



Report to Safer & Stronger Communities Scrutiny Committee 16th February 2017

Report of: James Henderson
Director of Policy, Performance and Communications

Subject: Neighbourhood Working: a new approach for Sheffield

Author of Report: Dawn Shaw
Head of Libraries and Community Services
dawn.shaw@sheffield.gov.uk

Summary:

This presentation outlines initial thinking on a new approach to neighbourhood level working in Sheffield which will enhance the existing Local Area Partnership (LAPs) model and bring greater focus on developing community resilience across Sheffield.

There are five key principles underpinning the current thinking for an enhanced neighbourhoods approach:

1. Building on the strengths of the community
2. Achieving greater co-ordination and collaboration
3. Empowering and connecting people and agencies
4. Shaping improved local responses
5. Harnessing local insights to make better decisions

As set out in the presentation, the developing proposals build upon the strengths of the LAPs model and suggest that there is an opportunity to strengthen the support communities and Elected Members which would:

- establish strong neighbourhood level networks of residents, Councillors local stakeholders and agencies to help find solutions to local challenges
- use data and intelligence to hold services to account
- maximise the potential of online channels for local engagement and communication
- develop and make best use the distinct social and physical assets in communities
- develop local volunteering opportunities

It is suggested that a Cabinet paper will be brought forward in the coming months to establish a new way of working for Sheffield at neighbourhood level and this new model will then be reviewed after 12 months.

Type of item:

Reviewing of existing policy	
Informing the development of new policy	X
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	X
Other	

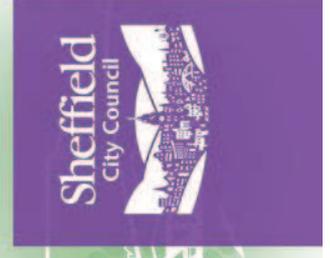
The Scrutiny Committee is being asked to:

- note the developing thinking on a new approach to neighbourhood working in Sheffield
 - support the development of the new way of working by considering and providing comment on how the new approach could enhance community resilience and enable Councillors to meet the needs of their local communities.
-

Neighbourhood working: a new approach for Sheffield

Safer & Stronger Communities Scrutiny Committee

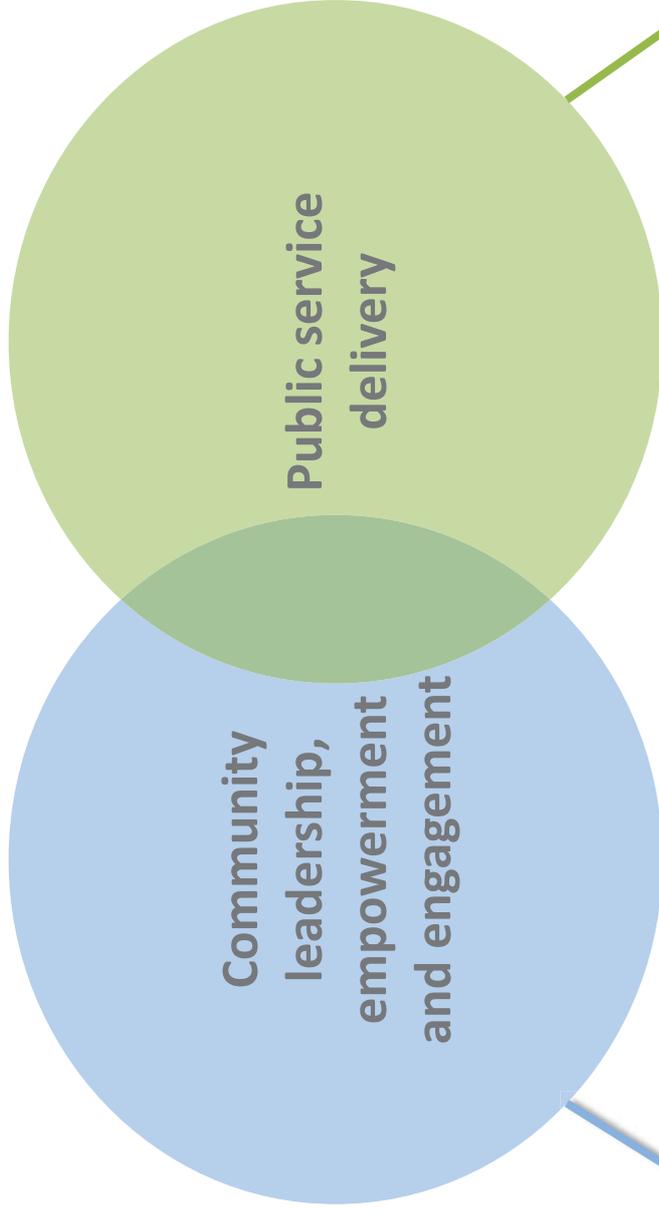
16th February 2017



Localities as a key way of working in Sheffield

- Sheffield is physically and socially diverse city
- Range of assets, strengths, needs and expectations across the city
- Social and economic change raises challenges for us which include:
 - How **people and communities** are empowered with a voice and can influence decisions that affect them
 - How **Elected Members** are empowered and supported to represent the needs of their constituents
 - How **services** are best delivered to meet increasingly diverse needs of individuals and families but done so in a way that is **sustainable and effective**

Neighbourhood working: two main strands



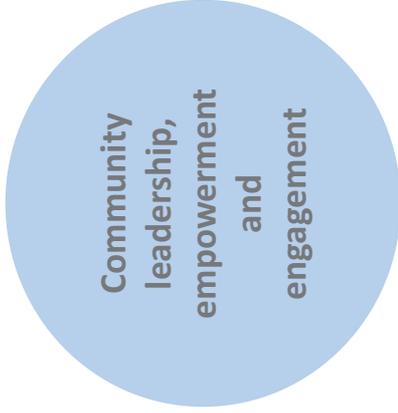
This is about creating community resilience and capacity with:

- Empowered and supported Members
- Full utilisation of social and physical community assets
- Stronger community networks
- Volunteering

Integrated public services around the needs of people and households:

- Harnessing capacity of public services and VCF sector to delivered tailored intervention based on needs
- The fundamental basis for prevention focused services and demand management
- Building on strengths of existing models
- Integration not duplication of service delivery
- Streamlining

This work focuses solely on the community leadership and community resilience



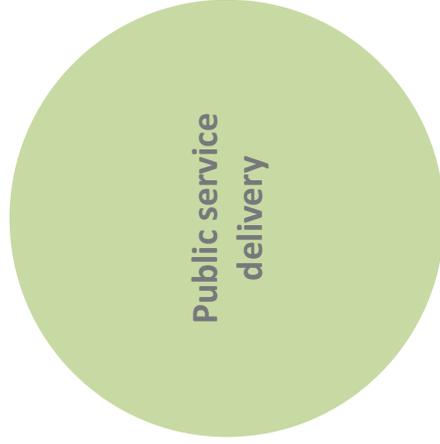
This is about creating community resilience and capacity with:

- Empowered and supported Members
- Full utilisation of social and physical community assets
- Stronger community networks
- Volunteering

The focus for this initial piece of work is how we develop an enhanced approach to locality working which:

- Strengthens links with communities – with Members at the heart of that
- Stronger intelligence and engagement between Members, the communities and services
- Works alongside our public service stakeholders and community partners at the community
- Builds resilience in neighbourhoods
- Maximises existing relationships across communities, sectors and partnerships
- Improves community cohesion and integration
- Identifies emerging problems and preventing escalation – both for individuals and the community as a whole
- Develops community infrastructure
- Provides opportunities and removing barriers preventing people from volunteering – links to issues raised in State of VCF report (attached)

How public services are delivered at locality level is critical...but this needs to be part of wider public service transformation



Integrated public services around the needs of people and households:

- Harnessing capacity of public services to delivered tailored intervention based on needs
- The fundamental basis for prevention focused services and demand management
- Building on strengths of existing models
- Integration not duplication of service delivery
- Streamlining

The way in which public services are shaped by people and delivered in places across the city is critical to achieving our social and economic ambitions for the city – as well as ensuring that public services are effective and financially sustainable for the long term.

This is a critical area of work for Sheffield but **not the focus of this proposal.**

The approach we take to local public service delivery in the city is part of a much wider programme involving our own key services and those delivered by public, private and VCF partners. It is a key part of our public service reform programme.

However, stronger democratic engagement, community development and local voice provides vital foundations to better and more preventative public services.

Present: learning from our current model

- Many SCC services and other agencies adopting neighbourhood / locality working – little coordination of efforts
- Fewer public sector resources – need for a community framework to ensure co-ordination of local service provision with accountability to Local councillors and communities.
- Some communities feeling left behind / forgotten

Problems with LAPs for Councillors:

- Top-down: “doing to”, not “doing with”
- Ward pot allocations consume significant resource for small scale investments - expensive to manage, administer and maintain
- Process-focused – limited impact or outcome targets or drivers
- Inward focused and invisible – considered to be limited to SCC rather than partner agencies
- Silo working – limited impact across SCC outside of Community Services team

Problems with LAPs for the community

- Engagement with councillors not consistent
- Voice and influence over services delivered and issues experienced by the community see footnote from State of VCF report
- Lack of visible accountability at a local level
- Lack of a single point of contact senior officer capacity in localities for Members, the community and officers to link up with stakeholders and local community assets

Future: an enhanced way of working focused on local areas?

“We will establish a way of working in our neighbourhoods, which empowers communities, frontline staff, and Councillors to work together to shape their local area, build its capacity, and achieve better outcomes for residents.”

Principles

1. Building on the strengths of the community
2. Achieving greater co-ordination and collaboration
3. Empowering and connecting people and agencies
4. Shaping improved local responses
5. Harnessing local insights to make better decisions

Enhanced way of working: neighbourhood networks

- This is an enhanced model of LAPs which builds on what has worked well.
- Potential '**Neighbourhood Network**' approach would be based on what works best for specific locality areas:
 - local advisory groups bringing together Councillors, key partners, key local stakeholders and residents
 - supporting local Members, providing sound advice and guidance ensuring that Elected Members are informed, engaged and enabled to carry out their community leadership role.
 - developing public opportunities to engage and influence
 - local stakeholder engagement and building stronger relationships across agencies and communities
 - developing local volunteering opportunities (eg.– 'Love Where You Live' style campaign) partnership with VCF, private sector and CSR, universities.
 - working alongside key locality level services (MAST, Housing+, Police) to support better outcomes
 - exploiting the potential of online channels to engage and communicate (potential link to new SCC website capabilities)
 - develop and make best use social and physical space in communities
 - building on other assets that exist within communities
 - community anchor organisations

Supporting and enhancing the work of Councillors

Influence and engagement

- Strategic and operational influencing role:
 - **Strategic** – corraling relevant local stakeholders to resolve local challenges / capitalise on opportunities
 - **Operational** – resolve smaller scale ‘place’ issues
- influencing and engaging public services in an area
- supporting community resilience and strengthening community wellbeing
- supporting communities to self-organise

Accountability

- Councillors able to reflect the experience of service users in localities
- Councillors empowered with the capacity and service performance data to hold services to account for local delivery on behalf of their residents

The right of proposition

- Empowered to work with residents and local stakeholders to develop ideas and make propositions to resolve local challenges

Locality working in Sheffield

Recognise that there a number of existing service-focused locality services and activities in Sheffield

MAST

MAST is a prevention focused service model to support better outcomes for children and families across Sheffield.

Adult Social Care localities

There are proposals to build on the success of People Keeping Well to reshape ASC delivery around localities and neighbourhoods to deliver more community level support and better manage demand.

Housing Plus

Housing+ is a more personalised service that aims to provide additional support to help tenants look after themselves and their home.

The Neighbourhood Network approach supports people, Members and service delivery partners

- It is not focused on service delivery
- It is not easily quantifiable with metrics
- It complements and works alongside Members, SCC services, partners and communities to support better outcomes for that area
- The Neighbourhood Network is focused on community development and supporting locally elected politicians
- It supports communities to have their voice heard and works to find solutions to locally important issues

Delivering neighbourhood working: how we take this forward

- Considering a number of options for how we deliver an enhanced approach.
- Proposal to Cabinet in the coming months
- Review the new model after 1 year.
- As part of a review, consider:
 - Impact re community infrastructure promoting cohesion and the ability for communities to self organise to build independence and capacity
 - Impact on increasing volunteering
 - Recognition of Local Councillors as Community Leaders re accountability, engagement and influence on local issues and service provision
 - Feedback from Services, Partners and Stakeholders re the framework
 - Positive impacts on corporate priorities, budgets, service delivery, community engagement

This page is intentionally left blank