NEIGHBOURHOODS, INCLUSION, COMMUNITIES & EQUALITIES COMMITTEE	Agenda Item 37
	Brighton & Hove City Council

Subject:	**Communities and Neighbourhoods Portfolio**
Date of Meeting:	**3rd December 2018**
Report of:	**Executive Director for Neighbourhoods, Communities & Housing**
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Ward(s) affected:	**All wards**

FOR GENERAL RELEASE

1.   PURPOSE OF REPORT AND POLICY CONTEXT

1.1   The purpose of the report is to provide committee with an update on the work that sits within the Communities and Neighbourhoods Portfolio, which includes:
- Community hubs
- Collaboration
- Volunteering
- Enforcement and inspection (Field Officers).

This report covers the first three element of the portfolio. A sister report is provide specifically on the Field Officers.

1.2   Neighbourhoods, Inclusion, Communities and Equalities (NICE) committee last received a report on the Portfolio in November 2017. This report provides an update one year on and also indicative direction of travel for the year ahead.

2.   RECOMMENDATIONS:

2.1   That the Committee notes the progress of the work in the Portfolio.

2.2   That Committee supports the ongoing work of the three workstreams outlined in this report: community hubs, collaboration, volunteering.

3.   CONTEXT/ BACKGROUND INFORMATION

3.1   The aims and objectives of the Portfolio were agreed at the July 2017 NICE committee. These aims are:
- To put communities at the heart of service delivery
- Make effective use of resources
- Support delivery of savings

The objectives are (in no particular order):

a) Focus the development of services around community needs and target those most in need

b) Share information and bring together public, private and voluntary sector, and communities' resources, to work harder for residents

c) Drive greater collaboration between service providers to avoid duplication and reduce the number of interactions with service users

d) Make services easier to navigate, providing digital solutions for transactional activities, and ensuring effective support for those who need it

e) Improve our relationships with residents, making every contact count for them and for us

f) Enable residents to have a stronger involvement and influence in decisions about their local area

g) Improve service user satisfaction by listening to local people and involving residents in service development and delivery

h) 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.

3.2 Key Successes in the Four Work Programmes

3.2.1. Community hubs

3.2.2. The community hubs programme was prioritised for delivery in four areas: Moulsecoomb and Bevendean, East Brighton, Hanover and Elm Grove, and Hangleton & Knoll. The aim was to make services easier to access both digitally and physically, increase awareness of services and support available in communities, encourage innovation and closer working between organisations and change organisation culture with the aim of improving outcomes for residents and neighbourhoods.

3.2.3. All four areas, through a collaborative process between residents and service providers from the voluntary and public sectors, with good representation from across council services, have produced and started delivering **Neighbourhood Action Plans (NAPs).** This is having the direct effect of: improving the sharing of information between services, and between services and residents, making better use of existing resources, putting residents' aspirations and ideas for their area at the heart of change, with residents taking direct action and improving access to services.

3.2.4. In addition, the work in the four areas has generated enthusiasm and desire for similar plans in other areas including Queens Park, North and South Portslade and Hollingdean. We have been able to support development of NAPs in these areas through the existing investment in community development as part of the council's Third Sector Investment Programme. However, members for wards without community development commissioned work have also requested support for development of NAPs. This is currently not resourced.

3.2.5. Hub Cross Sector Networking has been set up in the four hub areas supported by community development providers. These sessions are open to anyone that provides services in each area; this includes small community groups who are delivering local activities alongside statutory and larger CVS services. These

sessions have been extremely popular and provided a valuable space to build new relationships, understand the range of services and opportunities for local people and develop signposting or referral routes. The sessions have resulted in a range of new ideas for joint work to improve communications, evaluation and develop specific targeted projects. These ideas are being developed through task and finish groups. The sessions have been driving a more connected approach to using resources and providing better local services to residents and some new projects are already taking place such as new referral routes, joint work between community projects, Age UK, Albion in the Community, GP services and Whitehawk Football Club to name a few.

'I have made more headway today than I have in the last five years'
Service provider at East Brighton Networking Session

3.2.6. **Community Development** has continued to support and build the capacity of local groups and organisations across three of the four hub areas, with a limited amount in Hanover and Elm Grove and direct support from the council's Communities, Equality and Third Sector team. The community development support is empowering and enabling residents to engage in the setting of local priorities for the Neighbourhood Action Plans, coming together with local service providers to look at how to address issues collaboratively. In addition, the community development work is supporting residents and groups to provide a range of locally delivered activities such as LGBT support groups, parent and toddler, multi-cultural groups, fun days and festivals, and to campaign and fundraise to sustain these.

3.2.7. **Partnership Events**: Each Hub area is hosting quarterly partnership events to bring together all the key community organisation and service provider to drive forward the actions with the NAPs.

3.2.8. **East Brighton Successes**

3.2.9. Whitehawk Hub has a multi service campus that includes a library, community café, social work team, housing office, youth employability, children's centre, GP, dentist and pharmacy, primary school and a nursery all on the one site. However, development on the site has been piecemeal and there was limited multi-agency working across the services. In order to develop and support more partnership working and create services that are easier to access for residents there are now a number of things in place. These include:

a) Whitehawk Hub Campus Group - this is looking at services sharing resources and contracts such as CCTV, cleaning, site maintenance, security, Wi-Fi, car parking, accessibility and using the open space to create more functional use of the area.
b) The site is very difficult to access by public transport especially for anyone with a disability. An access audit has been completed and a range of priorities highlighted to ensure the whole campus becomes more accessible. This includes better signage, improved step free routes, handrails, curbs and paving.
c) Health and Wellbeing Group – East Brighton has the worst reported health outcomes in the city this has long lasting impacts for local people and results in

expensive services that are not delivering the desired outcomes. The Health and Wellbeing group is developing joint approaches to providing support to local residents and working on providing more holistic services through the GP surgery, children's centre, nursery, sheltered housing, library and many other voluntary sector providers. This is resulting is shared use of space such as diabetic clinics running from the library, signposting and referrals including some social prescribing to services such as money advise and adult learning. This work is changing the way local services are working together to recognise that wellbeing encompasses the wider determinants of health such as financial wellbeing, housing, opportunities for work, learning or volunteering etc.

d) The Whitehawk Inn has worked hard to continue to provide an adult learning offer in the area and is developing the centre to offer a wider community offer, including now hosting the local youth café in partnership with Trust for Developing Communities.

e) The Urbact Partnership Bid is a European project that has been successful at first stage, if successful at second stage it will be providing additional resource to the East Brighton to deliver elements of the NAP specifically focused on the use of local space and fostering closer working between local community groups.

f) Well attended by residents and services a Community Market event and Whitehawk Family Day have been held to bring everyone together and get to know each other.

> *'I have never been in the Library or in the children's centre before; I didn't know there was so much happening around here'* Local Resident

g) Whitehawk library plays a pivotal role in the hub, regularly contributing to the Due East Newsletter, supporting local communications through digital screens in the library, and collaborating with other services: with the children's centre to deliver Bookstart Corner packs to local families, with Active4Life promoting Healthy Lifestyles, and with the local primary school on the Summer Reading Challenge and Whitehawk library has provided a permanent room for Due East to use in the hub

h) In response to families' feedback about limited indoor space at home and no gardens, and feelings that local parks are not particularly well resourced the Roundabout Children's Centre started running Open House sessions; these are unstaffed sessions allowing parents and children 8 years and under to use the children's centre playroom and garden.

i) Roundabout Children's Centre held a community event on 28th November with Whitehawk Library, Wellsbourne Health Centre and Due East, with the theme 'Well in Winter', the first of future REAL (Raising Early Achievement in Literacy) events seeking to incorporate literacy in everyday services.

j) Parklife is a local campaigning group that has been developed by two young parents in Whitehawk who are concerned about the poor state of local parks and open space in the area. They have are now working closely with the council's parks team, Community Works, ward councillors and other residents to direct and influence the development of the 'middle' park in Whitehawk. This will be possible with the use of section 106 contribution from the New Homes for Neighbourhoods developments Kite Place and Hobby Place.

3.2.5 **Moulsecoomb and Bevendean Successes**

3.2.6 Moulsecoomb and Bevendean has a range of strong community organisations and smaller community groups delivering community led activities and support.

a) A key focus for the area was to build and maintain these groups and work with new residents to create the Neighbourhood Action Plan. The NAP is now complete and will be driven through quarterly partnership events with key stakeholders such at Moulsecoomb Local Action Team (LAT) and Bevendean Action for Communities.

b) Moulsecoomb also has a physical site that hosts a range of organisations and services, however, unlike Whitehawk some of these buildings are old and no longer fit for purpose such as the 67 Centre and Hillcrest Centre. Enabled through Greater Brighton's successful bid for One Public Estate (OPE) funding, BHCC has been leading the review and consolidation of the Moulsecoomb property portfolio to release the existing buildings no longer fit-for-purpose and, by using the capital receipts raised, developing a new Neighbourhood Hub to house a range of new and existing services for the local community.

The intention is to utilise any redundant sites for the delivery of new affordable housing. The services comprising the proposed Neighbourhood Hub have been identified to include library services, youth services, an adult learning centre, sports and leisure, primary and community health provision, an Ambulance Community Response Post (ACRP) and community space.

In spring 2018, design briefs and a series of design workshops led to the development of an outline scheme for the Neighbourhood Hub on the preferred location (adjacent to the sports centre on Hodshrove Lane). Initial high-level costings were also produced through a feasibility study and QS report. Since the completion of this work, the project has grown in scope at the request of the Leader of the Council and ward councillors. This change will enable the delivery of additional homes and create the potential for a new social work facility, facilitating closer joint-working between health and social care. The project team continues to fully explore this new option, which has resulted in the need to revisit the feasibility study and expand the business case (previously scheduled for April 2018). The change in scope is substantial and will consequentially delay the project and increase costs. An outline business case for the wider scope was approved by the council's Corporate Modernisation Board in October 2018. The OPE funding awarded to the project as part of the Phase 4 call has been spent on developing feasibility studies and designs for the original project brief. New funding sources are now being identified and will include bids to both the Big Lottery Fund, which holds a budget for developing projects that strengthen communities, and the National One Public Estate Programme's current Phase 7 funding call, which closes on 30 November 2018. Announcements on funding awards are expected in February 2019.

Following the closure of the Bridge, the preferred adult education provider for the proposed Neighbourhood Hub, further research has been undertaken to explore alternative providers and the sustainability of a new model. This has

included on-going engagement with the stakeholders, alongside a variety of community, volunteer-led, development and charitable organisations to discover potential new opportunities for adult education, explore ideas for a community café and to ensure that the project continues to adhere to the Neighbourhood Action Plan, which outlines the needs of the community.

c) Despite the loss of the Bridge the majority of the adult learning has been retained and is now hosted at number of other venues including St Georges Hall, Moulsecoomb Primary School and Moulsecoomb library.

d) Working with a local theatre group, the Library Service co-produced, an Arts Council funded, puppet show called 'Between the Books' all about the library offer. While aimed at children aged five and six, all children from Moulsecoomb Primary School saw the show and all have since been back to their local library for regular class visits. The show was also performed to Hangleton and West Blatchington Primary School children with the same results.

3.2.7 Hangleton and Knoll Success

3.2.8 Hangleton and Knoll already has strong co-ordination and grass roots engagement through the Hangleton and Knoll Project (HKP) to deliver joint community initiatives. Therefore, action here has been focused on building on this strength and developing capacity to deliver needed additional activity.

a) Hangleton and Knoll Community Action have, alongside, service providers developed a Neighbourhood Action Plan to ensure a sustainable and collaborative approach. The NAP actions will be driven through Hangleton and Knoll Community Action which will hold partnership events with a wider stakeholder group 4 times a year.

b) The Library Service has been working in collaboration with the Benfield Valley Healthcare Hub (BVHH), which covers both Hangleton and Portslade, with the aim of connecting and integrating BVHH more into the local community. It resulted in information sharing between libraries and GP surgeries, to promote services and initiatives via electronic screens. Projects, such as Library Connect and library activities were promoted to patients in surgeries via digital screens. BVHH representatives spent half a day in both Portslade and Hangleton libraries as part of their community consultation to talk to residents about 'community parties' and Community Circles - an initiative to support people in the community with complex needs, by creating a circle of people who can support them.

c) Hangleton and Portslade libraries are participating in the 'S card' scheme led by HKP and BVHH to pilot the advertising and giving out of free sanitary products.

d) A weekly Hearing Aid Clinic, run by volunteers from Hove Polyclinic, now takes place in Hangleton Library.

e) During 2017/18 the council's Personalised Travel Planning Team worked from Hangleton library encouraging people to use sustainable transport and help them get into work.

f) The Library Service participated in the September Hangleton & Knoll Community Action and the annual 50+ event at St Richards during the Older People's Festival, where they showcased the library offer for people living with dementia, including the Reading Well Books On Prescription dementia collection and reminiscence stock.

g) Hangleton and Knoll ward achieved Neighbourhood Area Status and Community Action Neighbourhood Forum status allowing greater influence over any potential Community Infrastructure Levy funding.

h) Collaboration between HKP, Brighton Festival, Brighton Peoples Theatre and BHCC Arts and Culture Services is developing a year round arts offer in the area with several funding applications in progression to support the work.

3.2.9 **Hanover and Elm Grove Successes**

3.2.10 Although Hanover & Elm Grove contains a number of strong and mature community organisations and a diverse spread of active residents, the area differs from the other three community hub pilot areas in that opportunities for physical hub development are limited as the area has no significant council building or library open to the community, and the area has had little in terms of community development support. This has presented a challenge in bringing residents together around a shared vision for collaboration and improvements to service delivery across the ward, and has involved forging new relationships between existing community actors, and developing the concept of a virtual hub as a focus for neighbourhood improvement.

a) Work taken forward over the past 18 months has involved bringing together existing community groups and active residents to develop a collaborative and shared Neighbourhood Action Plan and to start to take forward actions generated from it. Starting life as an informal Community Coalition, this has involved key voluntary and residents groups from across the ward working together in partnership to deliver local consultation for the emerging NAP, and the value of this informal partnership has been recognised by participant groups, who plan to formalise as the Hanover & Elm Grove Communities Forum in December 2018. The launch of the new group on December 1st also formed a service provider engagement event where service providers commented on the draft NAP and considered their role in taking it forward, prior to the final publication early in 2019.

b) An early benefit for the coalition in identifying new ways of working together was that some of the participating organisations were able to come together to submit a bid to the council Communities Fund, and were successful in resourcing a collaborative project to work alongside the BHCC Restorative Practice Team to pilot local approaches to community conflict, neighbourhood issues and antisocial behaviour in the ward, and this work is ongoing.

c) For the first time, Phoenix Gallery & Studios have established a relationship with Phoenix Estate, collaborating on a number of projects including the Advent Calendar 2018, a ball park consultation and targeted arts activities in the neighbourhood.

d) Through the Coalition, Hanover Action has been working in partnership with May Road residents to plant trees, reinvigorating community engagement in the area following several turbulent years of drug activity and crime that had blighted the neighbourhood.

e) A second area of action follows the development of the Hanover & Elm Grove Online digital inclusion theme of the NAP, and will involve three existing community groups across the ward pooling digital resources to be able to offer a programme of Digital Drop-ins which will support digital inclusion and assist the development of a local Digital Champions network.

f) Following the formation of the Communities Forum, the group will continue to develop and publish the NAP and to drive forward actions and projects developed by it. The Communities Forum has discussed its potential role in terms of the Community Infrastructure Levy, and this will also be a subject for future consideration. Possibly the most significant outcome generated by the NAP development process is the Community Coalition/Communities Forum itself, which has encouraged groups and associations to work together around common neighbourhood concerns and ambitions in a way that has not previously taken place in the ward, and it is hoped that this will remain an enduring strength and encourage further collaboration and partnership work to further neighbourhood improvements locally.

3.2.11 **Arts and Culture**

There is strong evidence that participation in the arts and culture contributes to community cohesion, reduces social exclusion and isolation and/or make communities feel safer and stronger. The new city Cultural Framework has a '*Rethinking Our Place'* strand that is focused on East Brighton and Hangleton and Knoll which aims to support local people to be both the producers and consumers of local art and culture. This builds on prior partnership work between arts and community development organisations in both areas but is strongly led by the community and influenced by the development of Neighbourhood Hubs, NAPs, local need and the ability to connect with a range of 'willing' services and organisations.

3.2.12 Digital Inclusion

Important to the success of the portfolio is improving residents' digital access to services and developing the skills and confidence of residents to make best use of everything digital has to offer. The Digital Brighton & Hove Project, through cross-sector partnership work, has built a network of trained Digital Champions in local communities to support service users, staff and volunteers with their digital transformation journeys. There are champions in all four of the hub areas that have delivered 564 digital support sessions over the last two years, 217 were delivered in libraries by volunteers, giving 527 hours of their time to do this.

Examples of the support activities include individual help sessions on the computers, and digital gadget drop-ins, where people just turn up with the gadget they need help using. These have taken place in seniors housing schemes in the hub areas and at the Craven Vale Resource Centre. Digital Champions working with health colleagues have also promoted GP online services in Wellsbourne / Broadway GP Surgeries (East Brighton) and Allied Medical Practice (Moulsecoomb). In Hangleton & Knoll much of the digital inclusion activity is delivered by HAKIT, and in Whitehawk by the Whitehawk Inn; with many of the digital champions being existing community volunteers.

3.2.13 Community Hubs - Lessons Learnt

a) The active participation of ward councillors in the community hubs has played a critical factor in the successes. In all areas the ward councillors attend or Chair community structures such as Due East Neighbourhood Council, Hangleton and Knoll Community Action, Moulsecoomb LAT, Hanover and Elm Grove Communities Forum, and their support to these groups is vital. Acting as a focal point for residents and services they have been a catalyst for change and have they alternated, rightly, between empowering residents to represent and take action themselves and representing resident's concerns.

b) Community development supports is vital in enabling community participation and ensuring inclusion in the hub developments.

c) In order to drive change and more collaborative working on the frontline, senior and middle management need to strengthen support and generate time for staff to engage in new ways of working. To support and mainstream a culture of collaboration with communities, there is a need for continued leadership from a senior management project board willing to allow experimentation.

d) There is a need to continue to work with corporate services such as legal, procurement, insurance, health and safety and communications to ensure council systems and processes support and enable rather than hinder collaborative working with communities.

e) Communities continually change and transition, and within the more deprived areas of the city, this is heightened due to more complex needs. This means that seemingly strong communities can be vulnerable without ongoing capacity building resource, especially in terms of ensuring the younger generation is enabled to become active citizens.

f) Creating space for services to work together may seem time consuming but this can lessen duplication, promote the sharing of limited resources and reduce confusion for service users.

g) Through the networking sessions, we are now using a model of focused Task and Finish groups to engage a mix of senior managers and front line staff, residents and community organisations to develop the ideas and suggestions for a clearer approach to joint/shared service delivery and community actions.

h) Whitehawk Hub buildings and services have grown and developed incrementally and without an overall strategy. This has resulted in a range of difficult issues, including responsibility for land and maintenance and a lack of share approaches to contracted services such as Wi-Fi, cleaning, ground maintenance, security and car parks. Once these issues are entrenched they are very time consuming to unpick.

i) To develop a sustainable Community Hub in Moulsecoomb it is important to learn from the lessons in Whitehawk. It will be vital for the building to have a strong

and shared sense of ownership so it becomes a well-used community space as well as a place of service provision. The physical hub work is developing this strand and currently exploring a partnership with the Trust for Developing Communities to ensure there is space for locally run and managed activities.

3.2.14 Community Hubs - Next Steps

In 2019 the focus of the community hubs programme will be on:

a) Maintaining delivery of the NAPs in the four principle hub areas and continuing development of plans in other neighbourhoods with community development support, and the support of the Library Service. Libraries are ready and willing to support development of Neighbourhood Action Plans in other areas, using a similar approach successfully used in the original four areas.

b) Making physical changes to the Whitehawk campus to make it more accessible and improve management of the site as a whole.

c) Achieving the next stages of the Moulsecoomb and Bevendean hub development, including bids to the Big Lottery and One Public Estate for project development costs, continuing stakeholder engagement with existing partners, detailed design and pricing, co-ordinating with New Homes for Neighbourhoods programme, Planning For Real engagement exercise and development of the full business case.

d) Across the four hubs, the council's Library Service is focused on engaging local children and families on health and well-being activities, family and adult learning, and strengthening links with primary schools as well as and supporting artistic and creative activity linked to the Brighton Festival specifically in East Brighton and Hangleton and Knoll.

e) Reviewing the council's community development commission to ensure ongoing and future alignment with the council's neighbourhood approach.

f) Achieve public wifi for the Hollingdean Community Centre, and to provide an outreach library service and ongoing digital inclusion support, working with partners.

3.2.15 Collaboration

The intention of the collaboration programme is to improve collaborative practice with and between residents, across services and sectors in order to maximise impact of everyone's resources for the benefit of the city. In July 2017, the NICE committee approved a Collaboration Framework for the city which sets six collaborative principles: Collaborative - Places, Communities, Behaviours, Commissioning, Organisations, Systems. Overseen by the city's Equality and Inclusion Partnership, a cross sector action plan to improve practice under the six principles has been developed.

3.2.16 Successful collaborations:

a) Collaborative Behaviours including working with communities is a key strand of the council's Behaviour Framework and embedded in staff personal development planning.

b) The city council and Brighton & Hove Clinical Commissioning Group jointly funded eight different statutory and non-statutory advocacy services. Extensive engagement with people who use, refer and provide advocacy shows that, while there is some excellent provision, the way that some of the services are organised by client group means that people who need advocacy are sometimes unsure where to go if they have multiple conditions and people need to be transferred between services if they need more than one type of advocacy. An Integrated Advocacy Hub with a lead provider will provide a central point of access to service users and referrers but still provide essential specialist provision to people who feel particularly excluded from mainstream services. There will be reduced 'hand offs' between organisations and people that need advocacy and referrers will know where to go. Commissioning across 3 different local authority boundaries for some of the statutory advocacy will also provide greater flexibility as people in care homes often go over the borders. Feedback from other local services that have a single point of contact show an increased ability to manage demand and identify gaps (Befriending Coalition) and better outcomes, increased social value and financial savings (Inspire).

c) Developing the LSCB Whole Family Working Strategy - the purpose of the strategy is to agree a collective commitment that whole family working and early help is the responsibility of everyone who works with children and families. Whole family working means transforming services from a number of unconnected professionals with their own assessments, thresholds and measures to integrated, family-focussed, outcome based working. Partners include all organisations who work with children and families including early years providers, schools, mental health services, community and acute health services, voluntary sector organisations, probation services, the police and local authority (including both children's and adult services).

d) Children's Centres, council and school nurseries and the Library Service will be collaborating to deliver the REAL (Raising Early Achievement in Literacy) programme for parents to support children's early literacy skills at home. REAL aims to build parents' confidence and works on strength based approach. Practitioners will engage parents by finding out what their child enjoys and what parents already do. REAL is for everyone and is a way of working in families' homes, in the community and in childcare settings. This approach has shown in other local authority areas to increase parents' confidence to engage with services.   Once the programme is embedded parents will be invited to become REAL volunteers.

e) Through activities facilitated by community and voluntary sector youth organisations in the city, young people were asked to determine a set of priorities for young people city wide. This included meetings to gather views from a range of young people and an away day with some young people to agree the top priorities which were: mental health, youth activities, alcohol and substance misuse, volunteering and work experience.   A group of young people led on the

design of the grants process and a panel of young people agreed 24 grants for small projects for financial year 2018/19. All the successful projects were developed involving young people.

f) In collaboration with the Library Service, Hangleton & Knoll Project has worked hard to create a dementia friendly neighbourhood. In response Hangleton Library has made various changes to make it more accessible for people with Dementia, including training for staff so they can better support customers.

g) The Brighton & Hove Digital Inclusion project has developed a strong Digital Inclusion Network across the city involving over 180 organisations including council teams, charities, community groups and local businesses to tackle digital exclusion in different localities. Through collective effort in the first two years of the project, a total of 308 Digital Champions were trained and 2,782 digital support sessions took place in the city. The project has also developed a Digital Collaboration Framework, to help shape and engage local partners in the network at a level that is relevant to them, so all those who want to, can play a part in improving digital inclusion.

3.2.17 Collaboration - Lessons Learnt

The key and important lesson is that there is a wide range of strong collaborations already taking place across the city and that the ethos of working collaboratively is strongly embedded in public sector organisations, community and voluntary organisations and in communities. However, the reality of working collaboratively is challenging especially when resources are stretched. Therefore, supporting collaborative behaviours and facilitating space in everyone's daily work to be collaborative is important to ensure real change. In addition, collaboration with communities and residents requires specific skills and can be counterproductive if done badly. Resourcing the development of staff is vital if we are to harness the willingness and desires of residents and local communities to work with service providers. The Collaboration Framework is a key tool to do this and the council's Third Sector Investment Programme underpins this approach supporting vital capacity in the community and voluntary sector.

3.2.18 Collaboration - Next Steps

In 2019, the focus will be on using a council commission as an action learning set for improved collaborative commissioning, continued oversight and drive of the cross sector action plan by the Equality and Inclusion Partnership, running a second phase of networking sessions in the four hub areas and embedding collaboration in BHCC leadership development programme through action learning on real service improvements.

3.2.19 Volunteering

The intention of the volunteering programme is to raise council staff awareness of the benefits of having volunteering opportunities alongside council services, to increase volunteering opportunities in the council and to provide a more efficient system for volunteer management for staff.

3.2.20 Volunteering Successes

a) Development of a council wide Volunteering Policy, tool kit and eLearning
b) Quarterly Volunteering Coordinators Forum to deliver best practice and consistency for residents volunteering with council services
c) Volunteers able to access some staff benefits including Staff Shop
d) Volunteer Plus platform developed in partnership with Community Works, providing a single website to broker volunteer opportunities and enable services to recruit, manage and monitor volunteers. This will include managing rotas, expenses, training, recruitment processes such as DBS checking and references, and large scale volunteering.
e) Running reports from Volunteer Plus to discover volunteer engagement and equality and diversity gaps.
f) Pooling of budgets to support a large celebration for volunteer week to ensure volunteers are recognised and valued
g) Re-launch of the BHCC staff volunteering policy – 2 days per year for all council staff
h) Working on the development and expansion of large scale volunteering opportunities, especially within the parks departments to look at how to work with large organisations wishing to fulfil their corporate social responsibilities.
i) Development of the cross sector City Volunteering Partnership to problem solve city wide issue; currently focused on impact of volunteers with increasingly complex needs and insufficient staff resource to provide required support.
j) We have pockets of excellent practice, for example: the European funded Providing Access to Childcare and Employment (PACE) project runs in partnership between the Family Information Service and Children's Centres to support children to access childcare and parents to access volunteering and employment across the city. 75 parents have signed up to the project and 24 are volunteering.

3.2.21 Volunteering - Lessons Learnt

a) Volunteer management can be time consuming and challenging, especially when volunteers have complex needs, to ensure services and volunteers have a good experience there needs to be dedicated volunteer management time.
b) Increasing volunteer numbers is not the answer for all services and we need to provide some committed focus to growing volunteering within specific services such as Children Centres, Parks, Libraries, Public Health and Visit Brighton.
c) All volunteering opportunities need to offer value for both the service and the volunteer this includes being clear on what a volunteer role entails.
d) Supporting services to understand how to manage volunteering information in light of GDPR
e) Recruitment of volunteers needs to be quick and easy as a long process loses potential volunteers, this includes DBS checks
f) Building in time for services to be at the heart of system development to ensure that Volunteer Plus offers all the required elements to fit a diverse range of services and will provide the strategic information needed to drive volunteering development across the council.

3.2.22 Volunteering - Next Steps

In 2019, resources will be focused on developing a programme that will support large scale volunteering to engage organisations to deliver on their Social Corporate Responsibility, transitioning of all relevant services to Volunteer Plus, continued development of Volunteer Plus to allow volunteers to 'self-serve'. This would include recording volunteer hours, claiming expenses and selecting volunteering shifts, and developing best practice to support volunteers with more complex needs.

3.2.23 Porfolio Governance

3.2.24 Governance of the portfolio is overseen by a multi-agency board consisting of senior staff from across the council, fire service, police, community and voluntary sector, Clinical Commissioning Group and DWP. The board meets three times a year.

3.2.25 At a recent meeting board members' reflected on success, learning and future expectations. Some of the success the board identified were as follows:

a) The governance structure of a citywide, multi-agency board and practical co-ordination group had provided the drive and culture for change. Board members felt that without a co-ordinated and facilitated space for discussion about improving how services work together for, and with, communities it was all too easy to tackle problems through a service specific lens. Critical to this was the need for all services to be in the room and on board.

b) The board identified 'spin-offs' from the portfolio that was evidence of the change required, for example, the development of neighbourhood police action plans was aligned to and built on the NAPs, the recruitment of the Field Officers was focused on problem solving and community engagement skills rather than enforcement experience, council housing team and detached youth work collaborated swiftly to tackle ASB, more in depth engagement on Toad Hole Valley Supplementary Planning Document through collaboration with local community organisations which ensured a wider range of residents voices were heard. Overall, it was felt that a 'what we can do' rather than a 'what we can't do' attitude was building.

c) The learning areas identified by board were that it need only met three times a year and it was its responsibility to ensure that issues were referred to relevant existing multi-agency groups/forums as appropriate to avoid duplication ensuring linking between neighbourhoods agenda and thematic groups e.g. Community Safety Partnership. Also, that engaging with residents and community groups requires specific skills and staff learning and development in neighbourhoods should have started earlier, either before or alongside development of the NAPs, and that the frontline staff, often the lowest paid, are the ones making the most difference and 'management' needs to continue to improve support to them and empower them to work differently with other services and communities.

d) Looking forward the board felt that investment by many had been made in improving relationships and knowledge of each other in the hub areas and therefore on-going focus and facilitation in neighbourhood hubs was critical to capitalise on this and to avoid losing the commitment and enthusiasm of residents – avoid 'the latest fad'. Residents and frontline staff need more time to implement their ideas for change and improvement, and to deliver the NAPs. Alongside, time, support to small groups was seen as important to retain; if residents are to do more for themselves and their communities. Ongoing high level messaging, from elected members and senior management that working differently was welcomed and supported. This chimed with the board's feedback that we had failed to communicate effectively about all the good work taking place and thus build greater awareness and buy in that collaborating was how we do business. The board acknowledged that whilst much had been achieved by bending existing resources and levering in additional resource, resources remained tight. Thus, to avoid these being one offs it was important that the board and the neighbourhood agenda continued.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 No alternatives explored as committee approved delivery of the portfolio November 2015.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Various engagements have taken place across the portfolio of work from neighbourhood level community engagement per the strategy in appendix 2 to regular engagement with volunteer co-ordinators internally in the council and throughout the city via the City Volunteering Partnership. There is also community and voluntary sector organisation representation on the board.

6. CONCLUSION

6.1 The portfolio's focus was on developing a more collaborative relationship between the council and residents, and between services in the localities, with the intention of doing things differently and better, making best use of all our existing resources – in the council and in the community.

6.2 Using existing resource within the council and in the community development commission, with the strategic support and expectation of the NICE committee, the portfolio has been able to facilitate and broker new and better relationships between services, and between services and residents. Important to progress has been the creation of opportunities for time pressured frontline workers to meet each other, and residents, and be more creative when solving problems. The work of the portfolio has proved that there is willingness in services and neighbourhoods to work better together but making this happen, especially the culture change takes time and facilitation. Different services in the council are at different stages of change; however, momentum has been generated.

6.3 In addition, the presence of ward members has been critical; acting as catalysts for change, impetus for service response and loci for community action at neighbourhood level, reinforced by the ongoing strategic support from members through the NICE committee. Together, the push from elected members is helping make collaboration the way the council does business. Bringing services closer and more responsive to residents is not only getting improvements on the ground, making better use of all our resources but is also ensuring the council remains relevant to residents. At a time of reducing budget there is a risk that the council becomes remote and only for crisis interventions. Should the portfolio's programmes of work stop now and progress halt or reverse, the council risks losing the trust that has been rebuilt with residents, with partners and with frontline staff over the last two years.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 Funding for the community hubs has been a combination of existing budget from the Communities, Equality and Third Sector (CETS) team and one-off modernisation funding of £36,000 for volunteering programme and £12,000 for the hub cross sector networking in the four community hubs. Ongoing maintenance costs for Volunteer Plus have been built into the CETS budget. Resourcing of the networking costs will have to be found from within next year's budget once set. Community development budget is one element of the total budget for the council's Third Sector Investment Programme and therefore provision is dependent on final council budget setting in February 2019. Service changes driven through the NAPs will have to be delivered through existing resources or appropriate permission sought from PRG committee as and when required.

Finance Officer Consulted: Michael Bentley   *Date: 14/11/18*

Legal Implications:

7.2 This report updates the committee regarding the work carried out on the Communities and Neighbourhoods Portfolio. As a result there are no legal implications arising from the report.

Lawyer Consulted: Victoria Simpson   *Date: 14/11/18*

Equalities Implications:

7.3 An equality impact assessment was completed for the community hubs and for the portfolio as a whole.

Sustainability Implications:

7.4 None

Any Other Significant Implications:

7.5   None

SUPPORTING DOCUMENTATION

Background Documents

- www.brighton-hove.gov.uk/naps
- www.brighton-hove.gov.uk/east-brighton-nap
- www.brighton-hove.gov.uk/hangleton-knoll-nap
- www.brighton-hove.gov.uk/m-b-nap