

# Local Outcomes Improvement Plan 2017-2027

East Dunbartonshire  
Community Planning Partnership





# Foreword







As Chair of the East Dunbartonshire Community Planning Partnership Board, I am pleased to welcome you to our Local Outcomes Improvement Plan for 2017-2027. In this plan, developed through extensive consultation with partners and communities, we outline our shared priorities for public services working together over the next ten years. Our aim being to make significant improvements for those people experiencing the most inequality across our communities.

We have drawn on a range of evidence, from conversations with community groups to analysis of statistics. The plan sets out our understanding of local circumstances, needs and aspirations across different aspects of life, such as employment and health. Following on from this, we state how we will address each aspect and what we will measure to demonstrate progress.

East Dunbartonshire is a great place to live, work and visit. In general our people are healthier and safer than other authority areas. Our rate of educational achievement continues to be one of the highest in Scotland, and people generally enjoy high employment rates. However, areas of inequality continue to exist in East Dunbartonshire, which our plan aims to address.

Over the coming years we will continuously review our effectiveness and impact. We will seek to maintain engagement with our communities and we will, where necessary, implement improvements to the ways we plan and deliver services together.

I hope you find this plan helpful and take an active role in working with the Community Planning Partnership to deliver against our shared vision.

A handwritten signature in blue ink, appearing to read 'G. M. Low', with a long horizontal flourish underneath.

*Councillor Gordan Low*  
**Chair of Community Planning Partnership Board**

# Contents



Introduction	6
Summary	8
East Dunbartonshire profile	12
Guiding principles summary	16
Understanding our communities	18
Outcomes	20
Economic Growth and Recovery	22
Employment and Skills	26
Children and Young People	30
Safer and Stronger Communities	34
Adult Health and Wellbeing	38
Older Adults, Vulnerable People and Carers	42
Planning for Place	48
Holding us to account	50
<i>Guiding Principles – Further detail</i>	
Coproducton and Engagement	52
Best Value	56
Evidence Based Planning	58
Fair and Equitable Services	62
Prevention and Early Intervention	66
Sustainability	70
References	72
Jargon Buster	76

Appendix 1 Area Profile Summary	6
Appendix 2 National Outcomes	8
Appendix 3 Managing our Performance	12

## Supplementary documents

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**Auchinairn Place Plan**  
Available in 2018

**Hillhead and Harestanes Place Plan**  
Available in 2018

**Lennoxtown Place Plan**  
Available in 2018

**Twechar Place Plan**  
Available in 2018



# Introduction



## What is Community Planning?

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Community planning is a process where local organisations work together and with local communities to improve services with the aim of reducing inequalities. This may be through joint projects, agreeing joint policies or just making sure everyone knows what each other is doing and sharing expertise.

## Who are the local organisations?

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The organisations that have a legal duty to make sure community planning in East Dunbartonshire works are:

- > East Dunbartonshire Council
- > NHS Greater Glasgow and Clyde
- > Police Scotland
- > Scottish Fire and Rescue Service
- > Scottish Enterprise

A Community Planning Partnership (CPP) is the collective name given to these public organisations when they work together. Other partners who work with the CPP are:

- > East Dunbartonshire Health and Social Care Partnership Board
- > East Dunbartonshire Leisure and Culture Trust
- > Historic Environment Scotland
- > HMP Low Moss
- > New College Lanarkshire
- > Registered Social Landlords (Housing Associations)
- > Scottish Government
- > Skills Development Scotland
- > Voluntary Sector Organisations (represented by East Dunbartonshire Voluntary Action or 'EDVA')
- > Visit Scotland

## What is this Local Outcomes Improvement Plan?

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This Local Outcomes Improvement Plan (LOIP) is the shared plan for our CPP. Our LOIP outlines why and how we will work together to organise and provide services in a way that tackles known inequalities. Our LOIP includes a set of 10-year goals for our local area. We have demonstrated a clear, evidence-based understanding of local needs, circumstances and aspirations of different geographic communities and communities of people who share a common interest. Our LOIP translates that understanding into a set of priorities which are supported by actions we will take over the next ten years. We are clear about our ambitions and show how we will get there with time-bound improvement actions and measures of success.

## What are our Place Plans?

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Place Plans outline the specific goals set out for four East Dunbartonshire communities: Auchinairn; Hillhead and Harestanes; Lennoxton; and Twechar. The goals reflect the particular needs and aspirations of people local to these communities in areas of life such as health and wellbeing, local economy and environment.

The Place Plans also highlight why these communities were identified, the improvement actions to be carried out and the process of measuring their success.



# Summary





## Our vision for 2027

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*Working together to achieve the best with the people of East Dunbartonshire.*

We have a strong tradition of services working together in East Dunbartonshire which has delivered successful outcomes for the area. The people of East Dunbartonshire are healthier and safer; older people are supported through high standards of care whilst our rate of educational achievement continues to be one of the highest in Scotland. However we recognise that we do have communities that experience disadvantage and need additional support from us if we are to reduce the inequality that still exists. By understanding and working with communities over the next ten years to plan and deliver services, we intend to make East Dunbartonshire a thriving and successful place. To achieve our vision, we need leadership and concerted action. Six groups of representatives across our partners will take forward work under our key themes which we believe will help to realise our vision.

Underneath our themes we are clear about the changes that we want to see over the next ten years in East Dunbartonshire. We refer to these changes that we want to see as 'local outcomes'. We have set these outcomes to respond to local needs and aspirations. You can read more about evidence of circumstances, needs and aspirations, our priority work areas, what we hope to achieve and how we will measure our success on pages 20 – 46 . We have also used different sources of information to identify the communities where people experience relatively poorer outcomes when compared either nationally or to the rest of East Dunbartonshire. These communities are: Auchinairn; Hillhead and Harestanes; Lennoxton; and Twechar, and they are known as our 'Place communities'. You can see how we are planning for our Place communities on pages 48-49 and in our separate Place Plans.





**Local Outcome 1**

East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base, and is an attractive place in which to visit and invest.

**Local Outcome 2**

Our people are equipped with knowledge and skills for learning, life and work.

**Local Outcome 3**

Our children and young people are safe, healthy and ready to learn.

**Local Outcome 4**

East Dunbartonshire is a safe place in which to live, work and visit.

**Local Outcome 5**

Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.

**Local Outcome 6**

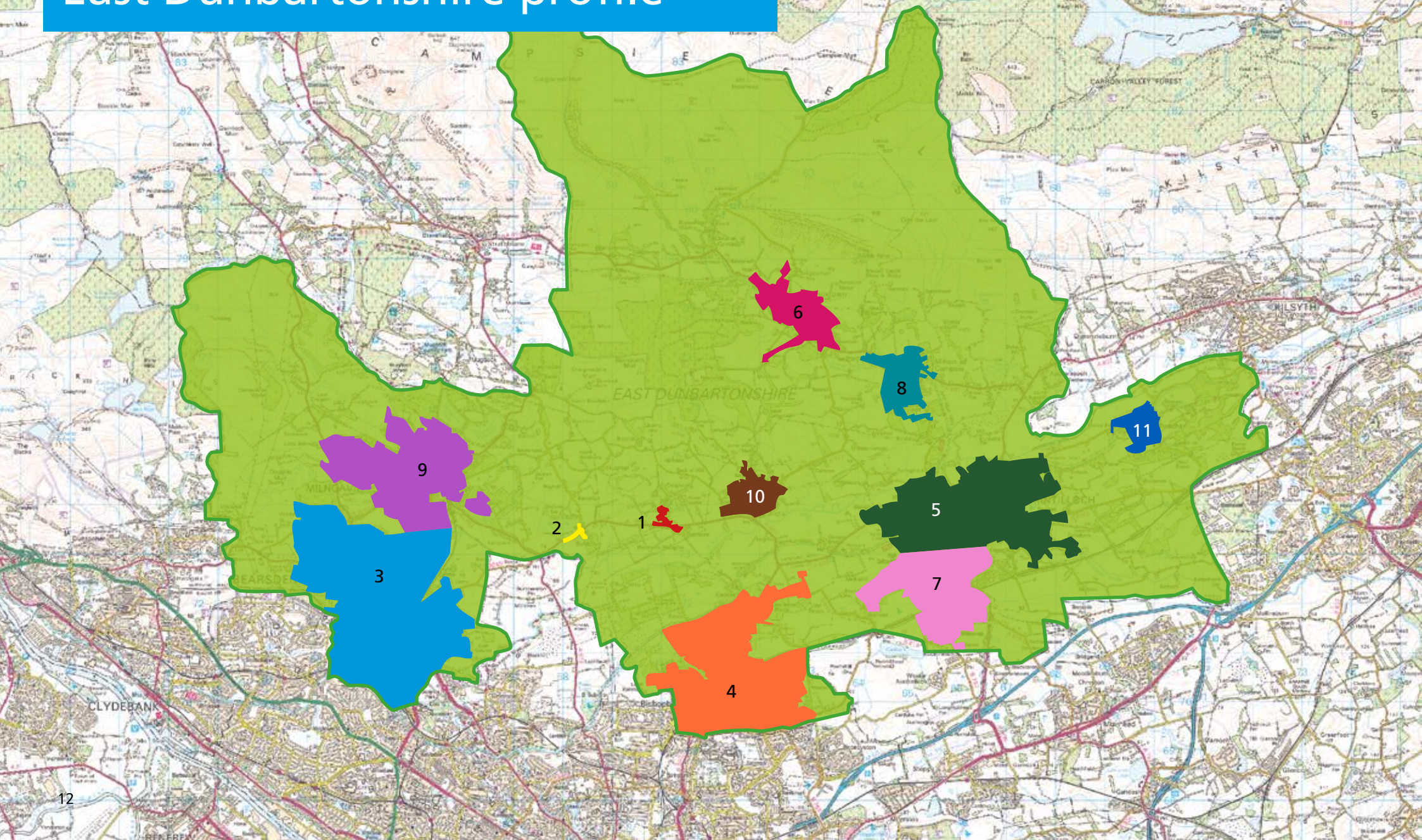
Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services.












# East Dunbartonshire profile





**Covering 77 square miles, East Dunbartonshire is a mixture of urban and rural areas.**

	<p><b>1 Balmore</b> is a small village, located within the rural area of Baldernock in the north of our local authority area. Balmore is 1km west of Torrance and 5km east of Milngavie. To the south of Balmore lies the River Kelvin, which joins the River Clyde. Balmore is characterised by agriculture. It is home to several Imperial Roman archaeological sites. The population is around 200.</p>
	<p><b>2 Bardowie</b> is a small village also located within Baldernock. It is 3km east of Milngavie and 4km west of Torrance. Bardowie is characterised by its Loch and Castle which overlooks it. Dinghy sailing on the loch regularly attracts visitors to the area.</p>
	<p><b>3 Bearsden</b> has a population of around 28,000. It is located 10km north of Glasgow City Centre and is made up of several smaller neighbourhoods. The Roman Antonine Wall runs through the town creating area of interest for tourism. Health, education and employment are generally very good in Bearsden compared to Scottish averages.</p>
	<p><b>4 Bishopbriggs</b> is located 6km north of Glasgow City Centre and has a population of around 25,000. Communities here generally enjoy good quality of life in terms of health, education and employment however there are pockets of inequality, particularly in Auchinairn, south of Bishopbriggs town centre. Bishopbriggs is home to the busy shopping and leisure destination Strathkelvin Retail Park. The town centre is a busy route to and from Glasgow City Centre.</p>
	<p><b>5 Kirkintilloch</b> is located 13km north east of Glasgow City Centre and has a population of around 20,000. The Forth and Clyde Canal runs through the town providing tourism and leisure opportunities. Kirkintilloch includes several smaller neighbourhoods, green space and small industrial areas which are home to many small and medium sized businesses. The communities of Hillhead and Harestanes are located in the east of Kirkintilloch.</p>
	<p><b>6 Lennoxton</b> is a small town located 9 miles north of Glasgow City Centre and has a population of around 4,000. Lennoxton is steeped in history. The former Clachan of Campsie School dates back to 1661.</p>
	<p><b>7 Lenzie</b> is situated to the south of Kirkintilloch and is smaller with a population of around 8,500. Like Kirkintilloch, it is well serviced by public transport with Lenzie railway station providing commuters with regular train services to both Glasgow and Edinburgh. Lenzie is considered to be an affluent area and boasts a small but attractive town centre.</p>
	<p><b>8 Milton of Campsie</b> is located around 3.5km north of Kirkintilloch and 3.5km east of Lennoxton. It is small village with a population of around 4,000. The Campsie Fells are easily accessible from Milton of Campsie.</p>
	<p><b>9 Milngavie</b> is located 10km north west from Glasgow City Centre and has a population of around 13,000. The Allander Water runs through the town and features Gavin's Mill - believed to be the origin for the name of the town. Mugdock Park and Milngavie Reservoir are popular leisure destinations. The town boasts a number of independent and larger retailers. An obelisk in the town centre marks the start of the West Highland Way.</p>
	<p><b>10 Torrance</b> is a small village which consists of around 2,500 people. It is situated between Kirkintilloch and Milngavie. The village was once famous as a resting place for workers on their way to the Campsie Fells. The Forth and Clyde Canal and the River Kelvin both flow past Torrance and offer opportunities for leisure pursuits such as fishing and cycling.</p>
	<p><b>11 Twechar</b> is located in the east of the authority area with a population of around 1,200. It is located on the site of a Roman camp by the Antonine Wall, but its development as a village only began in the 19th century, stimulated by the creation of the Forth &amp; Clyde Canal and the exploitation of local coal reserves.</p>

## Demographics

*If East Dunbartonshire was a village of 100 people:*

### Sex



48



52

Males

Females

### Age



5



13



63



19

0-4 years

5-15 years

16-64 years

64+ years

### Care



11 would be providing unpaid care to a friend or family member

### Health



17 would have a health condition(s) that limits their daily activity

### Sexual orientation



96



2



2

Heterosexual / straight

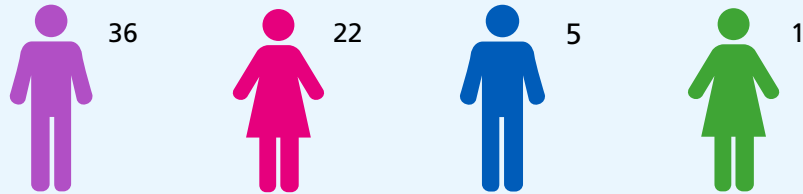
Lesbian, gay,  
bisexual or other.

Not known

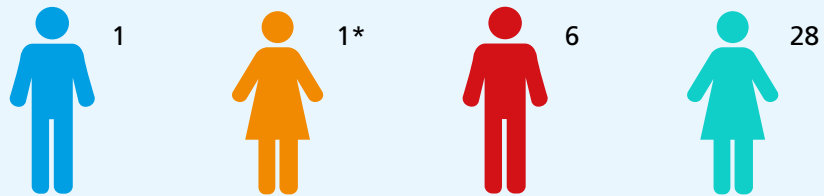


## Religion or belief

\*Less than one person each.

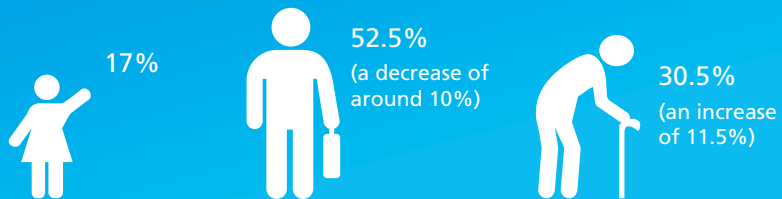


Church of Scotland	Roman Catholic	Other Christian	Muslim
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Sikh	Buddhist, Hindu, Jewish and other.	Not stated	No religion
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## Population projections 2039



0-15 years	16-64 years	64-74 years
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## Ethnicity



White Scottish
White other British
Irish
Asian, Asian Scottish or Asian British.
Other or mixed ethnicity

You can read our Area Profile 2016 at Appendix 1.

# Guiding principles summary





In order to achieve our vision for 2027 we recognise that there are several principles and approaches to working which are paramount. They lend themselves to the planning and delivering of activities under all of our local outcomes. Our guiding principles set the tone and the values across our community planning partnership and underpin everything we do.



### **Coproduction and engagement**

We will continuously strive to understand the different needs of our communities, supporting them to strengthen their own communities and involving them in the design and delivery of services.

### **Best value**

We will endeavour to maintain an appropriate balance between the quality of the performance of our functions, the cost of that performance, and the cost to people of any service provided. In maintaining that balance, the Partnership shall have regard to safety, efficiency, effectiveness and economy.

### **Evidence based planning**

We will share information and data to inform robust and transparent decision making, planning and evaluation of our impact in partnership and implementing improvement practices.

### **Fair and equitable services**

We will plan and deliver services which account for the different needs of population groups who share a characteristic protected by the Equality Act.

### **Planning for place**

We will target resources where they are most needed to reduce disadvantage caused by socio-economic inequality. This is known as using a 'Place' approach. See pages 48 and 49 for more information.

### **Prevention and early intervention**

We will direct resources with the aim of improving resilience and preventing or mitigating poorer outcomes.

### **Sustainability**

We will create the conditions for a better quality of life for East Dunbartonshire residents, by recognising their health and wellbeing needs without compromising the quality of our built, natural and historic environment. In doing so we will build resilience to a changing climate, use our natural resources prudently and consider the long term implications of our decisions for present and future generations.

# Understanding our communities





The development of our LOIP has been underpinned by continuous engagement by all of our partners over the last two years. Our CPP can attribute its understanding of local circumstances and needs to a variety of methods which have focussed on single issues, combined issues or general themes. We are clear on the changes we want to see for our communities over the next ten years and so as we move forward, our emphasis will be on facilitating the discussions to set out how we will get there,

for example asking people about what changes could be made by local services to alleviate a particular issue. Ultimately we aim to create the conditions where local people can shape their public services, but more so that they are empowered to develop and strengthen their own communities. Some examples of the methods we use to engage and involve communities can be seen below.



### Public meetings

Including: Lennoxtown Charrette; Place Standard Tool public workshops; authority wide tourism workshops and drop-ins; town centre business meetings and drop-ins; and meetings and events with health and social care service users, patients and carers.



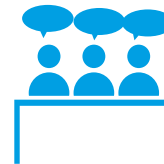
### Surveying

Including online and paper surveys shared with groups and organisations focusing on topics such as: economic development in town centres; overprovision of licensed premises; and environmental impact of proposed land developments.



### Targeted work

Including: Place Standard Tool focus groups with community groups/organisations; working with community representative bodies in a 'Building Stronger Communities' programme; and joint days of action and patrols from Police Scotland, Environmental Health and other protection services.



### Conversations

Including: evaluating education and employment/skills services with learners of all ages to improve their experience and achieve their goals, talking to people at public events and drop-ins about issues such as anti-social behaviour and trading standards.



### Forums and groups

Including service users, patients and carers' forums and groups for a wide variety of health and social care topics such as: adults at risk of harm; addiction, recovery and substance misuse; and learning disabilities.

You can read more about how we will build on coproduction and engagement on pages 52 – 55 and in the strategies and action plans of our local outcome delivery groups, all available by April 2018.

# Our local outcomes 2017 – 2027





#### Local Outcome 1

East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base, and is an attractive place for visitors and investors.

#### Local Outcome 2

Our people are equipped with knowledge and skills for learning, life and work.

#### Local Outcome 3

Our children and young people are safe, healthy and ready to learn.

#### Local Outcome 4

East Dunbartonshire is a safe place in which to live, work and visit.

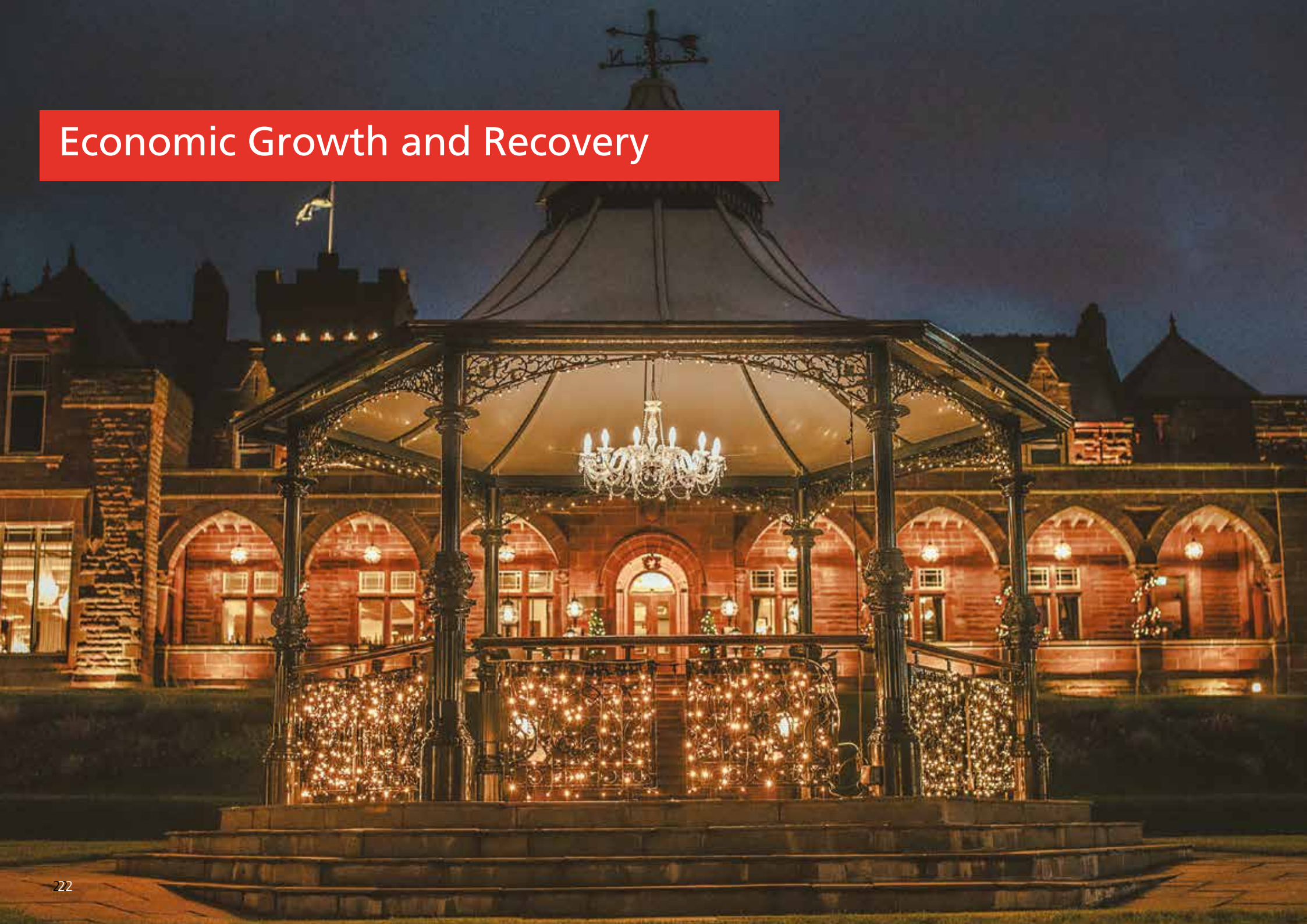
#### Local Outcome 5

Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.

#### Local Outcome 6

Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services.

# Economic Growth and Recovery





## Local outcome 1

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East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place in which to visit and invest.

## Key facts and issues

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The average earnings of those who live in East Dunbartonshire are well above the Scottish average at £631.30.<sup>12</sup> However, the average earnings of those who work in East Dunbartonshire are lower at £466.60 per week (gross) against the Scottish average of £535.

Since East Dunbartonshire has a lot of out-commuting, commonly to Glasgow, residents are likely to be using facilities and doing shopping elsewhere before returning home. Our towns may not be benefitting from the generally higher wages of our commuting residents.

The number of local jobs per head of population is significantly lower than the Scottish average at 0.45 jobs per working age person against 0.79 in Scotland.<sup>13</sup>

There are around 3,000 businesses operating here, though this does not include many home or lone businesses, or businesses that operate under the registration threshold so it is likely that this number is grossly underestimated.

Small and medium businesses represent over 98% of local businesses, however, the public sector is our largest local employer.<sup>14</sup> The largest proportion of jobs by industry in the area is in the services domain with public administration, education and health comprising 36.3% of jobs here. This is followed by wholesale and retail (including motor trades) at 18.5% and finance, and other business activities at 13.2%.<sup>15</sup>

In 2015, the survival rate after 12 months for start-up businesses that accessed local Business Gateway services was 88%.<sup>16</sup> Office for National Statistics data shows 95% of local businesses in 2013 survived their first year of trading.

East Dunbartonshire has a retail sector relative to its size, however, our area is far more reliant on its retail sector in terms of employment than other authorities, with 12.8% of employment from retail; the second highest rate in Scotland.<sup>17</sup>

Improving energy efficiency and promoting the use of renewable technology not only reduces greenhouse gas emissions helping decarbonise the economy, but is also an important step in increasing business competitiveness by reducing waste and creating opportunities for new skills and local employment opportunities.

East Dunbartonshire outperforms the national rate for shop vacancies of 9%, with only 6% at the end of 2015/16. However, in 2014 a local Retail Capacity Assessment showed that retail growth has been slow in the area and there has been a decline in the development of supermarkets.

Occupancy levels are high but there is little demand from chains to locate within the area so there is a reliance on local and regional retailers. It also found there had been a loss of retailers due to business failures and contracting chain retailers which has had an impact on town centres. Letting demand is primarily for smaller units and rental values vary considerably across the authority, with a low of £94 per square metre in Kirkintilloch and a high of £500 per square metre in Bearsden.

In terms of preferred shopping locations high proportions of local residents across all areas of East Dunbartonshire reported their main destination was Glasgow centre.

There are many cultural attractions including The West Highland Way, The John Muir Way, The Thomas Muir Trail and festival, the Forth and Clyde Canal with trail and festival, the Campsie Fells, the Antonine Wall, Mugdock Country Park, 14 Golf Clubs, the Lillie Art Gallery and the Auld Kirk Museum.

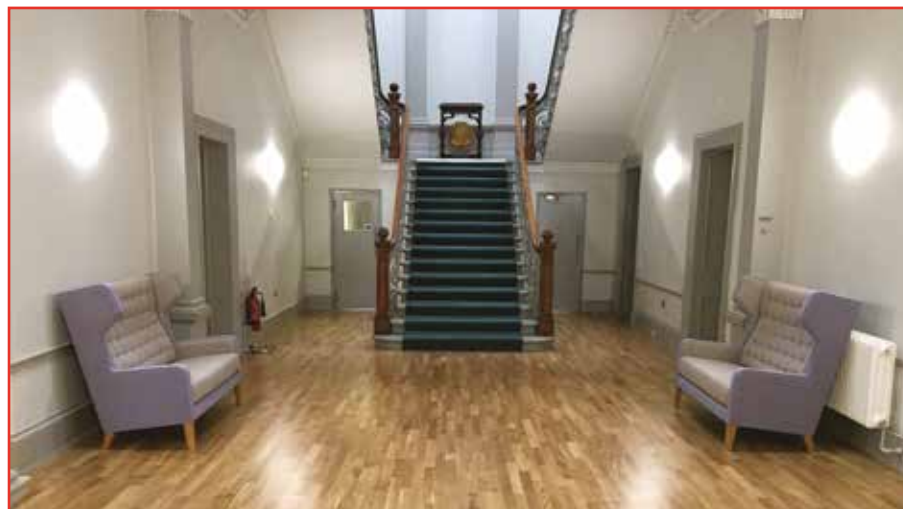
There is a successful canal festival every year but there are a lot of assets that are under-utilised; if scenery and culture are the primary reasons that people visit Scotland then East Dunbartonshire is rich with both and has plenty of scope to thrive here.

Our town centres all have unique issues, for example, Bearsden has a lot of restaurants but few retail stores and Milngavie has a lot of independent retailers but few restaurants and each town has a low number of national retailers to draw people in. Some of the villages are more independent than others, though most rely on neighbouring towns for shopping and facilities.

## Key partners

- > Department for Work and Pensions
- > Dunbartonshire Chamber of Commerce
- > East Dunbartonshire Business Gateway
- > East Dunbartonshire Council
  - Place and Business Development
  - Land Planning Policy
- > East Dunbartonshire Voluntary Action
- > Federation of Small Businesses
- > Scottish Enterprise
- > Skills Development Scotland
- > Visit Scotland

Representatives from these organisations will form the Economic Partnership: a working group with the delegated responsibility to achieve this outcome for East Dunbartonshire and respond to economy related needs and aspirations in our Place communities. You can read more about the governance of this on pages 50-51.



## Priorities

What we will focus on to achieve our outcome:

Town and village centres

Business growth and support

Tourism

Sustainable development



## Indicators

What we will monitor over the next ten years to gauge our impact:

- > Footfall in our four town centres: Bearsden, Bishopbriggs, Kirkintilloch and Milngavie.
- > Town centre unit vacancy rates
- > Business survival rates
- > Difference in weekly earnings between local residents and local employees
- > Number of local social enterprises.



You can read more about these indicators at Appendix 3.

You can view how our outcome for economic growth and recovery contributes to relevant Scottish national outcomes at Appendix 2.



# Employment and Skills



## Local outcome 2

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Our people are equipped with knowledge and skills for learning, life and work.

## Key facts and issues

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East Dunbartonshire has high levels of employment with 77.2% of the working age population classed as economically active which is slightly higher than the Scottish average of 76.7%<sup>18</sup>. Unemployment is lower than average with 1.2% of the working age population claiming out of work benefits, 1% below the national average.<sup>18</sup>

Although East Dunbartonshire has lower than average unemployment rates, over 5000 people are claiming some kind of benefits e.g. Employment Support Allowance, disability benefits. There are specific areas within East Dunbartonshire where people experience employment deprivation. The Hillhead area of Kirkintilloch has the highest proportion of working age population classed as employment deprived (22.1%) followed by Harestanes (15.7%), Twechar and Harestanes East (14.6%), Auchinairn (14.2%) and Lennoxton (11.7%) compared to the East Dunbartonshire average of 8.2%.<sup>20</sup>

Despite having a higher than average number of school leavers entering further education, training or employment, some of our young people experience barriers when trying to move into a positive destination. In many cases this is due to multiple compounding barriers such as:

- > being a young carer
- > having a learning or developmental disability
- > being a lone or young parent
- > having problems with mental health
- > living in care or being a care experienced young person
- > being at risk of offending

In 2016, 1.7% of young people aged 16-19 were not in education, training or employment: this equated to 91 young people.<sup>21</sup> Eighteen to twenty-four year olds were also the age bracket where there was the highest numbers of claimants of out of work benefits in East Dunbartonshire.

Across all age brackets, some people who are unemployed or under employed are also experiencing barriers like homelessness, criminal convictions, substance misuse issues, and health conditions and disabilities.





In East Dunbartonshire around 7% of people, 8,000, are limited a lot daily by at least one disability or long term health condition. This figure also includes those not of working age but it is indicative of significant employment issues. Across Scotland disabled people experience lower rates of employment and lower pay on average than non-disabled people. Employment rates vary considerably by impairment, with people with depression and learning disabilities the least likely to be in employment. In East Dunbartonshire we have a higher than average employment rate for people with a disability, around 58%, compared to the Scottish average, 43%. However, we are still far from achieving parity with non-disabled employment rates, 80% on average in Scotland.<sup>23</sup>

Since 2008, more people have become unexpectedly unemployed and this is also the case for East Dunbartonshire. When this affects people over the age of 50, there are unique barriers in re-entering the workforce. This includes employer and self-perception and lack of relevant vocational and ICT skills preventing them from competing in a modern labour market. With our population aged 65+ projected to increase to 30% by the year 2039<sup>24</sup>, this is an increasingly important issue for East Dunbartonshire.

Where a person is employed part-time (less than 30 hours per week) or they are in employment which does not utilise their previous skills, knowledge and experience, they are considered to be underemployed. Figures for underemployment in East Dunbartonshire are limited, however, an ONS Survey of underemployment in Scotland in 2015 found the underemployment rate to be 8.7%, or 225,000 people; an increase of around 44,000 people since 2008. With a trend of this scale, underemployment is arguably a key issue for East Dunbartonshire.

## Key partners

- > Department for Work and Pensions
- > East Dunbartonshire Citizen's Advice Bureau
- > East Dunbartonshire Council
  - Secondary Education
  - Skills for Learning, Life and Work
- > East Dunbartonshire Health and Social Care Partnership
- > East Dunbartonshire Voluntary Action
- > Enable
- > New College Lanarkshire
- > Skills Development Scotland
- > Twechar Community Action

Representatives from these organisations will form the Employability Action Group: a working group with the delegated responsibility to achieve this outcome for East Dunbartonshire and respond to employability and skills related needs and aspirations. You can read more about the governance of this on pages 50-51. The work of the group will align with the development and implementation of the East Dunbartonshire Community Learning and Development Plan.

## Priorities

What we will focus on to achieve our outcome:

Returners to the labour market and 50+ workforce

People with significant barriers

School leavers at risk of not entering a positive destination

Underemployed people

Young people 18-25

## Indicators

What we will monitor over the next ten years to gauge our impact:

- > Percentage of the population in receipt of out of work benefits
- > Participation rate of young people aged 16-19 in a positive destination after leaving school
- > Percentage of people economically active and in employment
- > Percentage of young people who are receiving aftercare services and are in known employment, education or training.



You can read more about these indicators at Appendix 3.

You can view how this outcome contributes to relevant Scottish national outcomes at Appendix 2.



# Children and Young People



## Local outcome 3

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Our children and young people are safe, healthy and ready to learn

### Key Facts and Issues

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Overall East Dunbartonshire performs significantly better than the national average for many children and young peoples' indicators of attainment, health and wellbeing.

The Secondary Schools Health & Wellbeing Survey (2014/15) revealed overall that young people are adopting positive healthy behaviours. Eighty-seven percent of children cleaned their teeth twice a day or more; 83% received sexual health and relationships education at school; 56% never drank alcohol; and 52% walked or cycled to school. Furthermore, 48% ate five or more portions of fruit or vegetables in a day; 13% met the physical activity target; and 75% expected to go on to further education or training.

However, in the past year 54% reported being exposed to environmental tobacco smoke; 8% are current smokers; 50% are engaged in anti-social or risk-taking behaviours; 22% had been bullied; and 15% experienced bullying of others.

Secondary schools' SQA examinations are among the highest passes in Scotland and 96% of school leavers go on to positive destinations. Of this group, 60.9% go to university, 16.3% college, 16.6% employment and 2.2% training.<sup>25</sup> Benchmarking figures show East Dunbartonshire as the best performing authority for pupils who live in deprived areas gaining 5+ awards at level 5 for 2014/15 and 2015/6.<sup>26</sup>

However, there are significant variations in our Place communities areas. Around 18% of children aged up to 15 years are living in our Place communities.<sup>27</sup> This means a significant percentage of children are living in areas of multiple deprivation, with poor economic activity and lower life expectancy. Within Hillhead up to 37% of mothers smoke during pregnancy compared with 11% for East Dunbartonshire as a whole.<sup>28</sup> In addition, only 13% of babies are exclusively breastfed compared with the East Dunbartonshire average of 38%.<sup>29</sup>

Despite our falling child population, the last five years has seen a steady rise in the number of vulnerable children who come to the attention of our care services. There has been around a 40% increase in referrals to the social work duty service. Non-engaging families was the most common area of concern for referral, alongside neglect, domestic abuse and parental alcohol misuse. There has also been a sharp rise in parental mental health being identified as a significant concern.





The local picture mirrors the situation across Scotland and is demonstrated in an increase in the number of children who require substitute care and a rise of the number of children on the Child Protection Register. In East Dunbartonshire between 2011 and 2016 there was a very slight overall increase in the number of looked after children. The figures went from 6.7 per 1,000 of the aged 0-17 population, to 7.7 per 1,000.<sup>30</sup> This equated to a slight overall increase of around 7%. Between 2007 and 2016 there was a slight overall increase in the number of children on the Child Protection Register from 1.2 per 1,000 of the aged 0-15 population, to 2 per 1,000.<sup>31</sup> This equated to an overall increase of 52%, however, when we look at the numbers (25 in 2007 and 38 in 2016) we see that this is still relatively low for our population.

## Key partners

- > East Dunbartonshire Council
  - Education Service
  - Secondary Education
- > East Dunbartonshire Health and Social Care Partnership
- > East Dunbartonshire Voluntary Action
- > Police Scotland
- > Scottish Children's Reporter Administration

The Delivering for Children & Young People's Partnership (DCYPP) is the multi-agency strategic planning group responsible for progressing actions to achieve local outcome 3 priorities. You can read more about the governance of this on pages 50-51. The DCYPP will work closely with other multi-agency committees and groups which focus on protecting and promoting the wellbeing of children and young people, including the Child Protection Committee.

## Priorities

What we will focus on to achieve our outcome:

Additional support for learning

Corporate parenting

Getting it Right for Every Child (GIRFEC)

Mental health improvement

Pregnancy and parenthood in young people

## Indicators

What we will monitor over the next ten years to gauge our impact:

- > Percentage of secondary pupils meeting the physical activity target
- > Percentage of secondary pupils who feel positive about their health
- > Percentage of secondary pupils who have experienced bullying
- > Pregnancies among under 16 year olds.
- > Percentage of secondary pupils who have never smoked cigarettes
- > Percentage of secondary pupils who have never drunk alcohol.



You can read more about these indicators at Appendix 3.

You can view how this outcome contributes to relevant Scottish national outcomes at Appendix 2.



# Safer and Stronger Communities



## Local outcome 4

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East Dunbartonshire is a safe place in which to live, work and visit.

### Key Facts and Issues

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East Dunbartonshire is generally regarded as a safe place to live with the level of crime being significantly lower than the Scottish average with 493 crimes and offences per 10,000 of the population in 2015/16 compared to the Scottish average of 1,090. In common with most areas across Scotland, East Dunbartonshire has benefited from a reduction in overall levels of reported crime since 2006/07, a reduction of 46%.<sup>42</sup>

However, despite overall reductions in the level of crime within the area (46% reduction since 2006/07) there remains a range of key issues that require to be tackled across local communities. For example, in the same period from 2006/07 to 2015/16, there was an increase in the rate of incidents of domestic abuse recorded by the police, 51 per 10,000 of the population in 2006/07 to 62 in 2015/16.<sup>33</sup>

Across Scotland sexual crime has been on a long-term upward trend (54% increases since 2006/07). In East Dunbartonshire there were 76 sexual crimes recorded in 2015/16, representing 7 per 10,000 of the population.<sup>34</sup>

Other key areas of concern for the residents of East Dunbartonshire include: youth disorder; anti-social behaviour; underage drinking; misuse of drugs; fire safety; acquisitive crime; housebreakings; bogus calling; dangerous and inconsiderate parking; littering; and dog fouling.

There is a need to focus on preventative measures in these areas, raising awareness of issues, providing information and providing diversionary activities in communities where crime, offences and anti-social behaviour are more prevalent.

It is important to note that increasing statistics for crime/safety doesn't always mean that crime is worsening and people are less safe. Factors within communities such as increased confidence in reporting can also play a part in explaining why we see an increase.





## Key partners

- > East Dunbartonshire Council
  - Community Safety Service
  - Environmental Health Service
  - Trading Standards Service
  - Skills for Learning, Life and Work Service
- > East Dunbartonshire Health and Social Care Partnership
  - Alcohol and Drugs Service
  - Criminal Justice Social Care Service
- > East Dunbartonshire Leisure and Culture Trust
- > Gender Based Violence Specialist Services
- > HMP Low Moss
- > Police Scotland
- > Scottish Fire and Rescue Service

The Safer and Stronger Together Partnership will take forward the responsibility to achieve local outcome 4, and to respond to safety related needs and aspirations across our communities and within our Place communities. You can read more about governance of this group on pages 50-51. The Safer and Stronger Together Partnership will have sub-groups to lead on specific aspects of its remit: the Community Safety Partnership, the Violence Against Women Partnership (known locally as Empowered), and a Community Justice Delivery Group.

## Priorities

What we will focus on to achieve our outcome:

Anti-Social Behaviour and Community Safety

Reduction of crime including prevention of serious and organised crime

Accidental and unintentional injury amongst older adults and young children

Gender based violence

Community Justice – preventing reoffending and improving reintegration of offenders

## Indicators

What we will monitor over the next ten years to gauge our impact:

- > Rate of recorded crimes and offences per 10,000 population
- > Admissions to hospital as a result of unintentional injury amongst children (age 0-4) and older adults (age 64+)
- > Number of anti-social behaviour and disorder incidents within East Dunbartonshire
- > Accidental dwelling fires per 100,00 population
- > Deliberate fires per 100,000 population.



You can read more about these indicators at Appendix 3.

You can view how this outcome contributes to relevant Scottish national outcomes at Appendix 2.



# Adult Health and Wellbeing



## Local outcome 5

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Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.

## Key Facts and Issues

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Compared with the rest of Scotland, people living in East Dunbartonshire are relatively healthy with some of the highest rates of life expectancy for both men (80.5 years) and women (83.5 years). This is well above the Scottish average of 77.1 years for men and 81.1 years for women.<sup>35</sup>

However, the average life expectancy for males living in areas that experience the most inequality in East Dunbartonshire is 75 years, just over six years less than the average life expectancy for males in the least deprived areas (81.2 years), the difference for females is 5.3 years.<sup>36</sup>

The NHS Greater Glasgow and Clyde/East Dunbartonshire Health and Wellbeing Survey of Adults (2014) demonstrates a significant shift towards more positive health behaviours with the majority of respondents adopting four compared with two healthy behaviours in the previous 2011 survey.

Smoking rates have steadily decreased over time in East Dunbartonshire and smoking prevalence remains low at 7.3% compared to the Scottish average of 20.2%.<sup>37</sup> Smoking during pregnancy, smoking in school aged children and smoking attributable hospital admissions are all lower than the Scottish averages. However, smoking during pregnancy in the most deprived areas (33.1%) in East Dunbartonshire is slightly higher compared to Scotland (30.8%) and considerably higher when compared to the least deprived areas (5.2%) in East Dunbartonshire.<sup>38</sup>

With regards to physical activity, our population is relatively active with 84% of people participating in sporting activity, 5% higher than Scotland as whole.<sup>39</sup> Recent data suggests that those aged 25-44 in East Dunbartonshire are most likely to meet the target for physical activity (to be physically active for at least 150 minutes per week), those aged 65+ and those living in the most deprived areas were least likely to meet the physical activity target.<sup>40</sup> Furthermore, the survey reports 2% fewer people who are overweight but the percentage of people reporting to be obese has not changed over the three year period between surveys. More men than women are overweight although the proportion of obesity is similar for both genders.





The same survey suggests a percentage increase of the adult population who never drink alcohol. However, those aged 45-64 were the most likely to drink alcohol weekly. Although older people report drinking less than the rest of the population, fewer of this group report never drinking. Those aged 25-44 and men in particular, are more likely to binge drink. However, the data suggests a decrease in binge drinking across all age groups compared to the previous survey.

The 2014 survey shows that those in East Dunbartonshire were more likely than those in the Greater Glasgow and Clyde area as a whole to have a positive perception of their mental health or emotional wellbeing (90% East Dunbartonshire; 86% NHSGGC).<sup>41</sup> Those aged 25-44 were the age group most likely to have a positive view of their mental or emotional wellbeing and those aged 45-54 were the least likely. Men were more likely than women to rate their mental or emotional wellbeing positively (93% men; 87% women). Residents in East Dunbartonshire were more likely than those in the Greater Glasgow and Clyde area as a whole to say they definitely felt in control of the decisions affecting their daily life (69% East Dunbartonshire; 65% Greater Glasgow and Clyde). Those who live in areas that experience the most socioeconomic inequality were less likely than those in other areas to say they definitely felt in control of the decisions affecting their life.

Compared to Greater Glasgow & Clyde (76%), those living in East Dunbartonshire were more likely to feel they can influence decisions that affect their neighbourhood (82%). The data suggests there has been a significant local increase reporting 59% in 2011 to 82% in 2014. The 2014 survey also suggests a positive trend in those feeling valued within their community.

### Key partners

- > Alcohol and Drugs Specialist Services
- > East Dunbartonshire Council
- > East Dunbartonshire Health and Social Care Partnership (all services)
- > Voluntary Sector Organisations including: Citizen's Advice Bureau
- > East Dunbartonshire Leisure and Culture Trust.

The Health and Wellbeing Strategy Group is the multi-agency strategic planning group responsible for progressing actions to achieve local outcome 5 priorities. You can read more about the governance of this on pages 50-51.

## Priorities

What we will focus on to achieve our outcome:

Community capacity building

Alcohol misuse prevention and control

Tobacco prevention, cessation and control

Obesity prevention

Healthy environment

## Indicators

What we will monitor over the next ten years to gauge our impact:

- > Percentage of adults who smoke
- > Percentage of adults who are physically active in line with the national weekly recommendations
- > Percentage of adults who are overweight and obese with a BMI of 25+
- > Percentage of adults who consume more than the weekly recommended units of alcohol
- > Percentage of adults who report having a positive perception of their general mental or emotional wellbeing.



You can read more about these indicators at Appendix 3.

You can view how this outcome contributes to relevant Scottish national outcomes at Appendix 2.



# Older Adults, Vulnerable People and Carers





## Local outcome 6

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Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services.

## Key Facts and Issues

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The East Dunbartonshire population has a higher than national average proportion of older people. According to most recent projections the number of people aged 65+ will rise between 2014-2039.<sup>42</sup> The overall population is now projected to rise from 106,710 in 2014 to 112,967 in 2039, an increase of 5.9%, previous projections had shown a decrease in East Dunbartonshire's population. Between 2014 and 2039 the 75+ age group is predicted to rise by 95%. Over the same time period, the number of people aged 85+ is projected to increase from 2,819 to 8,282 (an increase of 193%).<sup>43</sup>

The average age of admission to a care home in East Dunbartonshire is 83 (the highest in Scotland).<sup>42</sup> Of long stay residents in care homes, those aged 75-84 have been decreasing steadily, whilst those residents aged 85+ have been rising at a similar rate. In addition, the average length of stay is around two years.<sup>44</sup>

Alzheimer Scotland Society estimated that approximately 89,879 people have dementia in Scotland (2015), around 3.6% under the age of 65. The number of people in East Dunbartonshire with dementia is estimated to be 2,086, of which 3.1% are under the age 65.<sup>45</sup> There is a clear need to continue to target resources in this area as it is likely that dementia will continue to increase in line with life expectancy.

Rates of emergency admissions to hospital for those aged 75+ per 100,000 population has seen a steady increase from 2011/12 (33,330) to 2014/15 (37,017). This was followed by a decrease in 2015/16 to 36,054. This is slightly higher when compared to Scotland as a whole for 2015/16 (35,730).<sup>45</sup> Older people admitted regularly to hospital as an emergency are more likely to be delayed there once their treatment is complete. This, in turn, is particularly bad for their health and independence.

In 2015, there were 27,218 adults with learning disabilities known to local authorities across Scotland. This equates to 6.1 people with learning disabilities per 1,000 adults (16+) in the general population. There were also 4,617 adults identified as being on the autism spectrum. Of these individuals, 3,228 (70.0%) were known to have a learning disability. Within East Dunbartonshire 6.1 per 1000 (514 people) were thought to have a learning disability which was an increase of 2% from 2014.<sup>47</sup>

According to 'The National Autistic Society' approximately 1.1% of the UK population has autism.<sup>48</sup> Based on this figure the number of people with autism in East Dunbartonshire, would be approximately 1,155.

It is difficult to ascertain the number of people that experience a mental health problem in East Dunbartonshire, but the national ratio is estimated to be 1 in 4. Taking the 2011 Census figures into account, the prevalence of individuals with mental ill-health in East Dunbartonshire would be approximately 26,256.



It is estimated that there are 3,800 people with an alcohol problem and nearly 600 people with a drug problem living and working in East Dunbartonshire.<sup>47</sup>

The East Dunbartonshire Ageing Well Strategy 2013-2023 focuses on older people, but the priorities and outcomes are equally relevant to adults of all ages who have a physical disability or long term condition. The strategy sets out a complex programme for transformational change, to test new models of care that reduce hospital admissions and bed usage, by enabling people to remain independent at home or in a homely setting. The overarching aim is to shift the balance of care from hospital and institutional care to the community, helping people to remain in their own home or homely setting with support.

The Health and Social Care Partnership Strategic Planning Group is the multi-agency strategic planning group responsible for progressing actions to achieve local outcome 6 priorities. You can read more about governance and accountability of this group on pages 50-51. The HSCP Strategic Planning Group will also work closely with other multi-agency committees and groups which focus on older adults, vulnerable people and carers such as the Multi-Agency Fall Group, Autistic Spectrum Disorder Steering Group, Alcohol & Drugs Partnership and the Dementia Network.

In line with The Public Bodies (Joint Working) (Scotland) Act 2014, locality planning groups have been established in the West and East sides of East Dunbartonshire. These also bring together key players to establish and drive priorities which are pertinent to those geographies. Members include GPs, Acute Hospital Representatives, Health and Social Care Planning and Clinical staff and service user and carer representation.

## Key partners

- > Customers, patients and carers
- > East Dunbartonshire Council
  - Housing Service
- > Independent clinical contractors including: GPs, Dentists, Community Pharmacies, Optometrists
- > Specialist and hosted health services including: Regional services, specialist services, NHS Greater Glasgow and Clyde, neighbouring Health and Social Care Partnerships, and Managed Clinical Networks.
- > Voluntary Sector Organisations including: Carers Link; EDVA; Take Ctrl East Dunbartonshire; EDAMH; GRACE; Ceartas, SAMH



## Priorities

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What we will focus on to achieve our outcome:

Adults with a learning disability

Alcohol and drug addiction recovery

Dementia friendly Communities

Falls amongst older adults

Adults with an Austistic Spectrum Disorder

## Indicators

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What we will monitor over the next ten years to gauge our impact:

- > Number of Dementia Friendly Communities
- > Number of partners signed up to Autism Friendly Communities
- > Number of Alcohol Brief Interventions for people with mental ill-health
- > Number of local care homes adopting the Falls management tool
- > Number of community assets on the digital East Dunbartonshire Community Asset Map



You can read more about these indicators at Appendix 3.

You can view how this outcome contributes to relevant Scottish national outcomes at Appendix 2.



## Cross-cutting performance indicators

Over the next ten years we will also monitor data for some cross-cutting indicators. This means that the activities of two or more local outcome delivery groups are likely to create changes to the data for these. They are:

- > Percentage of people who agree with the statement 'I can influence decisions affecting my local area'
- > Percentage of people who rated their neighbourhood as a 'very good place to live'
- > Percentage of people who rated their strength of belonging to immediate neighbourhood as 'very strongly'
- > Percentage of children living in poverty.

You can read more about these indicators at Appendix 3.







# Planning for Place



**In the previous section we have shown that despite some local issues and needs, quality of life in East Dunbartonshire as a whole compares favourably to other local authority areas and Scotland as a whole. We have a high percentage of home ownership, low unemployment and a high percentage of economically active residents. Socioeconomic inequality in East Dunbartonshire can often be overlooked due to good outcomes for people on average in the authority area.**

In order to ensure we are targeting our resources to those areas where poorer outcomes prevail we have looked to the Scottish Index of Multiple Deprivation (SIMD) which provides a relative measure of deprivation, and is used to compare small geographic areas known as datazones across Scotland by providing each datazone with a unique ranking from most deprived (rank 1) to least deprived (rank 6,976). Datazones are small areas which are determined by population, and as such, datazones in urban areas cover a smaller geographical area than datazones in rural areas. There are 130 datazones in East Dunbartonshire. The average population of a datazone is 760. Rankings are determined by using 38 individual indicators across seven domains of life: Income; Employment; Health; Education, Skills and Training; Geographic Access to Services; Crime; and Housing. These domain rankings are aggregated to provide an overall SIMD rank for each datazone.

According to the SIMD 2016, East Dunbartonshire has seven datazones in the 25% most deprived in Scotland when all of the domains are combined. Three of these datazones which rank within the 25% most deprived in Scotland are within Hillhead and Harestanes, two of these datazones are within Auchinairn and one of these datazones is within Lennoxton. The remaining one of these seven datazones is within Kirkintilloch West, known as the Westergreens area. Westergreens has only recently emerged as an area of relative deprivation and over the next year the CPP will investigate this further to determine how best to include it in our targeted planning for place.

The village of Twechar is an area which has recently improved on the SIMD however we know that people continue to experience inequalities in relation to housing and geographic access to services.

## What is Place Planning?

Place planning allows our CPP to look at outcomes in the context of smaller communities and to plan how we will work with each other and with local people in these areas. This approach is not new to East Dunbartonshire. In 2011 we began applying a Place approach to delivering services in Hillhead and have since begun to extend this to Lennoxton and Auchinairn. Using a Place approach means encouraging greater communication between services and with residents of a particular place to come up with solutions for what would reduce disadvantage in their area. This puts the people, who are local to that area, central to the service planning. We know what works in one area may not be a solution elsewhere. We understand that our local communities are not the same and as a result we will work differently with different priorities. Place planning is about closing the gaps between our communities, assisting where we are needed most and creating resilient environments in which everyone can thrive. In addition to using the data available to plan for our Place communities, we have spoken to the communities and used the lived experience to inform how we should plan and deliver targeted services. This community engagement has not only been used to inform the process and deliver a plan which resonates with the lived experiences of local residents but also to start the conversation about community led development and how this will underpin our work wherever possible and appropriate.

We are now starting to use this information and data to extend our place plans to include not only the actions that community planning partners can deliver with communities but also to look at the wider issues a community faces in their build and natural environments and how this relates to the overall picture of local life. It is our intention to further this approach as the plans develop over the coming years.

We will deliver tailored plans for the communities of Auchinairn, Hillhead & Harestanes and Lennoxton. They detail: further information about those communities; the additional efforts that partners will make; community involvement; and how we will know we have been successful in making improvements.

Our CPP is also committed to supporting the community led approach in Twechar. The aim for our Twechar Place Plan is to closely align with the existing community action plan, supporting actions where necessary and offering additional actions in relation to housing and access to services –two areas where the data tells us that Twechar is significantly more deprived than other communities in East Dunbartonshire.

**Our Place Plans will be available in 2018.**



# Holding us to account



**When we work together, the East Dunbartonshire CPP Board provides overall governance. The CPP Board is made up of senior officers from each of our statutory agencies, representatives from other services operating in East Dunbartonshire, and Elected Members of the Council.**

Beneath the board we have six thematic groups with the delegated responsibility to achieve the associated outcome for that theme. Figure 1 shows these six groups and any sub-groups they oversee. Our community planning partnership is ultimately accountable to local communities. One of the ways we can be held to account is by our set of outcome indicators. These indicators will be tracked over the next ten years, and will contribute to written and verbal updates delivered to the Board by each local outcome delivery group periodically. You can read more about indicators and reporting schedules at Appendix 3.

Our thematic groups will continue to build on engagement with their target audiences to create the suitable and accessible means for community involvement in our processes. These will provide further opportunities to hold us to account.

Thematic groups are made up of representatives from national, regional and local organisations who are involved in providing services which are relevant to that theme. This ensures the group has the right people 'around the table' to share knowledge, expertise and resources in order to maximise impact.

Each thematic group will be responsible for its own strategy and action plan which will detail the actions it will take. These will all be in place and available from April 2018.



Figure 1 Our community planning structure



*Guiding Principle*

# Coproduction and Engagement





**We will continuously strive to understand the different needs of our people, supporting them to strengthen their own communities and involving them in the design and delivery of services.**

Community engagement is a purposeful process which develops a working relationship between communities, community organisations and public and private bodies to help them to identify and act on community needs and ambitions.<sup>49</sup> There are various terms often used synonymously with engagement. Figure 2 clarifies what we mean by some of these terms and how we understand them in relation to each other. Different types of engagement will be employed depending on the level of involvement required.

As well as communities, other service providers – public, private and voluntary – have a stake in what our CPP does.

## Who are all of our Stakeholders?

- > People living in East Dunbartonshire
- > People working, volunteering or studying in East Dunbartonshire
- > People who visit East Dunbartonshire
- > Voluntary sector services operating in East Dunbartonshire
- > People who use voluntary sector services
- > Community led groups
- > Community Councils
- > Elected Members of the Council
- > Each other: different service areas within individual organisations.

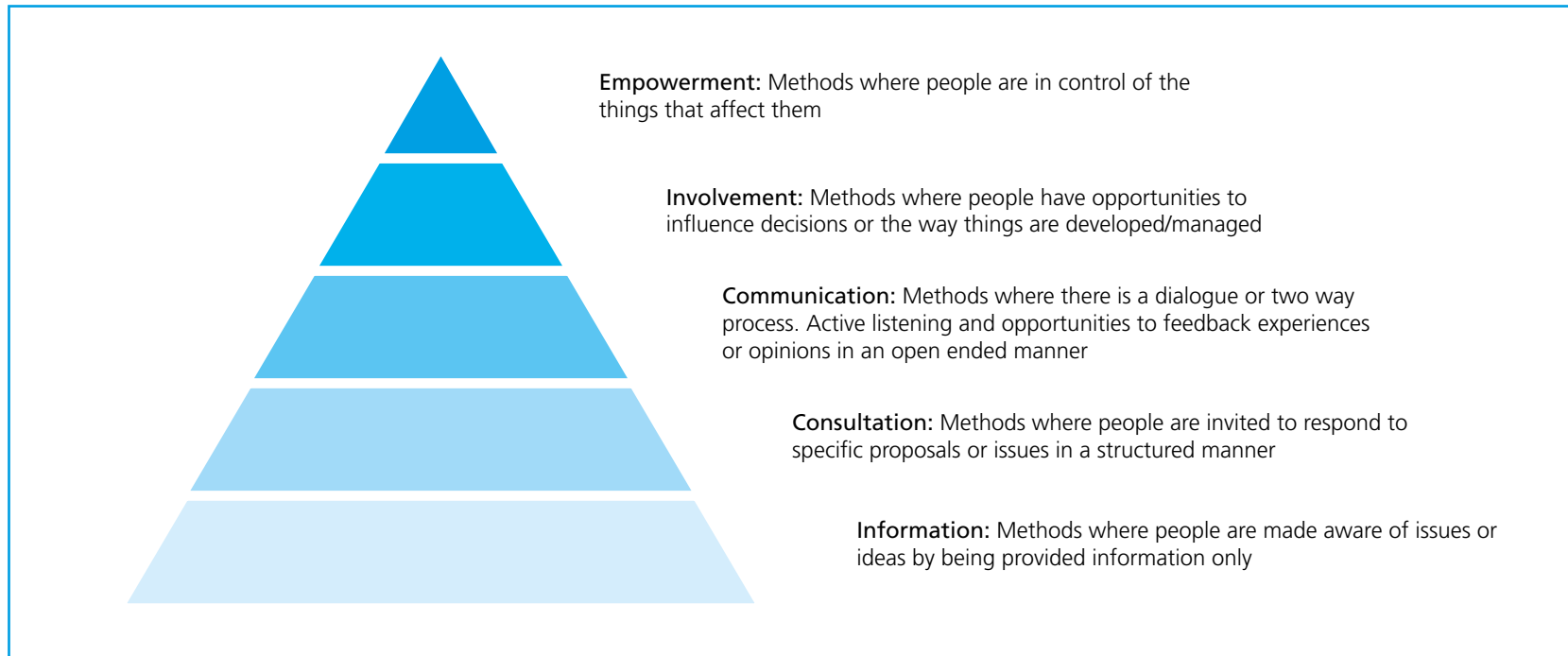


Figure 2: Methods of Stakeholder Engagement

## Our Approach to Engagement

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We have established the guiding principle of coproduction and engagement which applies to the preparation, writing and delivery of our LOIP over the next 10 years. To embed our guiding principle:

- > We will develop an engagement strategy which sets out how we will adhere to the national standards, maps our community landscape, and provides a good practice examples which are relevant to our communities.
- > We will share information and resources at the earliest stages of planning our engagement.
- > We will continue to identify who our target audiences are and use appropriate means of involving them in decisions that affect them.
- > We will actively support community led provision wherever appropriate.

Where possible we will join up engagement across the different themes that our CPP is focussing on. Using this coordinated approach will allow us to pool our efforts and resources. This is not to say that we will employ a one size fits all method of talking to communities. We will use a variety of channels to highlight information, actively approach communities 'where they are' and seek the advice of colleagues with expertise in order to genuinely involve different groups of people who will be affected by the engagement purpose.

In keeping with our guiding principle of fair and equitable services, we will apply a protected characteristic 'lens' on to our processes. Our communities of interest, for example people who don't speak English or speak it as an additional language, will engage with public services differently, through various means and channels, and we need to respect and reflect that in how we reach out to them. We will continually review how we are doing this, asking questions and checking in with our communities and other stakeholders regularly. In times where we must all do more with less, all of our stakeholders' time is valuable and we will continue to respect that by adapting our engagement to suit people's lifestyles, for example visiting local club and group meetings or aligning to existing drop ins.

## National Standards for Community Engagement

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The national standards for community engagement are for public, voluntary or private sector bodies to use as a central benchmark and reference point for engagement practices. We use and will continue to use the national standards. In organising and running engagement exercises we will sense check our practices against these standards to ensure our practices are the best they can be. We recognise that the national standards help us to realise the spirit of the Community Empowerment (Scotland) Act 2015 in East Dunbartonshire.

### **Inclusion**

We will identify and involve the people and organisations that are affected by the focus of the engagement. For example, identifying whether any protected characteristic groups are affected and involving them at the earliest opportunity.

### **Support**

We will identify and overcome any barriers to participation. Practical barriers include out-of-pocket expenses, caring for dependents, suitable transport and timings of events.

### **Planning**

There is a clear purpose for the engagement, which is based on a shared understanding of the community needs and ambitions. For example, ensuring the focus of the engagement is clear, time-bound and properly resourced.

### **Working Together**

We will work effectively together to achieve the aims of the engagement. For example, ensuring that the roles and responsibilities of everyone involved are clear and understood.

### **Methods**

We will use methods of engagement that are fit for purpose. For example, using different styles of communication, being creative to encourage different participation and continuously adapting methods if needed.

### **Communication**

We will communicate clearly and regularly with the people, organisations and communities affected by the engagement. For example, feeding back about what has happened as a result of the engagement and providing a true representation of the range of views expressed during the engagement.



We will communicate clearly and regularly with the people, organisations and communities affected by the engagement. For example, feeding back about what has happened as a result of the engagement and providing a true representation of the range of views expressed during the engagement.



Figure 3: National Standards for Community Engagement

*Guiding Principle*

**Best Value**





**We will endeavour to maintain an appropriate balance between the quality of the performance of our functions, the cost of that performance, and the cost to persons of any service provided. In maintaining that balance, the Partnership shall have regard to safety, efficiency, effectiveness and economy.**

## What is Best Value?

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Best Value provides a common framework for continuous improvement in public services in Scotland, and is a key foundation of the Scottish Government's Public Service Reform agenda. The Boards (or equivalents) of relevant public service organisations have corporate responsibility for promoting the efficient and effective use of staff and other resources by the organisations in accordance with the principles of Best Value. Under the terms of the Public Finance and Accountability (Scotland) Act 2000 the implementation of the duty of Best Value by relevant public service organisations is subject to scrutiny by the Auditor General for Scotland.

## What is our duty in relation to Best Value?

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- > To make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and in making those arrangements and securing that balance
- > To have regard to economy, efficiency, effectiveness, the equal opportunities requirements, and to contribute to the achievement of sustainable development.

There are nine characteristics of Best Value that public service organisations are expected to demonstrate:

1. Commitment and Leadership
2. Sound Governance at a Strategic and Operational Level
3. Accountability
4. Sound Management of Resources
5. Responsiveness and Consultation
6. Use of Review and Options Appraisal
7. A Contribution to Sustainable Development
8. Equal Opportunities Arrangements
9. Joint Working

## What will we do?

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In essence, compliance with the duty of Best Value requires Public Bodies to take a systematic approach to self-evaluation and continuous improvement. Achieving and demonstrating continuous improvement in performance and outcomes (by whatever means is seen as appropriate by the individual body) is a core requirement for all Public Bodies. The strategic focus should be on achieving continuous improvement in performance and outcome.

It is the successful outcome of the effort that matters, rather than the detail of the processes. Whatever strategy is agreed on by the individual Accountable Officers and, where appropriate, their Boards, it should show clearly how the organisations will demonstrate the relevant characteristics, ensure continuous improvement across all activities and deliver improved performance and outcomes.

We will ensure that the principles of Best Value are taken into consideration in all elements of our Strategic Planning for delivery and that we have robust performance management and reporting frameworks in place which will facilitate improvements in service delivery and evidence the delivery of our outcomes.



*Guiding Principle*

# Evidence Based Planning

WEST  
HIGHLAND  
WAY

WEST  
HIGHLAND  
WAY





**We will share information and data to inform robust and transparent decision making, planning and evaluating our impact in partnership and implementing improvement practices.**

Evidence based planning is about applying what we know about the circumstances, needs and aspirations of a given community, to plan and make decisions about services for them which will have the most benefit. This applies to all sectors of public services. In times where public services must do more with less available to them, it is imperative that we plan our services directly in relation to the evidence about where they are likely to have the greatest impact. Using evidence to influence service decisions moves away from historic models where services were provided in a 'blanket' manner, across a whole population with less reflection or evaluation with the people who are using them.

We will adopt the guiding principle of Evidence Based Planning to ensure that our CPP is using a consistent methodology for gathering, analysing and using evidence to plan. In practice each of our Local Outcome Delivery Groups which sit beneath the CPP Board will adopt the evidence based planning process shown in Figure 4.

## Why use evidence based approach to planning across our CPP?<sup>50</sup>

- > Provides opportunities to develop and establish shared priorities using information from all relevant parties resulting in:
  - enhanced partnership working;
  - information-led service delivery;
  - better use of knowledge and experience;
  - efficient use of resources and other economic benefits
  - holistic use of all partners' priorities
  - ability to address cross-cutting themes
- > Demonstrates that your business is in line with the principles of Best Value
- > Creates compatibility with national strategy
- > Provides evidence based priorities which are able to stand up to scrutiny
- > Has the ability to influence budgets when used in conjunction with long-term planning, creating a more effective use of finances.
- > Enhances relationships, information sharing processes and joint problem solving across the local authority area.

We will apply this process in order to make improvements under our outcomes across East Dunbartonshire and in our Place areas more specifically. Each of our Local Outcome Delivery Groups will be responsible for managing this and ensuring that all stakeholders, including the relevant communities, are involved in each stage – from identifying the issues through to evaluating progress and revising plans. Achieving this with our communities will provide the assurances that we have embedded an evidence based approach to community planning.

Figure 5 shows how our Local Outcome Delivery Groups will consider the key information that they will need to establish and publish in their Action Plans for delivering each of our local outcomes, i.e. the 'input', 'action', 'output' and 'outcome' – stages 5 to 8 below.

Figure 6 shows an example of how the information considered at stages 5 to 8 will be compiled as an Action Plan. Important features of any Action Plan are that they are specific, measurable, achievable, relevant and time-bound (SMART). The indicative Action Plan at Figure 6 aims to reflect a logical and coherent thought process, allowing partners and stakeholders to view what needs to be done and with what resources to meet specific ends.

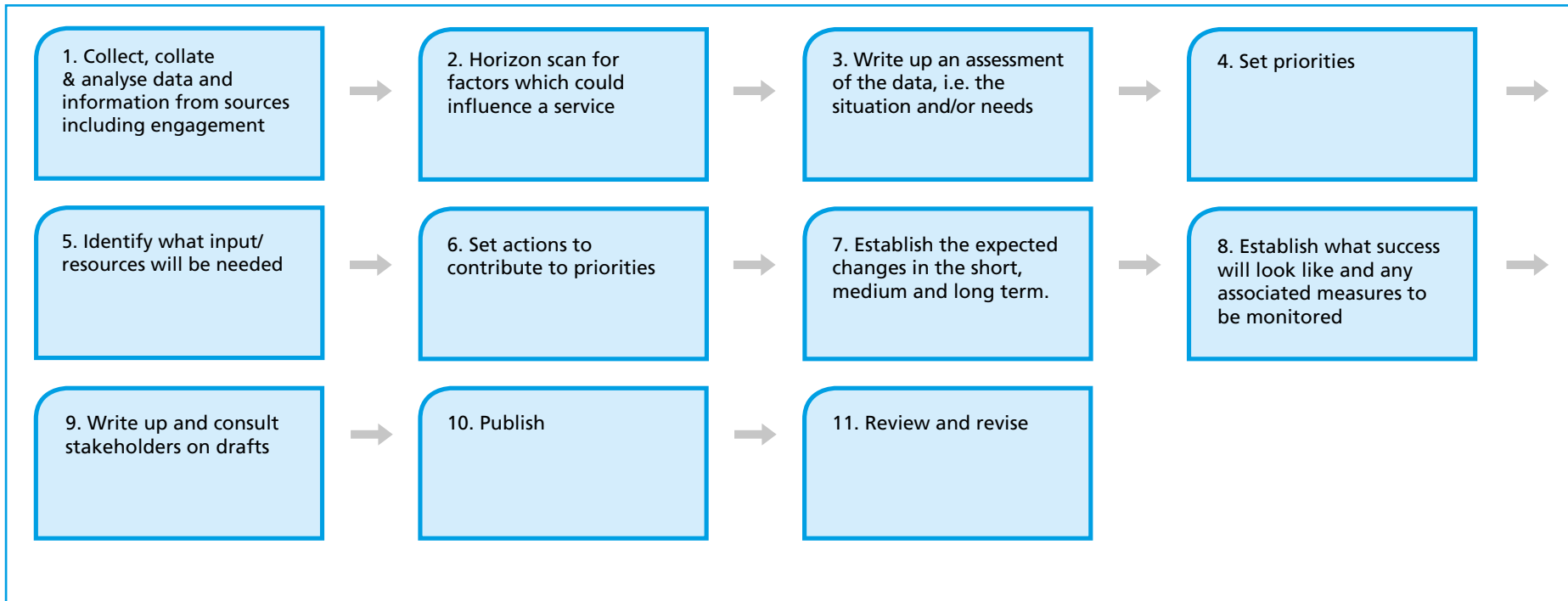


Figure 4: Evidence based planning process

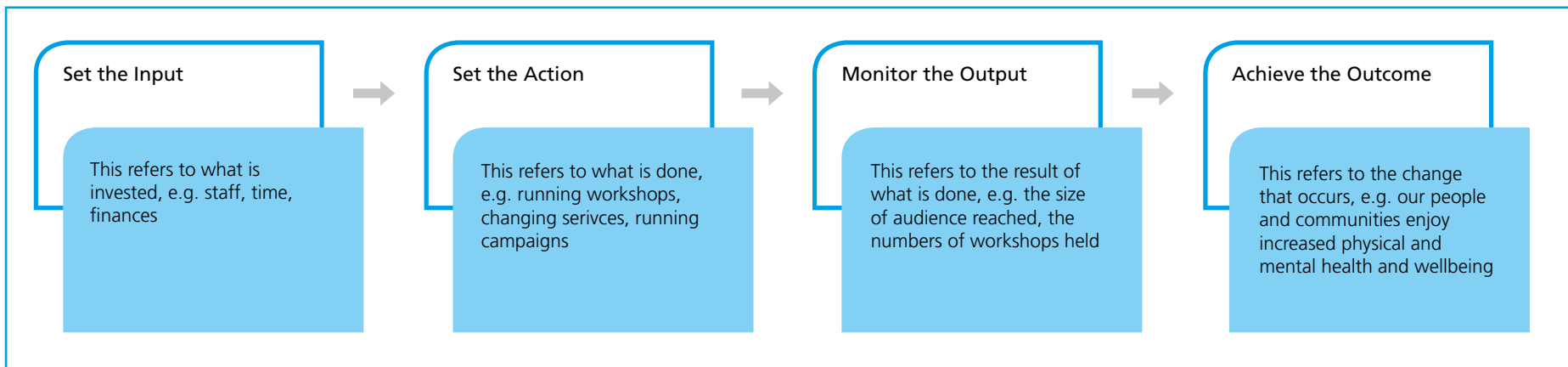


Figure 5: Considerations for creating an action plan

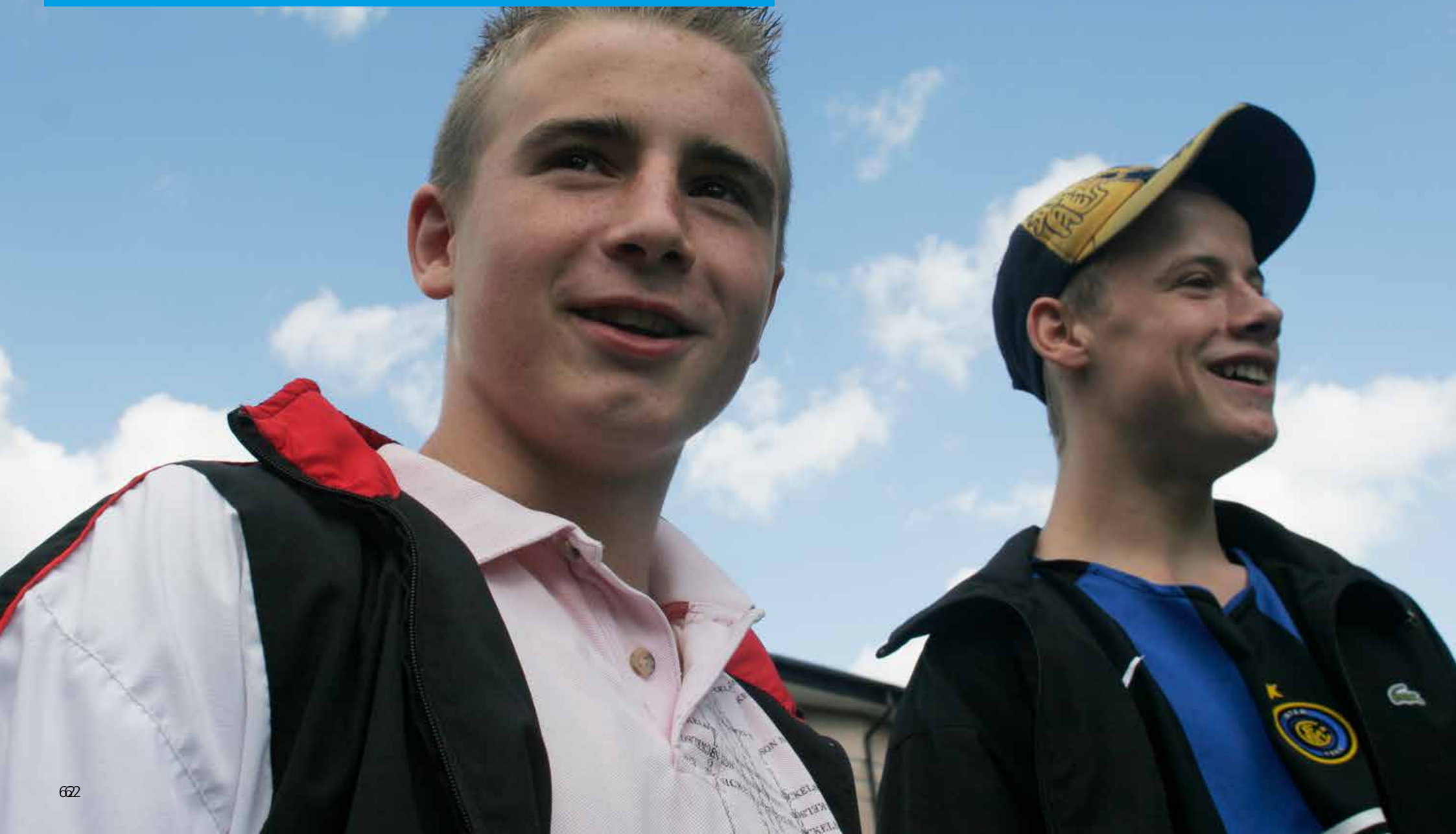


East Dunbartonshire is a safe place in which to live, work and visit.						
Crime (including serious and organised)						
Issue	Required Improvement(s)	Related Action(s)	Lead Partners	Timescale for Improvement	How will we know the improvement has been made?	How will we measure longer term impact
Increased cases of older adults and vulnerable adults being targeted by bogus doorstep callers, telephone calls and rogue traders	1. Greater awareness amongst potential victims, their families and carers on the risks and what to look out for	Establish an annual month-long campaign including pop-up stalls in town centres and supermarkets and staff training for Social Care services	Police Scotland Health and Social Care Partnership East Dunbartonshire Council – Trading Standards Team	Short term (one year) and on an annual basis	Evidence of campaign materials Number of people engaged at pop-up stalls Number of staff trained who report feeling more confident in this area	Reported incidents of bogus doorstep callers, telephone calls and rogue traders victimising older adults and vulnerable adults
	2. Increase our joint intelligence work within authority and across Greater Glasgow	Hold a scoping event with key representatives from community safety services across Greater Glasgow to discuss current issues and develop protocol for intelligence sharing in future	Police Scotland Health and Social Care Partnership East Dunbartonshire Council – All Community Protection Teams Scottish Fire and Rescue	Short term	Evidence of event and feedback from participants Creation of intelligence sharing protocols	
	3. Increase links between intelligence and regular patrolling/policing	Set up a steering group to monitor reports of rogue traders and provide regular recommendations to Police Scotland  Work with Community Councils in areas of higher prevalence to disseminate information	Police Scotland East Dunbartonshire Council	Medium term	Meetings held with Community Councils Evidence of steering group progress Number of Police and Trading Standards investigations into bogus callers and rogue traders	

Figure 6: Example action plan

*Guiding Principle*

## Fair and Equitable Services





**We will plan and deliver services which account for the different needs of population groups who share a characteristic protected by the Equality Act.**

Equality isn't about treating people the same. It means everyone's rights, responsibilities and opportunities will not depend on the way they were born or the characteristics they identify with. Equitable services are those that take the interests, needs and priorities of everyone into consideration, recognising the diversity of different groups.

In 2016 the Equality and Human Rights Commission published their report *Is Scotland Fairer?*<sup>51</sup> The report reviewed evidence across: Education and learning; Work, income and the economy; Health and care; Justice, security and the right to life; and Individual and society. Whilst the report showed recent progress in some domains, it also showed persisting challenges for public services such as:

- > Bullying is a particular issue for some children and young people who share particular protected characteristics – including disabled, and Lesbian, Gay and Bisexual (LGB) children and young people.
- > Women and disabled people remained more likely to have no qualifications.
- > Unemployment rates increased more for disabled people than for non-disabled people between 2008 and 2013.
- > Age-related employment gaps widened – young people were less likely to be in work and saw the greatest increase in unemployment between 2008 and 2013.
- > Between 2008 and 2012, there was an increase in the proportion of adults aged 25 to 34 at risk of poor mental health.
- > Police-recorded hate crime in relation to disability and sexual orientation increased.
- > Confidence in the criminal justice system was lower for disabled people (compared with non-disabled people) and older people (compared with other age groups).

The EHRC report and other literature about the experiences of people who share different characteristics provide our CPP with a firm evidence base that supports the need for this guiding principle.

Our statutory partners are individually responsible for meeting the General Equality Duty ('General Duty') which was created by the Equality Act (2010). The General Duty requires listed bodies, in the exercise of their functions, have regard to the need to:

- > Eliminate unlawful discrimination, harassment and victimisation;
- > Advance equality of opportunity between those who share a characteristic and those who do not; and
- > Foster good relations between those who share a characteristic and those who do not.

The General Duty compliments equality obligations placed upon community planning partnerships (CPPs) in the Local Government in Scotland Act 2003 and more recently in the Community Empowerment (Scotland) Act 2015. These obligations include the need to agree, in partnership, arrangements for mainstreaming equity and fairness, and place a strong emphasis on reducing inequalities felt by communities who share particular interests/characteristics.

Our CPP is committed to eliminating unlawful discrimination, advancing equality of opportunity, promoting good relations and ensuring the relevant provisions of the Equality Act (2010) are upheld in the delivery of its services. We value diversity and will always seek to promote good relations between different groups of people and communities.

In planning services we will ensure that discriminatory practices, either direct or indirect, are removed, and that attitudes and beliefs are consistent with the fairness and respect that anyone would expect to receive.

We have agreed this guiding principle and in order to embed it we will adopt our own charter for excellence, shown below.

## Fair and Equitable Services Charter

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We will plan and deliver services which account for the different needs of population groups who share a characteristic protected by the Equality Act. Specifically we will:

- > Promote service uptake and participation from proportionately under-represented groups;
- > Acknowledge the differential impact our existing services may have on different groups;
- > Appreciate that discrimination can be unintended or indirect and ensure due diligence is given when planning new services;
- > Seek to better understand the access barriers associated with individual characteristics.

*We will strive for continuous improvement, reviewing our charter annually.*

## How will we measure success?

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- > Completed Equality Impact Assessments
- > Engagement activities and communications organised in a way which reaches communities of need and interest, proportionately to our local population
- > Evidence of accessible written materials and events.

*“Equality isn’t about treating people the same. It means everyone’s rights, responsibilities and opportunities will not depend on the way they were born or the characteristics they identify with. Equitable services are those that take the interests, needs and priorities of everyone into consideration, recognising the diversity of different groups.”*





*Guiding Principle*

# Prevention and Early Intervention



**We will direct resources with the aim of improving resilience and preventing or mitigating poorer outcomes.**

The Christie Commission<sup>52</sup> in 2011 estimated that as much as 40% of all spending on public services goes towards interventions that could have been avoided by prioritising a preventative approach. The Christie Commission identified a range of priorities for Scotland's public services, if they are to weather the storm of significant demographic changes and unprecedented financial and social challenges. This includes prioritising a prevention-focused approach. Using a prevention-focused approach means carrying out actions which prevent problems occurring and ease future demand on services by intervening early.

We are committed to building in prevention and early intervention approaches to our core activities as service providers. Over the next 10 years we will invest resources and place a strong emphasis on prevention to achieve our long-term ambitions.

There has been a growing demand for public services in East Dunbartonshire. For example, supporting an increasing number of older people to continue living independently; East Dunbartonshire has the highest average life expectancy for both men (80.5 years) and women (83.5years)<sup>53</sup> in Scotland. Other costs to our services which are associated with circumstances that we are in a position to influence, such as alcohol and drug related illness or unemployment and underemployment, are also substantial. Addressing the demands on services that result from negative consequences rather than their causes has a high cost which we recognise as being increasingly difficult to sustain.

To carry this forward we will adopt the guiding principle of Prevention and Early Intervention across our CPP.

There are a number of challenges we face for fully embedding this Principle. For example these include:

- > Resources required to tackle the symptoms, as opposed to the causes, of negative outcomes
- > Requirement to work in a joined-up fashion across services and partner agencies and
- > Requirement to apply resources to priority areas and preventative courses of action.

Prevention is commonly understood as being one of three types:

- > Primary (upstream): where the focus is on improving conditions and processes which can result in inequalities, before the inequalities occur;
- > Secondary (midstream): where services are mitigating the effects of harm once it is already happening; and
- > Tertiary (downstream): where services are simply coping with the consequences of harm and trying to prevent them worsening.

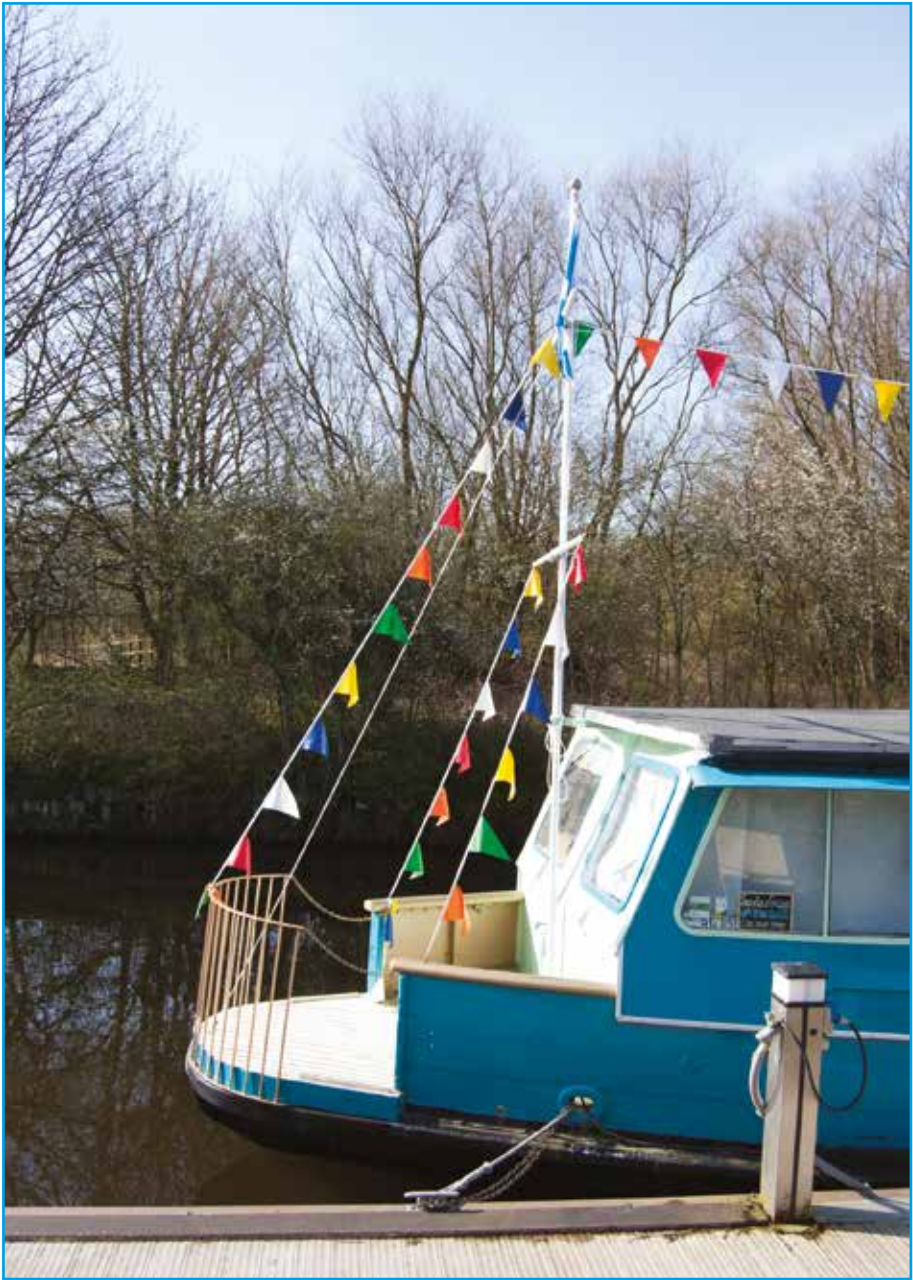
Prioritising prevention and early intervention is not a new approach for our CPP. Since 2012 we have been delivering services which aim to improve circumstances for people before harm or poorer outcomes. Prevention based work is interrelated with action impacting on a range of issues or groups. In order to embed our guiding principle we will continue existing preventative projects and strive to promote prevention-based considerations when designing new services. Figure 6 overleaf provides a snapshot of preventative projects or services in East Dunbartonshire which our partners deliver directly or support the community to deliver.

We will measure our success in embedding this guiding principle by requiring Local Outcome Delivery Groups to present key developments and evidence of impact in their detailed progress reporting, backed by costed analyses of the savings these projects are making, where possible.



Theme	Preventative Projects	Partners
Economic Growth and Recovery	Pop-Up Shop Kirkintilloch took place in March-April 2017 and was aimed at boosting the town and encouraging new enterprises. The Pop-Up Shop initiative gave new or growing businesses – particularly those based online or in mobile premises – a chance to trade from a vacant retail unit within the town centre, free of charge, during a two-week event with advice and support provided by the Council and Business Gateway.	<ul style="list-style-type: none"> <li>&gt; East Dunbartonshire Council – Tourism and Business Development</li> <li>&gt; East Dunbartonshire Business Gateway</li> <li>&gt; Local businesses</li> <li>&gt; Federation of Small Businesses</li> </ul>
Employment and Skills	The School Leaver Programme, based at Positive Achievements in Kirkintilloch, is an 18 week educational, vocational and personal development programme for young people who are still attending school (aged 15-16) but are at risk of not going on to further education, training or employment once they leave. It supports and encourages young people to develop new skills and gain wider achievement qualifications. The programme includes job coaching, conservation projects, vocational training, a residential trip and outdoor pursuits such as mountain biking, climbing, abseiling, canoeing, kayaking or gorge walking.	<ul style="list-style-type: none"> <li>&gt; East Dunbartonshire Council – Education Service</li> <li>&gt; East Dunbartonshire Council – Skills for Learning, Life and Work Service</li> <li>&gt; Skills Development Scotland</li> </ul>
Children and Young People	Little Explorers Nurture Day (LEND) is a weekly activity session for families which focuses on learning and child development from pre-birth until the child starts Early Learning and Childcare. Some of the activities on offer at LEND are: Baby Drop-in; Men Behaving Dadly; Toy Lending Library; Free healthy breakfast; Support and Awareness Raising; Family Fun and Baby Sensory; and Story Stars.	<ul style="list-style-type: none"> <li>&gt; East Dunbartonshire Council – Education Service</li> <li>&gt; Health and Social Care Services</li> </ul>
Safer and Stronger Communities	The international 16 Days of Action campaign takes place every year in November and December. A local programme of information sessions, learning and training events, presentations and social media posts is coordinated by the Violence Against Women Partnership each year as a means of exploring the causes and consequences of the spectrum of gender-based violence with local workers and local communities.	<ul style="list-style-type: none"> <li>&gt; Specialist gender based violence services including: Rape Crisis and Women’s Aid</li> <li>&gt; Health and Social Care Services</li> <li>&gt; Police Scotland</li> <li>&gt; East Dunbartonshire Council – Education Service</li> <li>&gt; Other voluntary sector organisations</li> </ul>
Adult Health and Wellbeing	Kirkintilloch Men’s Shed is a workshop where anyone can go to work on their own or on communal projects and socialize with others. The project is a community based asset which reduces the potential for social isolation of people, particularly older men, and the negative impact this can have on health and wellbeing.	<ul style="list-style-type: none"> <li>&gt; Men’s Shed Committee</li> <li>&gt; Health and Social Care Services</li> <li>&gt; East Dunbartonshire Voluntary Action</li> <li>&gt; Service Users</li> <li>&gt; Families</li> <li>&gt; Carers</li> </ul>
Older Adults, Vulnerable People and Carers	East Dunbartonshire’s Local Area Co-ordinators work with individuals aged 14+ who have a diagnosis of a learning disability and/or a diagnosis on the autistic spectrum. Local Area Co-ordination allows people to take the lead role in determining what they need to live an independent life. Local Area Co-ordinators can help with independent travel, identifying opportunities for training and work, and supporting individuals to access social and cultural activities.	<ul style="list-style-type: none"> <li>&gt; Health and Social Care Services</li> <li>&gt; East Dunbartonshire Council – Education Service</li> <li>&gt; Voluntary Sector</li> <li>&gt; Private Sector</li> <li>&gt; Service Users</li> <li>&gt; Families</li> <li>&gt; Carers</li> </ul>







*Guiding Principle*

# Sustainability





**We will create the conditions for a better quality of life for East Dunbartonshire residents, by recognising the importance of the quality of our built, natural and historic environment in improving the health and wellbeing of our communities. Our environments must also support sustainable economic growth in our communities. We will protect and enhance our local natural environment, build resilience to a changing climate, use natural resources prudently and consider the long term implications of our decisions for present and future generations.**

Doing so will help us not only to meet legislative requirements but to go beyond this by delivering on local priorities in smarter, more efficient ways. The principle of sustainability is embedded into the Council's Local Development Plan (LDP), which sets out a land use strategy to improve the quality of East Dunbartonshire as a place to live, work and visit. This reflects the community planning partnership's desire to create high-quality places for residents to live, facilitate sustainable economic growth, improve our town centres, maximise our tourism and business potential and protect the quality of our local historic, natural and water environment (through the focus of its vision and outcomes for 2027). It also ensures that essential infrastructure for energy, broadband, minerals and waste is provided.

We have agreed this guiding principle and in order to embed it within our local outcome action plans and Place plans, we will adopt our own charter for excellence, shown adjacent.

We will work as a partnership in a way that seeks to promote the relationship between health, well-being, social and economic opportunities and the built and natural environment. This will help us add value and identify new opportunities for delivering our local outcomes.

## Sustainability charter

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- > Ensure that the role of the physical environment, its planning and relevant physical interventions are considered and acted upon as opportunities to deliver our local outcome priorities
- > Contribute to the development of an indicator to demonstrate and embrace the inter-connectedness between local outcome priorities and the central role of the built and natural environment
- > Explore and act upon opportunities to delivery our local outcomes in new innovative, greener ways
- > Minimise the negative impacts of the basic, functional activities related to CPP work, including travel, printing and catering
- > Promote a spatial development strategy that supports sustainable economic growth and allows people to make sustainable choices by directing appropriate development to the most sustainable locations.

*We will strive for continuous improvement, reviewing our charter annually.*

## How will we measure success?

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- > Demonstrable partnership contribution to delivery of commitments in East Dunbartonshire Council's Green Network Strategy, Local Biodiversity Action Plan, forthcoming Food Growing Strategy and other land use and intervention polices and strategies owned and implemented by each of our statutory community planning partners where relevant and appropriate.
- > Completed Strategic Environmental Assessments, in line with CPP Policy Development Framework requirements
- > Monitored local carbon emission data
- > Evidence of shifts towards more sustainable ways of working by each local outcome delivery group, reflected in time through local outcome delivery group progress reports.



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# Jargon Buster

Action plan	An action plan is a document that lists what steps will be taken in order to achieve a goal. Sometimes it also details the timeframes, who's responsibility each action is and indicators of success.
Active travel	Active travel refers to cycling and walking for transport and leisure
Additional support for learning	Additional support for learning means giving children extra help or support so they can get the most out of their education. This might be more or different support to what is normally provided in schools or pre-schools to children of the same age. Additional support needs can be both long- and short-term, or can simply refer to the help a child or young person needs to get through a difficult period. Additional support needs can be due to: disability or ill health; learning environment; family circumstances; or social and emotional factors.
Aftercare services	Local Authorities have a duty to prepare young people for leaving care or ceasing to be looked after, and provide advice and assistance to young people who have ceased to be looked after on or after their 16th birthday. Local authorities provide aftercare support until the care leaver turns 19, and assess any eligible needs for aftercare support until they turn 26 (or beyond in some cases). For example, advice and assistance could be in relation to housing, education or healthcare.
Baseline data	A set of figures used as a basis for comparison. Also can be used as a starting point for measuring any change
Community assets	Community assets may be physical, in the form of land, historic buildings and community facilities or may be human, financial, social and intellectual that may bring benefits to the particular community of people surrounding them.
Community empowerment	Community empowerment refers to the process of enabling communities to have more control over their lives. Communities are groups of people that may or may not be spatially connected, but who share common interests, concerns or identities.
Corporate Parenting	In Scotland, some public bodies are required to act as corporate parents. Corporate parenting is about these bodies putting in measures necessary to uphold the rights and safeguard the wellbeing of a looked after child or care leaver, and promote their physical, emotional, spiritual, social and educational development.



Data Zone	Data Zones are small geographic areas of between 500 and 1000 residents. They are used for analysing statistics.
Disaggregate	To break something down into separate parts such as statistics.
Early intervention	Used in the context of children and young people, early intervention is about working to tackle problems for children and families before they become more difficult to reverse.
Economically active	This refers to anyone who either is in employment or is unemployed and seeking work. For example it does not include people who are looking after a home, are retired or cannot work due to health reasons.
Enactment	The process of passing legislation. A Bill is a proposed law that is introduced into Parliament. Once a Bill has been debated and then approved and has received Royal Assent, it becomes law and is known as an Act.
Equity	Equity is the quality of being fair. Being equitable is about appreciating different needs of different types of people and providing services that respond to them fairly. It is not about treating everyone the same.
Housing tenure	Housing tenure describes the legal status under which people have the right to occupy their accommodation. The most common forms of tenure are home-ownership (including homes owned outright and mortgaged) and renting (including social rented housing and private rented housing).
Looked after children	Looked after children are those in the care of their local authority. There are many reasons children may become looked after, for example: abuse or neglect at home; they have disabilities that require special care; they are unaccompanied minors seeking asylum or who have been illegally trafficked into the UK; or they have been involved in the youth justice system.
Operational	Operational can be used to describes activities that are more 'day-to-day' in nature. Operational activities generally contribute to an overall aim.
Outcome	An outcome is the real and measurable change we want to see for an individual, a group of people, or a local area for example. An example may be better mental health.

Population projection	A population projection is an estimate of a future population.
Positive destination	Positive destination is a term used in relation to school leavers. Positive destinations include higher education, further education, training, voluntary work and employment.
Prevention	Prevention is the action of stopping something from happening or arising. Used in a public services context it refers to activities and systems of working which aim to stop negative outcomes from arising such as poor health.
Proxy measure	A replacement indicator that represents a phenomenon when there is no direct measure available. For example, the number of female members of a Board could be used as a proxy measure of gender equality in an organisation.
Recovery	Used in the context of addictions, recovery is about resolving addiction problems by involving not only the drug user, but also their families and local communities.
Resilience	Resilience refers to the ability of an individual or group to adapt to adverse or challenging circumstances in order to sustain them self. Community resilience is about communities being able to harness resources to help themselves and respond to crises or emergencies in a way that complements what services can provide them.
Resources	Resources can refer to finances, time, energy, wisdom, experience, knowledge and/or skills.
Strategic	Strategic can be used to describe activities that relate to long-term or overall aims and interests and the means of achieving them.
Sustain	To cause or allow something to continue for a period.

# Local Outcomes Improvement Plan 2017-2027

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East Dunbartonshire  
Community Planning Partnership

Other formats

This document can be provided in large print, Braille or on CD and can be translated into other community languages. Please contact the Council's Communications Team at:

East Dunbartonshire Council, 12 Strathkelvin Place, Southbank,  
Kirkintilloch, G66 1TJ Tel: 0300 123 4510

本文件可按要求翻譯成中文，如有此需要，請電 0300 123 4510。

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ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਗ ਕਰਨ ਤੇ ਪੰਜਾਬੀ ਵਿੱਚ ਅਨੁਵਾਦ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਕਿਰਪਾ ਕਰਕੇ 0300 123 4510 ਫੋਨ ਕਰੋ।

Gabhaidh an sgrìobhainn seo gur gu Gàidhlig ma tha sin a dhìth oirbh. Cuiribh fòin gu 0300 123 4510

अनुप्राय करके यह दस्तावेज हिन्दी में आपांतरित किया जा सकता है। कृपया 0300 123 4510 पर फोन कीजिए।