



JOINED UP FOR INTEGRATION

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END OF PROJECT REPORT

BACKGROUND

Capital City Partnership (CCP) secured funding from the Scottish Government's Employability Innovation and Integration Fund. CCP set up a Localities Integration Team to bring about sustainable change and adapt and influence current and future services.

The proposal was developed as a direct response to a gap identified in Edinburgh by the Job Strategy Group to foster transformational change; aiding innovation and integration and improving outcomes.

The Joined Up for Integration Project (JUIP) directly links to the emerging localities model in Edinburgh to establish better employment outcomes for customers in regeneration areas through joined up and 'whole life' approaches from key services working better together.

It brings together the Council's Social Housing, Criminal Justice, and Health and Social Care agendas alongside the NHS and third sector partners of Edinburgh Voluntary Organisations' Council and Joined Up for Jobs Forum.

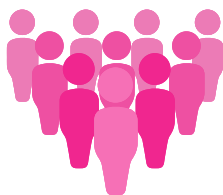
A comprehensive programme around integration was delivered and learning used to inform current and future activity and work programmes as set out below.

CERTIFIED PERSONAL DEVELOPMENT

- 360 frontline workers participated in a Certified Personal Development (CPD) programme of training and learning workshops and events.
- Staff from across the four localities and agencies came together to increase their understanding of clients' needs and facilitate joint working, creating new relationships across employability, health, criminal justice, and social care.
- 14 themes were delivered as part of the programme including mental health, disability, offending behaviour as well as focused sessions on specific client groups such as young people and LGBTI.

360

WORKERS



4

LOCALITIES



14

THEMES



Participants completed feedback forms at the end of each session, and an independent evaluation through a focus group took place in March 2019. The feedback shows that overall participants welcomed the sessions for the opportunity to build relationships and learn more about the specific organisations that work with clients that face barriers.

Some quick wins included participants who cascaded their learning to their colleagues when back at their place of work and gave examples of where they had made referrals to other organisations as a result of participating in the programme.

Recommendations from this has led to a programme of co-production sessions with these workers to inform the commissioning of employability services to be more based on integration.

Further recommendations are to develop more awareness raising and upskilling programmes for frontline workers, and this should be embedded into the wider City Deal programme across the six regions and include data and digital upskilling.

HOUSING AND EMPLOYABILITY

Over 100 Housing Officers, Homelessness Officers, Family & Household Support Officers, Lifelong Learning Development Officers and NHS Public Health Practitioners participated in a programme of locality-based workshops. This was to promote joint working resulting in those most vulnerable clients receiving the help and support that they need to progress through the skills pipeline.

The workshops focussed on 'Criminal Justice', 'Young People' and 'Returning to Work' and highlighted the services that are available in the localities on these themes and how to make referrals into these services.



**CRIMINAL
JUSTICE**



**YOUNG
PEOPLE**



**RETURNING
TO WORK**

The feedback received was mostly positive towards this programme. Officers reflected that there was a lack of awareness of these services prior to the sessions and that following on they were much more informed.

There were some quick wins through organisations being invited to attend sessions in locality offices to promote their services to the wider teams.

Moving forwards, the recommendation would be for Council officers and service providers to maintain those relationships. This will lead to employability support being embedded into the Council Housing agenda with an increased ability of Housing Officers to refer into appropriate services and reduce the number of unemployed people.

This model should then be replicated across other locality services such as Libraries, Community Centre officers and Health and Social Care teams.

MODERN APPRENTICE SUPPORT

The Council's eight Modern Apprentices (MA) from the Housing Service participated in an employability support and development programme. The programme was delivered in partnership with YMCA and CCP's Fort Kinnaird Recruitment and Skills Centre. The programme focussed on personal development, confidence building and setting and achieving short, medium- and long-term goals, and ensuring that they have the skills to do so. The MAs were also given support on CV writing, interview skills and next steps after their apprenticeships end.

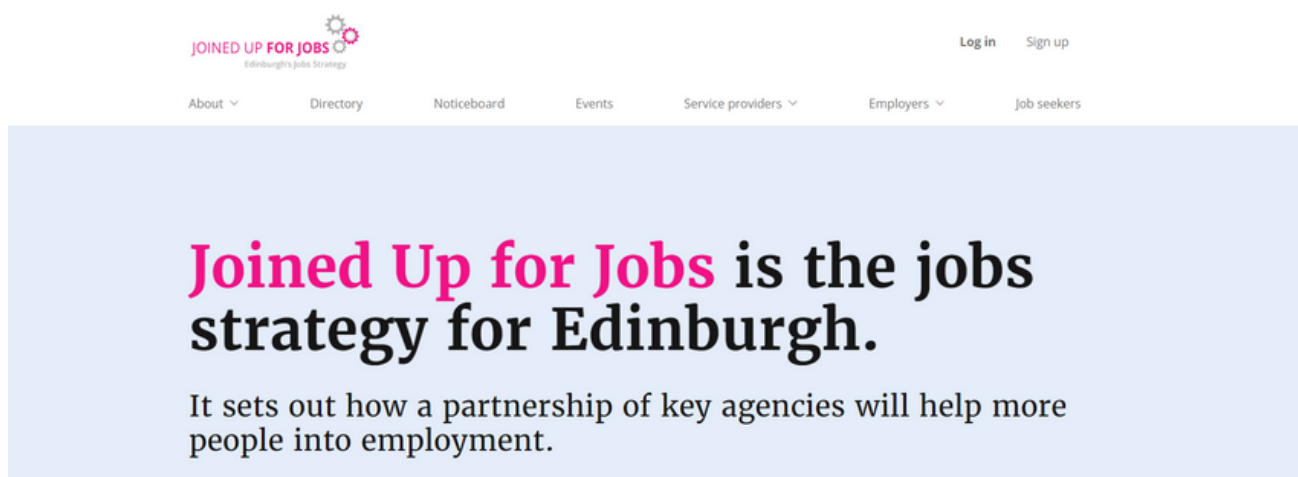
An evaluation of the programme took place with YMCA and through a focus group with the apprentices. All the apprentices were positive and felt that this was a useful programme that allowed them to develop skills for their current role and support them in future learning and employment. Two of the MAs applied and secured posts in Locality Housing Teams in the Council at the end of the programme.

Learning from the programme was discussed with the Council's Housing Strategic Team who are using this to inform the future development programme for the next intake of MAs. Some of the recommendations for this programme includes training for mentors, widening this approach to other Council MA programmes, introducing the YMCA personal development prior to the start of the apprenticeship placements and working with other Council services to design a programme of placements wider than Housing. The programme has also established a working relationship with the Wheatley Group and discussions have already taken place with them and other Housing Associations to develop an 'Edinburgh approach' for all modern apprenticeships in the Housing sector.

08

INFORMATION PLATFORM

The new Joined Up for Jobs website is a front-line worker resource and acts as a one stop shop with an interactive service and referral directory. The directory lists the services in Edinburgh and can be filtered by barrier, pipeline stage, locality area, client group etc to be able to specifically identify the services that are best placed to support individual service users.



The platform also has a user portal that allows service providers to post course information, advertise support sessions and events, and employers can post and manage employment, training and apprenticeship offers. The Localities Integration Team also supported the co-production of the NHS Edinburgh Choices app as a customer tool to complement the website.

The rollout of the website was supported by a communications plan and is being used by participants of the CPD and housing programme as a tool to refer clients and access support for their service users. This gives an increased ability in frontline workers to offer the best service and reduce inefficiencies in information.

Moving forwards, it is intended that the website will be used as the single point of contact for the City Deal workstreams, acting as a portal to access client management systems, job matching banks and performance data.

INTEGRATION CHARTER

The Integration Charter establishes employability service standards and approaches when offering interventions to clients. The Charter was co-produced with service providers and went through a testing phase before being fully launched. The Charter is integrated into the user portal of the new Joined Up for Jobs website, allowing organisations to achieve charter status through an online application process. They can also update their information/profile as the organisation achieves more to keep their status up to date.

23 organisations have achieved Charter status since its launch. An awards ceremony took place in January 2019 where Gordon MacDonald presented the first round of recipients their Charter Awards, celebrating their commitment to integration, partnership working and achieving the best outcomes for Edinburgh's citizens through their delivery of employability services.

The Charter is now embedded into the funding framework for all grants and funding from 1 April 2019. This ensures that all funded service providers work together to provide the best outcomes for their clients, by delivering on the commitments of the Charter. This includes Third Party Grants, ETIES, Childcare Hubs, Activity Agreements, All In Edinburgh and all other contracts that are awarded.

An engagement programme is in place for the next six months and 60-80 organisations are expected to achieve Charter status. The Charter has also been shared with other Local Authorities as an example of best practice. Through regional working approaches such as City Deal the intention would be for a regional Charter to be introduced, ensuring consistency and quality of services across all the local authority areas.

10

SOCIAL INTEGRATION MODEL

The Action Group work with people who are living with a disability and/or additional support needs. The aim of the pilot was to better link with people with a learning disability who have a social care package to improve their employment outcomes. The pilot was identified through talking with potential clients who were unable to access services due to not being eligible under the current funding schemes.

16 people with a learning disability and social care package took part in the programme which provided them with a holistic style of pre-employment support. A dedicated key worker was employed to work with the clients 1:1 and explore with them opportunities for paid and unpaid work, training and educational opportunities.

The aim was for every participant to leave the project with a positive destination and this was achieved. 2 went on to paid employment, 7 took on volunteering roles, and the remainder went on to progress further training or education opportunities.

VOLUNTEERING



PAID EMPLOYMENT



EDUCATION



Learning from the pilot found that the best outcomes were achieved from young adults in their early 20s who had had time to develop emotionally and socially, so were able to focus on making changes in their lives. Two clients secured part time, permanent employment and the majority found sustainable volunteering that could potentially lead to paid employment when the person has gained the skills and confidence to apply for paid work. This group also seemed to be receiving the best care package and the collaboration with social care support staff to help the persons achieve their goals was strong.

For young adults who had left school within the past 18 months it was more difficult to achieve outcomes as they required more help to address social and emotional development needs first. It also appeared that this client group did not have a sufficiently comprehensive social care package in place to enable their needs to be addressed. It was evident that there is a gap that needs to be filled to ensure that young people's needs are addressed more comprehensively at an earlier stage and services are put in place while they are still at school.

One recommendation for improvement would be to have a comprehensive transitions project at school. This would then underpin the work of this project by preparing the young people emotionally and practically for life after school and give them an introduction to and basic understanding of employability.

12

Continuous engagement with adults with changing mental health needs and additional barriers to employment was much more difficult to sustain. There were frequent setbacks that delayed outcomes within the limited time frame of this pilot. Most clients in this group did engage initially and indicated that they wished to participate in formal employability development. However, at the point of submitting applications, a significant number of clients disengaged, and it became difficult to arrange meetings due to client cancellations or nonattendance. The learning shows that this was due to changes in the individuals' mental health or mood and from the number of times this happened during the pilot, this shows that these clients were not ready.

In order not to lose the client and to keep them motivated it is necessary to go at their pace and give them the time to prepare for future changes. It is recommended that a holistic model of support around many issues such as work, housing and welfare should be explored to ensure that the individual can engage with this pilot approach. It is also recommended that the individuals that engage with a future project have care and support assessment and provision in place to ensure help into the labour market by addressing external social issues.

Working with older adults (50-65) who had been long term unemployed also provided challenges as these individuals needed a lot of motivation to make changes in their lives. Clients who had held paid jobs in the past, had skills and qualifications were often reluctant to take up unpaid work to brush up their skills and to secure an up to date reference. Once they had taken the step however, they recognised the additional benefits of volunteering as it enabled them to move out of their social isolation which had huge benefits to their mental wellbeing.

To build on the pilot, the Action Group have developed and delivered specialist training to their Housing Support Teams to help support a wider range of service users. It is also recommended that future funding be sought to mainstream this pilot, acknowledging the learning and making changes that ensure the outcome of employment as a realistic goal to all the client groups involved.

13

PARTICIPATORY BUDGETING

40K
FUNDING

21
PROJECTS

4
LOCALITIES

Through the application of participatory budgeting, 40k of funding was allocated to 21 projects, voted for by service users in the four localities. A range of locality-based voting events took place and service users were invited to attend, meet the projects and learn about support in their localities over community lunches and marketplace discussions. The projects were designed in response to the priorities identified in the Locality Improvement Plans and focused on improving employability outcomes. Over 300 service users attended and participated in the events.

All 21 projects have been delivered as intended and each project has undertaken an evaluation of their delivery. This evaluation outlines the impact of the funding, follow on actions/programmes that the projects are undertaking and feedback from clients on the projects that they participated in. Overall feedback from funded organisations was positive towards this programme and that they felt the funding was useful to pilot projects and ideas to widen their service offer. A video was also commissioned which follows some of the projects, talks to service users and shows the impact of how the funding was used.

CONCLUSION AND NEXT STEPS



The wide range of activity delivered has identified that the integration of employability with other services affords greater opportunities and reduces duplication in service delivery. However, the positive reception of JUIP has also identified that there is a need for this approach to be profiled at a much more senior organisational level to truly influence change. CCP have used JUIP to secure a role in the Community Planning Partnership, shape the new Economic Strategy and refresh the Local Outcomes Improvement Plan, with the learning from JUIP being used to focus on priorities for vulnerable families, housing and prison leavers.

In addition, the feedback from JUIP and the new relationships that have been made are being used to design the service specifications for the recommissioning of funding streams such as Third Party Grants, with more of a focus on integration. This is also being used to inform the commissioning of a new employability service, Next Steps, working with clients who are at stages 4 and 5 of the pipeline, and also shape the delivery of the new City Deal Intensive Family Service. Moving forwards, CCP will seek to build on the partnership working that has been established to identify opportunities for further multi-agency activity to enhance the skills pipeline. As with the shift to regional working, under City Deal we will also look at ways that JUIP can be rolled out across the wider regions as a model of good practice.