

Subject:	Neighbourhoods and Communities Programme		
Date of Meeting:	11th July 2016		
Report of:	Chief Executive, Acting Executive Director Economy, Environment & Culture, Acting Director of Public Health, Executive Director for Finance and Resources		
Contact Officers:	Angela Dymott/Ben Miles Emma McDermott/Sam Warren Annie Sparkes/Carole Converse		Tel: 0336/6821/1308
	Email:	Ben.miles@brighton-hove.gov.uk Carole.converse@brighton-hove.gov.uk Sam.warren@brighton-hove.gov.uk	
Ward(s) affected:	Moulsecoomb & Bevendean, East Brighton, North Laine and St Peters, Queens Park		

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 two of the council's modernisation programmes: city neighbourhood hubs (appendix 1) and community collaboration (appendix 2) since their endorsement and approval at NCE committee in November 2015.
- 1.2 Additional it provides information on the Enforcement and Inspection modernisation programme (appendix 3) and describes how the three programmes have been brought together under the Neighbourhoods and Communities Modernisation Board chaired, currently by the Chief Executive, to form component parts of the council's changing approach to working with communities at neighbourhood and city wide level.
- 1.3 It should also be noted that the work on Local Action Teams will also be drawn under the Board as well as the modernisation programme of libraries and housing, a result of the creation of the new Neighbourhoods, Communities and Housing directorate.

2. RECOMMENDATIONS:

- 2.1 Note the work undertaken so far by the city neighbourhoods, the community collaboration and the enforcement and inspection programmes.
- 2.2 Agree for all 3 work programmes to work up detailed financial business cases
Acknowledge the need to define the resources required to scope and produce business cases and deliver the implementation phases for all 3 programmes

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The city and the council has a long history of working proactively with communities at neighbourhood level and citywide from the City Assembly for council tenants, to neighbourhood forums and council and local action teams, to friend of parks groups. The work of the Neighbourhoods and Communities Modernisation Board will take a more systematic approach to how the council will improve and build up current approaches and best practice to:
 - Improve customer satisfaction by bringing services closer to people and giving them more say over how their needs and aspirations are met including enabling more self-help and voluntary action
 - Build greater trust and relevance of the council and democracy and actively tackle the democratic deficit
 - Reduce costs through strong focus on channel shift but with face to face services where needed.
 - Focus on the most disadvantaged/high cost service users. No wrong door, reducing the cost of 'revolving' customers/service users
 - Better alignment of service reviews to seize opportunities to co-deliver and share delivery space
 - Services can be provided by council staff, other service providers and volunteers
 - Improve our transactional and collaborative relationship with citizen: make every interaction count for them and us: quality and cost
 - Asset portfolio reduction leading to capital receipts or other opportunities
- 3.2 Progress of these three work programmes will be an important element to helping achieving the step change in relationship between the council and people of the city and to managing the budget saving challenge faced by the city council
- 3.3 These are key programmes to building a more collaborative partnership with residents both in localities and as a council as whole. Cross party member support and involvement in how these are progressed is important to facilitating members' role in this changing relationship.

- 3.4 Details of the progress of each programme are provided in three separate appendices to give reader the opportunity to digest and consider the detail of each.
- 3.5 To have a clear understanding of neighbourhoods and communities approach as a whole, we need to acknowledge the dependencies and relationship between and across the three programmes and with other modernisations programmes especially libraries, housing and local action teams.

Approach	Programme
Neighbourhood infrastructure	Hubs
Neighbourhood services	Enforcement and Inspection
Neighbourhood working	Community collaboration
Neighbourhood governance	Community collaboration

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 See appendices for each individual programme.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Consultation and engagement of staff, residents and partners in the community and voluntary sector and the public sector is critical to achieving a new collaborative service models that encourage all parties to have an active stake in the change and the outcome. Only with a genuine new collaborative operating model will the council truly utilise the assets of communities and partners. All three programmes have collaboration and engagement built into their delivery be that with staff, members and or citizens of the city.

6. CONCLUSION

6.1 The majority of services within the council are undergoing considerable service redesign and change this programme provides the council with the opportunity to explore new arrangements and approaches that draw together the resources of our residents, of our partners and the council to deliver the best outcomes within total resources.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 Each programme has different and bespoke financial implications. However the main implications at the moment are the staffing costs which are not additional costs. We need to be clear that the options need to be fully costed with all risks and benefits identified and that independent Business Cases are prepared to demonstrate the viability, costings, resource funding, and whether the preferred options deliver savings. This will be provided in a full business case on a case by case basis for each neighbourhood and project.

Finance Officer Consulted: Rob Allen

Date: 6/10/15

Legal Implications:

7.2 For neighbourhood governance, hub and neighbourhood working it is not clear at this stage what the legal implication would be but is something that would need to be kept under review. If existing services are being stopped, changed or moved, there are likely to be requirements for consultation with service users and staff that would need to be factored in to the timescales/project plans.

Equalities Implications:

7.3 Improving the way we work with communities and neighbourhood will allow some of our most marginalised communities to not only have services that are geographically closer and are also easier to connect too and more relevant to their needs. The work streams in the community collaboration programme 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.

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

Sustainability Implications:

7.5 Consolidating property assets will reduce the council's carbon footprint. One of the proposals within the City Neighbourhoods programme is to explore the option of a community asset transfer policy, which could contribute to the ongoing sustainability of community infrastructure in the city.

Any Other Significant Implications:

7.6 Cooperative models in other authorities have realised significant savings. This has been due to their wholesale approach to change. If Brighton & Hove City Council is to realise similar savings, then it is vital we are not tentative about the scale of work involved, nor the significant shift in delivery it represents.

Crime & Disorder Implications:

7.7 The programme 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.

Risk and Opportunity Management Implications:

7.8 All three programmes have completed risk registers for their work and these are reviewed by the Board on an exceptions basis.

Public Health Implications:

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

Corporate / Citywide Implications:

- 7.10 These programmes are key transformational drivers that can help the council in the development and delivery of a more collaborative working approach bringing services to localities and neighbourhoods and substantially changing the way in which residents and the council relate to each other.. The work streams 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 is part of ensuring the council remains a relevant organisation and is transforming in a way that supports the council and residents to relate to each other.