plans can be found at Community planning web pages. The three priority areas of Dalkeith /Woodburn, Mayfield /Easthouses and Gorebridge Neighbourhood Plans represent the Locality Outcome Improvement Plans required under the Community Empowerment Act 2015.

EQUALITIES

The Community Planning Partnership must make sure the Equality Act duties are met. The impact assessment of this plan is published on the Community Planning pages of the Council website. Actions that are intended to reduce inequalities affecting 'protected characteristics' groups are:

Getting it Right for Every Midlothian Child

Develop mental health network in schools, and other settings. Ensure that there are robust policies and practice in areas such as behaviour, anti-bullying and diversity, including tackling prejudice and stigma around mental health. Gather data and undertake research to analyse population level data, to really understand the mental health needs and service use of children and young people. Engage children, young people, parents/carers and families in genuine participation, together co-designing a better mental health support system. Establish a baseline mental health and wellbeing measure for children and young people across Midlothian. Create a Children and Young People's Wellbeing and Mental Health Strategy for Midlothian that provides a roadmap of how we can move from a reactive to a proactive service, focusing on skills based programmes, preventive work, the identification of difficulties and targeted interventions Involve communities of place and interest in co- design and co-delivery of services for children and young people. Establish where and how children and young people are engaged in planning for their own needs. Support girls and young women to enable them to reach their full potential through teenage pregnancy pathways. Work with partners to increase activity to promote breastfeeding as an option and to adjust cultural barriers to breastfeeding being considered as an option in priority areas. Monitor the ongoing implementation of the inclusion review. Ensure children with additional support needs are offered timely and appropriate interventions. Individualise approaches to attainment for targeted groups: Looked after Children, Looked After at Home pupils, Social Emotional Mental Health needs pupils, Additional Support Needs (Saltersgate). Further develop pupil equity fund interventions. Identify the current gaps in educational attainment at individual school level and implement a range of targeted strategies to close the gap. Ensure delivery of the 2018/19 actions in the 3 year Corporate Parent Plan Deliver core messages around harm reduction through Council briefing , undertaking awareness raising with Parents, staff in Children's Services, Education, Police Scotland , Health and Third sector partners. Establish a family learning approach to early year's services that promotes a positive attitude to lifelong learning, encourages socio-economic resilience and challenges educational disadvantages. Improve the attendance patterns of children in Early Learning and Childcare settings and take up of "entitled 2s".Improve reach of families accessing parenting programmes from priority areas. Ensure that children in their early years receive appropriate services/timely interventions through wellbeing meetings and Team around the Child Process

Improving Opportunities

Mitigate impact of poverty though foodbanks, welfare advice. Improve employment progression

Undertake a geographical assessment of transport connections, to see if there are barriers to employment. Target 'In work' learning and development at certain groups. Deliver Income maximisation (budgeting making your money go further), including promoting healthy start vouchers .Mentor people (especially men) with long term conditions and other barriers, into appropriate employment. Free universal entitlement to reduce poverty of opportunity. Poverty proof the child's day including free time and provided a minimum free offer. Improve the Young scot cards concessions package .Increase the family income maximisation model, providing support in schools/nursery from people that know the family. Seek to create dedicated staff for families experiencing poverty. Address barriers to information sharing affecting early identification, e.g. via food banks or welfare services but without the stigma – offer universal assessments. Focus on reducing the demands on low income families of the cost of the school day. Work to locate quality employment opportunities. Challenge employer and employee gender assumptions. Target mental health and prevention, early intervention, lower level intervention, enabling social interaction. Seek safe spaces for communities to meet. Consider unintentional consequences of interventions, i.e. undertake health inequality impact assessments. Involve people in planning to reduce health inequalities. Design health promoting communities. Public transport accessibility, good public space, encourage cycling etc. Training to give welfare advice, universal skills on health inequalities. Target men, around obesity and positive mental health. Promote mental health awareness amongst employers Improve young people's access to transport, further education – physical access. Make better use of technology, distant learning using IT. Invest in mental health of young people who don't get achieve a positive destination. Promote good mental health without the stigma, a culture that affects all ages. Improve access to leisure activities and out of school activities Review welfare advice terminology, widen the definition, signposting, outreach into communities, digital access, digital literacy, longer appointments, and study users journey. Provide better support to complete claims, one stop shop for all provision. Make use of young people's expertise re IT literacy – upskill older people. Support people in work .Improve digital literacy of young people – often only app/phone based

Adult Health & Care

Continue to strengthen both formal and informal approaches to addressing isolation. Work with Ageing Well to support older people. Work with Midlothian Council Active Choices to support people with longer term health needs including Mental Health. Develop the recruitment and retention of young people in the 3rd and independent sector to provide a career pathway in social care. Deliver Welfare Rights service to people with Health Care needs. Work with the Royal Infirmary to develop a stronger pathway to local services and support for young adults attending the hospital regularly. Extend the Wellbeing Service to support people with long term health conditions and mental health issues to all 12 GP Practices in Midlothian. Work will progress to access additional housing (with support) for people who are receiving mental health rehabilitation support .Have a dialogue with community members around local services and approaches that support health and wellbeing.

Sustainable Growth

Midlothian Council will deliver 1,000 new Council homes by 2022, Explore the potential of creating new villages for older people, Place new development close to public transport routes, Promote to Midlothian residents the variety of high skill jobs that are available in Midlothian, and that they are available to all, build more links between schools and high tech employers and the Midlothian Science Zone.

Safer Communities.

Develop substance misuse services to reduce immediate harm, future harm and promoting recovery. Raise awareness of Violence against Women and Girls with services and communities and strengthen support for survivors in the "Safe and Together" model. Work with partner agencies to prevent violent behaviour, manage violent offenders and develop a programme of interventions to reduce levels of violent crime. Work in partnership to take early action to prevent young people from offending Work in partnership to decrease the number of victims of antisocial behaviour and hate crime in Midlothian. Improve partnership working to enhance home safety awareness, including referring residents for home safety visits as required

Work as a partnership to reduce the likelihood of accidental injury in the home. Undertake a programme of targeted communication and engagement activity to raise awareness and keep people safe

A small number of other equality specific actions have been identified:
- Address Lesbian, Gay, Bisexual, Transgender prejudiced based bullying/discrimination/inappropriate behaviour in our schools and colleges, continuing to support LGBTI and friends   groups in our secondary schools
- Develop the role of Neighbourhood Planning groups in creating and sustaining inclusive communities.
- Find opportunities for equalities characteristics groups to maximise influence by working together.