

TRANSFORMATION PROGRAMME

DEVELOPING THE LOCALITIES



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Key figures

£148m Council Shortfall



£73m Savings targeted through Transformation Programme



£44m from Citizens and Localities Services

October 2014 - Organise to Deliver was approved by the City of Edinburgh Council. Following this the Edinburgh Partnership Board approve the move to more locality working, and agreed a shift to four co-terminus locality boundaries linked to 12 neighbourhood partnerships.

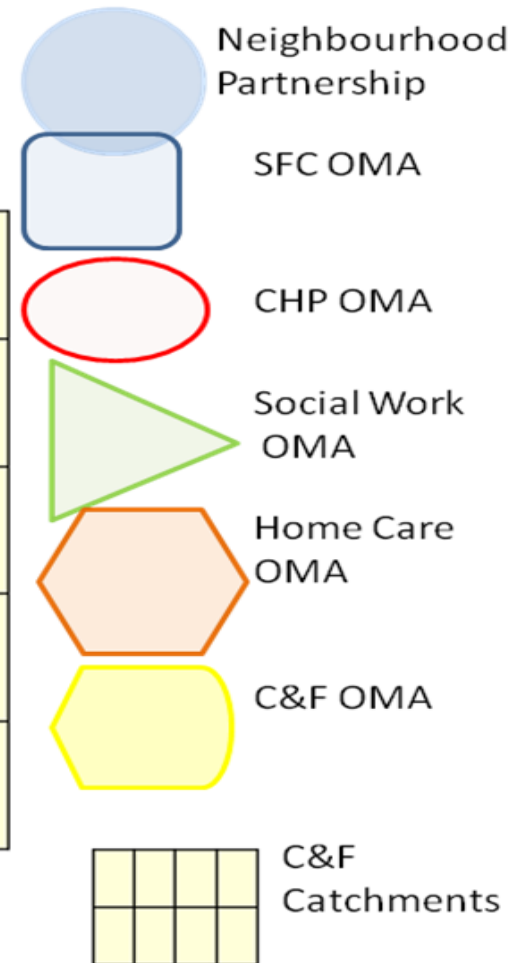
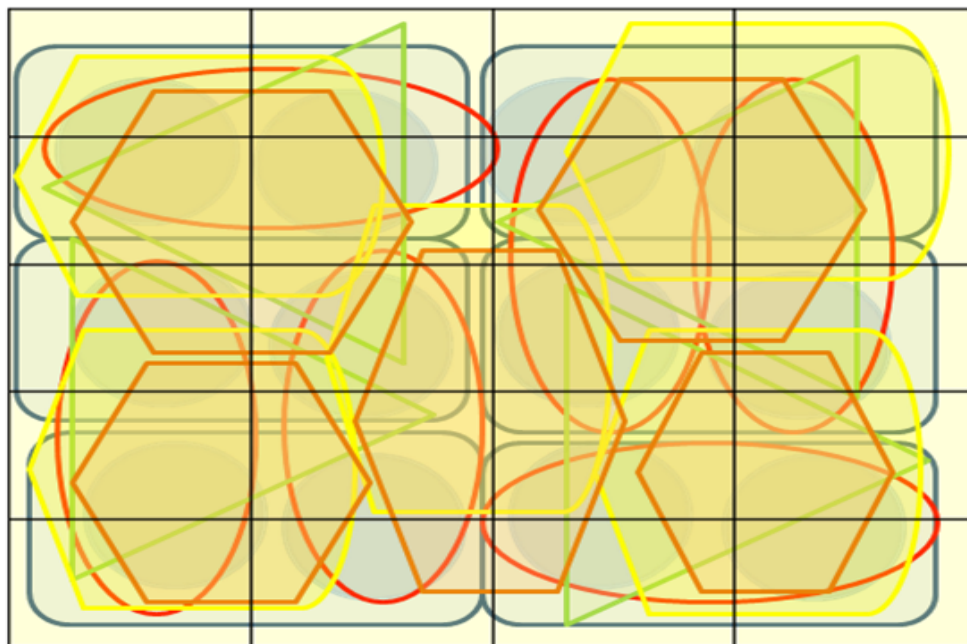
June 2015 - the future operating model is approved to allowing further work to develop the locality model, with a focus on citizens, improving outcomes, and partnership working.

September 2015 - Police Scotland, Fire and Rescue Service Scotland, Edinburgh College, and the Third Sector Interface all confirmed their support for a move to a new citizens and localities operating model in the City.

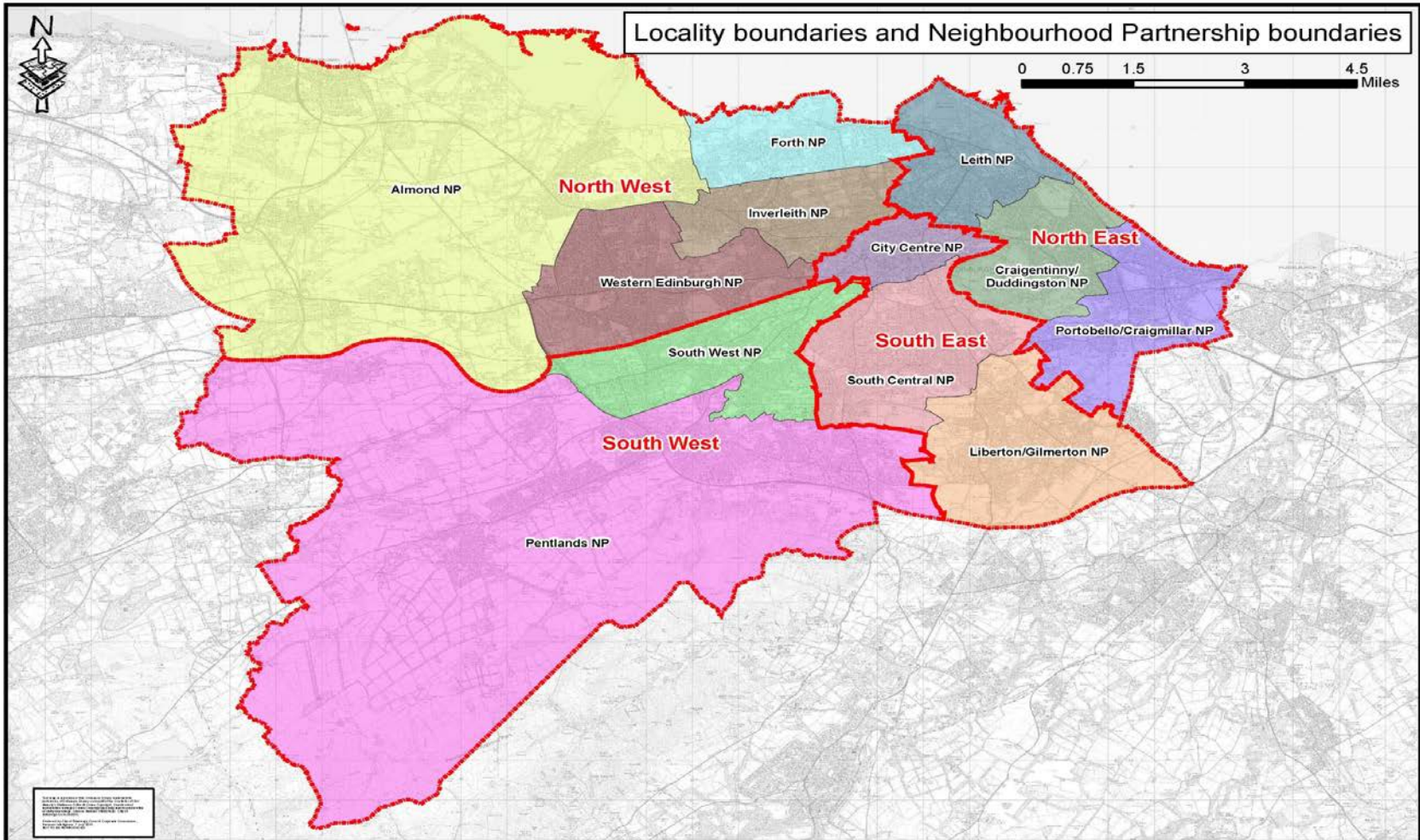
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Complexity of the current model across Edinburgh

Diagrammatic of Current Engagement and Operational/Service Management Arrangements (OMA)



- 6 SFC Neighbourhood managers/teams
- 5 C&F CS management Groups
- 5 Home care sector managers and teams
- 4 social work managers and team
- 4 (different) CHP health quadrants



Empower citizens and communities and improve partnership working

- Improve approaches to community asset transfer
- Establish partnership locality leadership teams
- Engage with community participation requests
- Enhance the role of neighbourhood partnerships, community councils, parent / pupil councils + TRAs
- Improve approaches to participatory budgeting
- Improve approaches to co-production

Implement a lean and agile locality operating model

- Implement the locality operating model with partners
- To deliver 12 organisational reviews to release £12m savings from management de-layering and £30m savings from non-management employee costs
- Develop locally integrated and co-located service teams

Deliver better outcomes and improved citizen experiences

- Improve insight into localities
- Developing Locality Improvement Plans linked to Local Community Plans
- Improve approaches to community and family resilience
- Deliver a programme of prevention based projects which demonstrate attributable savings
- Improve approaches to public health, and tackling poverty and inequality

Embedded values and develop culture

- Instil good values and behaviours
- Deliver a new Locality Learning and Development Plan
- Improve engagement and communications with staff and partners
- Develop locality leaders
- Enable flexible, empowered and devolved decision making
- Create a culture of innovation in localities

Locality Leadership Team

**Council Executive Director + Senior
Community Planning Partner**

•Heads of Service

**•IH&SC Locality
Manager**

**•CEC Locality
Managers**

**Community
Planning Partners**

- Police Scotland**
- Fire and Rescue
Service Scotland**
- NHS**
- Third sector**
- Edinburgh College**

Locality Improvement Plans

Locality Alignment

North West

Executive Director of Communities and Families

North East

Executive Director of City Strategy and Economy

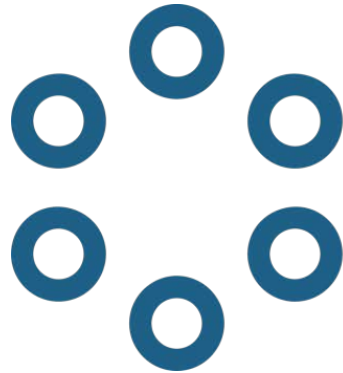
South East

Executive Director of Place

South West

Executive Director of Resources





LIVING WELL

WESTER HAILES

Changing how services in Wester Hailes work together to identify local needs and solutions

Increase and improve engagement with the community in Wester Hailes

Focus on early intervention and prevention.

Reduce dependency on services to enable people to take control of their own lives

Make better use of existing resources.

A1derful Abbeyhill



Working in partnership to improve the community: An anti-graffiti initiative

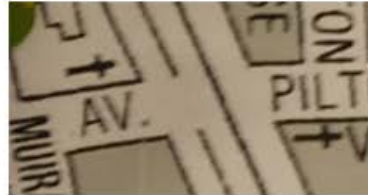
Young people's involvement in the local community, their input helps the Partnership improve services local, not just services for young people but in a wider sense. Their efforts have a positive impact on everyone living in Liberton Gilmerton.

Improving our Environment

Trade waste containers (bags, bins and boxes) left on streets has a negative impact on the city's appearance. This new policy set out that bins are not be allowed to be stored on our roads and pavements, out with agreed times

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TOTAL
craigroyston

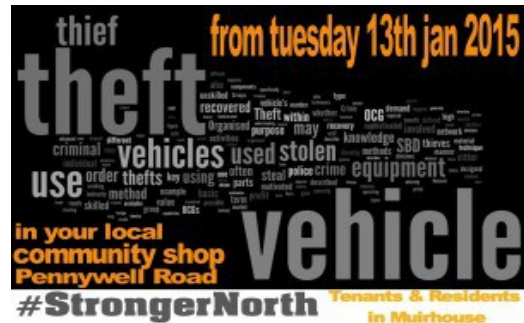
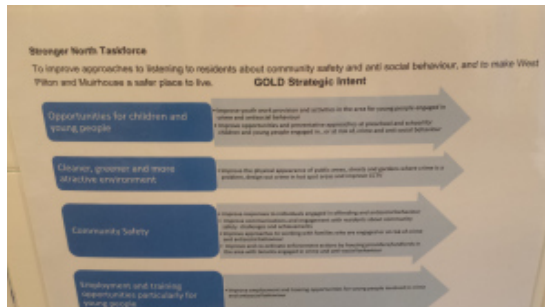


We want to:

- 'de-clutter' the landscape
- keep the **focus** on the family
- develop relationships, which build on **strengths**
- build **resilience**
- provide better **continuity**
- identify and support the person most likely to **achieve engagement**
- embed **Getting it Right** principles in everyday practice

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#StrongerNorth





Headroom

Local teams and partners are supporting Headroom GPs by providing advice and support surgeries in local medical Practices. Meetings will take place at Leith Community Treatment Centre to brief practice managers and support North East Locality Practices. This will bring services into the local community and provide greater access for patients requiring support with health and wellbeing issues.

Community Grants Leith Decides / You Decide

Last year the Neighbourhood Partnerships asked local people to decide how to allocate the local Community Grant budget. This encouraged local people to get more involved in making decisions affecting their area and support real activities and services in their local area community.

Improving our Environment

Trade waste containers (bags, bins and boxes) left on streets has a negative impact on the Neighbourhood's appearance. This new policy set out that bins are not be allowed to be stored on our roads and pavements, out with agreed times

**Chief Social Work Officer and
Head of Safer and Stronger Communities**



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Business Support Services

- Outcome focussed with a Business Partnering approach to understand needs of services and Localities
- Lean and agile to meet future demand and varying requirements across Localities
- More efficient and integrated systems and processes
- Building on insight and improved MI
- Encouraging cross-functional working
- Minimising duplication, inconsistency and wasted effort
- Building resilience across services, offering career progression for staff
- Delivering £18.9m of savings across the functions

Realigning the service to be coterminous with the forthcoming four locality model.

Ensure organisational effectiveness and efficiency, in particular enhancing our partnership working and local service delivery.

Currently have 5 subdivisions, so an element of restructuring is required to reflect the new localities.

Early April 2016, Edinburgh division will move to four new subdivisions, namely:

South West	Westerhailes, Oxfangs and Balerno
North West	Drylaw, Corstorphine and South Queensferry
North East	Leith, Craigmillar and Portobello
South East	Gayfield, West End, St Leonards and Howdenhall

A Local Area Commander has been appointed for each subdivision.

Huge opportunity to build and expand on current partnership working



- **Locality leads identified for each of the 4 areas.**
- **Input from Transformation Team given to our management team and range of staff attending engagement events.**
- **Internal re-organisation underway to link nominated leads to the NP's in each locality area.**
- **Prevention staff being identified and aligned to locality areas - although available to provide support to any of the areas should there be a specific demand.**
- **Review of our local operating plans underway to align with new locality geographies - aim is to link into Local Improvement Plans.**

What are the Third Sector's Hopes for Edinburgh for the Future?

Continued funding

Reduce competition
and bureaucracy

Increased
collaboration

Growth

Survival

Improved relationship with
the Public Sector

Greater recognition

Be positive, challenging
and innovative

Continue to make changes

"To be recognised as an integral part of the bigger picture when it comes to working with people on the ground."

Source: Compact Voice 2014

"That we find ways of working more closely together to provide and develop services that recognise the input of individual organisations and avoid duplication."

Source: Compact Voice 2014

Planned

Local offices are critical in achieving co-location to support collaboration between teams and these will be multi team hubs, including partner agencies and third sector partners

Reshape team spaces in local offices over the summer/autumn 2016

Rolling out 'Workstyle' based on 7:10 desk to person ratio to use space more efficiently and align with rest of Council (eg Waverley Court)

How can you get involved?

You can send ideas regarding co-production and team integration to

council.transformation@edinburgh.gov.uk

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TODAY

Opportunity to meet colleagues and partners to discuss your locality

breakout sessions on areas that interest you most

NEXT STEPS

Council organisational reviews commencing across all service areas

Locality Leadership teams created with partners

Four localities live from April 2016