

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

Agenda Item 7

Brighton & Hove City Council

Subject:	Communities & Neighbourhoods Portfolio		
Date of Meeting:	3 July 2017		
Report of:	Executive Director (Neighbourhoods, Communities and Housing)		
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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 (physical and virtual);
 - community collaboration;
 - neighbourhood governance; and
 - enforcement & inspection (development of the Field Officer role).
- 1.2 The programmes covered were agreed by this Committee in two previous reports, the last one being in July 2016. Since then, good progress has been made in each of the programmes and progress reports can be found in the appendices. Highlights include the following developments:
- collaboration framework;
 - volunteering policy and toolkit;
 - behaviour framework;
 - Communities & Neighbourhoods business case;
 - neighbourhood service delivery model;
 - strategy for neighbourhood collaborative working;
 - further community engagement with portfolio work;
 - progress with the Field Officer role;
 - progress with neighbourhood governance; and
 - successful bid to One Public Estate for funds to support the Moulsecoomb plans.

- 1.3 Particularly noteworthy is the interest and support from the Community & Voluntary Sector (see Section 5.2.1) and others in the public sector such as Health, Education, Fire and the Police (see Section 5.2.4).
- 1.4 Public services are facing increasing demands for services and reducing resources. This is in addition to increasing expectations of residents and it is clear that no one service or organisation can address the root causes of these demands on their own. Many parts of the solution, as well as the problem, exist at a local level and so different ways of thinking and working are needed to collaborate and achieve positive change.
- 1.5 The purpose of the report is also to ask Members to agree the recommendations in Section 2 that will enable officers to continue the Communities & Neighbourhoods work.

2 **RECOMMENDATIONS:**

- 2.1 Agree the aims and objectives of the Portfolio as presented in Section 3.1 with its focus on service improvement through increased involvement of the community and collaboration of service providers in all sectors.
- 2.2 Agree the direction of travel of the Communities & Neighbourhoods Portfolio of programmes as described in Appendix 2.
- 2.3 Agree the strategy to take forward the neighbourhoods working model as outlined in Section 3.6 and Appendix 3, building upon the existing strengths of local communities, and according to levels of need and existing assets.
- 2.4 Agree that the work of the Communities & Neighbourhoods Portfolio will support ward councillors in their leading role in neighbourhood working.
- 2.5 Agree 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.
- 2.6 Agree the council's commitment to collaborative working and to being an active partner in the development and delivery of neighbourhood action plans.

3 **CONTEXT/ BACKGROUND INFORMATION**

- 3.1 **Aims and Objectives:** 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; and
- improve our relationships with residents, making every contact count for them and for us.

3.2 **Service Delivery Model**: Outcomes and benefits have been identified (Appendix 4) and a Service Delivery Model developed that can be applied across the city and tailored to each community (see Appendix 5). It has four segments ranging from targeted to universal service delivery:

- **Specialist**: High-cost services/interventions with individual residents who consume a significant proportion of the council's budget. This would be a whole system approach to avoid duplicating interventions and bring together services to these individual, often vulnerable, residents. Initially, the focus is on neighbourhood services such as housing, environmental services, regulatory and planning services but it is important to create the link between these and health and social care to which this model could be extended.
- **Generic/flexible**: Services provided by staff to non-specific service users (generic service users, flexible staff). These could be citywide services currently delivered or new developments, such as the Field Officer role.
- **Digital**: Information and services delivered electronically. The work and priorities of the Digital First programme would be informed by the Communities & Neighbourhoods Portfolio.
- **Community collaboration**: Services designed and delivered in consultation and/or partnership with the community.

The Model is applicable from the strategic planning of services through to delivery at community level. It will be the same for each community, however, the size of each segment will be relative to the needs of the community it serves. The Model is designed to fit with partners but is not dependent upon them.

3.3 This Committee has received two 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; and
- noted the work on the Local Action Teams would be included in this Modernisation activity.

- 3.4 **Progress and plans for the future:** Progress on each of the separate programmes, and plans for the future, can be found in tabular form in Appendix 2, together with a timeline in Appendix 6.
- 3.5 **Business case:** A business case has been developed for the Communities & Neighbourhoods Portfolio, which was agreed by the Corporate Modernisation Delivery Board. The option agreed is to implement a model of collaborative working and service improvement that starts with the needs of a specific community or neighbourhood and builds collaboration and partnership between service deliverers from all sectors and the community to develop and deliver a shared action plan. The business case identified the resources needed to create the infrastructure for collaboration and service improvement initially for the first four priority areas. The strategy for the implementation of Communities & Neighbourhoods working can be found in Appendix 3.
- 3.6 **Strategy:** The approach of the Communities & Neighbourhoods' strategy is different from previous initiatives as it is a bottom up, collaborative process to change the nature of the relationships between different sectors, organisations and communities, to use existing resources to work better together. Lessons have been learned from previous experience, and there is a genuine commitment within the council to collaborative working and to changing systems and models of service delivery so that the best outcomes can be achieved working with local communities and partners.
- 3.7 **Community/Neighbourhood hubs:** The strategy includes assessment of the needs for local hubs which already exist in some areas, such as community libraries, community learning hubs or community centres. The three Community Learning Hubs can and should play a part in the successful delivery of this work in the most deprived parts of the city. There is a strong partnership between the Hangleton & Knoll Project, The Bridge and the Whitehawk Inn in delivering employment support; information, advice and guidance; financial inclusion work; and IT and community learning alongside free access to IT in local centres supporting the Digital Brighton & Hove Programme alongside Libraries.
- 3.8 The Community Learning Hubs can contribute to the proposed process of connecting and bettering the access to services for those with multiple barriers to engagement in many ways:
- Service Delivery Model. The Community Learning Hubs (CLHs) are perfectly placed to provide connectivity between the levels of the Service Delivery Model (Appendix 5). The CLHs provide clear and supported pathways for individuals exiting specialist services. A signposting or phone referral has very low engagement success rates and rarely promotes de-escalation of need on the Model's prevention/self-help scale. In comparison, the active outreach models and warm handovers (often three-way with specialist agency key-workers) practiced by the CLH organisations deliver sustained engagement in generalist service/community environments.
 - Digital and financial Inclusion. The CLHs are physical spaces where those facing barriers to coping with digital access to public services, including benefits and

housing, can gain support with accessing and understanding information. All CLH organisations are partners in Money Works and offer access to financial education and support with managing money.

- Volunteering. The CLHs are instrumental in encouraging and facilitating volunteering both as a means of creating social connectivity and as a way of building skills for employment. Volunteering in the CLHs is inclusive and considerate of the varying skills and confidence vantage points of participants and hence actively promotes inclusivity.
- Employability: As part of the council's commission, the CLHs will be leading a piece of work on ensuring that adults across the city have access to high quality, holistic information, advice and guidance with emphasis on those experiencing long term worklessness and those with multiple barriers to engagement with mainstream provision.

3.9 **Digital First:** The work carried out by the Digital First team to help transform how services work is fundamental to the success of the Communities & Neighbourhoods Portfolio. This work has already started with the proof of concept for mobile working, and booking appointments and making payments that is now being piloted in the Pest Control service. This can be replicated and scaled up to create the ability for an officer to work out in the field delivering an enforcement and inspection service.

3.10 As the Communities & Neighbourhoods Portfolio becomes embedded across the city, the Digital First team will work with the service officers and service users to help break down barriers across the organisation and deliver a resident focused service. This will be most evident for customers in the new website as it develops and makes finding information and carrying out transactions online quick and simple. For staff, it will be in streamlined, paperless processes and mobile working.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Three options have been considered in relation to Communities & Neighbourhoods working:

Option 1: 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'). (Preferred option)

Option 2: To transform Community & Neighbourhood working by radically redesigning and restructuring council services.

Option 3: Do nothing.

4.2 Option 2 has been discounted as there is the desire to make an early impact through organic change, and radical redesign requires time and resources that are not available. It is also accepted that the success of the Portfolio is not based solely upon council services, and focusing on a large redesign will exclude the community and other partners who are key to its success. Cultural change needs to precede any structural changes for sustainable transformation to be successful.

- 4.3 Option 3 has been discounted because this work is a council priority, there is feedback from residents wanting change and decisions to progress this have already been made by this committee.

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 Meetings have been held with representatives from Community Works and the Bridge, and a joint meeting with representatives from Due East, the Hangleton & Knoll Project, the Trust for Developing Communities, and Community Works has also taken place. These Community and Voluntary Sector organisations have given their support to the work of the Portfolio and the development of collaborative working at the neighbourhood level:
- 5.2.2 Comments from community and voluntary sector include:
- “Hangleton & Knoll Project are pleased to see progress in developing closer collaboration and enhanced mechanisms for residents to support change and lead innovation in their community building upon the existing strong networks and led by Community Action.”
 - Due East discussed the proposals at a quarterly Community Council meeting on 31st May. The meeting strongly supported the Communities & Neighbourhoods work and looked forward to future collaboration with the council and other service providers in the area. A letter of support has been sent to the council by the Trustees.
 - Trust for Developing Communities have sent an email of support for the Portfolio and linked their development work it (details can be seen in the planned actions in Appendix 2). They have reported a positive desire to engage and collaborate with council services being expressed in conversations with the communities of Moulsecoomb & Bevendean. The early indications of the consultation for the Neighbourhood Action Plan are that people want to work towards shared sustainable goals with improved co-ordination across the community and public services to maximise local assets and resources. The Bridge Community Education Centre, Moulsecoomb Local Action Team and Action in Bevendean Community have all endorsed a community centred approach to public services.
 - The Bridge have sent an email of support and contributed evidence of how the three CLHs can help deliver the new Service Delivery Model (see Section 3.8).
- 5.2.3 Building upon the four workshops held last year, a further workshop was held which included representatives from Due East Neighbourhood Council, the Crew Club and Whitehawk Inn; the Community Development Worker; service representatives from Public Health, Libraries, Housing and Public Health; and health practitioners from the local GP surgery.
- 5.2.4 Meetings have been held with ward councillors for Moulsecoomb & Bevendean, and ward members were invited to the Whitehawk workshop. Further sessions are

planned for each of the four priority areas. Members on the Modernisation Member Oversight Group have also received two reports on progress.

- 5.2.5 A report was taken to the City Management Board to consult with senior representatives from key public services including: The Clinical Commissioning Group; Sussex Police; Police & Crime Commissioner; Brighton & Sussex University Hospitals NHS Trust; Sussex Community NHS Trust; East Sussex Fire and Rescue Service; Job Centre Plus; University of Sussex; University of Brighton; and Greater Brighton Metropolitan College. The members of the City Management Board gave their support to the Community & Neighbourhoods Portfolio work.
- 5.2.6 There are representatives from across the council on the Portfolio Board, including Digital First; Property & Design; Regulatory Services; Families, Children & Learning; Communities & Equalities; Community Safety; and Housing. The Portfolio has also had input from officers across the council bringing their expertise such as in analysis and research, workforce development, children's safeguarding and care, estate regeneration, adult assessment, and early years and family support. Feedback on the business case development has also been received from advisory and support services in the council.
- 5.2.7 Two reports have been taken to the Executive Leadership Team, and discussions have taken place at the Economy, Environment & Culture and Health & Adult Social Care Directorate Management Teams.
- 5.2.8 This report and its recommendations received positive support from the members of the Communities & Neighbourhoods Portfolio Board, which includes representatives from the Community and Voluntary Sector, Clinical Commissioning Group, Fire and Police Services, as well as from all council directorates. Specific comments from external partners are included here:
- East Sussex Fire and Rescue Service: "At ESFRS we are fully supportive of a collaborative and partnership approach to keeping our community safe. We currently run the Community Initiatives Partnership (CIP) which takes a themed topic approach to looking at how we can identify and improve support for vulnerable groups (hoarders, those with dementia, those in high rise buildings, etc) and from reading your terms of reference, there is a synergy of approach. We would be keen to discuss how this fits in, and could potentially support, the geographical hub approach and to also look at our own approach to collaborating with communities themselves."
 - Community Works: "We are very pleased to see BHCC taking the initiative around working more closely with communities to target resources and find joint solutions. VCS Community Development colleagues have been involved over the last 12-18 months in discussions about how this work can be taken forward – their expertise has been valued by both BHCC and the CCG. There are many areas we could pull out to comment on but at this stage the fact the work has been pulled into a portfolio approach gives it greater clarity of purpose and strategic intent – this is very positive to see. The One Public Estate approach and the development of a Community Leasing Policy will hopefully move us further towards a corporate approach to supporting both community led and run

buildings and larger voluntary organisations like The Bridge who all provide significant services and benefit to their local areas. We look forward to seeing the work progress.”

- Clinical Commissioning Group: “The CCG’s Caring Together programme represents the local integrated delivery of health and social care, and is the place based delivery programme for the wider Sustainability and Transformation Partnership. Caring Together comprises several different clinical programmes; the most pertinent to this work is the “prevention and community” area. We will be looking to build on existing work to support local communities to improve health and wellbeing, develop self-management skills and use existing mechanisms to support health and wellbeing, which in turn will support both individuals and communities to become more resilient.

We support GP practices in the city to develop and sustain Patient Participation Groups (PPGs), which have a role in developing and supporting resilience in local communities and neighbourhoods, and have the potential to be linked to cluster working across the city.

The CCG is supportive of this Portfolio approach to working with communities and neighbourhoods; there are many synergies with our local planning and delivery around “health”, and clear opportunities for collaboration and co-production with our partners in the city to fulfil the aims of this work.”

- Police: Although the Police service representative was unable to attend the first Board meeting, the Police Service have expressed strong interest and support in the two City Management Board meetings where this work has been discussed. The work that is being done to develop the proposed Field Officer role was presented to City Management Board in February 2017. Interest on how this role can enable us to work more closely with our partners including the Police and East Sussex Fire and Rescue has been the subject of further meetings. Leading on from this, and to understand how we can work more collaboratively with our partners, a further presentation on the proposed Field Officer role was delivered to the Community Initiatives Partnership in early June 2017.

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:

There are no immediate financial implications arising from the proposals set out in this report. The recommended option (Option 1 'bottom up' model of collaborative working and service improvement) intends to deliver the programme within existing revenue resources or, if legally possible (please see relevant comments within the Legal Implications section), from one off investment of existing Section 106 funds. The new Neighbourhoods Co-ordinator post will be funded from existing revenue resources. The Field Officer post will be confirmed as part of the business case and options appraisal for the CMDB in September 2017 and the subsequent NICE update in November 2017.

Finance Officer Consulted: Jess Laing Date: 02-06-17

7.2 Legal Implications:

Where the programmes covered in this updated report require existing services to be stopped, changed or moved (for instance in relation to the introduction of Field Officer roles), then consultation with service users and staff has been factored into work plans and timescales. As the report further notes, the introduction of new cross-cutting Field Officer roles will necessitate changes to the Scheme of Delegations to Officers which have been agreed in principle at Policy Resources & Growth Committee on 9th February 2017. Further legal input will be provided to ensure that the council's constitutional arrangements, and the authorisations which sit underneath those, accurately reflect the functions which will be undertaken by those post holders: work which can only be carried out once the services in scope have inputted and final decisions have been made.

Other initiatives noted in this report may require additional legal input. These include the input necessary to make changes to the council's Constitution, if the council decides to set up new models to deliver area based neighbourhood governance (whether decision making or purely consultative) and/or to make changes to the council's arrangements to enable it to adopt structures to redefine or enhance the leadership role of local councillors.

The business case behind the report notes the potential to align the use of s106 monies arising from housing developments in the Whitehawk area with community plans. This is a reference to planning obligations under s106 of the Town & Country Planning Act 1990 entered into in connection with developments at Whitehawk Library, Robert Lodge and the Wellsbourne Health Centre. The obligations required certain financial contributions to be made in order to mitigate the impacts of those developments and included contributions towards sustainable transport, education and recreation. The contributions can only be expended in accordance with the terms of the relevant obligation and it will therefore need to be ensured that the use of any of the s106 monies in connection with community plans is strictly in accordance with the terms of the obligation in question.

Lawyers Consulted: Victoria Simpson & Hilary Woodward Date: 31.5.17

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. Table of progress and plans for individual programmes in the Communities & Neighbourhoods Portfolio
3. Strategy for Implementation of Community and Neighbourhood working
4. Outcomes and benefits table
5. Service Delivery Model
6. 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. 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.

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: Communities and Neighbourhoods Working – Progress and Plans

Four priority areas:	
East Brighton	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ 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: <ul style="list-style-type: none"> - 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. ▪ Suggested actions/outputs and benefits drawn up to inform the development of the broader Portfolio. ▪ Identified community health project meeting as possible basis for wider 'partnership' meetings. ▪ Briefed relevant members in advance of committee report (all areas). ▪ Draft Neighbourhood Action plan produced by Due East. 	<ul style="list-style-type: none"> ▪ Recruit Neighbourhoods Coordinator – note post will work across all four priority areas. ▪ Hold initial 'partnership' meeting, agree terms of reference and identify who else needs to be attending. (September 2017). ▪ Schedule for quarterly meetings to take place. ▪ Discuss the draft actions that emerged from the initial engagement work and the neighbourhood action plan (September 2017). ▪ Partners to identify and agree what changes need to be made and how to make them.
Moulsecomb & Bevendean	
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. ▪ Trust for Developing Communities has begun the process of developing the local Neighbourhood Action Plan (May/June). ▪ Developed the demographic profile for the area (May). ▪ Focus groups held with local groups, including LATs, TRAs, 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). 	<ul style="list-style-type: none"> ▪ Moulsecomb Neighbourhood Action Plan schedule. ▪ BHCC & MLAT – what (priorities) who (stakeholders) when (milestones where possible). ▪ July/ August – coordinate specific groups with key stakeholders to plan actions around priorities and establish lead role for ongoing coordination around these with the Neighbourhood Area Co-ordinator. ▪ Produce a Neighbourhood Action Plan (July/August 2017). ▪ Audit council owned assets (property) to determine current use, running costs and capital value (July 2017). ▪ Liaise 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 (July 2017). ▪ Produce high level options for a Neighbourhood Hub into a full business case (late 2017). ▪ Hold initial 'partnership' meeting, agree terms of reference and identify who else needs to be attending (October 2017). ▪ Schedule for quarterly meetings to take place.

Hangleton & Knoll	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ Approach Hangleton & Knoll Forum to see if they are prepared to host the 'partnership' meetings through which to take this work forward (July 2017) ▪ Hangleton & Knoll Project will produce a Neighbourhood Plan by early 2018. ▪ A resident led neighbourhood conference is planned for July 17 to inform the development of the Neighbourhood Plan. ▪ Agree quarterly 'partnership' meetings to identify and discuss action plan (first meeting October 2017). ▪ Partners to identify and agree what changes need to be made and how to make them. ▪ Work with Community Action and Hangleton & Knoll Health Forum in the development and delivery of change in this area.
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 are being approached to find out their views on the Communities & Neighbourhoods working strategy. 	<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. ▪ There are three community organisations active in the area which are considering whether to work more closely together. We will take this opportunity to ask them if they would consider hosting the 'partnership' meetings on a quarterly basis to bring all sectors together to develop an action plan for the area (June 2017).
Community Collaboration	
Work Done	Work Planned
<p>The Collaboration Framework will replace the previous Community Engagement Framework:</p> <ul style="list-style-type: none"> ▪ Practical tool and policy document that is centred on collaboration for better outcomes – with and between residents, across service silos, and between sectors. ▪ Cross-sector document that sets out six key elements for collaboration across services, commissioning, place, behaviours, communities and people. ▪ Provide clear definitions, guidance and sets out specific standards for working with citizens, across services and between sectors. ▪ Will provide a cross-sector action plan that will take forward a clear set of measurable actions. ▪ NICE committee in July 2017. 	<ul style="list-style-type: none"> ▪ Development of cross-sector action plan (Sept – Dec 2017) ▪ Implementation of Action Plan (January 2018).

Volunteering Policy, toolkit and online platform	
<ul style="list-style-type: none"> ▪ Volunteering Policy was adopted by NICE committee in July 2016. ▪ Online platform sourced and customised with Brighton & Hove Volunteer Centre in May 2017. ▪ Development of front facing web site with Volunteer Centre in June-July 2017. ▪ 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. ▪ New training package will also be offered to council staff from August 2017. ▪ Offering support to develop and expand volunteering programmes, it aims to maximise the value and benefit for both the service and for the volunteer. ▪ Quarterly Council Volunteering Forum from May 2017. ▪ Sharing good practice, learning from volunteers and reviewing online system. 	<ul style="list-style-type: none"> ▪ Online system launch (July – August 2017). ▪ New training package for council staff (August 2017 – August 2018). ▪ Volunteering Forum development (May 2017 onwards). ▪ Continued work with services to expand volunteering (2017-2020). ▪ Continued work with cross-sector partners to implement the Power of Volunteering Action Plan.
Campaign that promotes and increases shared responsibility between citizen and state	
<ul style="list-style-type: none"> ▪ Support to communications to promote volunteering and active citizenship. ▪ 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. ▪ Support to develop the Behaviours Framework, specifically offering guidance on collaborative working. 	<ul style="list-style-type: none"> ▪ Workshop with Zurich Insurers to understand how to unblock the barriers to council volunteering and active citizenship (July 2017). ▪ Development of parallel behaviours training for the staff working across the East Brighton Hub area.
Advice on and support co-production of services at local/area based level	
<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. 	<ul style="list-style-type: none"> ▪ Ongoing development of joint working approaches.
Improve online tools for community engagement and active citizenship (via the Digital First programme)	
<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. This could include volunteering or being an active citizen ie. cutting grass verges, organising clean up days, supporting elderly neighbours. ▪ 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.

Neighbourhood governance	
<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. 	<ul style="list-style-type: none"> Member workshop on neighbourhood governance options (summer 2017). Full business case to be presented to the Corporate Modernisation Delivery Board (CMDDB) in November on the options for local area governance. Development of Neighbourhood Governance, as appropriate (November 2017 onwards).
Provide the operational direction for all commissioned community development activity	
<ul style="list-style-type: none"> The programme has operational lead for supporting the development and delivery of the commissioned community development support across fourteen neighbourhoods. Offers support to develop community activities and services that support communities to become more resilient and independent, and links these community activities with council services, where appropriate. 	<ul style="list-style-type: none"> Provide operational support for community development providers (April 2017 – March 2020).
Support the development of a community buildings leasing policy	
<ul style="list-style-type: none"> Research best practice on leasing community buildings. Link with work on community asset transfer. 	<ul style="list-style-type: none"> Development of community leasing policy and adoption by council (late 2017).
Enforcement and Inspection – Field Officer	
Work Done	Work Planned
<ul style="list-style-type: none"> Identified provisional service delivery model. Identified provisional services in scope. Workshops and meetings with services to start to identify functions to be part of the Field Officer role. Early draft Field Officer role profile developed. Identified a provisional area where the Field Officer role can start to be delivered, including central Brighton & Hove and Hanover & Elm Grove. 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. Started discussion with services, Members and unions. Direction of Travel report presented to Corporate Modernisation Delivery Board (CMDDB) on 29th March 2017. Stakeholder analysis completed. Project plan drafted. 	<ul style="list-style-type: none"> Implement 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). Further meetings with services in scope to identify functions to be delivered by the Field Officer role. To include collation and data analysis relating to these services and functions. For this information to be part of job analysis and business improvement processes, and thereby inform a Field Officer job description, person specification, and working pattern (June 2017 and July 2017). Full business case and options appraisal to CMDDB (September 2017). Committee Report updating on the progress with the Enforcement & Inspection programme to go to Neighbourhoods, Communities & Equalities Committee (27th November 2017) and then onto Policy Resources & Growth Committee (date tbc).

Appendix 3: Community & Neighbourhood Hubs and Neighbourhood Working

1 Strategy for the Implementation of Community & Neighbourhood Working

- 1.1 To implement Community & Neighbourhood working across the city in a phased approach, starting with the four priority areas agreed by the NICE Committee.
- 1.2 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.
- 1.3 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.
- 1.4 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.
- 1.5 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.
- 1.6 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.

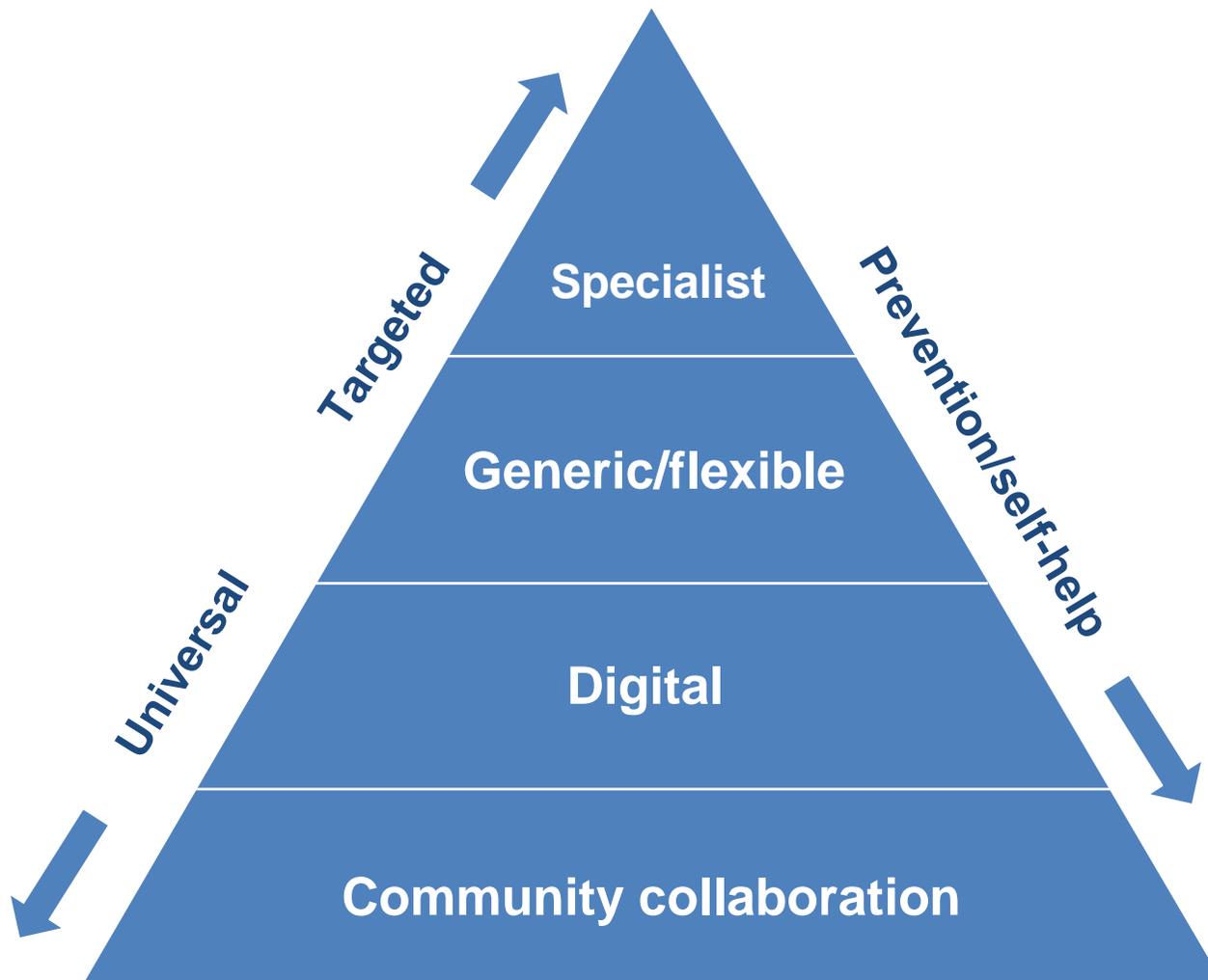
- (4) Develop readiness to collaborate, eg.:
 - relationship development and buy-in from partners and citizens; and
 - identify and overcome barriers to change, and identify and encourage enablers.

- (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 4: Outcomes and Benefits Table

OUTCOMES	BENEFITS					
	Improved customer satisfaction	More resilient communities	Greater democratic participation	More effective use of resources	Improved job satisfaction	Improved resident health and well-being
Services easier to access	√			√		
Communities more aware and able to access services and support	√	√				
Integrated services designed around customer segments	√			√		
Complaints better handled	√			√		
Reduce unnecessary visits or calls to council buildings	√			√		
Greater support for Members engaging with communities			√		√	
Communities able to influence decision-making in their area		√	√			
Problems solved as a result of community engagement	√	√	√			
Communities have greater access to information and expertise		√	√			√
Communities able to access relevant funding opportunities		√		√		
Communities empowered to co-design services	√	√		√		√
More effective use of community spaces incl. outdoors		√		√		√
Increase in social, cultural and sporting participation		√				√
More people volunteer		√				√
More services use volunteers		√		√		√
Improved employment opportunities		√				√
Website clearer and easier to navigate	√			√		
People better able to access digital services	√	√				
People more able to self-help	√	√		√		
Cost of transactions reduced				√		
Increase in number of self-assessments		√		√		√
Stronger relationship between public and third sectors		√			√	
Joined up approach to service delivery and collaboration	√	√		√	√	
Innovation is encouraged and rewarded					√	
Staff feel empowered					√	
Behaviour change in staff	√				√	
More flexible / generic roles				√	√	
Staff able to signpost to all relevant services	√			√	√	
Reduced duplication and multiple contacts	√			√		
Multi-disciplinary approach to supporting individuals	√				√	√
Service plans based on evidence of need	√					√
Increase in prevention activity		√		√		√
Fewer referrals to specialist services				√		√
Specialists have more choice in 'step-down' services		√		√		
Specialist focus on more complex tasks				√		√

Appendix 5: Communities & Neighbourhoods: Service Delivery Mode



Principles:

Specialist: High cost services/ interventions with individual residents (eg. environmental services, social care, housing)

Generic/flexible: Services provided by staff to non-specific service users (generic service users, flexible staff)

Digital: Information and services delivered electronically

Community collaboration: Services designed and delivered in consultation and/or partnership with the community

The model will be the same for each neighbourhood

The size of each segment will be relative to the needs of the neighbourhood it serves

Some services will be targeted, some universal. Focus is on prevention and self-help to reduce demand

Appendix 6: Communities & Neighbourhoods - High level timeline

