

Your guide to locality working

As part of our transformation of services, we've begun working in our four new localities and more of our services will begin adapting to the new model over the coming months. Thank you for your feedback, suggestions, and support to date which has been really valuable in helping us to shape and change our services.

Keeping you up-to-date

To give you an overview of locality working we have developed the following frequently asked questions (FAQ). We'll continue to update these as we develop our services and have further information to share.

Managers: please print this information for those of your team who don't have Orb/email access.

FAQs

Introduction

What's been happening?

We have changed from working across six neighbourhoods to four localities. We're continuing to build upon the knowledge and experience we've already gained, and work more closely with partners to share information and develop services within the same geographical areas.

We've already engaging with Neighbourhood Partnerships, community councils, third sector forums, Fire, Police, education providers and with colleagues, using your feedback and best practice to develop our services.

What are the locality areas?

The four localities are: North East, North West, South East (includes the city centre) and South West. You can see a [map of these areas](#) on the Orb.

Why are we moving to locality working?

This new way of working will bring together local integrated multi-agency teams, to improve work with families/households in need to focus on prevention, partnership working, designing services around citizens and communities, and improving performance.

This will help us to:

- improve access to and deliver more efficient services and reduce bureaucracy
- bring resources and decision making closer to the frontline
- respond to changing local need
- deliver better outcomes and improve employee and citizen experiences
- empower citizens and communities

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- improve the places where people live
- improve joint resourcing with partners at a locality level, share budgets and assets, and have multiple agencies working in the same place
- simplify and strengthen locality planning and performance reporting
- strengthen community engagement and consultation.

Locality management

What is the role of the Council's Locality Management Board?

The Board oversees and supports locality working across the Council. The Executive Director of Place, Paul Lawrence, chairs the Board and members include all four Council locality managers, Health and Social

Care locality managers, and other senior officers involved in transformation and community planning work.

The Board will report into the Corporate Leadership Team (CLT) and Corporate Policy and Strategy Committee on a regular basis, and will also coordinate the work of the Council through the Locality Leadership Teams.

What is a Locality Leadership Team?

A Locality Leadership Teams is now set up in each of the four locality areas.

Each team brings together a range of existing operational services and partners to

- identify local community priorities
- provide strategic direction
- improve both the coordination of local service delivery and local partnership working
- support the 12 Neighbourhood Partnerships.
- oversee the development and delivery of Local Improvement Plans (LIP's) moving forward.

The membership of these locality teams will change as needed.

Who sits on a Locality Leadership Team?

The four [Locality Leadership Teams](#) are each chaired by one of our Executive Directors and include senior representatives from our partner organisations including third sector, Police Scotland, Scottish Fire and Rescue Service, Edinburgh health and Social Care partnership, and Edinburgh College. Each of these partners has begun working within the same geographic boundaries.

What's the role of the locality managers?

There's a Council and a Health and Social Care locality manager in each of the four locality areas. Each of these senior managers will also sit on their Locality Leadership Team.

Locality managers are critical to the success of locality working, leading and driving the development of partnership activity. All Council locality managers will report to the Executive Director of Place to ensure direct Corporate Leadership Team support.

Who are the locality managers?

	Council	Edinburgh Health and Social Care Partnership
North East:	Natalie McKail*	Angela Lindsay
North West:	Peter Strong	Marna Green
South East:	Sarah Burns	Nikki Conway
South West:	Mike Avery	(vacant)

* From October 2016, Evelyn Kilmurry (Acting Locality Manager) is Natalie McKail's maternity cover.

IJB and the Edinburgh Health and Social Care partnership

How are health and social care services managed?

The Integration Joint Board (IJB) is responsible for strategic planning of health and social care with the majority of services managed on a day-to-day basis by the Edinburgh Health and Social Care Partnership. The IJB issues directions to the Council and NHS setting out how services will be delivered.

How will health and social care services be delivered locally?

The Scottish Government published [guidance on 'localities'](#) for integrated health and social care partnerships. The Edinburgh Health and Social Care Partnership is developing a proposed organisational structure in which services will be delivered and managed in each locality through one 'hub' which manages crisis situations, two 'clusters' which bring together various services including GPs and a Mental Health and Substance Misuse Team.

Service delivery

How will services be delivered differently?

The Council and partners have all begun to deliver our services within the four locality areas including early years, schools, lifelong learning services, children's services, transport and planning, community justice (including community safety and criminal justice), family, household and homelessness support, environment, and city strategy and economy. We'll continue to manage some Council services on a city-wide basis, but they will be delivered locally such as waste, grounds maintenance and street cleaning services.

Some examples of services already delivering services differently include:

- a housing officer will now be responsible for the full lifecycle of tenancy rather than just rents, lettings or tenancy management
- specialist and generic family and household support services have integrated and are working together towards shared objectives including moving towards more engagement and prevention to reduce the need for enforcement action
Community Police officers will be aligned to these teams within each locality in a further phase
- the waste and cleansing liaison officer will link between the locality office and centrally managed services.

Will this help us to make savings?

By changing the way we work, services will be easier to access, people will get the right response first time, processes will be quicker and easier to use where possible and we'll make sure they are joined up and

respond to local need. In turn this will help us to save money. Examples of how we will be doing this include:

- **preventative action** - putting steps in place to reduce issues happening which can be more complicated and expensive to resolve later on and would have a more significant impact on people and our communities
- **integrating and co-locating services** will help us to reduce duplication, streamline processes, and respond to issues more quickly
- **channel shift** – encouraging customers to use more online services is significantly cheaper, as well as quicker and more efficient for customers, than contact by email, phone or face to face
- **right first time** – answering questions or resolving issues correctly the first time will reduce repeat contact, saving us time and improving the customer service
- **empowering citizens and communities** – we'll support people to help deliver some activities themselves.

How will other services move towards locality working?

As each organisational review ends, the Transformation team is working with the head of service and their operational managers to develop plans. These plans will cover key areas including customer and client needs, business continuity, ICT requirements, assets, employee engagement and development, impact assessment and finance. They will also ensure that future service delivery meets locality objectives.

Locality Improvement Plans

What are Locality Improvement Plans?

Over the last eight years, public services, in partnership with citizens and communities in the City, have developed local community plans. These align to each Neighbourhood Partnership to tackle local priorities and improve local services.

The Community Empowerment (Scotland) Act 2015 requires us to produce a Locality Improvement Plan for each of the four localities. Building on the work of the last eight years, we've begun to develop these plans, which will also include smaller area improvement plans for our communities with greatest area of need.

Edinburgh Health and Social Care Partnership, Edinburgh College, Edinburgh COMPACT Partnership, Police Scotland 'E' Division and Edinburgh Fire and Rescue Service have all agreed to merge existing or planned local planning arrangements into the new Locality Improvement Plans to simplify and strengthen locality planning.

Locality improvement planning will ensure all public services better understand and have better insight into local communities, are clearer about local priorities and deliver improved social, economic and

environmental outcomes. It's also about improving engagement with, and empowering citizens and communities.

How can people have their say?

People across Edinburgh will also have a unique opportunity to influence the design of local services and to define local priorities through the Locality Improvement Plans. The engagement will take place from 1 October 2016 to early April 2017.

This will include specific engagement from February 2017 to see how public services, in partnership with local communities, can better tackle poverty and inequality. All the Locality Improvement Plans will be presented to Council by October 2017.

City Vision

To help us to continue developing our organisation to better meet citizens, visitors and businesses needs, we're also started working with our partners to develop a clear vision of what we want Edinburgh to be like in 2050.

We're also asking colleagues and the people of Edinburgh for their say about Council services and the City Vision through a range of other engagement activity over the coming months.

This feedback will also be used to create the Locality Improvement Plans.

Next steps

Will we change which buildings we use?

We're currently looking at how we deliver services differently and what buildings and facilities we need to do this. A number of key offices have been identified as being the base for localities but some services will need to be based in other buildings across our communities.

How will we know how we're doing?

We'll need to show improvements in social, economic and environmental outcomes for citizens, families and communities across the City, specifically in areas of social deprivation, inequality and poor public health.

A basic performance framework for locality working and Locality Improvement Plans will include:

- Locality Improvement Plan priority outcomes and key performance indicators
- feedback including Edinburgh People's Survey findings and other citizen and community engagement feedback.

Further information

We'll continue to update these FAQs and let you know about future changes. If you have any questions or suggestions, please speak with your line manager or contact the [transformation team](#).