

Cabinet

9th July 2013

Name of Cabinet Member:

Cabinet Member (Community Safety & Equalities) - Councillor Townshend

Director Approving Submission of the report:

Director of Community Services

Ward(s) affected:

All

Title: Neighbourhood Working

Is this a key decision?

Yes. The impact of this report will be felt city-wide.

Executive Summary:

This report presents a proposal for the future of neighbourhood working in the City. In particular it focuses on the Neighbourhood Wardens Service, Health Development Service and considers the impact of the deletion of Neighbourhood Action.

Recommendations:

Cabinet are requested to:

- 1) Support the proposal for future neighbourhood working.
- 2) Consider the Equalities and Consultation Analysis before making a decision to consult.
- 3) Instruct Officers to consult key stakeholders on the proposal.
- 4) Delegate authority to Director of Community Services and Cabinet Member (Community Safety & Equalities) to: a) consider and take the consultation responses into account before making the decision to implement any final proposal b) make any changes required to the eventual preferred proposal post-consultation c) approve implementation of the new service by 31st December 2013.
- 5) To seek support for the Scrutiny Co-ordination Committee to take a lead role in the development and monitoring of performance measures for the new service.

List of Appendices included:

- A. Neighbourhood Working Report
- B. Neighbourhood Enforcement and Place Based Caseworker Report
- C. Equalities and Consultation Analysis

Other useful background papers:

N/A

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Neighbourhood Working

1. Background

- 1.1** On 26th February 2013, Council approved the Budget Report which contained a range of information on spending and savings options. In particular, the report included a review of Neighbourhood Working and a savings target of £700,000 in 2013/14, rising to £1m in 2014/15. This saving was identified against the City Services and Development Directorate and will be achieved through the removal of Neighbourhood Action. This savings target is in addition to the savings Community Services are required to find of £3m in 2013/14, rising to £8m in 2014/15 and £15m in 2015/16.
- 1.2** How the Local Authority works with communities is important, particularly in challenging economic times and continued budget reductions. In order to respond to this, the Neighbourhood Working Project Team has reviewed existing neighbourhood provision within Community Services including Neighbourhood Wardens and the Health Development Service. This has led to the development of a revised community engagement model that will meet wider Council strategic objectives including the aspirations of Marmot.
- 1.3** This proposal is based on the assumption that the Neighbourhood Wardens Service and some elements of the Council's Health Development Unit are incorporated within the review. It is proposed that the Health Development Officers (HDOs) and the Public Health Nutritionists, both of which undertake community based health promotion engagement events and activities, are included in this review of Neighbourhood Working.
- 1.4** It has been acknowledged that removal of Neighbourhood Action and Wardens will lead to a reduction in capacity to deal with environmental and community safety issues. Therefore, to minimise the impact of this, the proposal also seeks to bolster the Neighbourhood Enforcement Officer Service and introduce Community Safety Caseworkers who will focus on place based community safety issues as outlined in Appendix B. This will provide city-wide capacity to deal with these issues although there will be a particular focus on priority neighbourhoods.
- 1.5** The Neighbourhood Action team are not part of the Neighbourhood Working review as this was subject to a separate review and a decision has already been taken to remove the service. However, it has been identified that staff within the service may have skills, knowledge and experience that will be required in the new Community Development Service. The remaining Neighbourhood Action staff will therefore be included for consideration of redeployment opportunities arising from this review.
- 1.6** Marmot and community assets
Coventry is one of eight Local Authorities that make up the UK Marmot Network. This means that over the next 2 years we have committed ourselves to accelerated action on reducing inequalities in the City. There will be a range of priorities and objectives agreed in order to do this and in particular, to change the way that we work with local communities.

- 1.7 Marmot refers to 'community asset based' working in the context of tackling health inequalities and the important influence of local community, social networks, people participating and having control over their lives which can all contribute to increased resilience, health and wellbeing. In practice this leads to communities having the capacity to do more for themselves as opposed to the traditional public service approach of 'doing things to and for people'.
- 1.8 Due to the financial challenges facing the public sector and the need to reduce demand on services, the relationships between the public sector and communities need to change.
- 1.9 There is a wide range of resources within neighbourhoods, individuals and communities that when identified and encouraged can be used proactively in the development of services and to reduce service demand. These collective resources are often referred to as assets and include:
- the practical skills, capacity and knowledge of local residents
 - the passions and interests of local people that give the energy to change
 - the networks and connections in a community
 - the effectiveness of local community and voluntary associations
 - the resources of public, private and third sector organisations that are available to support a community
 - the physical and economic resources of a place that enhance wellbeing.
- 1.10 Every community, regardless of its circumstance, has resources within it. The new model for working with communities will aim to change the relationship they have with the public sector. The public sector will no longer be there to 'fix' things for people but to facilitate and support people to do more for themselves and for each other. The community asset based approach focuses on the positive assets (resources) within a community. It identifies opportunities and strengths and helps people to take control of their own lives by giving them the opportunity to develop their own skills and potential. This then leads to the potential for co-designed and co-produced local solutions and ultimately services.

2. Options considered and recommended

- 2.1 **Proposal for Neighbourhood Working - *A Vision for Communities in Coventry***
Coventry will have active, confident, knowledgeable and connected communities that will be empowered to take responsibility for their own neighbourhoods creating communities that residents choose to live in.
- 2.2 There will be a commitment required from all directorates to change the way they are currently working with people and communities to develop services around people, their needs, aspirations, capacities and skills.

Communities will:

- be resilient
- be cohesive
- take responsibility/ownership
- be tolerant
- be inclusive
- be supportive of each other
- resist negative influence
- have a common aim and purpose

- 2.3 Officers have been working across Directorates to understand what a different approach to working with communities would look like. A revised service would need to adhere to the principles of A Bolder Coventry, reducing demand and saving money.
- 2.4 The proposed Community Development Service (CDS) has been designed to respond to the need to work differently with communities, in line with Marmot. Full details of the proposed service are outlined in Appendix A. The model applies the principles of asset based community engagement, building on the strengths and services that exist already in communities.
- 2.5 The proposal creates a significant shift in the way the Council works with communities in the future. This will be partly achieved by the creation of the Community Development Service and the asset based approach that will be applied. This contributes towards the Council's objective of realising the ambition of Marmot and also enables the Council to realise savings that contribute towards the Bolder Community Services Savings Programme.

3. Results of Consultation Undertaken

- 3.1 Residents and key stakeholders will be consulted on the proposal during July and early August 2013. This will include specific briefing sessions, residents meetings, and utilising existing partnership and voluntary sector meetings. The analysis of the consultation will take place in mid-August 2013 with the results published with an updated proposal in late August 2013.

4. Timetable for implementing this decision

- 4.1 Once approval is gained to consult the following timeline will be followed:
- Public Consultation - 12 July – 11 August 2013
 - Analysis of consultation response to Public Consultation – w/c 12 August 2013
 - Update Proposal post-consultation – w/c 23 August 2013
 - Consultation with staff 23rd August 2013 – September 2013
 - Implement new model by 31st December 2013

5. Comments from Director of Finance and Legal Services

5.1 Financial implications

The forecast savings of £820,000 will contribute towards “A Bolder Community Services” savings targets.

The following summary outlines the associated costs and benefits from implementation of the proposal.

Current Service Areas	Budget
Neighbourhood Wardens (59 FTE)	£1,560,000
Health Development Officers and Public Health Nutritionists (7.8 FTE)	£250,000
Total current expenditure	£1,810,000
Investment in new services	Proposed budget and expenditure (subject to job evaluation)
Community Development Service (15 FTE)	£550,000
Neighbourhood Enforcement team (12FTE)	£350,000
Place Based Caseworkers (3 FTE)	£90,000
Total planned expenditure	£990,000
Overall saving	£820,000

5.2 Legal implications

None identified

6. Other implications

Human Resource Implications

The proposal to remove the Neighbourhood Wardens Service and some elements of the Health Development Service would result in a number of post deletions. In total 62 FTE are potentially impacted.

The increase in the Neighbourhood Enforcement Officers and the introduction of Community Safety Place Based Caseworkers focusing on locations, and the Community Development Service may provide redeployment opportunities for some of those staff displaced both within this review and those remaining staff within Neighbourhood Action.

Following public consultation and any revisions to existing proposals, a period of consultation with the affected staff groups and Trade Union representatives will take place in relation to implementation.

Implementation of any changes will be in accordance with the Council's agreed change management processes.

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint

This proposal will contribute towards the achievement of Marmot objectives and the realisation of the savings required from Community Services as part of the ABC programme.

6.2 How is risk being managed?

Risk will be managed in line with ABC processes and principles. The project will have a board that will regularly review risks and approve mitigation activities. Scrutiny Co-ordination Committee will receive regular reports on performance of the service.

6.3 What is the impact on the organisation?

There will be a reduction in the overall number of posts within the Community Services directorate as a consequence of the proposed changes.

6.4 Equalities/ECA

A separate Equalities and Consultation Analysis has been produced and is attached as Appendix C. This will be updated following consultation.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

Officers will consult with the following key stakeholders on the Options and through this process understand any additional implications:

- Trade Unions
- Staff
- Ward Councillors
- Community Safety Partnership agencies
- Coventry and Warwickshire Partnership Trust
- Voluntary Sector Organisations

- Residents

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