

## Localities in Slough

Slough's Locality working was introduced in early 2021 and over the course of this year strong foundations have been put in place at the same time as responding to changes brought about by COVID-19 and the council's new financial situation.

Locality working is a way of providing public services in localities and neighbourhoods. The focus of public services and exactly how they will be delivered will be bespoke to each locality – for example, a locality with a high rate of long-term unemployment will have a different blend of services provided locally compared to an area with low long-term unemployment but high rates of obesity and Type 2 diabetes. Locality working is underpinned by high quality local data insight coupled with thorough local consultation and engagement, so the voice of the local community is central to decision making. Our locality work is about changing our relationship with our residents and business – we will be delivering services *with* local communities rather than delivering services *to* them.

Key features of Slough's locality working are

- ✓ Bringing services to the heart of our communities.
- ✓ Make sure the services in local communities are integrated and work effectively together.
- ✓ Delivering high quality services tailored to community needs through the use of local data and insight.
- ✓ Encouraging close relationships with partners and communities by sharing plans and assets.
- ✓ Encouraging behaviour change in communities that builds resilience and independence.
- ✓ Prioritise wellbeing and preventative interventions to tackle the root causes and drivers of problems to reduce demand on public services.
- ✓ Encouraging customers to use digital technologies to self-serve to access transactional needs. This will free up the time of expert officers to deal with complex issues.
- ✓ Make sure there is strong co-ordination and strategic oversight of local projects operating in localities to reduce duplication.

### Where will locality working be delivered from?

The 15 wards in Slough have been divided into 4 localities. Some localities may have a council provided locality hub, but all will have a network of locations where services can be delivered from. These could include libraries, Children's Centres, Family Hubs, places of worship and community buildings. Residents will be able to access services in person but also virtually through improved use of technology.

Physical buildings are important to the Locality model as they allow teams to co-locate, work together, and provide a locality focus for residents. However, the model is not dependent upon having particular buildings in localities; *locality working is a new way of working, not a new place to work from.*

### What difference will locality working bring?

Evidence based – there is a temptation for local service delivery to focus on the needs of the customers who are most organised and most vocal in expressing their needs. This can lead to a mismatch between what services are really needed by the most vulnerable and the services which get delivered. Locality working takes robust evidence as its starting point and this evidence is thoroughly sense-checked in consultation with local people and organisations. The results of this structured conversation will shape what services are delivered in each locality and how they are delivered.

Practical partnerships – Locality working is explicit in its dependence upon strong, effective partnerships that allow shared understandings, shared resources, support, and robust challenge to all

parties. Key partners are local residents, local organisations, and local councillors. Each of these parties will be asked to sign up to a Charter that makes clear what they can expect from Locality working but also what Locality working expects from them.

Clear outcomes – Locality working is focussed on delivering 3 overarching outcomes. Locality working will ask partners to consider how their own plans, strategies, programmes, and actions will deliver these 3 outcomes:

- **Prevention** – what interventions work, at what stage to prevent poor outcomes for our residents, especially those who are most vulnerable? All partners need to focus on preventing poor outcomes rather than dealing with the results of poor outcomes.
- **Self-help** – communities need to be able, and confident to help and support each other. Turning to established public services or waiting for the intervention from these public services should not be the “normal” way good outcomes are delivered. Local organisations, ad-hoc community groups, families, friends, and neighbours need to be supported and encouraged to lead on delivering positive outcomes for their localities.
- **Resilience** - individuals, families and communities need the skills, resources, and confidence to effectively deal with challenges that face them. Are we equipping local people and groups with the tools to deal with large scale issues linked to economic downturns and health pandemics as well as smaller scale (but equally difficult) issues linked to mental, emotional, and physical wellbeing?

Demonstrable difference – Locality working will encourage all partners to consider their work in terms of the “three I’s”:

**Intent** – be clear about what the work, programme or activity is going to achieve. How will it support the 3 Locality outcomes?

**Implementation** – how will the work, programme or activity be implemented? What are the timescales and key milestones, how will local communities be part of the implementation?

**Impact** – what difference will this work actually make to our localities? Be clear about what your baseline is and what measurable improvement will the work deliver to local communities.

### Involving local communities

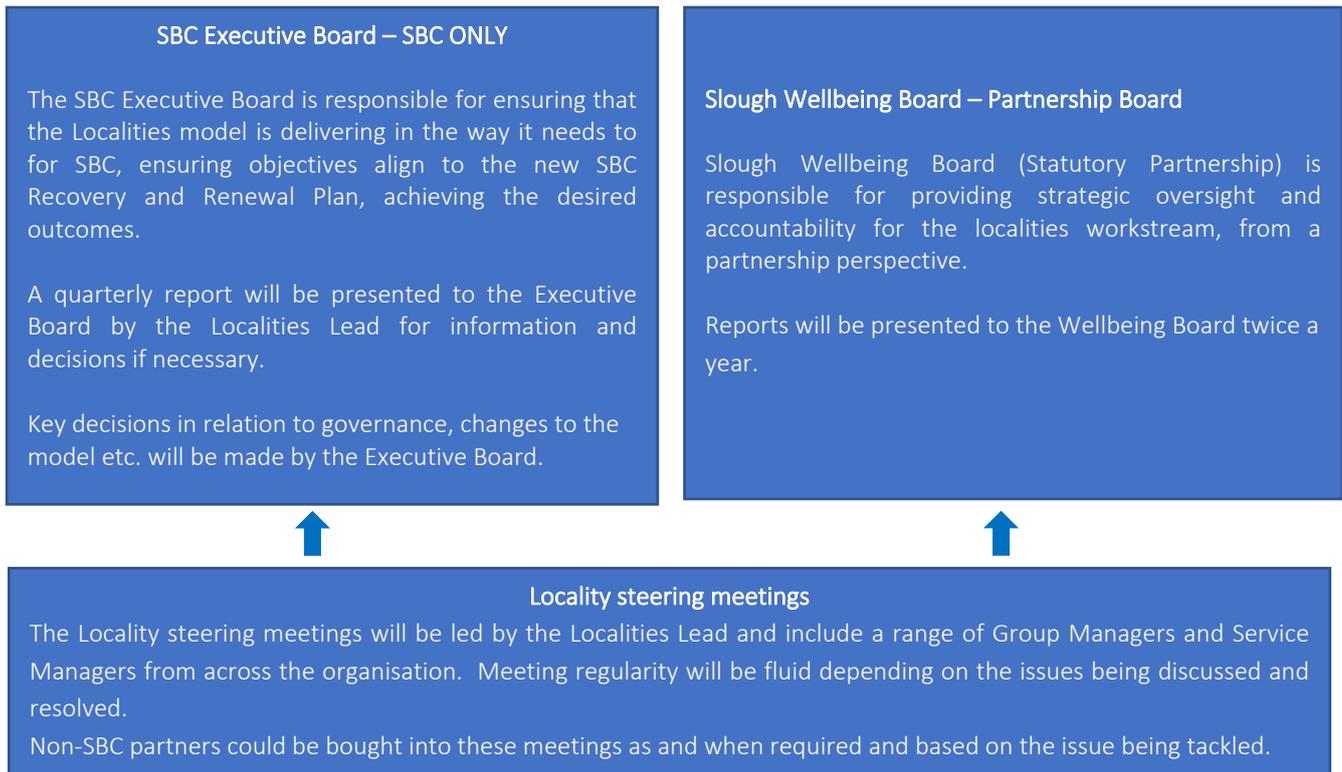
Each locality area will have a comprehensive data-set which will be updated on a regular basis. Using this data as a foundation, each Locality will co-develop a Stronger Healthier and Attractive Operational Action Plan, with input from local communities, the voluntary sector, public sector partners, and local businesses. The plan will outline priorities for the area, and inform what projects and services are most needed within a locality to ensure positive life-outcomes for all members of the community. The Stronger, Healthier and Attractive plans will align to, and support the delivery of the shared Slough 2040 vision, and the Recovery and Renewal Plan.

Local community networks in each Locality will be available for all teams, services, and partner public bodies to work with. Wherever practical and possible public bodies will co-ordinate their work to make the process of engaging and working with local people more effective and efficient.

### Governance of Locality working

Locality working is not about adding new structures, key performance indicators or plans to services. It is about providing new focus and direction to existing programmes and structures. There will not be a new team of officers delivering Locality working - it is the responsibility of every officer, every service, and every directorate in the council to consider how they can support and embed Locality working into their current practice, strategic plans, and partnership activity.

Below is an outline of the governance of Locality working in Slough:



The Locality steering meetings will be responsible for:

1. Ensuring that work across the organisation is being delivered with the 3 key outcomes in mind (prevention, self-help, and resilience). Group Managers and Service Managers take responsibility for considering the key outcomes in all of their delivery.
2. Co-ordinating engagement with communities and delivery of projects with communities. Ensure that there is no duplication or gaps around locality needs. Identify ways to share knowledge, resources, and skills to achieve the key outcomes.
3. Provide constructive challenge to services and teams around the 3 key outcomes and how work is demonstrating clear intent, achievable implementation, and practical impact. This will include seeking out innovative ideas that might challenge long-held assumptions about why, how, when and who delivers services in localities. Un-block challenges for operational delivery of Locality work.
4. Collect and share information from services, communities and partners about projects being delivered in each Locality. Work with partners on a 121 basis outside of any SBC meetings to understand how they can support and be involved in delivering Locality working on a practical level.
5. Ensure that work in each Locality is shared with ward members so they can promote and direct local people and businesses to get involved or access appropriate services.

Ad hoc “task and finish” groups will be set up to deliver specific projects.

### What is the current state of play for Localities (Q3 21/22)?

- Data packages for each ward and each Locality have been developed and are available to all SBC staff and partners ([www.slough.gov.uk](http://www.slough.gov.uk))
- Data packages have identified 3 priority themes for each Locality
- Information about Localities and exploration of what services want from Localities being shared in discussions with Group Managers and partner organisations.
- Identification of existing physical community buildings and discussions with services and partners about possibilities for co-location. Current focus in on understanding how Locality working can support the move from Children's Centres to Family Hubs in Slough (working with Slough Children First and SBC Early Help).
- Final drafting of 4 Locality Plans.
- Agreement about and setting up the Locality Steering Group.
- Final drafting of Members Charter to be shared with all ward councillors.
- Continue meetings with ward councillors to discuss their aspirations for Locality work in the communities they represent.
- Agree the most effective and efficient way of keeping Members up to date with project delivery across all services in each Locality.
- Review structure of Locality team in SBC to ensure closer alignment with Strong, Healthy, Attractive Neighbourhoods work.
- Continue to develop strong working relationships with community and voluntary sector through work with SCVS.
- Continued delivery of Strong, Healthy, Attractive Neighbourhood action plan in Chalvey. Drafting of a new Strong, Healthy, Attractive Neighbourhood action plan for Colnbrook with Poyle. Implementation of community consultation in Britwell to support the creation of an action plan and liaison with community partners in Haymill to support them to lead on community consultation before creation of a new action plan.