

Progress Report

July 2014



Review of Future Models of Service Delivery

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| 24.4.14 | 0.1 | First issue (Jess McBeath) | - |
| 28.4.14 | 0.2 | Updated with tweaks from contributors. | - |
| 1.5.14 | 0.3 | Added implementation plan progress (Appendix 2) | - |
| 21.5.14 | 1.0 | Version approved by Community Planning Board (no changes from 0.3). | - |
| 6.7.14 | 1.1 | Added reference to the Midlothian Economic Recovery Plan at section 5. | - |
| 29.7.14 | 1.1a | Removed appendices to separate documents for Council report. Added a case study to appendix 3. | - |

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1. Background and Purpose of This Report

The purpose of the Future Models of Service Delivery Project was to consider future provision and approaches to service delivery in the context of the geography, economy, infrastructure and population of Midlothian and develop alternative service delivery options. The project was approved in February 2012 and a consultation process was undertaken in autumn 2012 to help shape community planning priorities and future models of service delivery. Key results included support for:

- The Council and partners delivering services to the most disadvantaged people, even if this means withdrawing services from those who do not need them as much.
- The Council and its partners investing in a preventative approach [to particular services] even if this means reducing spend on other services.
- The Council having a closer working relationship with communities where they have the power to influence service design or run services.
- Prioritising spending on various Community Care and Education services. Responses included a number of, often innovative, ideas for modernising services and raising revenue.

The Future Models project reported its findings in December 2012¹. Midlothian Community Planning Partnership decided to work towards achieving the models of service delivery listed in the right hand column below.

| Direction of Travel | | |
|--|--|---|
| To deliver services in response to need | What is the Partnership's purpose? | To work with communities to improve outcomes |
| Services delivered directly, in house, using council personnel | How should local public services be delivered? | Services delivered to provide Best Value |
| By professionals | Who should design and deliver services? | By co-producing with communities / users / customers / partners |
| Centralised services, universally delivered | Where should the Partnership deliver services? | Accessible services, targeted where they will have greatest impact |
| Delivered on demand, reacting to need | When should local public services be delivered? | Planned services, preventing future need and creating opportunities for improvement |

Table 1: Models of Service Delivery

An implementation plan was developed (see Appendix 2) and three principles were agreed:

Best Value outcomes are delivered through partnership working
Communities are partners in service design and delivery
Services are targeted and focused

One year on, this document summarises progress in delivering the above three principles of service delivery.

2. About Midlothian and Midlothian Community Planning Partnership

¹ *Review of Future Models of Service Delivery – Overview and Recommendations*, Midlothian Council, December 2012

Table 2 below identifies current influences on Midlothian Community Planning Partnership, and Midlothian Council².

| | |
|--|---|
| <p style="text-align: center;">POLITICAL</p> <ul style="list-style-type: none"> • Public Sector Reform – reducing inequality. Christie³ 4 pillars: <ul style="list-style-type: none"> -Prevention -Integration -Leadership -Performance • Integration of Health & Adult Social Care • Independence Referendum • Local democracy⁴ • Structure and accountability | <p style="text-align: center;">ECONOMIC & LEGAL</p> <ul style="list-style-type: none"> • Impact of the recession on communities and individuals • Government funding • Welfare reform • Community Empowerment (Scotland) Bill |
| <p style="text-align: center;">SOCIAL</p> <ul style="list-style-type: none"> • Demographic changes • Inequality • Communities as partners • Customer expectations | <p style="text-align: center;">TECHNOLOGICAL & ENVIRONMENTAL</p> <ul style="list-style-type: none"> • Transport (cross county and railway) • Exploit technology for new ways of working • Climate change and environmental sustainability |

Table 2: PEST Analysis

Many of these above drivers were identified at the beginning of the Future Models Review in 2012. However, there have been a number of changes over the last year:

- The new Act for adult health and social care integration has gained royal assent. Joint management arrangements between NHS and the Council are in place in Midlothian.
- The Welfare Reform Act has been introduced.
- Midlothian and East Lothian Councils agreed to amend their joint working approach to a partnership basis rather than formal shared services arrangements.
- The Community Empowerment and Renewal Bill is in draft. The Bill aims to “support communities to achieve their own goals and aspirations through taking independent action and by having their voices heard in the decisions that affect their area” (Scottish Government website⁵).
- The National Review of Community Planning published a Statement of Ambition setting out expectations including that community planning would take the lead role in securing integrated public services, driving preventative approaches and improving outcomes.
- There is current political focus on the planned Scottish referendum.
- The Council’s Annual Audit Report⁶ notes that strong political and managerial leadership will be required to deliver savings while protecting core priorities for the local area.

² A full PESTLE analysis is available in the [2013 Strategic Assessment](#)

³ *Commission on the Future Delivery of Public Services*, Dr Campbell Christie CBE, June 2011

⁴ *Commission on Strengthening Local Democracy, Interim Report*, COSLA, April 2014

⁵ <http://www.scotland.gov.uk/Topics/People/engage/cer>

⁶ *Midlothian Council Annual Audit Report 2012-13*, Grant Thornton, October 2013

The Accounts Commission comments that ‘Demands on services and resources continue to increase and need to be managed alongside public service reforms, including changes in the welfare system and in health and social care.’⁷ Figure 1 depicts these demands in relation to Council services but these types of pressure apply equally to all local public and voluntary sector services.

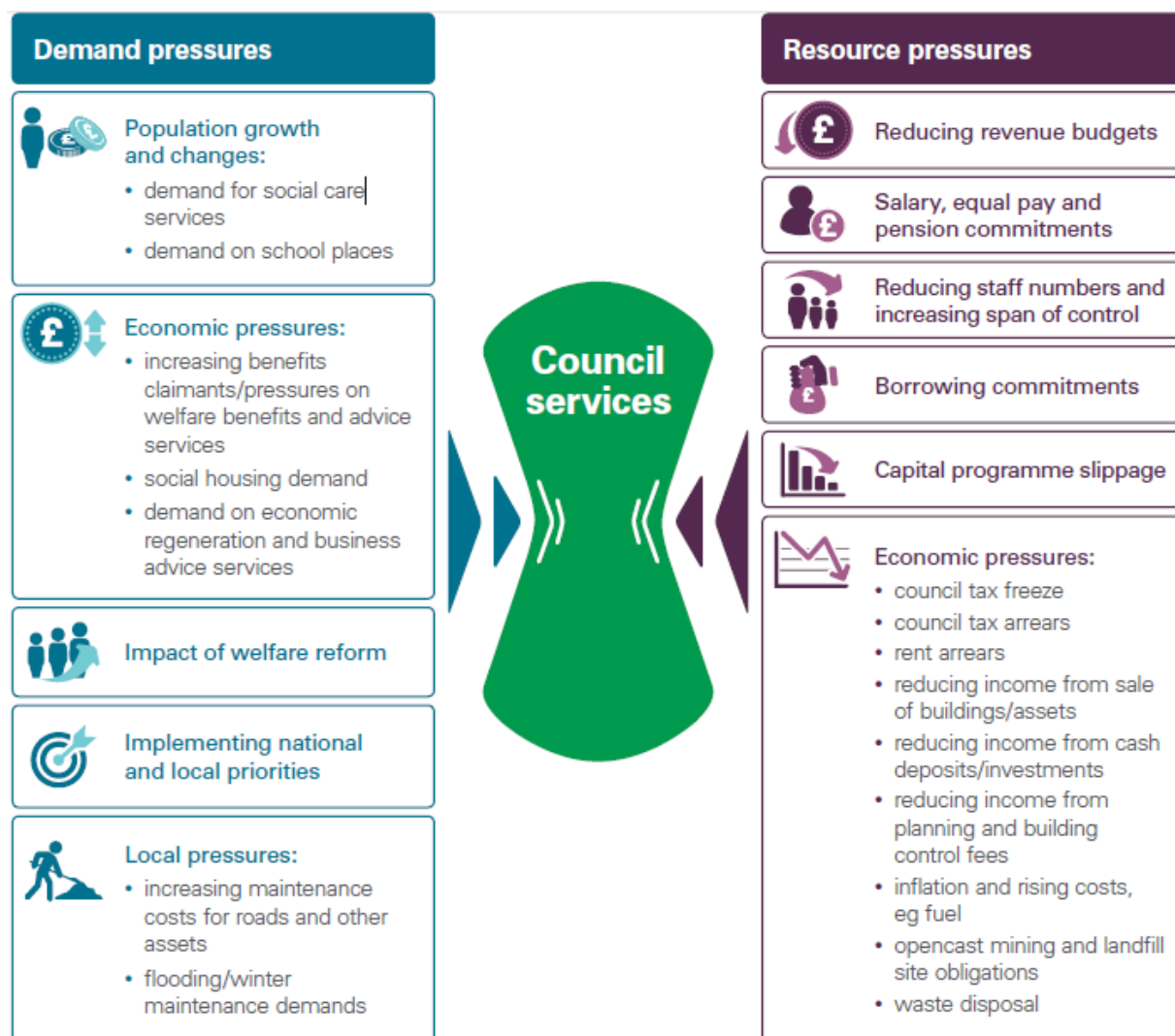


Figure 1: Demand and Resource Pressures on councils in 2014 and beyond (Source: Audit Scotland)

The locus of activity in the Council and Partnership over the last 12 months has been to focus the vision for the Partnership and ensure the building blocks are in place to deliver sustained improved outcomes for local people. The remainder of this document sets out the progress to date in delivering the 3 principles of desired models of service delivery, beginning with the ‘building block’ work that has been undertaken to support the delivery of best value outcomes via partnership working.

3. Best Value outcomes are delivered through partnership working

Christie³ proposed that public service providers must be required to work much more closely in partnership to integrate service provision and thus improve the outcomes they achieve.

Detailed recommendations for this principle are outlined in the Future Models report¹. Key long term outcomes sought through this principle are:

⁷ An overview of local government in Scotland 2014, Accounts Commission, March 2014

- Services are resources are focused on delivering the Single Midlothian Plan
- Council services are financially sustainable, even with regard to external factors such as the economic downturn, new legislation (e.g. welfare reform), and demographic changes.
- The existence of current processes and structures, and the drive for efficiencies, do not impede the development of creative solutions to fulfil the objectives of the Single Midlothian Plan.
- There is outcome-focused joint working (in terms of services, processes and structures) between all council services, the community planning partnership and partner local authorities.

In response to these recommendations, and the pressures and drivers across the public and voluntary sectors, outlined in section 2, the Midlothian Community Planning Partnership's pace of change in the last 12 months has been significant. Key partnership activities which will enable improved outcomes are set out below:

Successes

Vision: The Partnership agreed a clear vision:

Midlothian – A Great Place to Grow

This vision is detailed in the Single Midlothian Plan, which was developed for 2013/14 and revised for 2014/15. The Council's annual audit report notes that 'The Council has worked well with its partners to agree a shared vision for the area, supported by shared priorities for future improvement within the Single Outcome Agreement'.⁶

Partnership: The National Review of Community Planning included a quality assurance of single outcome agreements. Midlothian was commended for the scale and depth of partnership working, the depth of area, ward and neighbourhood analysis and its mature system of neighbourhood planning. Recommendations included ensuring a focus on areas of deprivation, developing a neighbourhood management approach, developing joint budgeting; and explicitly identifying activities which are preventative in nature.

Structure: "The Council has responded quickly, and effectively, to key areas of structural reform, including the integration of health and social care, and Police and Fire & Rescue Service reform"⁸. Midlothian Council is also nearing completion of a fundamental restructuring exercise. Whilst savings have been made through reducing the number of senior manager posts, the future models principles have significantly influenced the new structure design includes roles which reference responsibility for co-production, community capacity building and prevention. The new structure also presents the balance of savings to be made from back office functions.

Transformation: Important pieces of work are underway/achieved in the Council's Transformation Strategy (such as office rationalisation) and the Strategy has been reviewed in light of future models. As well as using the future models principles to underpin each work stream, the Strategy specifically includes a work stream 'Services to Communities' which will ensure that resources are focused on delivering essential services to communities with a partnership focus on those in greatest need. There is a sustainable Council Financial Strategy in place.

⁸ Annual Audit Report 2012-13 Midlothian Council, Grant Thornton, Oct 2013

People: Future Models principles have been integrated into Council employee development through the Competency Framework and leadership development programme.

Processes: Future Models principles have been embedded comprehensively across Council policies relating to service planning and transformation. In practice this means that employees are considering future models principles when planning services; when evaluating services using the Excellence Framework; when developing transformation projects; and when writing any formal report to senior managers and elected members.

3.1. Outcomes

Whilst implementing the changes outlined above, the Partnership has continued to deliver improved outcomes:

- An extra care housing service has been opened in Penicuik and the Partnership is further developing intermediate care and community-based rapid response services for older people through the frailty project.
- New children's residential units were built, which are seen as a model of good practice in Scotland.
- The £37 million Lasswade High School and Community Hub is now open (localising access).
- There is continued investment in new housing (864 new houses built since 2006) and improving council homes.
- The Partnership is responding to Welfare Reform e.g. in the Housing Allocation Policy. A Homelessness Prevention Team has been set up, supporting 16 – 25 year olds.
- There is evidence of positive impact from some of the tests of change as part of the Early Years Collaborative (see case study – Appendix 3).
- There are fewer children and young people on the child protection register.
- The Midlothian Family Resilience Project is underway (see case study at Appendix 3), with 3 families (17 children) receiving intensive support from the project team.
- The Community Safety Board has assumed responsibility for community planning for community safety and has seen a continuing decline in incidences of anti-social behaviour. Complaints of youth disorder have declined by 39% in the past 12 months, which continues a downward trend from the previous year, reported hate crimes down 1 to 74 from the previous year. 6% of 13 year olds and 17% of 15 year olds report that they usually drink at least once a week, compared with 2006, these figures have reduced. Drug use among 15 year olds in Midlothian is now lower than the national average. (preventive interventions)
- Effectively targeted resources through weekly community safety tactical group interventions and referrals to support services have reduced the percentage of initial warning cases escalated to acceptable behaviour contracts (localising access to services) The East and Midlothian Offender Recovery Service (EMORS) is now up and running and is being provided by Lifeline (preventive interventions)
- 3 new Health and Psychosocial treatment services have been commissioned by MELDAP (preventive interventions)

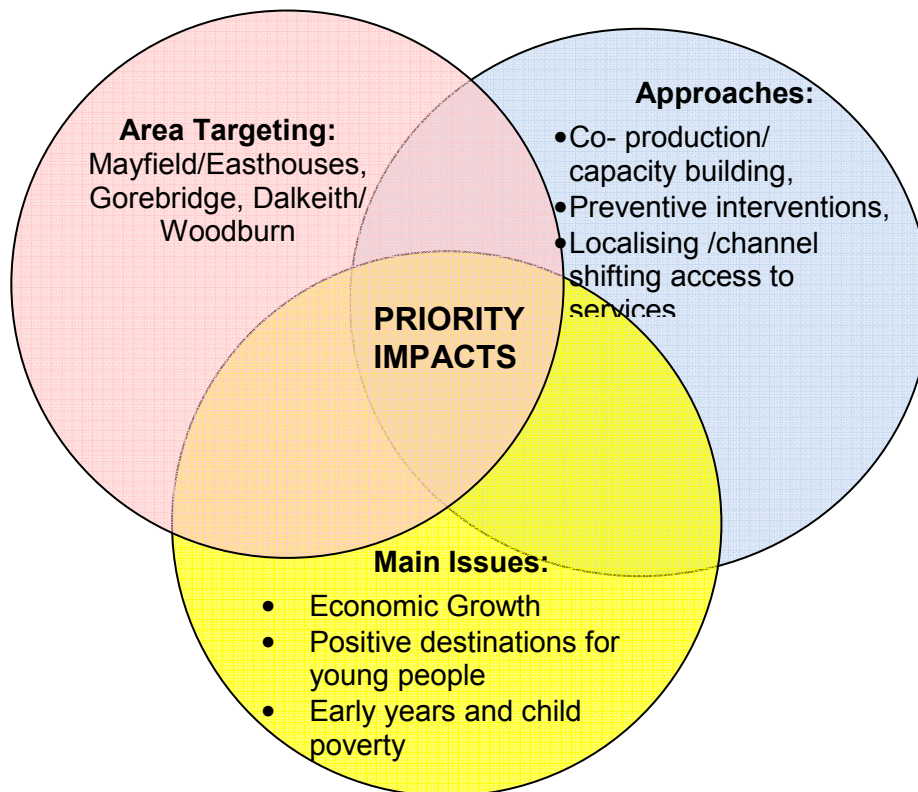
- The MARAC service is aimed at increasing multi-agency collaboration to increase the safety of domestic abuse victims and their access to resources. 97 MARAC referrals have been accepted across East and Midlothian since being introduced in May 2013. There is currently a 50% reduction in the number of risk indicators reported by women upon exiting the Domestic Abuse Service after being reported through MARAC. 90% of women across East and Midlothian reported an improvement in their overall situation. (preventive interventions) (see case study – Appendix 3.).
- 93% of clients seeking drug or alcohol treatment are now seen within three weeks(preventive interventions)
- 136 adults with mental health issues have been assisted in accessing paid work (capacity building)
- 290 people aged 65+ with complex needs have been supported at home rather than in institutions, with 460 people suffering falls at home being supported through joint pathways , leading to only appropriate hospitalisations(preventive interventions)
- Positive destinations have improved by a further 3.8 % in the last school leaver destination return (October 2013) , continuing a trend that has seen Midlothian make the greatest percentage improvement(a cumulative 10.3%) of any CPP area in Scotland over the past 5 years ;however Midlothian still falls below the national average for positive destinations. (preventive intervention)
- The partnership has attracted over £450,000 external specific grant to address issues arising from UK welfare reform legislative changes , interventions include enhanced welfare rights services, food banks, crisis grants Staff development has been delivered to 450 front line staff across the partners (capacity building)
- £350,000 of Armed forces covenant funding has been achieved for local projects promoting cohesion between armed forces communities and local communities (capacity building)
- 304 voluntary groups, (440 individuals) have been provided with training support by Midlothian Voluntary Action and the social enterprise alliance in the past year as part of the partnership's capacity building work, and 50 agencies have been assisted with funding applications (capacity building)
- 44 young people have taken up places in College led sectoral academies – linking vocational learning to school and employers , SDS employability funded training programmes in Midlothian delivered by the council and a range of partners outperformed the national uptake rate by 8.3% , and 100% of Newbattle Abbey College's rural skills vocational training programme targets were achieved, 2125 awards were achieved by young people through a variety of youth award schemes operated by CLD , regeneration and third sector partners (preventive intervention)
- The Midlothian Economic Recovery Plan has been developed, focusing on support for business, infrastructure development (including the Waverley rail line), education, skills and employment, support for key economic sectors and developing the profile of Midlothian. The Plan was created following extensive engagement with private and other sector stakeholders (capacity building).

3.2. Partnership

In 2013 the Community Planning Partnership distilled the focus of its work to:

- Identifying 3 main issues (e.g. economic growth);
- The need to target areas of multiple deprivation; and
- A desire to use new approaches (future models of service delivery).

The Venn diagram below illustrates that the greatest impact of the Partnership's work will take place where these three aspects intersect.



The Partnership has taken a medium-term approach to the models of service delivery: Every year the Partnership refreshes the Single Midlothian Plan, and focuses on one of the models as part of this refresh. The 2013/14 Plan was influenced by co-productive approaches; the 2014/15 Plan by preventative approaches; and the 2015/16 annual refresh will be influenced by improving access to services. In practice this means that the annual Partnership Day includes presentations and workshops on the relevant model and all priorities are developed with models of service delivery in mind. Out of the Single Midlothian Plan's 32 priorities:

- 44% are co-productive in nature or involve community capacity building;
- 69% are preventative in nature;
- 38% are focused on local access or improving access to service.

Case Study: Welfare Reform

As the implementation of the UK government's Welfare Reform Bill 2012 approached staff in the Council and in the voluntary sector advice agencies recognised that there were significant risks for the population of Midlothian. It was also clear that there would be a need for major changes in the services provided by the Council and community planning partners. There were 4 changes arising from the Bill:

1. Housing benefit changes
2. Introduction of Employment Support Allowance
3. Introduction of Personal Independence Payments
4. Universal Credit, Benefit Cap and other changes.

A programme of work was put together to respond to the impact of these changes. As well as actions led by individual partners, his programme encompassed a wide range of strategically-driven partnership activities which were swiftly implemented. This approach was made possible by the strong foundations of partnership working in Midlothian. Activities included setting up specific projects, providing grant funding, information and advice, funding for carers and the establishment of food banks.

Full case study available in Appendix 3: Case Studies.

4. Communities are partners in service design and delivery

The best designed services are those that are designed and delivered with input from the communities and individuals who benefit from them so that service changes are more successful (they are fully influenced and owned by service users and communities) and dependence on public-service provision is reduced.



Governance International recommends the co-production star for developing and growing co-production.

www.govint.org.uk. Co-production means we can work with service users and or communities to co-plan, co-design, co-deliver and co-evaluate or services.

Figure 2: Co-Production Star

Detailed recommendations are outlined in the Future Models report¹. Key long term outcomes sought through this principle are:

- Service users and communities are able to engage fully with co-production as it builds up skills, knowledge and expertise to ensure maximum involvement.
- Service changes are more likely to be successful because they are fully informed by, and owned by service users and communities.
- Co-delivery means the amount of service delivery is increased (with support in terms of staff time and expenses).

Successes

- Nationally recognised model of co-production. Invited to host a visit by the Welsh Government and partners learning about co-production. Invited to present to Scottish Borders Council and at the National Coproduction Conference 2013.
- 100 partnership staff trained over 4 sessions; 54 individual action plans.
- Co-production and community capacity building approaches are embedded in Single Midlothian Plan priorities (44%).
- The Kick Start Fund generated 10 new projects which will further grow community capacity building and co-productive approaches in Midlothian.
- Recent co-production projects include:
 - Council Grants Review
 - Kickstart Funding Panel

- Libraries LGB Resources Planning, Selecting and Labelling
 - Community Safety
 - Revised Scheme for Community Councils
 - McNeil Terrace Loanhead
 - Paving the way for the community asset transfer policy
- Citizens' Panel winter 2012/13 results show that local people think that quality of life is good (62%), that "*People in my community help each other when there is a problem*" (69%) and that "*My community is a place where people from different backgrounds can get on well together*" (59%). However, only 20% of respondents said that they have a chance to be involved in decisions about local services either strongly or somewhat, with a further 39% saying occasionally.

There are some excellent examples of co-production and community capacity-building projects and activities across Midlothian's Community Planning Partnership.

Case Study: Glencorse

The Glencorse Centre is a multipurpose community hall which sits on just over an acre of land in the village of Auchendinny. The Centre opened in the early 1970's but structural decay forced its closure in 2007. The capacity building relationship between Midlothian Council and the Glencorse Association started in 2005 and continued in a fairly intensive way until 2013. The Council reserved a developer contribution to create community facilities and supported the business aspects of the project. Moreover, the Council supported the development of Glencorse Association to develop its internal processes, engage with the local community and provide activities for young and older people. This required a wide range of skills and expertise and relied upon open, trusting and collaborative relationships between various council services, partners and the Association. This involved a willingness to work in a hands-on way e.g. running workshops about developing the business plan or engaging the community by going door to door with a survey. An essential learning point is that organisations require time, skill and expertise as much as they require funding to deliver projects. They need access to people with a range of technical skills, community development skills and expertise across a wide range of disciplines.

Full case study available in Appendix 3: Case Studies.

Further case studies are available on request:

1. Woodburn Day Club Volunteer Support
2. Woodburn Day Care Club Involving Carers
3. Service Students Outward Bound Trust Residential Project, Beeslack High School
4. Midlothian Walking Festival
5. Midlothian Paths Team
6. Capacity Building for Successful Fundraising
7. Community Access Team (CAT) Mayfield Hub
8. Easy Does It Group
9. Friends of Countryside Sites Groups
10. Burst n Books

Case Study: Midlothian Dementia Demonstrator Programme

Family Group Conferencing (FGC) is designed to empower families and service users to develop their own solutions. FGC co-ordinators meet with family members and the person with dementia individually, before convening a meeting with everyone together to develop a care plan. This process enables families to feel empowered and have ownership of the plan. It also engages the wider family network where once the caring may have fallen predominantly to one or two key members of the family. FGC benefits people in varying stages of dementia in many different ways, but it is of particular benefit to those people in the early stages of dementia when services are in most cases not yet involved. At this stage the family are more likely to develop solutions which prevent the need for formal service interventions.

A joint multi-disciplinary dementia service has been developed in Midlothian to provide a single point of access for people with dementia and their carers with services and support from diagnosis to end of life. The development of the single service was informed by a dedicated user and carer reference group. The group has advised and influenced the decisions being made around the new service in order to ensure that the new service is shaped around service users' and carers' needs and views. The group will be re-formed after the summer to continue to support the next phase of the new service as well as inform the implementation of the Dementia Practice Co-ordinator role as part of Midlothian's Test Site Programme for the Alzheimer Scotland 8 Pillars of Community Support.

Full case study available in Appendix 3: Case Studies.

It may be useful to host a seminar for senior council officers to discuss how to further take forward co-production, to ensure that it is seen as core business across the Council.

5. Services are targeted and focused

Operating in an environment of increasing demand for services and financial restriction, it is imperative for the Partnership to target resources both in terms of priority services/locations and preventatively (to prevent negative social outcomes arising or reduce their impact).

Detailed recommendations are outlined in the Future Models report¹. Key long term outcomes sought through this principle are:

- Negative social outcomes are reduced in the long term, or their impact is lessened.
- There is reduced long term demand on reactive services.
- Resources are distributed based on need and where service accessibility is poor.
- The synergy of co-production/community capacity-building and preventative approaches focused in an area of need provides the foundation for a step change in quality of life of local people.

The Future Models report set out an analysis of Council services in terms of preventative approaches (Figure 3).

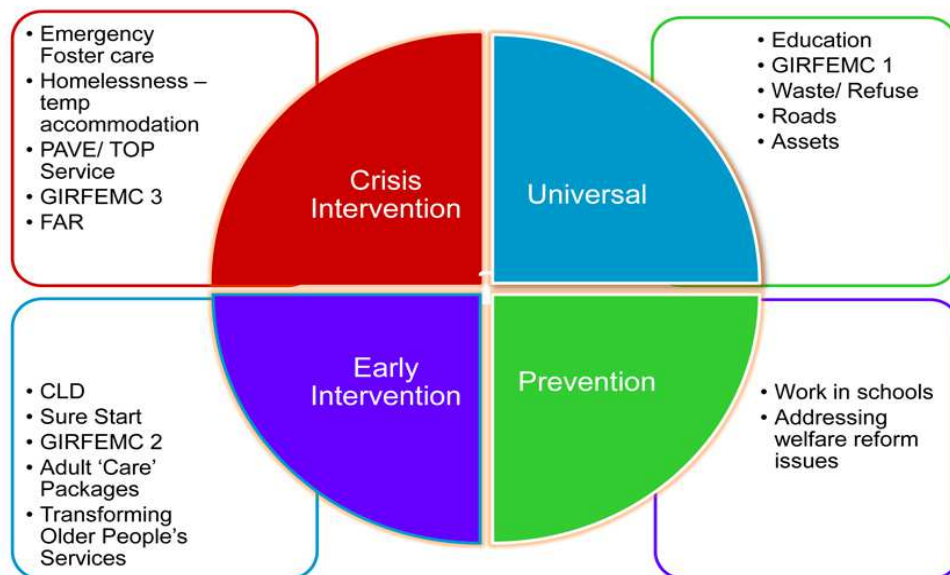


Figure 3: Snapshot of Midlothian Council Services

GIRFEMC – Getting it right for Every Midlothian Child;

PAVE – Programme for Alternative Vocational Education;

TOP – The 'top' service for excluded schoolchildren;

FAR – Families at Risk (this project has been superseded by the Family Resilience Project)

Economic context

Taking a preventative approach to services requires consideration of local context. This could be taking account of the role of all partner services, or considering other influences affecting an individual, family, or community. For example, if we associate unemployment with negative outcomes such as poverty, unhappiness, drug/alcohol use and crime then we must address employment/income prospects as part of a preventative agenda. The [Midlothian Economic Recovery Plan](#) recommends a number of work streams to drive forward Midlothian's economic recovery i.e. support

for business; infrastructure development and major projects (e.g. Shawfair and the Waverley rail line); education, skills and employment; support for key economic sectors; and focusing on place e.g. town centre regeneration).

Successes

- Key preventative projects are underway. Preventative approaches are embedded in Single Midlothian Plan priorities (69%).
- A survey of preventative initiatives across the Community Planning Partnership was conducted in May/June 2013 and the results are summarised at Appendix 1. This shows over 100 preventative activities taking place.
- Cost/benefit model being used successfully in Families At Risk project and positive outcomes arising from the project
- Shift from providing residential care of older people to maintaining people's independence living in their own homes using new technology (Telecare)
- A co-productive approach to implementing self-directed support.
- There is evidence of positive impact from some of the tests of change as part of the Early Years Collaborative (see case study).
- There is shared location of services at the new Lasswade Community High School Centre

Case Study: Midlothian Family Resilience Project

The main aim of this partnership project is to target the families most in need within the Midlothian area and - using a multi-agency approach - intervene to improve the outcomes for these families. We hope to empower families to break the cycle of multi-generational, entrenched dysfunction. Children should be provided with opportunities that lead to better outcomes that will in turn improve their life chances, enabling and empowering them to succeed in line with their peers.



Three families are involved in the project and each has been allocated a 'key worker'. The key worker's role is to manage or 'grip' the family's problems, co-ordinate the delivery of services and help to motivate the family to change their behaviour. Building a good relationship between the 'key worker' and the family members greatly increases the chances of success. The key worker embeds skills and enables family competence to meet challenges and obstacles. Our approach emphasises prevention and early intervention; takes a family-centred approach to individual problems; and promotes empowerment and independence.

Direct work with the families started in July 2013. We developed a methodology⁹ to forecast the reduction in negative outcomes that could result from the project, translating this into potential savings. We hope to use this methodology to help us allocate resources with the aim of getting the best outcomes both for the families and partner agencies.

This is a long term project so it is very early to be monitoring results. However, currently the Police report an overall reduction in their involvement with the families;

⁹ Based on the Family Savings Toolkit produced by The Centre for Excellence and Outcomes in Children and Young People's Services for the Department for Education in England

and there has been an overall improvement in the children's attendance and their access to learning. As a result of being part of the project, the families report an increase in the well-being of family members and an improvement in their ability to function as a family unit (creating resilience).

Full case study available in Appendix 3: Case Studies.

5.1 Change funds

Older People

Reshaping Care for Older People: A Programme for Change (RCOP) 2011-2021 is a 10 year whole system transformation programme that seeks to shift the focus of care from acute driven services to more community based. The programme aims to change the culture and philosophy of care from reactive services towards preventative, anticipatory and co-ordinated care and support at home delivered *with* people. The Reshaping Care Pathway represents 4 'bundles' of interventions, approaches or actions and the related enablers which collectively improve outcomes for older people. These pathways are 'Preventative and Anticipatory Care, Proactive Care and Support at Home, 'Effective Care at Times of Transition' 'Hospital and Care Home'.

The Midlothian Health and Social Care Partnership also recognises the need to maintain and improve how we deliver care and support to older people in Midlothian. Continued engagement and annual consultation with older people their families and carers who use services remains a key priority in developing and shaping services for the future. This feedback has highlighted potential gaps and requests from our citizens who live in Midlothian and has recently provided us with the opportunity to develop a working group consisting of members from health, transport, social care, voluntary organisations, Public Partnership Forum and citizens to come together to develop an action plan for the coming year. The Change Fund has also allowed innovative projects to be developed to address some of this.

Change Fund projects include Connect Online, Hospital in-reach team, Embedding personal outcomes in practice, an Integrated Care Pharmacist, Helping you to Help Yourself, Neighbourhood Links, Community Co-ordinators, and Carer Support: all the carer support projects have provided personalised support to carers both within the community and through hospital In Reach. All value and recognise the major contributions that carers make and seek to support carers be better informed about issues linked to their caring role, provide supported groups, improve carer confidence to shape services and support, assist carers to identify needs and coping strategies in order to help them to continue with their caring role. The projects have reached 289 carers across Midlothian and have also helped provide training, support with financial wellbeing, designing newsletters and advocacy support.

Feedback from people who have used some of the afore mentioned services:



Early Years

The Partnership recognises the challenge of sustaining the changes that can result through key projects, such as those delivered through the use of the Early Years Change Fund: This programme aims to deliver tangible improvement in outcomes and reduce inequalities for Scotland's vulnerable children and support the shifting of public services towards early intervention and prevention. The Fund has been used to support the Early Years Collaborative, in which the Council is working with a number of partners on a variety of topics, such as building the capacity of parents; improving children's speech and language between 0 – 5; reduce the numbers on the child protection register; and target resources towards areas of identified need.

In 2013/14 funding was used to employ additional workers through Midlothian Sure Start with a focus on improving the numeracy and literacy skills of looked after 2 year old children. Outreach work was undertaken for families waiting for places at Sure Start centres. A range of services are provided, ensuring that the families are engaging with universal services across Midlothian. The worker has also become a Sleep Scotland counsellor and she is applying her new found skills with the families that she is currently working with.

Case Study: Big Bedtime Read

Midlothian Community Planning Partnership is involved in the Early Years Collaborative and it was decided to focus on encouraging parents and carers to read a bedtime story to their child. The model involves starting small (between 1 and 5 families) and only increasing the number if the new intervention is working. There has been a remarkable impact both in children's speech and language, sleep patterns and concentration about also in parents' confidence and connectedness to community. Feedback from the nursery of one child is that his speech and language has developed significantly. Importantly, this approach has encouraged those involved to think about what they can embed in normal everyday practice. This work has attracted much attention, including a delegation visit from the Danish Government.

Full case study available in Appendix 3: Case Studies.

5.2 Identifying opportunities

Prevention

In terms of preventative spend, the Partnership is keen to target resources (including assets and human as well as financial resources) preventatively and to engender a culture where all staff are able to identify and realise new opportunities for preventative approaches. A Scottish Parliament report on Public Sector Reform (PSR)¹⁰ concludes that significant changes cannot be solely driven from the top-down:

The best examples of PSR arise when local communities and front-line staff are fully engaged in the process of designing and procuring services. We are sceptical of the value of top-down or centrally driven changes to services. Our evidence overwhelmingly shows that the best results involve real community engagement, clear communication, and leadership that is strong, responsive and enabling.

The Partnership is keen to raise the profile of preventative activities as a way of supporting staff to identify new opportunities. Relevant case studies are included at Appendix 3.

Localising access

Turning to how services are delivered and accessed at a local level, the Commission on Strengthening Local Democracy⁴ notes that:

Big government and big local government have struggled to address and improve the pattern of outcomes and inequalities in Scotland because these occur at a very granular, local community level. Big systems also struggle to engage with the diversity of Scotland's communities because they are conventionally geared towards uniformity and standardisation.

Within Midlothian, a review of neighbourhood planning is underway to ensure that this localised planning has a clear impact and drives service planning. This also links to work in relation to health and social care:

The Public Bodies legislation¹¹ recently passed for the integration of health and social care refers to the requirement that the new joint arrangements include establishing locality planning arrangements. Agreement in principle has been reached in Midlothian to split the county into two localities; East and West, aligning these areas with a set of neighbourhood planning geographies. Where appropriate the focus of planning and engagement will be at the neighbourhood level although only two formal plans will be developed at the locality level.

The requirement is welcomed locally by officers as a stimulus for health and social care becoming more sensitive to the needs of local communities, particularly areas (and streets) of multiple deprivation, and learning how to more effectively work co-productively with communities. This approach will be informed by a comprehensive review of the most up to date information available on the health and care profile of the Midlothian population including consideration of variations community by

¹⁰ *Public Services Reform in Scotland: Strand 3 – Developing New Ways of Delivering Services*, Local Government & Regeneration Committee 9th Report, 2013 (Session 4), Scottish Parliament 26 June 2013.

¹¹ *Public Bodies (Joint Working) (Scotland) Act 2014*

community.

As part of the Council's Transformation Strategy, there are two work streams with a locus to transform service delivery at a local level - the draft Customer Services Strategy and proposals for a Review of Services to Communities. The latter will ensure that resources are focused on delivering essential services to communities with a partnership focus on those in greatest need.

6. Summary and next steps

One year on, this document sets out progress in delivering future models of service delivery. The Midlothian Community Planning Partnership can demonstrate that it is responding to external drivers and financial demands by transforming services, and that desired models of service delivery are integrated into these changes. There are substantial examples of co-production and preventative approaches in place to support improved outcomes for local people. One area which is not yet sufficiently developed is localising access to services, which is being taken forward through the Review of Services to Communities and through a focus in the Single Midlothian Plan.

The following actions are also planned:

1. Further develop the neighbourhood planning approach to encompass future models principles and requirements;
2. Pilot an approach to improving local accessibility in a specific area; and
3. Host a seminar about how co-production and community capacity-building can be further embedded.

7. Appendices

The following appendices are available in a separate document:

- **Appendix 1:** Preventative projects/activities across the Partnership – summer 2013
- **Appendix 2:** Future Models Implementation Plan Progress 2013/14
- **Appendix 3:** Future Models Case Studies