

TRANSFORMATION PROGRAMME

Delivering the Citizens and Localities Services Project

Locality Transformation Plan

Citizens and Localities Services Project Team

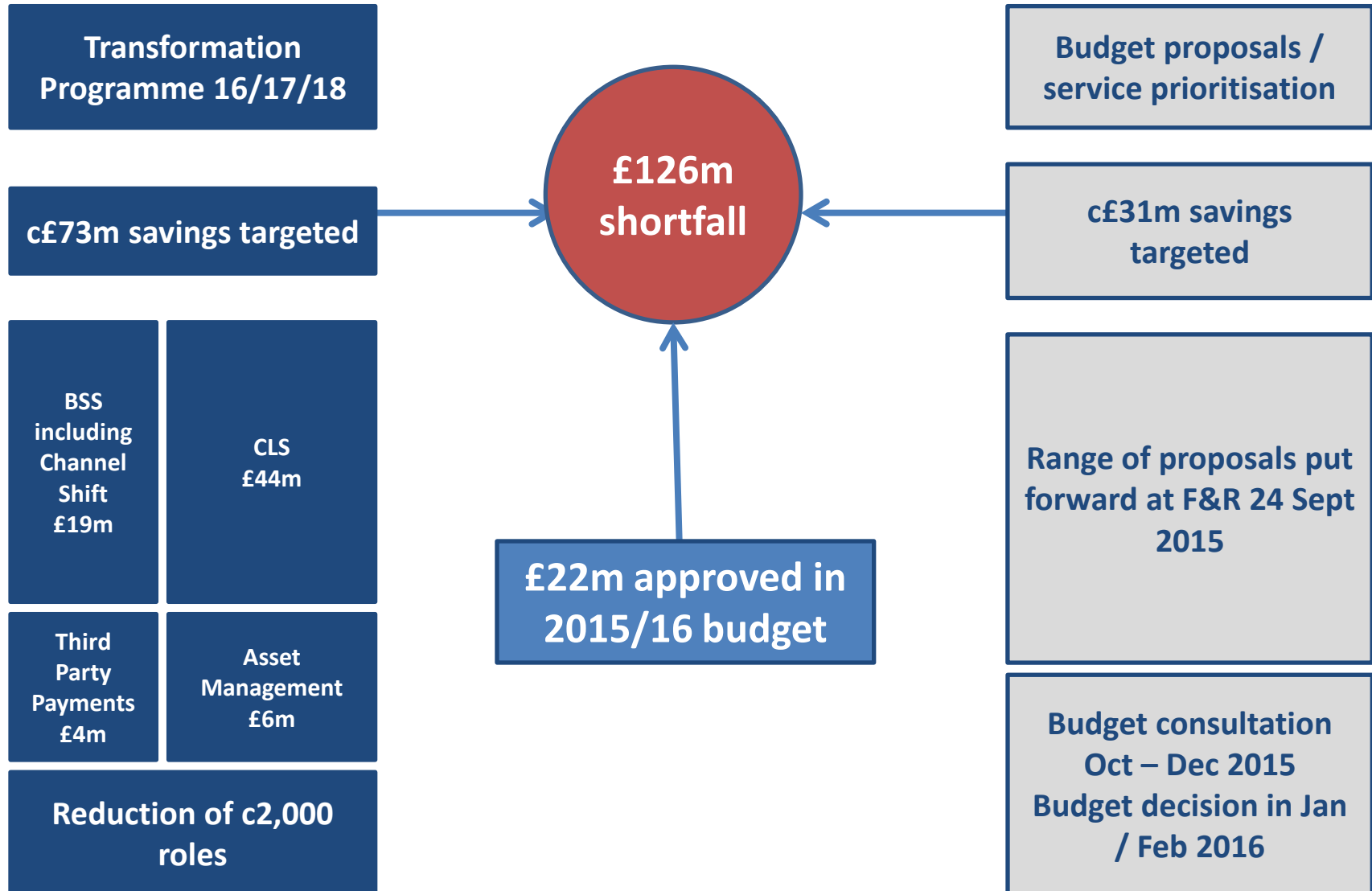
Communities and Neighbourhoods Committee

24 November 2015

Section 1 – Background

TRANSFORMATION PROGRAMME

Financial Savings + Council Transformation Savings



- **Current service delivery model creates:**
 - **additional costs**
 - **unnecessary bureaucracy**
 - **ultimately poor outcomes for citizens and communities, especially those with complex needs.**

- **Future service delivery model needs to focus on:**
 - **Christie Commission**
 - **Total Place**
 - **Change Funds**
 - **Public Bodies (Joint Working) (Scotland) Act 2015**
 - **Community Empowerment (Scotland) Act 2015**
 - **Neighbourhood Partnerships + Local partnership initiatives**
 - **Integrated local services**
 - **Empowering employees, citizens, communities and partners**

Section 2 – Objectives and Deliverables

STRATEGIC OBJECTIVES

Empower citizens and communities and improve partnership working

Implement a lean and agile locality operating model

Deliver better outcomes and improved citizen experiences

Embedded values and develop culture

- asset transfer
- locality leadership teams
- community participation requests
- neighbourhood partnership
- participatory budgeting
- co-production

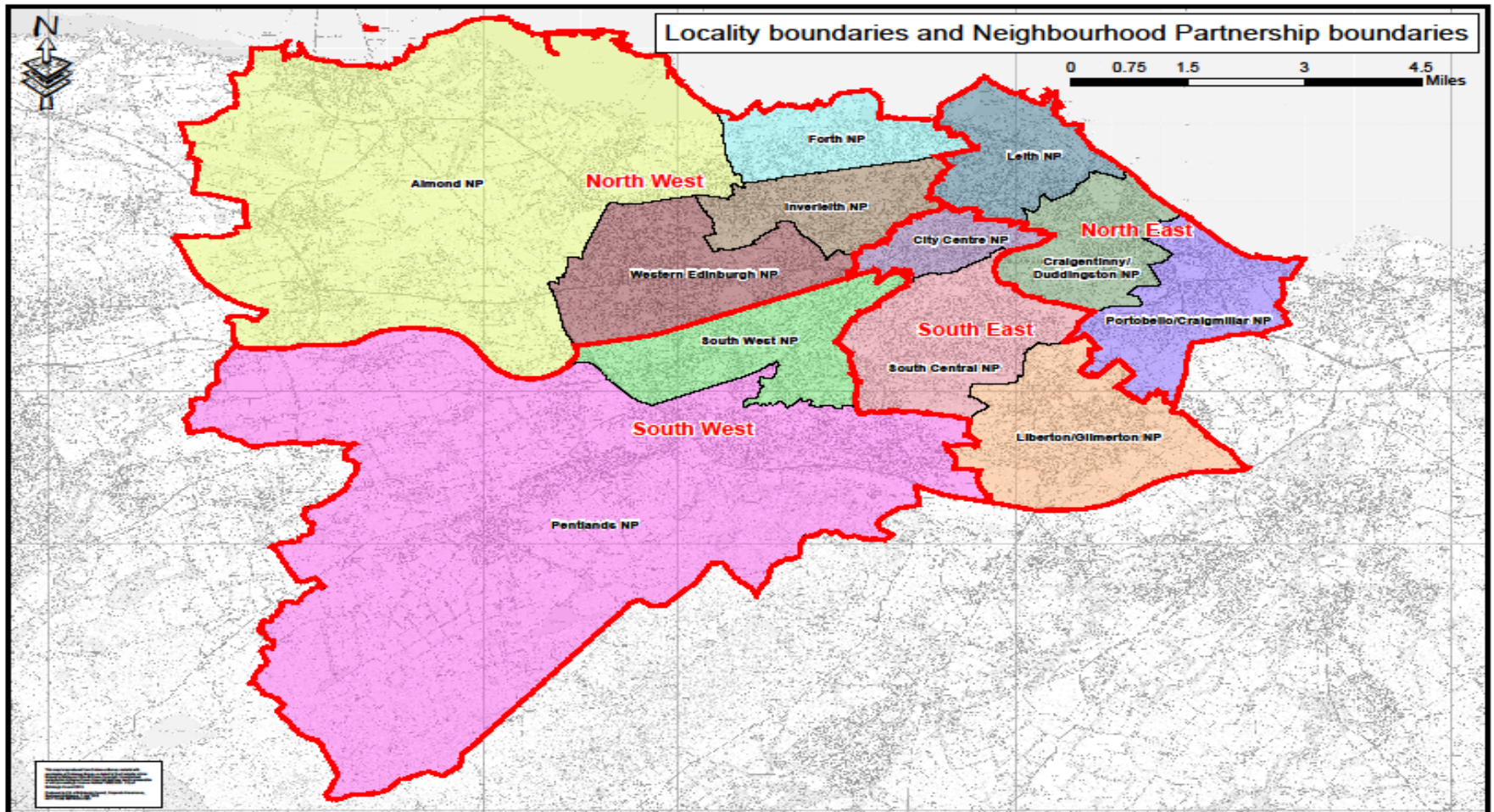
- locality operating model
- integrated HSC and children's services
- 13 organisational reviews to release £42m savings
- activity analysis
- locally integrated and co-located service teams

- Improved insight
- Locality Improvement Plans
- community and family resilience
- prevention based projects
- public health, and tackling poverty and inequality

- Instil good values and behaviours
- Locality Learning and Development Plan
- engagement and communications with staff and partners
- devolved decision making
- culture of innovation

Strategic Objective 1:
Empower citizens and
communities and improve
partnership working





Locality Leadership Team

Council Executive Director + Senior
Community Planning Partner

Council Heads
of Service

Representatives from
each community
planning partner in the
locality including Police
Scotland, Fire and
Rescue Service Scotland,
NHS and third sector

Locality Improvement Plans

Community
Participation
Requests

Community
Asset Transfer

Community
Planning and
Community
Engagement

Local Outcome
improvement
Plans and
Locality
Improvement
Plans

Strategic Objective 2:
Implement a lean and agile localities
operating model

Improve quality of life

Ensure economic vitality

Build excellent places

Deliver lean and agile Council services

Information
(including business intelligence,
analytics and insight)

Customer and Community Contact

Bringing together the first point of contact for our customers, supporting increased use of digital channels, providing first time resolution
Signposting, triage and referrals onwards to services where needed

Localities

Four geographic areas where resources that directly support communities are organised and joined up around the citizen

City-wide

Services where it is not appropriate to split the resource into four localities but where the services provided is 'shaped' based on the understanding locality priorities and needs

Business Services

Bringing together all support activity to one consistent service, reducing duplication and allowing more *flexibility*. As with our customer services, supporting employees to be more independent and 'self-serve' and being driven by customer need.

Values



work
together



1st
customer
first



forward
thinking



honest and
transparent

1. Children Services
2. Public Protection and Chief Social Work Officer
3. Schools and Lifelong Learning
4. Communities and Families Operations
5. Environment
6. Housing and Regulatory Services
7. Planning and Transport
8. City Strategy and Economy
9. IJB - HSC Disability and Transitions
10. IJB - HSC Mental Health, Substance Misuse and Sexual Health
11. IJB - HSC Older People, Palliative Care and Dementia
12. IJB - HSC Public Health, Prevention, Early Intervention, Health Improvement, Access and Emergency Services, Carers

Integrated Multi Disciplinary Teams

Prominent examples currently in operation or development in the City include:

- family nurse partnership
- total place projects
- reablement and intermediate care teams
- community improvement partnerships
- drug and alcohol hubs
- Inclusive Edinburgh
- violent offender watch
- children's services management groups

The CLS Project will continue to support these projects and develop new ones, for example:

- sports and lifelong learning service
- integrated HSC services
- Integrated children's services
- environmental and parks services
- transport and planning services
- culture and economy services

- ▲ Leith
- ★ Craigmillar
- Muirhouse
- Wester Hailes



Strategic Objective 3:
Deliver better outcomes and an improved
customer experience

NORTH WEST

- Larger housing, mature families
 - Fewer 16-24 year olds
 - High proportion of empty nesters
 - Generally affluent, except for Forth ward
 - Least happy with Edinburgh
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- Largest projected growth to 2024
 - Additional pressure on primary and secondary schools
 - Digital literacy, especially for older people in Forth ward

NORTH EAST

- Higher rates of deprivation, crime, unemployment, disability / illness
 - Lower levels of education
 - Smaller households, Leith and Leith Walk
 - More social rented, Leith
 - Leith Walk most diverse ward in city
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- Second largest projected growth to 2024
 - Highest ratings for broad range of social problems
 - High renting / low owning mean private property maintenance will be challenging
 - Regeneration will impact Leith Walk

SOUTH WEST

- Most like Edinburgh as a whole
 - Most deprived individual ward (Sighthill / Gorgie)
 - High proportion of council tenants
 - Lower than average proportion of social renters
-
- Most deprived single ward (Sighthill / Gorgie)
 - Significant levels of localised income inequality
 - High proportion of economic inactivity due to long term limiting illness

SOUTH EAST

- More than half of the city's students
 - Student numbers distort all indicators
 - Highest private-rented
 - Low levels of social housing
 - Most happy with Edinburgh
-
- Maintenance of the City Centre key for the city and the Council's reputation
 - Pockets of deprivation difficult to detect or address
 - Continued growth in private rental may effect community cohesion

Our vision is to ensure that Edinburgh is a thriving, sustainable capital city in which all forms of deprivation and inequality are reduced

Strategic themes

Improve Quality of Life

Ensure Economic Vitality

Build Excellent Places

Local priority outcomes: Our locality teams aim to -

- Reduce the number of pupils with school attendance below 80%
- Improve school attainment for pupils from deprived areas
- Reduce the number of looked after children
- Minimise the number of people on domiciliary care waiting lists
- Minimise the number of people on assessment waiting lists
- Increase the proportion of Criminal Justice Orders Completed

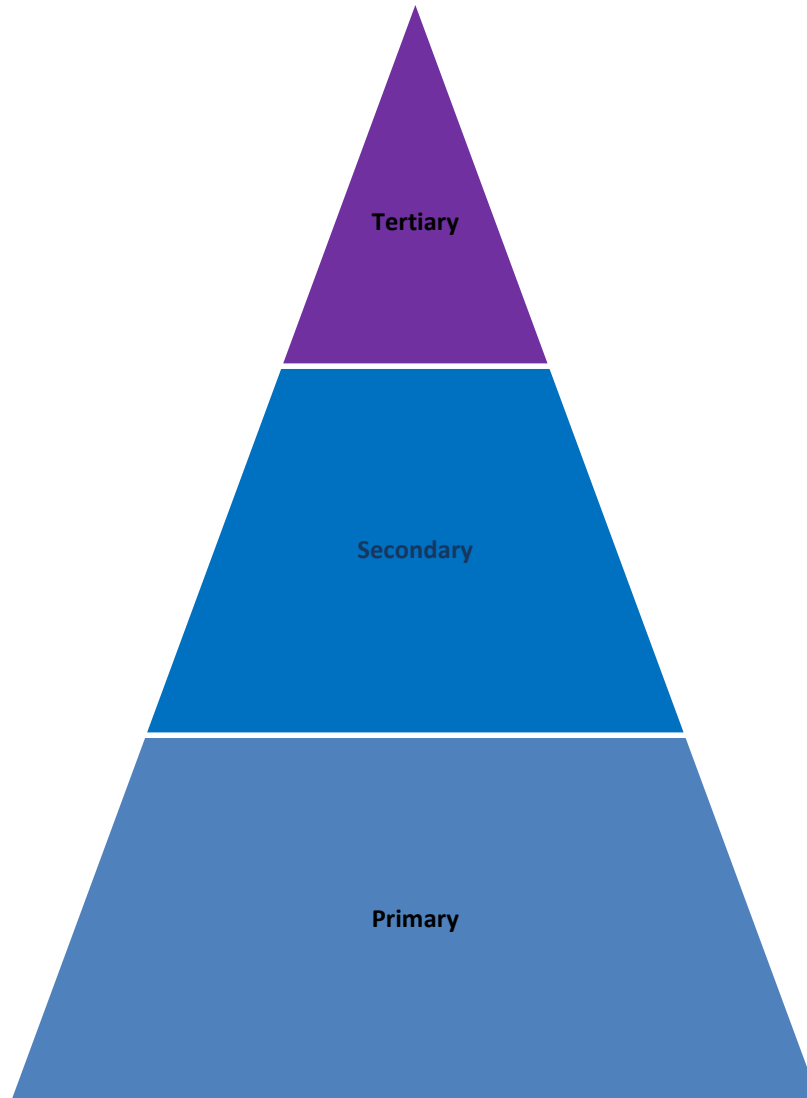
- Increase the proportion of school leavers who enter and sustain positive destinations

- Maximise the number of unemployed people supported into positive work or learning outcomes

- Improve the rate of response to environmental complaints and service requests

- Improve Council House repair completion times
- Reduce the number of homeless presentations

Deliver Lean and Agile Council Services



Emergency Homelessness

Drugs and alcohol rehab

Reablement

Family Group Conferencing

Inclusive Edinburgh

Local Outcomes for Older People

BOLD Total Place Project

'Headroom' Social Proscribing

Active and health lifestyles

Domestic Abuse Training

Tackling child poverty

Strategic Objective 4:
Embedding values and developing
culture



work
together



forward
thinking



customer
first



honest and
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Section 3 – Benefits

Benefits of the Locality Transformation

- The Council is **lean and agile** and addresses the **savings gap**
- A **common geography** to facilitate improved **partnership working**
- **Simplified customer journeys**
- **Integrated and co-located teams**
- **Improved support for families and individuals with complex needs**
- **Improved insight**
- Develop **resilience and well-being**
- **Co-produce services**
- **Empowered** communities, citizens and employees enabled to **enhance decision-making** at a local level
- Improved approaches to **prevention** and **early intervention**
- **Improved outcomes** especially for those citizens, families and communities with complex needs, and who experience poverty and inequality.

#StrongerNorth

