Appendix 2

COMMUNITY COLLABORATION PROGRAMME

1   OBJECTIVE OF THE PROGRAMME

1.1 The objective of the Community Collaboration Programme is to develop a clear direction and co-ordinated approach to working with residents and communities, enabling coproduction, collaboration and making services more efficient by reducing dependency and demand.

It is developing internal and external culture change to support a 'can do' approach to collaborative working - to ensure we are using our own resources alongside the resources of communities and citizens to create collective solutions to the delivery of services.

The benefits to be achieved by the programme include:

- Increasing trust in the council;
- Improving the quality of services, and collaboration with other providers;
- Helping to take and justify difficult decisions;
- Building resilient and resourceful community networks;
- Improving perceptions of fairness;
- Tapping the resources, skills and knowledge of communities and citizens to support collaboration/partnership, self-help through active citizenship, and a reduction in demand for services.
- Supports a mixed economy of public service – drawing down funds through the community and voluntary sector, increasing use of volunteers in public and 3rd sector.
- Delivery of council priorities and agendas, including growing the local economy;
- Opportunities to develop better and different relationships with the citizens of the city.
- A more generic and flexible engagement service which makes more sense to communities.

2   BACKGROUND

2.1   In autumn 2015 the programme presented to Neighbourhoods, Communities and Equality Committee on the seven work streams that had developed over time from and built on the work of the Communities, Equality and Third Sector team. These were and continue to be as follows:

1. To integrate all the engagement work across the directorates into a coordinated model of delivery enabling more communities and residents to be involved in council services and decisions. This is focused on testing the

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concept in the phase one neighbourhood hubs via City Neighbourhoods Programme

2. To review the Community Engagement Framework and develop it further into a Collaboration Framework.
3. To create a single volunteering policy and toolkit for all council services that supports the city's Power of Volunteering Pledge
4. To enable all council staff to have the skills and behaviour to work collaboratively with communities and residents and are encouraged to do so.
5. To promote messages and ask questions about how we can share responsibility for the city with residents, businesses and visitors.
6. To make sure there are a range ways communities and residents can work with us that include digital options
7. To make sure council processes and systems are designed to support collaboration with communities and residents, and do not unnecessarily hinder or prevent community activity

Two further workstreams have emerged following discussions and learning from other LA's. Firstly through the Good Governance and Leadership Board we are working together to explore and develop options for neighbourhood governance approaches, including looking at the role of ward councillors alongside locally based participatory budgeting and decision making. Secondly we will be exploring options of neighbourhood service delivery models with City Neighbourhoods to examine the learning from other Local Authorities and explore the opportunities to for savings

3. PROGRESS TO DATE

Workstream	Current Position	Next Steps
Co-ordinated engagement	Workshops delivered with front line staff in Mouslecomb Workshops in Whitehawk in June Financial profiling to understand the current spend	Detailed workshop with engagement staff & managers to explore options July HR guidance on any changes required - September Update financial profile – August Develop new model of working – Jan 2017
Collaboration Framework	Development programme devised and being implemented by the EQuIP sub-group overseeing the work Engagement events	Complete stakeholder engagement July Draft report August Draft report to cross sector boards September

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	through June and July Engagement at Community Works Conference June 14th	Framework to NCE committee in November Launch December
Volunteering policy and toolkit	Presented to Modernisation Board May Presented to Leadership 6th June Presented to NCE committee 11th July for approval	Implement policy, distribute toolkit, providing training and development for services, develop ICT platform for recruiting and managing volunteers. Launch September
Behaviours	The L&D team and leading on the Behaviours Framework. We are part of the steering group and our focus is to support work to develop staff behaviour that enables collaboratively and enabling approach to communities Workshops with staff and external partners and residents have been held information is being collated	Final draft for consultation in July/August Final to be approved in September
Messages and Communications	A number of short films have been commissioned to promote the value of working 'collaboratively' with communities. A reward/recognition process is being considered Good practice promoted through the wave and other formats	Films complete July/August Reward/recognition complete November Good practice examples ongoing
Digital	Work with Customer First in Digital Age (CFDA) to provide a single platform for volunteering in the city.	First format of the Volunteer platform October – to be trialed and reviewed. Ongoing work with CFDA team

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		This would be developed with the Volunteer Centre. Development of 'My Community' with a range of information for communities on where to get support, funding or how to develop and deliver community services, activities and events.
Systems and processes	Development of a flow chart process to support a 'Can Do' culture. This would share precedence on how we have resolved legal or health and safety issues in the past to enable communities to take their own actions. I.e. grass cutting, opening public building, maintaining park equipment etc.	Ongoing process
Neighbourhood Governance	Explore legal and practice issues Looking at other LAs to understand good practice	Engagement with local groups, LATs Forums, TA's etc. Development of local governance approach. Link into the development of Neighbourhood Hubs
Area working service delivery model	The programme also aims to explore and identify potential saving that could be realised from area-based service delivery	Working alongside the City Neighbourhoods, with senior managers, finance partners and staff to explore area based service delivery models. Looking at other LA models to scope out any potential cost savings

4 COMMUNITY ENGAGEMENT & CONSULTATION

4.1 It is acknowledged that consultation and engagement of staff, residents and partners in the community and voluntary sector and the public sector is key to the agenda. A wide range of engagement including workshops and stakeholder events have already been carried out and this approach will

continue for each project within the overall programme. Detail of the consultation and engagement for each project will be reported in individual committee reports and business case as they are developed

5 CONCLUSION

5.1 The work streams of the Community Collaboration Programme are key to ensuring the council can create long term change in the relationship between the citizen and the local state, and the council's associated behaviours, culture and governance. This will also help address the budget position by reducing demand and creating community activities/services that build on prevention, putting 'shared responsibility' and collaboration at the centre of service delivery and fostering resourceful communities. The value of this approach is increasingly recognised as 'spend to save' activity. The programme also aims to explore and identify potential saving that could be realised from area-based service delivery.