

**NEIGHBOURHOODS,
INCLUSION, COMMUNITIES &
EQUALITIES COMMITTEE**

Agenda Item 39

Brighton & Hove City Council

Subject:	Communities & Neighbourhoods Portfolio		
Date of Meeting:	27th November 2017		
Report of:	Executive Director (Neighbourhoods, Communities and Housing)		
Contact Officers:	Name:	Sally McMahon Julie Nichols	Tel: 29-6963 29-1656
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Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The purpose of the report is to provide Members with an update on the programmes that sit within the Communities & Neighbourhoods Portfolio, which includes:
- community and neighbourhood hub development
 - community collaboration
 - neighbourhood governance
 - enforcement & inspection (development of the Field Officer role).
- 1.2 The last report on this Portfolio was brought to this Committee in July 2017. At that meeting members asked for an update, hence this report to the November Committee.

2 RECOMMENDATIONS:

- 2.1 That committee members note the progress of the Communities and Neighbourhoods Portfolio

3 CONTEXT/ BACKGROUND INFORMATION

- 3.1 **Aims and Objectives:** The aims and objectives of the Portfolio were agreed at the July 2017 Neighbourhood, Inclusion, Communities and Equalities (NICE) committee. The aim of the Communities & Neighbourhoods Portfolio is to put communities at the heart of service delivery, make effective use of resources and support the delivery of savings. Its objectives are to:

- focus the development of services around community needs and target those most in need
- enable residents to have a stronger involvement and influence in decisions about their local area
- encourage and develop the capacity for people to do more for themselves and each other, helping people solve problems before they escalate into bigger problems
- make services easier to navigate, providing digital solutions for transactional activities, and ensuring effective support for those who need it
- share information and bring together public, private and voluntary sector, and communities' resources, to work harder for residents
- drive greater collaboration between service deliverers to avoid duplication and reduce the number of interactions with service users
- improve service user satisfaction by listening to local people and involving residents in service development and delivery
- improve our relationships with residents, making every contact count for them and for us

3.2 This Committee has received three reports on Communities & Neighbourhood working, which:

- Agreed four priority areas of the city for the development of neighbourhood hubs
- Endorsed the creation of neighbourhood hubs and community collaboration programmes
- Agreed the addition of the Enforcement & Inspection programme
- Requested business cases be developed to take these programmes forward
- Noted the work on the Local Action Teams would be included in this Modernisation activity
- Agreed the strategy to take forward the neighbourhoods working model (Appendix 2)
- Agreed that the work of the Communities & Neighbourhoods Portfolio will support ward councillors in their leading role in neighbourhood working
- Agreed to the establishment of a task and finish cross-party working group to give strategic leadership to the Communities & Neighbourhoods Portfolio work, to be chaired by Councillor Daniel
- Agreed the council's commitment to collaborative working and to be an active partner in the development and delivery of neighbourhood action plans

3.3 **Progress and plans for the future:** Since the last report, good progress has been made in each of the programmes and detailed progress reports can be found in Appendix 3, together with a timeline in Appendix 4. Highlights include the following:

- (1) Three of four priority areas have produced draft Neighbourhood Action Plans, with the fourth working through the process

- (2) Held workshop with public sector service providers to collaborate in how they will work with communities to support local neighbourhood priorities as identified in the Neighbourhood Action Plans
- (3) Provided member briefings to ward members and other key members
- (4) Progressed collaborative working at the Whitehawk hub site
- (5) Preferred location for a Moulsecoomb and Bevendean hub has been identified
- (6) Design briefs received from all the services proposed to be in the hub which will inform the feasibility study
- (7) Collaboration Framework was supported and signed off at the City Management Board October 2017
- (8) Online Volunteers Plus website is now live and volunteering management training has begun
- (9) Significant work with Digital First team on the Community Collaboration and Field Officer strands of work
- (10) The Full Business Case including a service delivery model for the Field Officer role was approved by the Corporate Modernisation Delivery Board (CMDDB) and is the subject of another report to this committee.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The options in regard to communities and neighbourhood working were considered in the report to the committee in July 2017. The option agreed was to implement a model of collaborative working and service improvement that starts with the needs of a specific community or neighbourhood and feeds up and into activities within the Communities & Neighbourhoods Portfolio and supports delivery of its strategic objectives ('bottom up').

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Consultation and engagement of staff, Members, residents and partners in the community, voluntary and public sectors is critical to achieving new collaborative service models that encourage all parties to have an active stake in the change and outcome. All the programmes in this Portfolio have collaboration and engagement built into their delivery.
- 5.2 Extensive consultation and engagement has taken place this year in the development of the Communities & Neighbourhoods Portfolio:
 - 5.2.1 Community and voluntary sector partners have led engagement with a wide range of stakeholders (residents, service providers, community groups, local businesses, etc) on the development of the Neighbourhood Action Plans. Large community events such as the East Brighton Market day, and the Community Connections day for the Moulsecoomb, Bevendean and Bates Estate area.
 - 5.2.2 Briefings have been given to ward members and other relevant members on the Hub developments and on the Field Officer development.

- 5.2.3 Service provider workshops have been held to encourage collaboration and to identify how they will work with communities to support local neighbourhood priorities as identified in the Neighbourhood Action Plans, and to specifically to increase collaboration around the Whitehawk hub.
- 5.2.4 Other public-sector services such as health, police and fire services have engaged in the board meetings, service workshops and community events.
- 5.2.5 Staff and managers from all affected council services, and unions have been engaged in developing the Field Officer role.

6 CONCLUSION

- 6.1 There is support from Community and Voluntary Sector organisations, resident representatives, and service providers within the council and in other public sector organisations for development of Community & Neighbourhood working, as outlined in this report. The potential benefits are significant and with increasing demand and reducing resources, public services cannot provide solutions on their own, so the engagement of local communities and the Community and Voluntary Sector is vital to achieve effective outcomes. This portfolio of work is different from previous initiatives as it is not funding driven but focused on the successful and genuine collaboration between service providers, residents and partners to make the best use of existing resources. It is designed to be flexible and responsive to residents' needs and changing circumstances.

7 FINANCIAL & OTHER IMPLICATIONS:

7.1 Financial Implications:

All of the work undertaken so far to progress the Communities & Neighbourhoods portfolio has been undertaken within current budget resources, most of which has been from the Neighbourhoods, Communities and Housing (NCH) Directorate.

Finance Officer Consulted: Monica Brooks Date: 30-10-17

7.2 Legal Implications:

There are currently no legal implications arising from this report which sets out progress updates for noting in relation to the Communities and Neighbourhoods portfolio.

Lawyers Consulted: Elizabeth Culbert Date: 27.10.17

7.3 Equalities Implications:

Improving how we work with communities and neighbourhoods will allow some of our more marginalised communities to influence, and more easily find and use, the services that they need. The programmes in the Community & Neighbourhoods

Portfolio aim to skill our staff to understand local diversity and how to work alongside residents to become enablers, helping people to support themselves and their communities.

Improving the accessibility of council owned buildings will help address equalities issues for residents and staff with disabilities. Working more closely with community groups will help ensure that the diversity of local neighbourhoods is more fairly represented.

This work supports the recommendations of the Fairness Commission through its recognition of the pivotal role of the Community & Voluntary Sector and the excellent contribution of ordinary people in the city. The Portfolio focuses on co-production and collaboration, supporting communities to implement their own solutions, developing stronger social networks, addressing social isolation and reducing health inequalities. The development of more digital services is balanced by prioritising digital inclusion and support for people who need help in doing things digitally.

7.4 Sustainability Implications:

A key sustainability implication relates to realising and sustaining the benefits from community and neighbourhood working once the Neighbourhood Area Co-ordinator moves onto other communities and/or the post is withdrawn when funding expires. A key aspect of this role must be capacity building within communities to continue supporting the work themselves.

7.5 Any Other Significant Implications:

See Appendix 1.

SUPPORTING DOCUMENTATION

Appendices:

1. Other significant implications
2. Strategy for Implementation of Community and Neighbourhood working
3. Table of progress and plans for individual programmes in the Communities & Neighbourhoods Portfolio
4. Timeline

Documents in Members' Rooms

1. None

Background Documents

1. None

Appendix 1: Other Significant Implications

1.1 Crime & Disorder Implications:

The Portfolio Board has representation from the Community Safety team and the Police. Issues around crime and disorder will be addressed through the work of the programmes and as required by the Board.

1.2 Risk and Opportunity Management Implications:

All the programmes have completed risk registers for their work and these are reviewed by the Board on an exceptions basis. There are no 'red' rated risks, but there are several 'amber' risks around issues such as: establishing expectations that cannot be delivered; the challenge of joining up organisations and services effectively; the challenge of bringing about cultural change; and inability to access finance or other resources. Control measures and other actions have been identified to mitigate these risks.

1.3 Public Health Implications:

In different ways, each programme helps to tackle health inequalities from making services more accessible in neighbourhoods, particularly disadvantaged areas; to increasing volunteering and community self-help, and making these more accessible; to providing a more responsive enforcement and inspection service that supports behaviour change.

1.4 Corporate/Citywide Implications:

The Portfolio will drive transformational change through the development of collaborative working between services, partners and residents, substantially changing the way in which residents and the council relate to each other. The Portfolio will also have an impact on the transformation of the council's behaviours, culture and governance.

Appendix 2: Community & Neighbourhood Hubs and Neighbourhood Working

Strategy for the Implementation of Community & Neighbourhood Working

- 1 To implement Community & Neighbourhood working across the city in a phased approach, starting with the four priority areas agreed by the NICE Committee.
- 2 This will be supported by the creation of a Neighbourhood Area Co-ordinator for two years to develop place-based collaborative working and service improvement to deliver better outcomes for each area. The postholder will work with stakeholders from all sectors to help deliver the Brighton & Hove Collaborative Framework. They will provide a link between the proposed Field Officers and other area based workers, and the potential integration of service delivery at neighbourhood level.
- 3 The establishment of an area/neighbourhood based 'partnership' group of service deliverers, partners and members of the community (people and organisations in the area), who come together to solve problems and take action via task and finish groups. The Co-ordinator will be expected to work with the 'partnership' to agree an approach to collaboration in the area that is sustainable.
- 4 The 'partnership' may be based on a forum or meeting that already exists, or result from bringing together separate meetings or groups to ensure broad engagement from local people, organisations and services in the area. The 'partnerships' will build upon what is already there and not create new bureaucracy.
- 5 The 'partnership' will consider local approaches, including the development of a **local 'hub'** (physical or virtual) to achieve the following, all of which have been identified as roles for community hubs:
 - improving access to council and other public services, including promoting digital access, developing people's ability to self-serve and providing support for those who really need it;
 - supporting creation of stronger communities, promoting wellbeing and tackling issues of inequality and disadvantage;
 - mitigating social isolation, and helping people to look after their mental and physical health more effectively;
 - supporting economic wellbeing, helping job seekers, supporting small businesses and facilitating financial inclusion;
 - supporting learning and skills development at all stages of life, tackling illiteracy, lack of skills and digital exclusion;
 - enabling communities to initiate activity, do more for themselves and maximise opportunities for volunteering; and
 - providing a neighbourhood focus for cultural activity and engagement, providing creative spaces for pursuing shared interests, and seeing exhibitions or attending events.
- 6 Collaborative working is an iterative process, so there cannot be a single 'template' for how this can be developed across the city. However, there are steps that can be taken to create the necessary conditions for effective neighbourhood collaboration and improved service delivery at the local level. Steps 4 and 5 below should take place alongside the first three:

(1) Understand the local context, including:

- data analysis;
- engagement with citizens, partners and politicians; and
- understanding of drivers for change.

(2) Co-create the future vision for the place:

- broker agreement across individuals and organisations with differing views.

(3) Co-produce a collaborative action plan:

- consider how institutional roles, behaviours and practice needs to change; and
- agree operating principles.

(4) Develop readiness to collaborate, eg.:

- relationship development and buy-in from partners and citizens; and
- identify and overcome barriers to change, and identify and encourage enablers.

(5) Develop the infrastructure needed to support collaborative neighbourhood/area working:

- cultural and behaviour change;
- set up 'partnerships' at neighbourhood/area level; and
- identify resources needed to support collaborative working in specific areas, including 'hub' or network development (physical and/or virtual) as required in each area.

Appendix 3: Communities and Neighbourhoods Working – Progress and Plans

Portfolio General Actions	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Aims and objectives agreed ▪ Benefits and outcomes table completed ▪ Service model developed ▪ Risk register established ▪ Extensive consultation with range of services inside and outside the council, including fire, police and health ▪ Regular contact with community groups in all four priority locations ▪ Held fortnightly coordination meetings ▪ Board meetings held on 30th June, 19th September and 14th November 2017, attended by partner organisations ▪ Presented business case to Corporate Modernisation Delivery Board 3 May 2017 ▪ Presented business case to Members Modernisation Oversight Group 9th May 2017 ▪ Interviewed for Neighbourhoods Support Officer (post will work across all four priority areas) 3rd November 2017 ▪ Briefed relevant members in advance of committee report (all areas), through written update and offer of meetings ▪ Held workshop with public sector service providers to look at how they will work with communities to support local neighbourhood priorities as identified in 	<ul style="list-style-type: none"> ▪ Hold meeting of task and finish cross-party members working group to provide strategic leadership to the portfolio (date tbc) ▪ Hold next Board meeting in February 2018

the Neighbourhood Action Plans 1st November 2017

Neighbourhood Hubs

East Brighton

Work Done

Work Planned

- Further research into collaborative place-based working.
- Update to area demographic profile.
- Follow up workshop to those held last year; identified some actions to address issues raised.
- Engaged with a range of people to inform development of a draft plan:
 - Due East neighbourhood council.
 - Serendipity community development workers.
 - Crew Club.
 - Whitehawk Inn.
 - Local council service providers (libraries, public health, children’s services, communities and housing).
 - Local GP and health practitioners.
- Two new workshops been held on Families and Children and Older People
- Identified community health project meeting as possible basis for wider ‘partnership’ meetings.
- Draft Neighbourhood Action plan produced by Due East.
- First meeting of cross service group
- Regular meetings with Due East neighbourhood council
- Two workshops held to create google map of all service in the area
- Planned for culture change activity to support collaboration –

- Update the neighbourhood action plan following the community event – to agree priority actions and timetable for completion (November 2017)
- Set up required task and finish working groups to deliver these plans (December 2017)
- This includes actions to improve the accessibility, legibility and environment of the ‘hub campus’, following on from the specific meetings on this already taken place
- Agree dates for next partnership meetings to report on progress

<p>meetings with council organisational development team..</p> <ul style="list-style-type: none"> ▪ Space identified for Community partners within the hub building ▪ Held a big community event in the area on 20th September 2017, - joint activity between community, council and other public-sector organisations to engage more widely on the neighbourhood action plan, and to encourage more collaboration between partners. ▪ Reviewed the outcomes from this event ▪ Held a 'hub campus' meetings to progress collaborative working across the 'campus (11th October and 8th November 2017) ▪ Held specific discussions on improving the outside areas at the 'hub campus' (October 2017) 	
Moulsecoomb & Bevendean & Bates	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Workshops with local stakeholders held to identify high level options for the creation of a neighbourhood hub. ▪ Map of assets owned by council and other third sector partners produced. ▪ Successful bid to the One Public Estate to fund project management. ▪ Allocation of funds for the accelerated development of a Neighbourhood Action Plan by the Trust for Developing Communities. ▪ Internal governance established to manage dependencies between Communities & Neighbourhoods, Workstyles and the One Public Estate programmes. ▪ Developed the demographic profile for the area (May 17). ▪ Focus groups held with local groups, including LATs, TRAs, 	<ul style="list-style-type: none"> ▪ Further engagement between partners in the area to take forward the Neighbourhood Action Plan – set up regular review meetings potentially using the local LATs as the vehicle to do this. ▪ Further work with Hollingdean and Stanmer ward to ensure continuation of effective library services to the Bates and Hollingdean estates (December 2017) ▪ Design briefs are informing a feasibility study, which has been commissioned to establish the planning and construction process (November 2017) ▪ QS potential site as part of the above feasibility study for the new hub to inform project costs (November 2017) ▪ Established a project group to oversee the design process and facilitate operational arrangements between affected

youth groups, community centre groups, Bridge users, school parents, foodbank users and parks group (May/June).

- Developed community priorities and potential stakeholders, and held workshop with frontline workers (June).
- Audit council owned assets (property) to determine current use, running costs and capital value (July 2017).
- Neighbourhood Action Plan produced by Trust for Developing Communities; priorities for local area identified and incorporated into hub design proposals.
- Liaison with existing community groups, organisations and partnerships (eg. MLAT and BLAT) to test proposals for a united governance group that will deliver the Neighbourhood Action Plan
- Engagement with council and external partners to establish which services will be delivered through the hub
- Site surveys and property audits complete and preferred location for hub identified as adjacent to the sports centre on Hodshrove Lane
- Potential surplus sites valued for their affordable housing potential. Details will be included in the full business case.
- Design briefs have been received from all services that are proposed to be accommodated in the hub:
 - Library
 - Youth Services
 - Sports & Leisure
 - The Bridge Adult Learning Provider
 - New GP Surgery
 - Community Health Services
 - Ambulance Emergency Response Unit
 - Shared Community Space

departments, services, and organisations to encourage collaboration across all areas. This group will report to Workstyles programme board and One Public Estate – December 2017

- Complete full business case and options appraisal (options to include ‘do nothing’, ‘better use of existing assets’, and ‘create a new hub and release surplus assets’ – March 2018
- Produce design proposals for preferred option through internal Architect team – March 2018
- Broader engagement with councillors, public and services on design proposals – March 2018
- Seek committee approval for project start

- First draft of business case is underway based on the above points
- Communications plan produced
- Risk register produced
- One Public Estate reporting lines established
- Community Connections event on 8th November engaged community and public sector in discussion of the Neighbourhood Action Plan
- Clarified that the Neighbourhood Action Plan also covers the Bates Estate
- Briefing for Hollingdean and Stanmer ward members

Hangleton & Knoll

Work Done

- A good community infrastructure already exists in this area which will enable progress to be made quickly as the next priority area on which to focus.
- Initial contact made with the Hangleton & Knoll Project to find out their views on this approach.
- A resident led neighbourhood conference was held on July 17 to inform the development of the Neighbourhood Plan. This was very successful and has provided some key priorities for the area
- Met with Hangleton & Knoll Project to see if they are prepared to host the 'partnership' meetings through which to take this work forward (August 2017)
- Draft Neighbourhood action plan has been prepared, with good engagement from local community (September 2017)
- Hangleton & Knoll Action Group meeting on 20th September considered the draft neighbourhood action plan

Work Planned

- Attend Hangleton & Knoll Community Action Group meeting to agree the final Neighbourhood Action Plan (December 2017).
- Partners to identify and agree what changes need to be made and how to make them.
- Work with Community Action Group and Hangleton & Knoll Health Forum in the development and delivery of change in this area.

<ul style="list-style-type: none"> ▪ Attended Hangleton & Knoll Project AGM 8th November 2017 	
Hanover & Elm Grove	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Unlike the other three areas, there is no formal community development or capacity building in place in this ward. ▪ Several community groups exist and have been approached to find out their views on the Communities & Neighbourhoods working strategy. ▪ Held first meeting with 4 local groups – mapped stakeholders to be engaged with setting local priorities ▪ Local steering group met on 7th September- looked at next steps for a local engagement events to begin to develop the neighbourhood action plan ▪ Further meeting of steering group held 7th November 	<ul style="list-style-type: none"> ▪ The approach to developing a framework for collaborative working in this area will be the same as the other areas but there are fewer physical community facilities and no existing community development work upon which to build. ▪ This will be a chance to explore the opportunities for virtual hub development. ▪ Support the local steering group in their development of a neighbourhood action plan – timescales still to be determined
Community Collaboration	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Collaboration Framework is complete and approved at NICE July 2017 ▪ It is currently being shared with partners boards <ul style="list-style-type: none"> ○ CCG Commissioning Operations meeting: 29th August 2017 ○ CCG Senior Management Team ○ CCG Governing body: 26th September 2017 ▪ It has been approved at the CW conference ▪ Police colleagues ▪ Collaboration Framework was signed off at the City Management Board October 2017 	<ul style="list-style-type: none"> ▪ Development of cross-sector action plan (October – Dec 2017) ▪ Implementation of Action Plan (January 2018).

Volunteering Policy, toolkit and online platform	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Volunteering Policy and toolkit complete and adopted by NICE committee in July 2016. ▪ Online platform development sourced and customised with Brighton & Hove Volunteer Centre in May 2017. ▪ Web-site development with Volunteer Centre in June-Sept 2017 ▪ Volunteer management training for staff to understand how to expand and develop volunteering within council services – new courses developed with staff input – Courses start October 2017 ▪ New all staff volunteering Forum developed – March 2107 quarterly meeting to share peer knowledge and skills, highlight issues and develop new volunteering approaches ▪ System will allow council staff to directly recruit, manage and monitor volunteering across all council services. ▪ Online system will enable the council to understand not only its number of volunteers but also monitor the costs, value and impact of working with volunteers as part of delivering public services ▪ Online Volunteer Plus web-site live ▪ Council backend of the system with Digital First and ICT for final check on GDPR compliance 	<ul style="list-style-type: none"> ▪ Online systems launch December 2017 ▪ Volunteering Forum development – continued support to Forum meetings ▪ Volunteering toolkit e-learning development ▪ Continued work with services to expand volunteering (2017-2020). ▪ Continued work with cross-sector partners to implement the Power of Volunteering Action Plan ▪ Roll out of online system incrementally with key services, meetings with Children’s Centres and Parks November 2017
Campaign that promotes and increases shared responsibility between citizen and state	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Communications campaign to promote volunteering and active citizenship – live 	<ul style="list-style-type: none"> ▪ Workshop with Zurich Insurers to understand how to unblock the barriers to council volunteering and active

<ul style="list-style-type: none"> ▪ Risk management group to review and address the barriers to promoting active citizenship that may include activities such as cutting grass verges, clearing rubbish or fly tipping, removing graffiti, visiting neighbours and delivering traffic calming solutions. 	<p>citizenship.</p> <ul style="list-style-type: none"> ▪ Continued work with Risk management steering group to understand and unblock issues
Support a programme of staff development	
Work Done	Work Planned
<p>Active on the Behaviour Framework Steering group and ongoing development, specifically offering guidance on collaborative working.</p>	<p>Working with OD team to develop a change programme to be delivered in East Brighton initially to support the progress of Neighbourhood Hubs</p>
Advice on and support co-production of services at local/area based level	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Cross-sector advice on collaborative working across a range of services including the CCG, GPs, ward councillors, council services and the Community & Voluntary Sector. ▪ The programme links services with the community development workers across fourteen neighbourhoods. ▪ Development of Neighbourhood Action Plans across four wards 	<ul style="list-style-type: none"> ▪ Ongoing development of joint working approaches. ▪ Neighbourhood Action Plans to be completed December-March 2018
Improve online tools for community engagement and active citizenship (via the Digital First programme)	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Work with the Digital First team to look at how to offer online solutions to engaging and promoting community activities. ▪ ‘ My Community’ ▪ Development of an interactive service map for East Brighton. 	<ul style="list-style-type: none"> ▪ The programme will also work with Digital First to explore how to engage residents in decision making at a local and citywide level. ▪ Online map development in East Brighton to share information across services and residents ▪ Digital first offering more support to ensure the programme

	can deliver
Provide the operational direction for all commissioned community development organisations	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Ongoing operational support and performance management to all commissioned Community Development – 14 neighbourhoods ▪ Link service providers to communities through community development workers ▪ Offer support services on community engagement – with community workers providing facilitation and engagement processes examples are development of 4 Neighbourhood Action Plans, community engagement in the supported housing developments, support to emergency and temporary housing forum. 	<ul style="list-style-type: none"> ▪ Ongoing links into services ▪ Ongoing support to engage residents in active citizenship and volunteering ▪ Ongoing support for resident to set up groups and services in local neighbourhoods ▪ Ongoing support for residents to maintain or develop local forums ▪ Ongoing support to develop Neighbourhood Hubs and Neighbourhood Action Plans ▪ Community development to deliver joint service provider / community events to ensure joint ownership of Neighbourhood Action Plans Nov 2017
Neighbourhood governance	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Core steering group consisting of democratic services, housing, children’s centres, parks, planning and community safety. ▪ Provide a Neighbourhood Governance approach for the city to maximise the work of current groups/forums and LATs. ▪ Support the leadership role of ward councillors within a neighbourhood governance structure. ▪ Ward member survey completed by end of September. ▪ Ward member budget scheme presented for approval Leaders group 4th September. Scheme approved. ▪ Joint meeting of officers working on improving support to 	<ul style="list-style-type: none"> ▪ Member workshop to be held (November 2017) ▪ Guidance and form for ward member budget scheme to be completed.

ward members met to plan member workshop that will encompass governance. (September 2017)

Enforcement and Inspection – Field Officer

Work Done

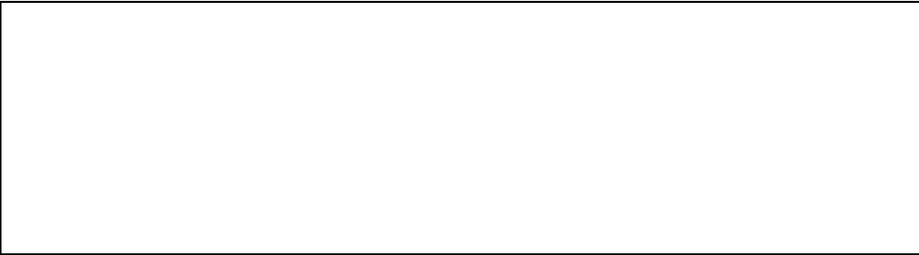
- Identified provisional service delivery model.
- Identified provisional services in scope.
- Completed workshops and meetings with services to identify functions to be part of the Field Officer role.
- Indicative Field Officer role profile developed and evaluated.
- Work with the council’s Digital First programme to design and deliver a mobile solution for the Field Officer to use in the field and started to identify digital solutions for how we improve service delivery, improve service user satisfaction and meet community needs.
- Committee report presented to the council’s Policy Resources & Growth Committee on 9th February 2017 agreeing, in principle, to amend the relevant parts of the council’s Scheme of Delegation and facilitate authorisation arrangements for this new role.
- Ongoing discussion with services, Members and unions as business case developed.
- Direction of travel report presented to Corporate Modernisation Delivery Board (CMDDB) on 29th March 2017.
- Full Business Case Delivered to Corporate Modernisation Delivery Board (CMDDB) on 27th September 2017. All recommendations approved.
This includes a proposed service delivery model, proposed number of Full time equivalents (FTEs) to deliver the role, a rota pattern that could deliver this, a draft job description

Work Planned

- Review the communication and consultation programme including staff, union and Member briefings/engagement (May 2017 to ongoing).
- Develop the role and service delivery model, and ensure it connects with the wider Neighbourhoods & Communities Portfolio, responds to community needs and priorities, and defines links across communities (May 2017 to ongoing).
- Continue engagement with external partners to identify how the Field Officer role can work with their programmes and priorities to deliver the programme objectives (May 2017 to ongoing).
- Continue to work with the council’s Digital First programme to deliver digital solutions that improve service delivery, improve service user satisfaction and meet community needs (May 2017 to ongoing).
- Committee Report updating on the progress with the Enforcement & Inspection programme to go to Neighbourhoods, Communities & Equalities Committee (27th November 2017).

and person specification including an indicative grade, and details of cashable and non-cashable benefits, risks, and funding, costs and resources required to deliver this role.

- Stakeholder analysis completed
- Project plan routinely reviewed



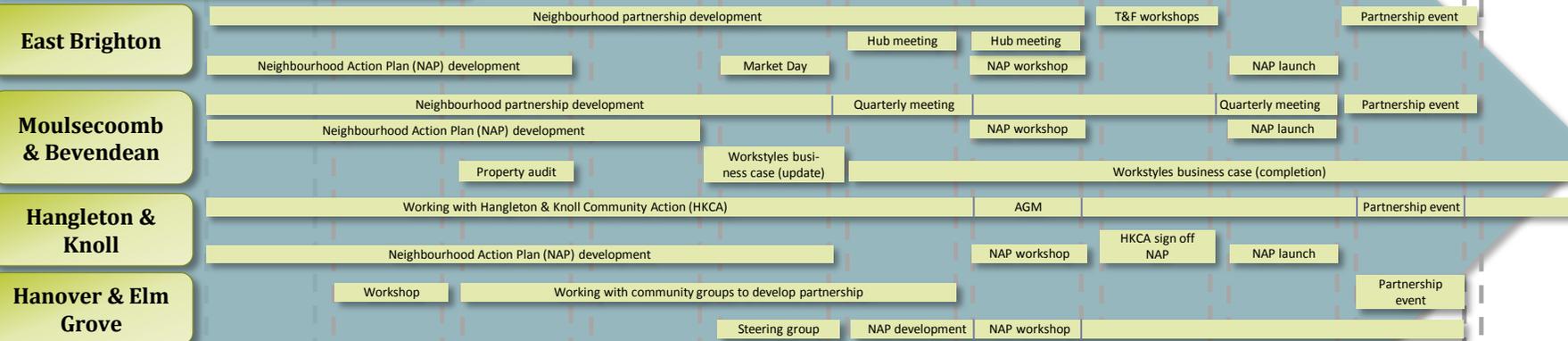
Communities & Neighbourhoods - High level portfolio plan

2017

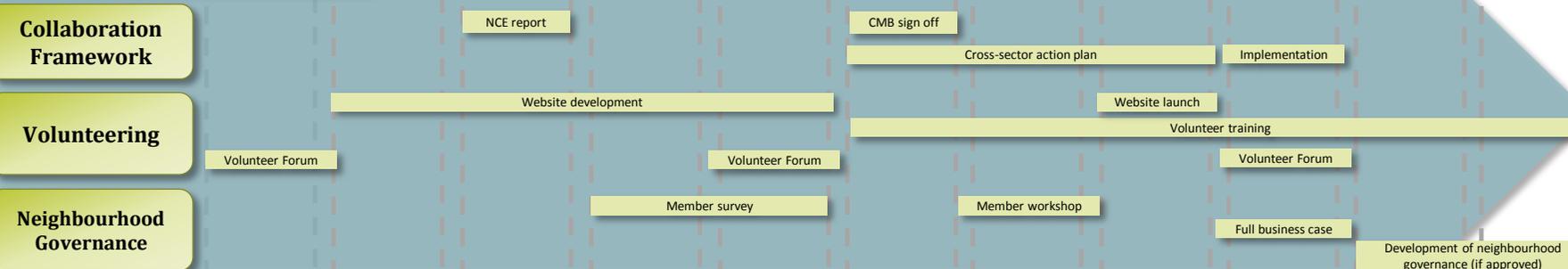
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May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

Community & Neighbourhood Hubs



Community Collaboration



Enforcement & Inspection



Portfolio governance

