



CABINET

26 October 2011

A Meeting of the CABINET will be held on Wednesday, 2nd November, 2011, 6.00 pm in Committee Room 1 Marmion House, Lichfield Street, Tamworth

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Corporate Update

Title: Welfare Benefits Reform

Presenter: Rob Barnes

3 Minutes of the Previous Meeting (Pages 1 - 4)

4 Declarations of Interest

To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.

When Members are declaring a personal interest or personal and prejudicial interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a personal and prejudicial interest in respect of which they do not have a dispensation.

5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules

None

6 Locality Working Review (Pages 5 - 70)

(Report of the Leader of the Council)

Restricted

NOT FOR PUBLICATION because the report could involve the disclosure of exempt information as defined in Paragraphs 1, 3 and 9 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended)

7 Retention Arrangements for Landlord Garage Sites (Pages 71 - 80)
(The Report of the Portfolio Holder for Quality of Life)

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. S.', with a horizontal line extending to the right.

Chief Executive

People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709264 or e-mail committees@tamworth.gov.uk preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.

To Councillors



MINUTES OF A MEETING OF THE CABINET HELD ON 13th OCTOBER 2011

PRESENT: Councillors R Pritchard, J Garner, M Greatorex and M Oates

The following officers were present: Anthony E Goodwin (Chief Executive), John Wheatley (Deputy Chief Executive and Corporate Director (Resources)), Anica Goodwin (Assistant Chief Executive), Jane Hackett (Solicitor to the Council and Monitoring Officer), Rob Barnes (Deputy Director (Housing and Health)), Andrew Barratt (Deputy Director (Assets and Environment)), Robert Mitchell (Deputy Director (Community, Partnerships and Development)), Tina Mustafa (Housing Operations Manager), Jane Eason (Senior PR Officer) and Charlotte Green (Communications Officer)

66 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors D Cook, B Beale and S Claymore

67 CORPORATE UPDATE

The Solicitor to the Council and Deputy Director Communities Planning & Partnerships gave a briefing on the Localism Bill.

68 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 21 September 2011 were approved and signed as a correct record.

69 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

70 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES

None

71 TAMWORTH STRATEGIC PARTNERSHIP PLAN ENDORSEMENT

The report of the Leader of the Council seeking endorsement of the Tamworth Strategic Partnership Plan the draft document brought together the findings from the review of the Local Strategic Partnership and outlines the way forward for the TSP, was considered.

- RESOLVED:** That:
- 1 The Tamworth Strategic Partnership Plan be endorsed, and;
 - 2 The Deputy Director CPP in consultation with the Leader be authorised to have the final draft desktop published and distributed mainly electronically but with some hard copies available in public buildings.

(Moved by Councillor R Pritchard and seconded by Councillor J Garner)

72 THIRD SECTOR COMMISSIONING IN PARTNERSHIP (TSCIP) PROGRAMME – TAMWORTH

This report was withdrawn.

73 BUDGET CONSULTATION 2012-2013

The report of the Leader of the Council informing Cabinet of the consultation undertaken with residents, tenants, businesses and the voluntary sector to feed into the budget setting process was considered.

- RESOLVED:** That the report be endorsed taking into account the findings along with other sources of information when setting the 2012/13 budget.

(Moved by Councillor R Pritchard and seconded by Councillor M Oates)

74 IMPACT OF SUPPORTING PEOPLE FUNDING ON LANDLORD SHELTERED HOUSING SERVICES

The report of the Portfolio Holder for Quality of Life proposing efficiency savings that will contribute to the Cabinet's intention to protect front line services was considered.

- RESOLVED:** That:
- 1 The scale of reduction in funding in order to minimise the overall impact on tenants be challenged, and;
 - 2 A contract variation from Staffordshire County Council avoiding procurement of the accommodation based service in 2012 be accepted, and;
 - 3 Authority be delegated to the Portfolio Holder of Quality of Life and Deputy Director of Housing to agree the final approach and detail around efficiency savings.

(Moved by Councillor M Oates and seconded by Councillor M Greatorex)

75 REVIEW OF UPDATED CEMETERY REGULATIONS

The report of the Portfolio Holder for Environment and Waste Management seeking to review the restriction on vehicular access within Tamworth's cemeteries was considered.

- RESOLVED:** That:
- 1 The Cemetery gates continue to be left open for pedestrian access as previously approved, and;
 - 2 Vehicular access to all cemeteries be restricted with the exception of Wiggington Road Cemetery and that the necessary amendments to the Cemetery Regulations be made.

(Moved by Councillor J Garner and seconded by Councillor M Oates)

EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 1, 3, and 4 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

76 REVIEW OF THE SHOPMOBILITY SERVICE

The report of the Portfolio Holder for Corporate Services and Assets advising Cabinet of the current situation regarding the external provision of the Shopmobility Service and exploring options for the future operation of the service and seeking Members approval to implement the most suitable of those options was considered.

- RESOLVED:** That:
- 1 That the recommendations as contained in the report be approved, and
 - 2 A formal review of the sustainability of the Shopmobility service be received by the end of March 2012.

(Moved by Councillor R Pritchard and seconded by Councillor J Garner)

Leader

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NAME OF COMMITTEE

Cabinet

Agenda Item 6**DATE OF COMMITTEE**Wednesday 2nd November 2011**REPORT OF THE PORTFOLIO HOLDER; CORPORATE DIRECTOR; ASSISTANT DIRECTOR;**

Council Leader

REPORT OF THE

Deputy Director, Communities Planning and Partnerships

TITLE OF REPORT

Locality Working Mid-term Review

EXEMPT INFORMATION**RECOMMENDATIONS**

That Cabinet:

1. Endorse the report as attached and comment on progress to date
2. Support the recommendations as outline proposals for the Next Steps
3. Authorise the report to progress to the next meeting of the Tamworth Strategic Partnership

PURPOSE

- To review progress against the original aims of Locality Working (LW).
- To reflect on activity to date, identifying motivators and barriers.
- To consider progress in light of present strategic partnership structures and priorities.
- To reflect on how the present model fits with central government priorities such as Big Society and Localism.
- To discuss with stakeholders, their understanding, experience and assessment of LW.
- To make recommendations to Tamworth Borough Councils (TBC) Cabinet and the Tamworth Strategic Partnership (TSP) to amend or adapt the model to maintain progress.

RESOURCE IMPLICATIONS

- TBC has been the key provider of resources to locality working to date, establishing the CD Team and completing the pilot. The costs of premises and activity have to date been resourced with external funds and if the partnership wishes to continue with this then alternative resource will be required. The external funding ended in 2010/2011 and it is only through prudent budget management that sufficient funds for 2011/12 are in place. The move to different premises in Belgrave and possibly Amington may relieve some of the pressure on funds but the Stonydelph building and contribution to running costs will remain a need.
- The 4th CDO has also been funded to date through external LPSA funds with the original 2 year contract due to finish at the end of October 2011. An extension of the contract to March 2012 has been possible again due to prudent management of the funding.
- Continuation of the 4th CDO role will be considered during the TBC budget review process, alongside a request to strategic partners to provide financial support to this key and widely supported position. Costs for this role over the following two years, based on latest estimates, would be

- 2012/13 £35907 and
- 2013/14 £37277.
- External funds have provided seed fund for various activities in localities including two large scale community surveys, community newsletters, which have now ceased in part due to cost, pilot project activity such as participatory budgeting, community events, fishing, environmental improvements, intergenerational and arts. If these types of activity are to be maintained then it will be necessary for appropriate resources to be identified.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are no legal implications arising from this report. The operational risks associated with Locality Working are managed via the risk assessment process. The recommendations identified in the report will be used to manage the strategic risks associated with Locality Working.

SUSTAINABILITY IMPLICATIONS

There are no sustainability issues arising directly from this report.

CONCLUSIONS

The report provides evidence that the core aim of targeted multi-agency working at a designated locality level should be continued, as it is having an impact on local issues, perceptions and engagement and should be endorsed as the approach used by the public sector as a whole. Locality working should become a core activity for partners, with recognition that this will require appropriate resource in terms of staff time and prioritisation.

To develop stronger buy-in, senior management and strategic leaders will need to re-emphasise their commitment to locality working. This message of encouraging partners to engage and bring their particular expertise to the localities will increase its impact, if it is clearly passed down throughout their individual organisational structures and if there is clarity amongst officers of partner organisations at all levels of the priority for joint working, a focus on localities and the need to change ways of working where necessary.

Service providers from across the public sector should be encouraged to contribute to Locality Working through engaging with local people and raising awareness and understanding of the issues impacting on their lives such as health, housing and exercise, with the aim of raising aspiration and more positive choices over the long-term. An increased knowledge of the issues impacting on people locally will support efforts by partners to engage and provide services to address these priority needs.

Following on from examples in Glascote and Belgrave and within present budget constraints there will be a need to move towards utilising shared buildings across the localities with premises managed by partners best placed to do so in each area. This will provide a better use of diminishing resources, may release buildings for alternate use, will encourage buy-in from building owners and will provide a clearer focal and access point for local people.

If the present level of activity and progress across all four localities is to be maintained, it will be necessary to identify funding for continuation of the 4th CDO role funded to date from external sources. This should be included within the TBC budget review process, alongside a request to strategic partners to provide financial support to this key and widely supported position.

If the CDOs are to make further progress to build partnership activity then it may be appropriate to review and prioritise aspects of their role and for them to be provided with the appropriate level of influence to support recognition of their role as neighbourhood champions and coordinators.

Locality Working can provide an excellent mechanism for partner agencies to engage and build relationships in these key communities for physical regeneration. It is possible that the 4 localities are identified as suitable SP5 regeneration areas, with the purpose of revitalising the housing areas and building cohesive and sustainable communities. It will be beneficial if

the community has been consulted and supports this revitalisation and community planning is taking place as part of locality working. Some of the key issues that should be considered by any plans are

1. improving the quality of the existing housing stock,
2. enhancing the mix of housing within neighbourhoods,
3. enhancing and providing community facilities and services,
4. protecting and enhancing the network of open space,
5. supporting the vitality and viability of existing local and neighbourhood centres,
6. increasing integration of the localities with surrounding areas and
7. improving accessibility to employment, key services and the Town centre by walking, cycling and public transport.

The key matter of worklessness should be a focus of future joint activity, bringing economic benefit to these areas through service delivery from the range of expertise and skills of partner agencies. Working together can contribute to addressing this fundamental issue, as the knock on impact of getting people into employment will have wide ranging positive effect on families in these neighbourhoods.

Recommendations

1. *That the present model and locations identified for Locality Working are endorsed.*
2. *That Cabinet re-emphasise their commitment to Locality Working as the approach used by TBC and the public sector to address areas of identified need, encouraging TBC services and partner agencies to contribute to the Locality Working agenda*
3. *In recognition of a lack of long-term premises funding, that a move to shared use is prioritised, releasing TBC buildings for alternate use where possible.*
4. *That options for the continuation of the 4th CDO role are included within the TBC budget review process, alongside a request to strategic partners to provide financial support to this key and widely supported position.*
5. *That colleagues involved in physical regeneration initiatives link in Locality Working to engage and build relationships in these key communities.*
6. *That the key matter of worklessness and economic development be a focus of future joint activity,*

Please see Findings & Recommendations starting on page 23 of the Locality Working Review Report

BACKGROUND INFORMATION

Background to Mid-term Review

Methodology

Desk research

A range of existing papers and reports have been reviewed to provide a context for locality working, examples of activity and evidence of progress.

- L2D Report and updates
- Locality Working plans, Cabinet papers, updates and reports
- Locality Profiles
- Community Survey data 2009 & 2011
- Partner Buy-in Report Aug 2011
- Community Engagement Framework
- CSP Strategic Assessment
- Cohesion and Engagement Mapping work

Face to face Interviews.

An independent interviewer carried out face to face interviews with a range of key stakeholders. It was not possible to involve all partners but contributions came from across

the spectrum of partners. Interviews were informal but followed an agreed topic guide with discussion allowed to flow from this start point.

The aim of the interview was to gain input from key stakeholders on progression of multi-agency working through discussion of: -

- Understanding of the concept
- Support for the approach
- Experience of implementation
- Strengths and weaknesses identified

Analysis and reporting

Analysis of available reports together with data on outputs and interview contents were reviewed to provide a background and context for present and planned activity. This information was analysed to produce findings and recommendations on issues raised, barriers encountered and potential mechanisms to maintain and develop progress.

Please see attached Locality Working Review report

REPORT AUTHOR

Peter Smith

LIST OF BACKGROUND PAPERS

Locality Working Review, Sept 2011
Interviews with Stakeholders Report, SRA August 2011
Locality Working Community Research – M.E.L. Research – May 2011
Community Research Executive Summary – M.E.L. Research – August 2011
Partner Buy-in review – Neil Mushrow – August 2011
Tamworth Community Safety Strategic Assessment 2011

APPENDICES

Locality Working Review Final Draft 2011
Stakeholder Interviews Report, SRA August 2011
Locality Working Community Research, Executive Summary, M.E.L. August 2011
Locality Area Map

Locality Working Report: Interviews with Stakeholders

Submitted to
Peter Smith
Community Development Manager
Tamworth Borough Council

Submitted by
Social Research Associates
www.sraltd.co.uk



September 2011

Locality Working Report: Interviews with Stakeholders

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Locality Working Report: Interviews with Stakeholders

1 Introduction

This report is part of a wider mid-term review of locality working (LW) in Tamworth. 26 stakeholders, representing a spread of different services and organisations were interviewed about their understanding, experience and overall assessment of LW. (A list is shown in Appendix B) The interviews, which varied in length between half an hour and two hours, were face to face and informal, although following a flexible topic schedule (see Appendix A). The interviews were carried out in July and August 2011 by independent researchers namely Kris Beuret OBE and Dr Nick Mills of Social Research Associates.

In the summary below, individual confidentiality has been respected. It should also be borne in mind that many of the views expressed are based on perceptions rather than hard facts. However, it is perceptions that often determine actions so it is important to include such views.

2 Understanding of the Concept of Locality Working

There was little mention of formal training or organised reading about the concept of LW – most people felt that they had quickly understood the concept. There was also agreement that its ready acceptance was facilitated by support from the Council, especially the political and corporate leadership.

“There is no doubt that the Members and senior officers have backed the idea.”

However, some stakeholders were a little cynical about whether it was really anything very different.

“It’s actually just another in a long line of area based policies such as neighbourhood working, SRB, and the latest ‘total place’.”

“Doesn’t it go back to the original concept of the parish?”

When asked to define the concept, there was universal agreement that LW involved a geographically defined area where a multi agency approach and better partnership working would improve service delivery and reduce costs in areas with high levels of deprivation. However, as discussed in more detail in later sections, the community engagement aspect of LW was less well understood.

It was also agreed by all that the four areas of Tamworth selected were the right ones, being based on sound data supplied by a unbiased source – in particular the Staffordshire Observatory. Nevertheless, there was some debate about the exact nature of geographical boundaries and the preferred degree of permeability required (see Section 6.1 below).

3 Consultation versus engagement and community cohesion

As mentioned above, in contrast to this general agreement about definitions of LW , there was a lot less understanding of the role of community involvement and empowerment in reducing deprivation. To the extent that participation was sought it was often seen as a source of providing information about problems leading to better service delivery. To a lesser extent, the role of participation in establishing community priorities was also seen as part of LW but capacity building and community empowerment was rarely included in the definition or objectives.

“LW helps us to keep in closer contact with ‘hard to reach groups’, to know what is going on and identify the most urgent problems.”

“We can’t provide as good a service as we once did so LW is a good way of reducing costs by partnership working.”

“The participatory budget exercise was a good way of helping people understand that prioritising is an essential part of the Council’s work.”

However, there were exceptions. For example, the wardens and police were clear that community cohesion was the sustainable long term means of reducing minor crime.

“Most of the things people prioritise such as litter, graffiti, vandalism and petty theft can only be controlled by pressure from the community themselves. We can support them but in the end it’s the neighbour tapping on the window which will make a difference.”

In addition, many felt that they were moving towards improved engagement with the local communities and that this was in part due to improved community capacity which in turn was associated with the past two years of ‘bedding in’ the LW approach.

“I admit we haven’t engaged very well in the past but that was in the context of no community groups or residents associations. Now there are some groups we can go to – in part due to the hard work of the CDOs.”

4 The nature of involvement with Locality Working

Everyone interviewed had experienced some involvement with LW but some had incorporated it into their work more than others and the main categories (not mutually exclusive) are described below. Many of these projects were ongoing and there was agreement by many stakeholders that partnership and multi-agency working had increased as a result of LW.

Summary of types of activity

Community self help	Supporting the community to carry out specific tasks was a highly regarded activity. Examples included estate clean up days, ground improvement works, walkabouts and working on community land. Most of these were one off events but some, for example the Hodge Lane community nature reserve, was sustained on an ongoing basis by local volunteers.
Festivals, fetes	These events, although requiring a lot of time to organise, were seen as a way of bringing the community together to have fun but in so doing get messages over about local services and healthy living. The ideal was to team up with other groups and organisations to create critical mass and there had been some good examples of this approach.
Support for isolated and vulnerable people	LW was seen as an opportunity to involve people who would otherwise be socially or physically isolated. Examples were art sessions for people with mental illness or just holding drop in sessions at local venues.
Service provision	Some activities focused on improving the physical quality of the LW areas – for example street audits, community street plans backed by highway maintenance (planned but not executed) and programmes to identify and target the most needy elderly people or their carers for extra help and support or drug counselling.
Multi agency and Partnership working	This was often quoted as a benefit of the LW concept and there were some good examples to demonstrate it. However, in practice there was less evidence of it actually happening allegedly on the practical grounds of lack of resources, in order to reduce duplication or in some cases outright opposition.
Encouraging community participation in decision making	Participation and consultation was recognised as an essential part of the LW approach and some organisations had individual targets to meet to achieve this. Examples were tenants meetings, community groups based at the ARCHs, user groups at GP surgeries and community safety groups. There were also examples of deliberative voting such as participatory budgeting, neighbourhood surveys, citizens juries and most recently a 'planning for real' type exercise designed to develop an area plan.
Solving social problems	It was accepted that there was a higher proportion of social problems in the LW area than elsewhere in Tamworth so much LW focused on offering services to solve or mitigate these. Various organisations provided specialist advice and help including in relation to alcohol, drugs, domestic violence, sexual disease, unwanted pregnancy and support for vulnerable families.

5 Multi agency and partnership working

This was seen as an important aim of LW and there were many examples from health, housing and especially policing and minor crime reduction. The point was made strongly, for example by the police and health services that this was the only way of meeting public expectations.

“Our satisfaction surveys show high ratings for our record on serious crime but less on minor crime such as graffiti and vandalism. Yet we can’t really do anything about these things, they are largely up to other services so partnership working is essential.”

“We used the ARCH for self referral for attendance at eating disorder support sessions – it allowed us to get away from the health centres where people felt embarrassed and perceived their problem as part of the ‘sick’ model.”

“The anti social behavioural group works very well – for example evidence was gathered about an off licence selling alcohol to under aged young people leading to the shop’s licence being revoked.”

“Locality working has enabled us to start working in partnership with the PCT and youth service – we didn’t do that before.”

However, there were also many comments about the difficulties of partnership working, including the need for a strong co-ordination role, conflicting priorities and the extra time required.

Thus one of the problems with partnership working is that there are extra risks due to the impact of conflicting agendas. A good example was the plan based on consultation with local people to develop community street plans including maintenance schedules. The plans were never carried out because the work was cancelled due to a political decision at County level setting different priorities.

“We worked with the community development workers and local people to identify community street plans and priorities for the highway gang but it never happened.”

Similarly not all TBC internal departments were equally committed.

“The housing service tend to do their own thing – admittedly they do have different remits but it does confuse people when their newsletter and activities go on at the same time as ours.”

“LW leads to duplication – we should be left to do what we do best based on long experience.”

Nevertheless, it was widely agreed that in Tamworth there was a commitment by the political leadership to LW.

“It needs a strong leader to make it happen – someone to liaise and put people in touch with each other from different services or even tiers of the local authority. The role of the County Partnership Officer is excellent as a support but others even within the same Council are not so good.”

It was also agreed that it was ‘early days’ for LW and that it would take time before the culture changed and trust built up.

“Partnership working pays off in the long run but it takes more time and resources at the beginning and to be frank we don’t have the staff to cover the extra meetings and travel.”

“LW was always planned as a long-term response. Short term projects have been the method for many years and this is why LW is different and not like other areas based policies. It will take time, investment and a change in the way some people do things to have the impact that is envisaged.”

6 Elements of Locality Working

6.1 Focus on the neighbourhood

Although there was some sympathy for the neighbourhood as a focus for LW, there were also problems in relation to defining the neighbourhood. The administrative boundaries within which people worked differed – for example the police areas were different from the NHS and again the ward boundaries and housing estates. In addition the designated boundaries of the LW areas themselves cut across what many saw as ‘natural communities’.

“I live in Stonydelph but not in the LW designated area. This creates divisions within neighbourhoods with people asking ‘why are they getting these resources and not us?’. In reality it is impossible to keep people out and we wouldn’t turn people away.”

There was also a wider problem related to community capacity by fixing boundaries around deprived areas.

“Excluding the more affluent sections in the surrounding area means that some of the ‘natural’ community leaders live outside the LW.”

In contrast, although others made the point that better engagement and participation would identify and nurture community leaders within the disadvantaged communities.

“There’s some amazing talent out there based on experience rather than formal qualifications but people need their confidence built up after years of feeling they are failures. I could point to many examples of people who have turned their lives round and gone on to help others.”

Fixing boundaries is always a difficult issue – it was agreed that there has to be lines on maps somewhere. This had been considered at the planning stage when the LW areas were defined through discussion with key Partners and followed LSOA and

neighbourhood policing boundaries for which that data is available. It was also agreed at the time that they would not follow ward boundaries as these sometimes cut across local neighbourhoods.

The general view was that in reality most people were flexible about boundaries and there was a certain amount of ignoring strict delineation.

“Our supporters come from both inside and outside the LW area but we think that’s a good thing – it encourages permeability and can bring in skills to pass on to those who lack these skills in the LW area.”

6.2 The town centre versus the neighbourhood

Some of the stakeholders had found that people from the locality areas preferred to visit the town centre for services. There were a number of reasons for this; in particular the convenience of combining such contact with jobs and shopping or on the grounds of confidentiality and avoiding stigma.

“The last thing people want is for other local people to know they are attending addiction support sessions.”

“Tamworth is a small town and it’s easy to get into the town centre – some of our clients prefer to visit our town centre office which is open any time rather than wait for a specific day when we are in the locality.”

“It’s not at all clear what they are trying to achieve in the four localities – they should have had to show demand for the ARCHs prior to the investment.”

However, there were others who strongly disagreed on the grounds that some people in the LW areas were isolated in terms of their ability to access the town centre either due to disability, time or cost constraints. Other local people did not know that services exist and LW was an opportunity for Partners to take part in raising awareness of what was available.

“LW is the key to the quality of life in deprived areas. People can’t afford the bus fares or can’t get on the bus easily. Others work long hours and don’t have time to get into the town centre especially during working hours.”

“People with real problems in these areas are never going to go to a central office – it takes time to build up local trust and having an accessible local service is the essential first step.”

“I don’t agree that people don’t want to access services locally – the idea of the Hub is that with lots going on there no one would know why people were visiting – whether for a playgroup or drug advice – even sometimes both - so there would be no question of stigma.”

In addition apart from such practical considerations, there was a view by some that providing facilities and encouraging events in the locality was essential to encourage community cohesion.

“We would probably save money by everyone coming into the Council office, but surely the whole point of locality working is to encourage local people to relate to each other on a neighbourhood basis and thus reduce problems in the first place.”

6.3 Better use of resources

There were mixed views about this issue. A key point made in favour of LW was that it made better use of resources. Examples were quoted where LW had led to reduced costs including joint events such as fetes where different organisations combined for publicity and event costs. However, a more commonly mentioned benefit was better intelligence and the ability to drive home messages more powerfully via joint working. It was also acknowledged that the convenience and lower cost of visiting a local office for information and advice was a benefit to those with low mobility and incomes.

“To me the whole idea is having a local venue which local people start to see as the key one stop shop to all public sector services. That means that their problems can be seen in the round rather than separated out between different departments.”

“The total is more than the sum of the parts – if we all tried to put on individual events, you wouldn’t get that buzz of critical mass and anyway it emphasises the fact that all these streams of work are part of the community and its dynamics.”

The timescale was also relevant to the calculation of resource use.

“LW is not a short-term project but may have implications on resources in the short-term that can have a long-term benefit of establishing joint work in the future. Most of the resource for contribution is through staff time and time spent developing activities that make real change over time which can have long-term savings.”

In contrast, other stakeholders disagreed and thought that LW was more expensive compared to centralised services in the town centre both in terms of financial costs and staff resources.

“The need to be in different physical locations is at odds with the Council’s drive to increase the use of electronic services.”

“We just don’t have enough people to send out to the LW areas, especially as we work on an appointment system and it was impossible to match client needs with the optimum use of staff time.”

Another aspect of opposition to LW was a fear that if LW was successful in the long term it would lead to increased demand and hence pressure on resources.

“My concern with LW is that it creates additional demand for services – in fact the better LW works the more demand is created and we just don’t have the resources to meet this demand not to mention that people living in other areas would quite rightly in my view get jealous.”

But here again there was an opposing view.

“If there is an increased demand for services it is, in the majority of cases, because there is a need for those services. The alternative may be that issues are not addressed and there will be a cost for someone further down the line. Surely Partners’ role is to address not control need?”

6.4 Shared use of community buildings

Some stakeholders gave examples of their use of the ARCH venues or ‘hubs’ as they were more often referred to.

“The hubs are good because they allow people to get away from health centres which are part of the ‘sick’ model.”

“We’ve found the hubs useful as a place for people to meet outside their homes, which can be quite stressful places for our clients.”

“The hubs were carefully chosen to avoid any ‘agenda’ with religion or charities with a specific purpose.”

In spite of such examples, there was a widespread view that although the hubs were ‘nice to have in an ideal world’, in reality they were difficult to maintain as sufficiently vibrant places to give confidence to local people to visit. This was partly due to the difficulties (as described above of maintaining a regular visiting slot) but also because they were perceived to be sometimes shut both in the day and especially in the evening. In addition it was felt that there were alternative venues which could be made better use of.

“Because of crime, the shutters have to be down even when the ARCH is open so it looks shut.”

“The pamphlets there are often out of date – I have to admit we don’t check our own often enough.”

“We tried to use the hub for an evening event but were told it couldn’t be booked in the evenings.”

“I don’t think it’s worth it – we mainly visit people in their own homes and if we do have an event we prefer to have the choice of venue in terms of place and size.”

“The new community fire station is a better venue in terms of the ‘hub’ concept.”

6.5 The role of the Community Development Officer

In contrast to these reservations about the building, there was widespread support for the Community Development Officer (CDO) role which was seen as separate from the actual physical hubs in which the CDOs were currently based.

However, in practice there were a number of different views about exactly what this role should be which can be divided into a number of different perspectives.

In line with the corporate view of LW, some stakeholders saw the CDO role as encouraging multi agency working and building community capacity and many examples were given of work which was judged to have achieved this.

“There are a very wide range of activities which would not otherwise have occurred – examples are training for volunteering, murals and art projects with local youths, advice sessions, community tidy ups.”

“People are getting to know each other better these days and it’s clear that CDOs have played an important part in facilitating that.”

“They are the eyes and ears of the community.”

“The CDO was a key player in helping us make contact with unattached youths who were hanging out and upsetting local people – we developed a good programme from this.”

“The LW concept especially the work of the CD worker is very useful in being proactive and breaking down barriers to communication.”

“The CD role is helpful to us in supporting and directing volunteers to our central office and even on occasion making appointments.”

Others had an equally positive perspective on the CDO role but had found themselves too busy to liaise with the CDO.

“We know the CDOs have been working to encourage community participation, which was lacking in the past and we’ve been meaning to get in touch with them to plan something around outreach work, but things have been a bit difficult lately with losing some of our staff.”

There were also a minority who did not support the CDO concept on the grounds that it duplicated their own work and that of others. This view was particularly likely to be voiced by some front line workers who were not used to multi agency working and were reluctant to risk exceeding their authority or go beyond their job description. This varied between services with the police and fire services being more supportive than some others.

“To be frank, LW is another layer of bureaucracy – we know our customers – we’re trained professionals and can show evidence of good progress in the locality areas. When we need other specialist services we know who to go to so we don’t need input from a generalist.”

However, overall, most interviewees felt that the role of the CDO was essential for successful LW albeit in the challenging situation of working across departmental and organisation boundaries in a context where there was still a lot of ‘silo’ working going on.

6.6 Community Engagement

The role of LW in encouraging community engagement and hence building local community capacity was not foremost in the mind of many stakeholders who rather saw consultation as a way of improving service delivery and also demonstrating good practice in meeting targets such as satisfaction levels. This was disappointing to others who felt that the work done to date around cohesion and the availability of the Stronger Together Community Engagement Framework should have resulted in a broader understanding of the difference between engagement and consultation.

“We have our targets to meet and improvements in customer satisfaction to demonstrate – that’s our main focus.”

“It’s essential to involve the public to tell us what their problems are.”

“We can’t go too far down the road of local people making decisions because in the end it’s the politicians who decide.”

Some stakeholders expressed concern that there was too much duplication of consultation and that consultation fatigue was an explanation for relatively low levels of community participation.

“There’s lots of different consultations going on – different newsletters, surveys, articles in the local paper. It’s very confusing for people.”

“We do have a statutory duty to consult so we have to do our independent surveys.”

“The tenants participation groups should be subsumed in the community development work – there’s no need for them to be separate – it’s duplication.”

“The LW work should be including in the tenant programme. They carry out a wide range of activities such as estate audits, mystery shopping, repair working groups, communal area cleaning, customer satisfaction services – there is a deal of overlap activities and anyway we can’t exclude residents or leaseholders for many of the more general area activities.”

However, there were others who did see LW as a key to improving the capacity of the areas and examples of engagement included self management of nature reserves, clean up campaigns with a focus of reducing litter and vandalism and involvement in deciding priorities for spending.

“The participatory budgeting exercise involved several hundred people allocating £20,000.”

“Creating pride in the area and giving local people a sense of empowerment has been a key aim of the work done at the ARCH and really important for getting people involved.”

It was also accepted by all stakeholders that more needed to be done to involve young people who were generally absent from community engagement. One way forward was seen as providing more targeted activities especially in the evening.

7 Conclusion

There is no doubt that LW represents a fundamental cultural change for many stakeholders and that it is early days to expect universal 'sign up' to the concept. Nevertheless there are signs that LW is becoming accepted and that it is changing working practices.

Evidence of progress

There are plenty of examples of successful LW projects.

There is support for multi agency working although in practice not all service areas actually do work on this basis. Reasons are resource constraints including lack of staff, departmental specific targets and in a few cases outright unwillingness to change.

It is widely accepted that the role of the CDO is crucial in providing intelligence and links with the locality. Even those who advocate the provision of services in central Tamworth rather than the locality, support the role of the CDOs in referring and encouraging people in the LW areas to access services.

Moving forward

Stakeholders understand and support the service delivery aspect of LW and agree that the four areas selected are appropriate in the light of levels of greatest deprivation. This is in itself a success but there is further to go to develop an awareness of the strategic importance of LW since there is still a significant proportion of stakeholders who see LW as largely a mechanism for service delivery and are less aware of the community capacity objectives.

Closely associated with this limitation is a lack of understanding of the important distinction between consultation and engagement with the community. Thus the incorporation of building community capacity as an essential element of public engagement is often missing from consultation activities carried out by Partners. Hence very few stakeholders referred to the "Stronger Together Community Engagement Framework" and there is clearly a need to publicise this along with a continued strong corporate message of commitment. Clearly there is also a training need involved in helping Partners to make this transition. It is apparent from the interviews that with notable exceptions, there is limited knowledge of practical techniques for public engagement. One idea to support this lack is for TBC to develop a toolkit to accompany the Engagement Framework. Another suggestion is to revisit job descriptions to check that the commitment to LW is incorporated.

There is acceptance that the ARCH venues are useful but not essential to deliver the LW vision. Indeed there are already discussions taking place to adopt a more flexible model for the use of premises especially in relation to new building and changes of use which have occurred since LW was first set up.

The overall verdict

There is no doubt that awareness of the strategic aspect of LW is growing and that the legacy of the past two years of LW is beginning to 'bed in' with an increasing number of stakeholders now agreeing that there are more opportunities to engage with the public.

More fundamentally there is a growing understanding that doing so is of both practical and strategic importance if the deep seated problems of the LW areas are to be solved on a long term and sustainable basis. In the future, examples to illustrate this point should be evaluated, supported and publicised by TBC at senior and corporate level. This will in turn encourage others to work in this different way and to expend the time and resources necessary for success.

8 SWOT summary – Locality working

<p>Strengths</p> <ul style="list-style-type: none"> • A good track record of multi agency working and some significant achievements • Corporate 'sign in' for the concept • Strong majority support for the role of the CDOs • A growing number of community groups and a sense of 'neighbourliness' 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of understanding of the community capacity aspect of LW with an associated need for training • Budgetary constraints and a view that (at least initially) LW is more time consuming and resource intensive • Fear of change – 'silo' working • Demoralisation due to perceived lack of support by other stakeholders for those engaged in LW working
<p>Opportunities</p> <ul style="list-style-type: none"> • Agreement that the four LW areas are well chosen as the most deprived and meriting special attention • Some good examples of LW in building community capacity which could be evaluated to demonstrate positive outcomes. • Government support for the concept linking with 'The Big Society' and other community opportunities as set out in the Localism Bill 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of support from one key service area • Consultation duplication leading to fatigue • The effect of the recession in increasing social problems in the LW areas

APPENDIX A

Schedule for Stakeholder Interviews – Locality Working

Introduction: 4 years ago Tamworth committed to locality working – namely a multi agency approach to increase community involvement and improve service delivery. First via a pilot project in Amington and then rolled out to other disadvantaged areas. These areas had a central building (ARCH – Advice, Resource and Community Hub) and a full time Community Development Officer to co-ordinate and facilitate. We are independent consultants (SRA) employed by TBC to interview stakeholders about their views and experiences of Locality Working so far.

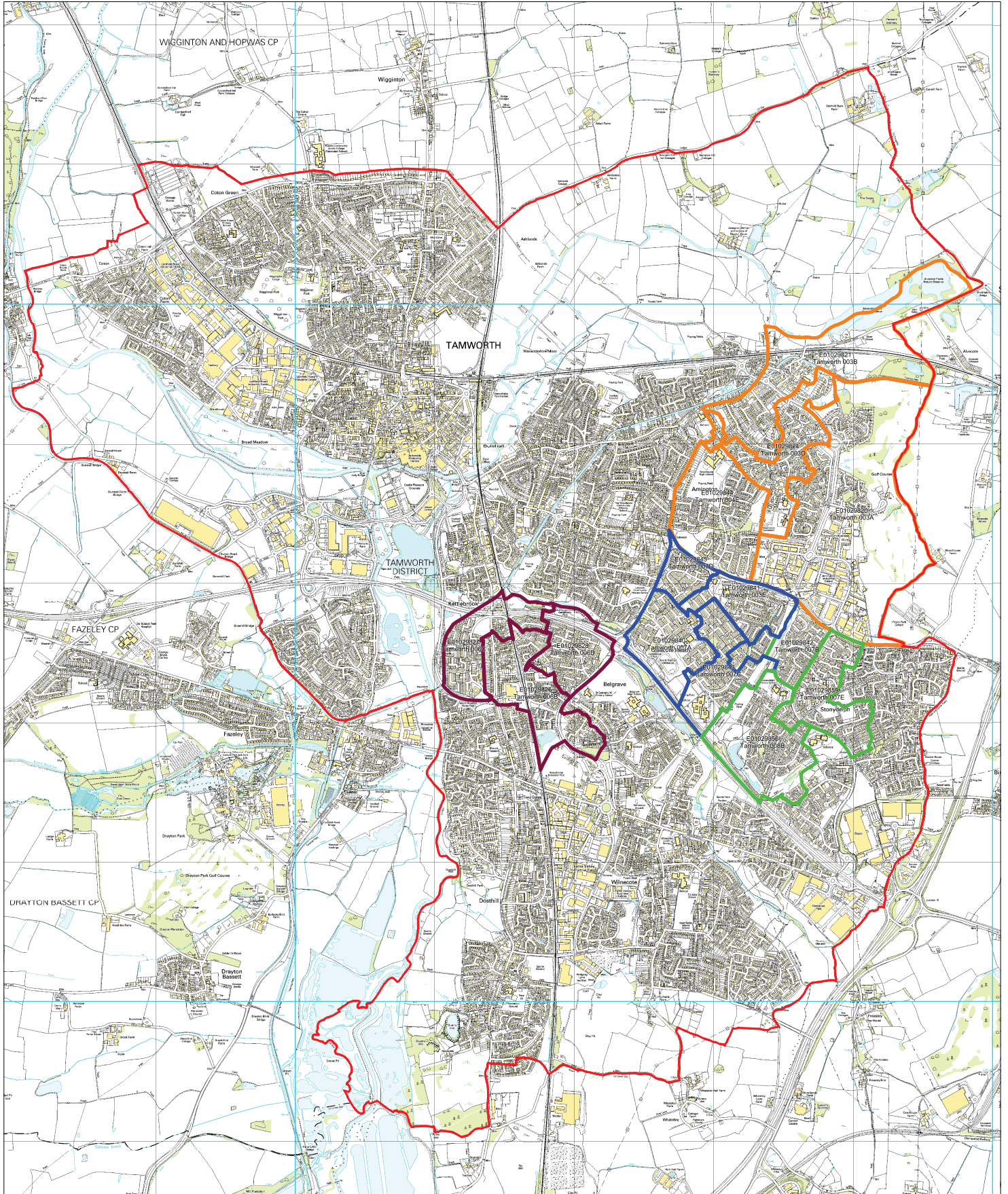
1. How did you become aware of locality working – what do you see as the key elements?
2. When it started, was there support from your organisation in general for getting involved?
3. In the event what has been your and your organisation’s involvement in locality working in Tamworth?
3.1 The nature of involvement
3.2 Has it changed the way you deliver services in the area?
3.3 Example of any contribution to a partnership event or project
3.4 Ongoing work in the locality?
4. What elements of locality working fit with your broader work?
4.1 Neighbourhood focus
4.2 Joint multi-agency working
4.3 Better use of resources
4.4 Community engagement
4.5 Shared use of community buildings
4.6 Raised awareness of issues in the locality
4.7 Raised awareness of activity by other organisations in the area
4.8 Raised awareness of activity by your own organisation/team in the area
4.9 Making links to partner organisations in other sectors
5. The role of the community development officer
5.1 Co-ordination activity within premises
5.2 Building links with residents
5.3 Leading in community projects
5.4 Co-ordinating joint projects
6. Overall views on Locality Working
6.1 Is it working?
6.2 What works best?
6.3 How could it be improved?
6.4 What elements do you think has the best potential to have an impact from your contribution?
7. Any final comments?

Appendix B

Stakeholder Interviewees

1. Tim Leese, County Partnership Officer, SCC
2. Graham Peake, Staffordshire Wildlife Trust
3. Lalitha Webb, Head of District Partnerships, TBC
4. Julia Gibbs, Housing Officer, TBC
5. Diane Hughes, Tenant Participation, TBC
6. Helen Gill, Service Delivery Lead, Social Care and Health, Staffs CC
7. Ellen Gibson, Service Manager Addiction
8. Nicky Burns, CEO, CVS
9. Chief Inspector Ian Coxhead, Area Commander, Staffordshire Police
10. Mark Wallchester (Tamworth Fire and Rescue)
11. Dawn Candy, Homestart
12. Stuart Etheridge CDO Glascote, TBC
13. Yassar Din CDO Amington, TBC
14. Rob Barnes Deputy Housing and Health Director, TBC
15. Dave Fern, Community Safety Manager, TBC
16. Fiona McPhee, Resident and Volunteer
17. Peter Layton, Head Street Warden, TBC
18. Leanne Allwood, Tenant participation manager, TBC
19. Cllr Danny Cook, Leader TBC
20. Rev Ian Murray
21. Neena Heath, Learning and Skills Co-ordinator
22. Sam Dodds, Tamworth Community Centre
23. Robert Mitchell, Deputy Director, Partnerships, TBC
24. Neil Mushrow, CDO Stoneydelph TBC
25. Mark Aston, CDO Belgrave. TBC
26. Matthew Bowers, Head of Strategic Planning and Development, TBC

Tamworth Locality Working Areas



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Wastes & resources management



Community safety & neighbourhood policing



Sure Start & Children's Centres



Healthy communities



Affordable housing

Active citizens & customer research



Local Authority research & evaluation



**Locality Working
Community Research**

**Tamworth Borough
Council**

August 2011

**Executive Summary
Report**

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- 2) Introduction and Methodology 2**
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 - Participation in the local community 8
 - Health 9
- 4) Key Findings and Recommendations 10**

1) Project details and acknowledgements

Title	Locality Working Community Research
Client	Tamworth Borough Council
Project number	11051
Client reference	
Author	Helen Bryce
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The research team would like to thank residents in the Locality Working areas for their feedback during this research project.

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2) Introduction and Methodology

Tamworth Borough Council plays an important role as a partner in the Strategic Partnership helping to build strong communities across the borough. As part of this multi agency partnership, work has been focused at a community level through a Locality Working model, and there are currently four Locality Working areas in Tamworth.

The Locality Working model was established in Tamworth in 2008, and a baseline community survey was undertaken in 2009 with residents living in the Locality Working areas to understand quality of life, what people like and dislike about the areas and priorities for the future. In order to assist partners in evaluating whether local activities or interventions have been having the desired effect, a further community survey was commissioned in 2011 to track perceptions over time.

The aim of this research was to replicate the original collection of robust quality of life data at a community level and to measure any directional change in attitudes and behaviours since the 2009 survey. A total of 1,000 face to face household interviews were completed in April and May 2011. A minimum of 200 surveys were undertaken in each of the Locality Working areas. To provide a yardstick so that results from the Locality Working areas could be compared, an additional 200 surveys were completed elsewhere in Tamworth (thereby acting as a 'control' group). A short questionnaire was administered with residents via a face to face doorstep interview. Each interview lasted around 10-15 minutes. Fieldwork took place during the daytime, evenings (up until 8pm) and weekends, and was undertaken by trained MEL interviewers.

Following the completion of the community survey in May 2011, results revealed significant changes in people's perceptions towards their ability to influence decisions affecting the local area. To explore these findings in more detail, a series of in depth telephone interviews were undertaken between 26th July 2011 and August 15th 2011. Respondents who had expressed an interest in taking part in further consultation in the community survey were contacted and asked to participate in the research. In depth telephone interviews were carried out by MEL Research from their offices in Birmingham, using a team of three qualitative researchers.

The number of community surveys and in-depth interviews completed are shown in the table below.

Table 1: Number of interviews

Area	Community Survey interviews	Qualitative follow up - Contacts available	Qualitative follow up - Completed interviews
Amington	200	35	5
Belgrave	200	32	5
Glascote	200	85	5
Stonydelph	200	5	3
Rest of Tamworth (Control)	201	N/A	N/A
Total	1001	157	18

Locality Working areas, although the proportion has fallen since 2009 as it has in the Locality Working areas. It is surprising that Glascote has actually seen an increase in the proportion of respondents who know most/quite a lot of people in their neighbourhood (from 46% in 2009 to 52% in 2011) given the relatively large proportion of newcomers in this area (32% have lived there 5 years or less).

Across the four Locality Working areas, respondents in Belgrave are most likely to agree they belong to their local area (77%), following a similar pattern to the 2009 baseline community survey. However, across the Rest of Tamworth the feeling of belonging is stronger than it is in any of the Locality Working areas (82%) and is increasing at a faster rate, thus widening the gap between the Locality Working areas. Age is an important factor influencing how much someone feels like they belong to their local area, with older people tending to have a greater sense of belonging.

Generally, the level of agreement that people get on well together and respect one another in the local area is similar across the Locality Working areas and the Rest of Tamworth.

Problems with crime and anti social behaviour have improved in the Locality Working areas since 2009 which is an encouraging sign for all partners contributing to locality working. There have been particular improvements in the amount of rubbish and litter across all areas, people bring drunk and rowdy and teenagers hanging around in Glascote and drug dealing and abandoned cars in Stonydelph, perhaps as a result of specific campaigns led by the CSP. However, improvements have also been made in the Rest of Tamworth and the proportion of respondents who report problems with crime and anti social behaviour in the Rest of Tamworth has fallen more rapidly, thus increasing the gap in perceptions between the Rest of Tamworth and the Locality Working areas. Further targeted campaigns may be required to reduce the extent to which crime and anti social behaviour is a problem in the Locality Working areas.

Influencing decisions

In this section we explore the quantitative and qualitative findings regarding people's perceptions about their ability to influence decisions affecting their local area. Nationally there had been a downturn in agreement with this statement ²and so a similar pattern was perhaps to be expected in Tamworth. When the results were analysed they showed a significant decrease in agreement that decisions in the local area could be influenced in three out of the four locality working areas, whilst agreement held steady in the Rest of Tamworth at 30%. The exception to the rule was Glascote, where agreement with the ability to influence decisions rose by 26% pts to 44%, thus exceeding the Rest of Tamworth average. In the other locality working areas however agreement hovers now around 25%, falling most significantly in Amington by 53%pts since 2009.

Qualitative work in the form of in-depth interviews was commissioned to try and explain the reason behind the fall in agreement in three out of four of the Locality Working areas. The qualitative research showed that most respondents would like to be able to have a say about what goes on in their local area, and many felt it was their right to decide on things that happen in their neighbourhood. The sorts of decisions people would like to get involved are localised and the kind of things which affect their everyday lives – rather than bigger and more strategic decisions which may be more difficult for them to influence. The sorts of decisions people would like to get involved in fell into three strands, which were;

- ◆ Activities for children and young people
- ◆ Tackling crime and anti social behaviour, and
- ◆ Making sure the area is clean and tidy.

Whilst the research did not find anything significant which has suddenly changed people's perceptions about whether they can influence decisions or not, it did identify five key barriers which seem to prevent people from getting involved, these barriers can be grouped into personal and organizational barriers as shown in the table below.

Table 2. Barriers preventing people from getting involved in decision making

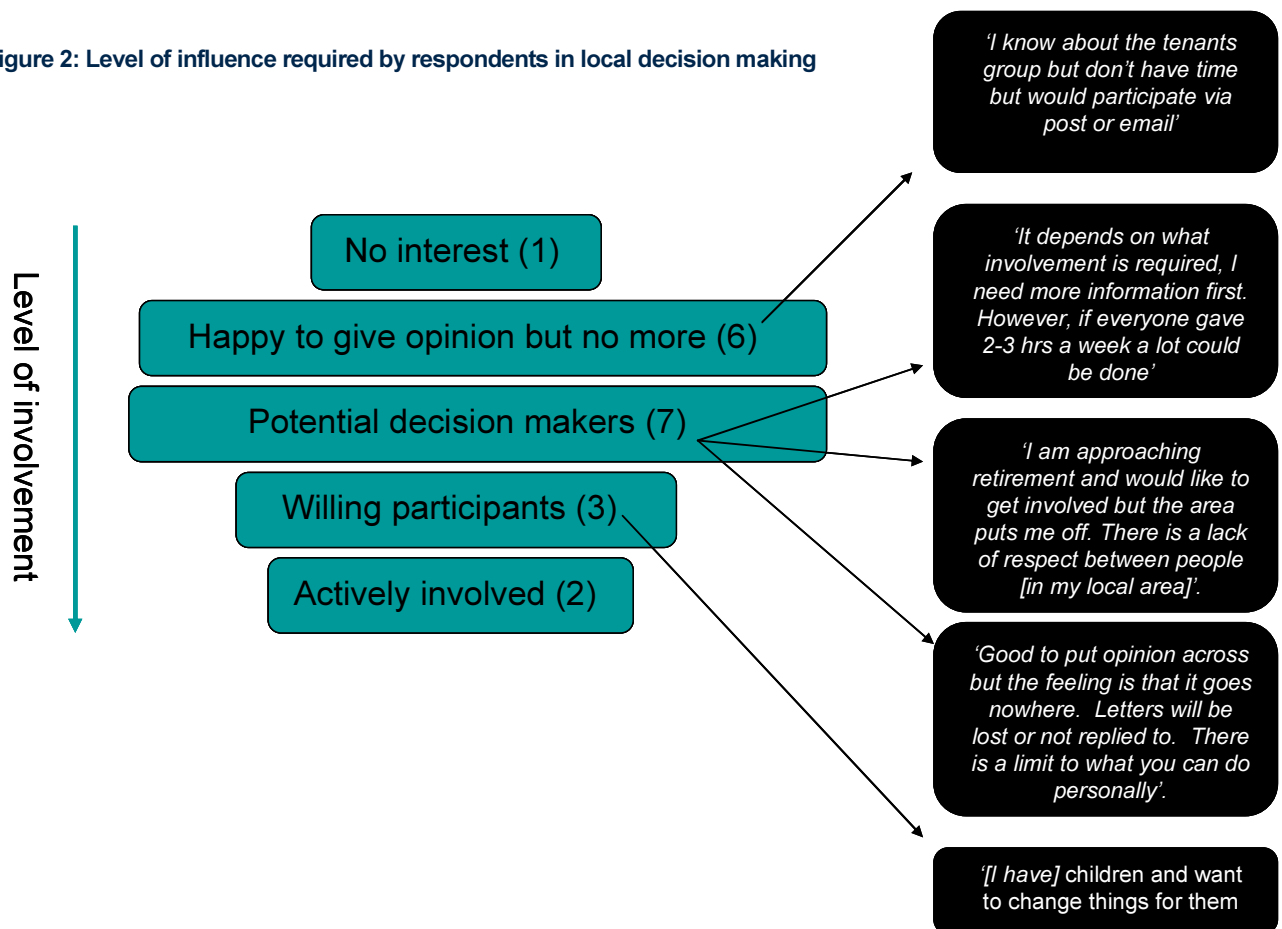
Personal Barriers	A lack of time
	A lack of interest
	Fear of reprisals
Organisational Barriers	Lack of information
	Lack of faith in the council and its partners
	<i>'Nothing stops you from getting involved, but it is a continual process as nothing gets done.'</i> Stonydelph respondent

² Citizenship Survey 39% 2008/9 to 37% 2009/10

Of course, past experience of contacting public sector organisations also influenced people’s opinions about whether or not they could influence decisions in their local area. At least 6 respondents out of 18 had tried to contact the council in the past to no avail and one respondent in Amington quoted it felt *‘like banging my head against a brick wall.’*

The qualitative research also explored the extent to which respondents were willing to get involved in their community, and the level of influence/involvement they wanted in decision making. Figure 2 below illustrates the findings. There were a range of views from having no interest in being involved at all to those who are already actively involved in their local community. However what is interesting is the larger number of respondents who fall in the middle – those who are happy to give their opinion, and those who have been categorised as ‘potential decision makers’ – i.e. they are willing to get involved but they want some more information first, or they need some reassurance that their views will be listened to. Nurturing these ‘potential decision makers’ must be a priority for the council by providing information about how, where and when to get involved and also if they get involved what will it mean for them – what will they be expected to do/how much time will they be expected to commit etc? These are very practical concerns which could be easily overcome. Finally these potential decision makers need some reassurance that giving up their limited time to take part in decision making is going to be a worthwhile exercise, and that their views will be listened to.

Figure 2: Level of influence required by respondents in local decision making



Respondents were however much more positive about their ability to influence decisions if they worked together with other people in their community. Agreement is highest in the Rest of Tamworth, due to a

significant increase in agreement since the baseline survey (to 82%). However, agreement with this statement is also high in Amington and Belgrave (76% and 79% respectively). There is a gap in agreement between the Rest of Tamworth and Stonydelph and Glascote, although this is narrowing thanks to a significant boost in agreement in both Locality Working areas between 2009 and 2011. The signs here are positive and the community development workers should focus on encouraging people to work together in the local area to get their voices heard and to make a difference.

In the qualitative research respondents confirmed that working together would give them strength in numbers and a 'louder voice.' When asked what could be done to encourage people to work together, leaflets, family fun days and resident groups were all mentioned. Finally, building trust in the local community is a must. Starting with small projects and building this trust up gradually is the key to success, the community walkabout was mentioned as a success by one respondent so more projects like this may be a good place to start. The theme of the walkabouts should be linked to the three things people most want to influence which were; activities for young people, crime and anti social behaviour and keeping the area clean and tidy.

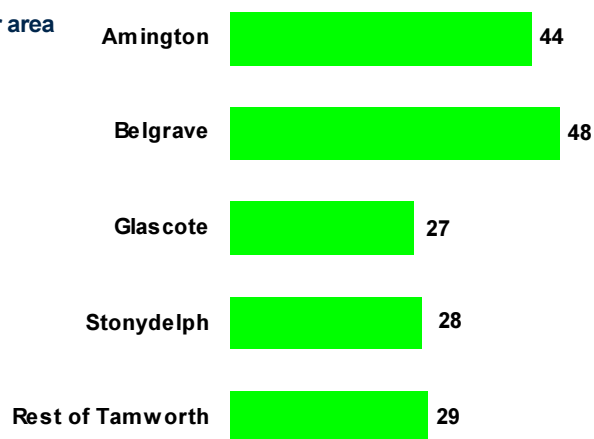
Participation in the local community

In the next section, respondents were asked about the number of times they participate in sport or active recreation per week. Encouragingly, there has been an increase in participation in all areas since 2009 when the baseline survey was undertaken, although this may partly be due to a more detailed explanation of active recreation in the 2011 survey.

The proportion of respondents participating in sport or active recreation at least 3 times per week for 30 minutes or more each time is very similar in Belgrave, Glascote and Amington (around 55%) which is just slightly lower than the Rest of Tamworth benchmark of 61%. However, improvements are still required in Stonydelph where participation stands at 32% in the latest survey. The graph below shows the change in percentage points in participation since 2009, illustrating the significant increase in all areas - particularly Amington and Belgrave.

Figure 3. Change in those participating in sport or active recreation, at a moderate intensity, for at least 30 minutes, three times in the last week since the previous survey

Base: 200-206 respondents per area



When asked what their main sport or recreational activity was, walking formed the basis of the majority of recreational activities undertaken by respondents, in Belgrave and the Rest of Tamworth around two thirds (66% and 65% respectively) of respondents identified walking as their main recreational activity. This demonstrates the increased recognition of 'active recreation' amongst respondents when answering the question about how much sport or active recreation they do per week.

Participation in volunteering³ remained relatively unchanged between the baseline community survey and the survey undertaken in 2011. Results also indicated similar levels of volunteering in Rest of Tamworth and the Locality Working areas, with the exception of Amington where 18% of respondents had given some sort of unpaid help in the last 12 months compared to 12% in the Rest of Tamworth.

³ Giving unpaid help to clubs, groups or organisations

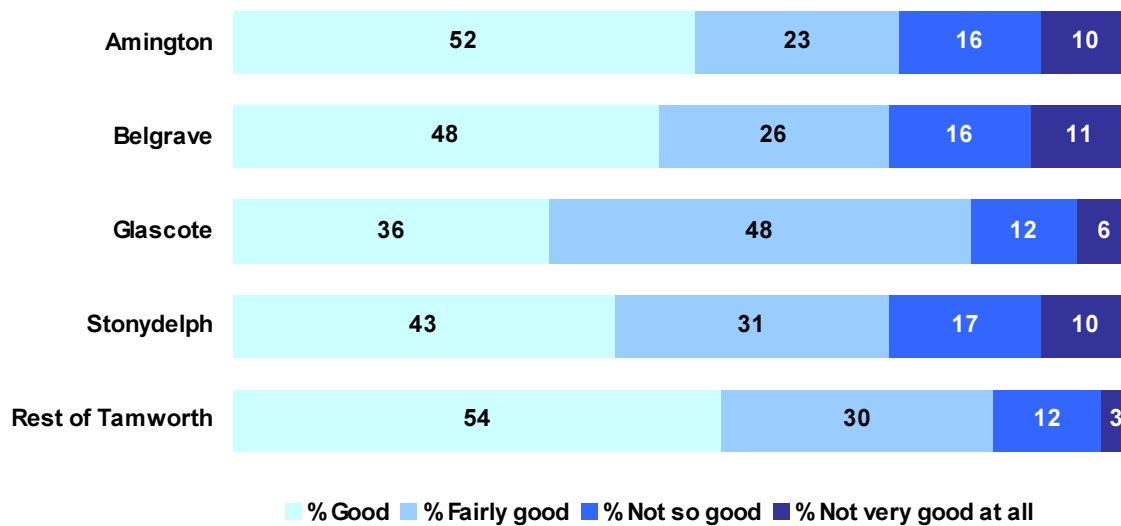
Health

In this section, respondents were asked a series of questions about their health, including an assessment of their health and how health could be improved. These questions were asked for the first time in 2011 so comparisons with the baseline survey cannot be made.

The majority of respondents in all areas rated their health as good or fairly good, although self reported health across all Locality Working areas was slightly lower than it was in the Rest of Tamworth (85%). Of the Locality Working areas, Glascote had the best level of health, 83% of respondents said their health was good or fairly good. Around three quarters of respondents in Amington, Belgrave and Stonydelph rated their health as good (combined good and fairly good) as shown in the graph below.

Figure 4 Over the past 12 months has your health on the whole been...?

Base: 200 respondents each Locality Working area



Thinking about how health could be improved, generally respondents didn't want any help or support with improving their health, particularly those in the Rest of Tamworth. However, of those who did want help or support the most popular topics were around giving up smoking and losing weight. Around one in ten respondents in three Locality Working areas (Amington, Belgrave and Glascote) were keen to get some information about giving up smoking and a similar proportion were interested in getting information about losing weight.

4) Key Findings and Recommendations

The local area

- ◆ Whilst the inequality gap between the Locality Working areas and the Rest of Tamworth with regards to satisfaction with the local area has not widened, neither has it narrowed and therefore it is evident that locality working has not yet had a big enough impact to influence and improve satisfaction with the local area. **Improving satisfaction with Stonydelph as a place to live should be a priority**, as this area continues to have the lowest levels of satisfaction.
- ◆ The proportion of people who know other people in their local area is falling in the Rest of Tamworth, as it is across the Locality Working areas and thus generally the gap has broadly remained the same. Glascote is the exception to the rule, as there has been an increase in the proportion of people who know each other so much so, that this Locality Working area now outperforms the Rest of Tamworth, an encouraging finding for this Locality Working area.
- ◆ Residents in the Rest of Tamworth are more likely to feel like they belong to their area, and performance on this measure has improved since the baseline survey whereas in the Locality Working areas, performance has remained relatively steady. These results mean the performance gap between the Rest of Tamworth and the Locality Working areas has widened since the baseline survey.
- ◆ When asked if people get on well together in the local area, there has been an improvement since the baseline survey in the Rest of Tamworth and in two Locality Working areas (Amington and Glascote). However performance has worsened in Belgrave and Stonydelph resulting in a widening gap between these two areas and the Rest of Tamworth. The shorter involvement with Locality Working in these two areas may have raised expectations of what can be achieved, and therefore **work to improve community relations in these areas should be the focus for community development officers**.
- ◆ Whilst the proportion of people saying things are a problem in their local area has generally fallen in the Locality Working areas indicating signs of positive change, problems have eased even further in the Rest of Tamworth thus actually resulting in a widening of the gap between the areas. Whilst Locality Working areas have seen a decline in problems associated with rubbish/litter and teenagers hanging around, the decline in the problem in the Rest of Tamworth has been greater. Although, those who do say teenagers are a problem are more likely in the Rest of Tamworth to say they are a 'big problem' compared to the Locality Working areas. Specific work to tackle drugs and drug dealing in Stonydelph has also had a positive impact in this area since the baseline survey. **More targeted campaigns led by the CSP may be required to tackle specific issues in each Locality Working area**.
- ◆ Therefore despite improvements, perceptions of problems associated with crime and anti social behaviour continue to be greater in the Locality Working areas than in the Rest of Tamworth, particularly in Amington, **and need further work**.

Influencing Decisions

- ◆ Agreement that respondents have the ability to influence decisions in the Locality Working areas has fallen significantly. With the exception of Glascote, agreement in the Locality Working areas is falling rapidly whilst the agreement in the Rest of Tamworth holds steady and is now above that seen in the Locality Working areas. The inequality gap seen between the Locality Working areas and the Rest of Tamworth has therefore increased in 2011.
- ◆ The Glascote Locality Working area is an exception to the rule and bucks the downward trend in agreement. Agreement that decisions can be influenced here has increased and now outperforms agreement levels seen across the Rest of Tamworth, a positive finding for locality working.
- ◆ Generally speaking though respondents are becoming more positive about being able to influence decisions if they work together with other people in their local area. Agreement with this indicator is increasing in the Locality Working areas and in the Rest of Tamworth and the gap between the two is steadily narrowing. Agreement with this indicator is rising most rapidly in Stonydelph. **Encouraging people to work together to influence decisions must be a future priority for all strategic partners**, especially given the positive feedback in the qualitative research about 'strength in numbers'
- ◆ The qualitative research identified five main barriers to getting involved with decision making which were; a lack of time, a lack of interest, fear of reprisals, a lack of information about how to influence

decisions and a lack of faith in organisations to act on concerns. **Work to overcome these barriers must now become the focus for partners involved in face to face contact with local residents.**

Participation in the local community

- ◆ Participation in sport and active recreation has increased in all Locality Working areas and the rest of Tamworth since the baseline survey, possibly influenced by further explanation about the term 'active recreation' in the 2011 survey. Results indicate a narrowing of the gap in participation levels in Belgrave, Glascote and Amington which all now have similar levels of participation to the Rest of Tamworth. **Further work however is needed in Stonydelph to improve participation in active recreation and sport and thus to close the gap.**
- ◆ The baseline survey asked respondents if they currently gave any unpaid help (volunteering) to clubs, societies or groups in the local area. Results indicated a similar level of volunteering in the Locality Working areas as in the Rest of Tamworth, and the latest survey shows that this remains unchanged. The exception to this is Amington, where the level of unpaid help exceeds that in the Rest of Tamworth.
- ◆ Participation in the local community through sport, active recreation and volunteering is important in helping to build strong communities. **Further opportunities to participate in activities may help to strengthen community cohesion, the extent to which people like living in their local area and overall satisfaction.**

Health

- ◆ Self reported health was good overall, although the survey has highlighted a gap in levels of self reported health in the Locality Working areas compared to the Rest of Tamworth, with the exception of Glascote where self reported health was similar.
- ◆ Whilst most respondents did not want help and support to improve their health, there was some interest in getting help with giving up smoking and losing weight, particularly in Glascote which is interesting given the higher level of self reported health here. It may be that a campaign to show people in the other locality working areas how poor diet, smoking or a lack of exercise for example impact on health, to **raise their awareness of health issues** and how health can be improved.
- ◆ To improve the health of the community as a whole, respondents were interested in having more access to leisure and play facilities and more structured sport sessions. **Partners should explore exactly what this will involve and consider providing these facilities in the Locality Working areas.**

Using evidence to shape better services



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Locality Working
Mid-term Review

Sept 2011

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Purpose of Review

- To review progress against the original aims of Locality Working (LW)
- To reflect on activity to date, identifying motivators and barriers.
- To consider progress in light of present strategic partnership structures and priorities.
- To reflect on how the current model fits with central government priorities such as Big Society and Localism.
- To discuss with stakeholders, their understanding, experience and assessment of LW.
- To make recommendations to Tamworth Borough Councils (TBC) Cabinet and the Tamworth Strategic Partnership Board (TSP)

Methodology

Desk research

A range of existing papers and reports have been reviewed to provide a context for locality working, examples of activity and evidence of progress.

- L2D Report and updates
- Locality Working plans, Cabinet papers, updates and reports
- Locality Profiles
- Community Survey data 2009 & 2011
- Partner Buy-in Report Aug 2011
- Community Engagement Framework
- CSP Strategic Assessment
- Cohesion and Engagement Mapping work

Face to face Interviews.

An independent interviewer carried out face to face interviews with a range of key stakeholders. It was not possible to involve all partners but contributions came from across the spectrum of partners. Interviews were informal but followed an agreed topic guide with discussion allowed to flow from this start point.

The aim of the interview was to gain input from key stakeholders on progression of multi-agency working through discussion of: -

- Understanding of the concept
- Support for the approach
- Experience of implementation
- Strengths and weaknesses identified

Analysis and reporting

Analysis of available reports together with data on outputs and interview contents were reviewed to provide a background and context for present and planned activity. This information was analysed to produce findings and recommendations on issues raised, barriers encountered and potential mechanisms to maintain and develop progress.

Background to locality working

In 2007 GOWM offered Local Strategic Partnerships within its region the opportunity to be part of a small development programme “Learning 2 Deliver” (L2D) that would help to improve delivery of their Sustainable Community Strategies and Local Area Agreement outcomes.

The project was innovative in that the 8 districts within Staffordshire chose to work in partnership to collectively deliver the outcome ‘improved delivery of services and/or quality of life through better partnership working.’

The project identified some agreed key aims:

- Focus in one locality in each district to address issues of disadvantage
- Improved delivery of services and/or improved quality of life, through better partnership working
- Increased community involvement
- Identification of what factors make locality working more effective
- Identification of ‘disablers’ to effective partnership working

Pilot activity in Tamworth

In Tamworth the area chosen was Amington as this community was already the focus for a multi-agency approach by partners, following its identification as a designated area for action in response to concerns around community safety and other deprivation issues. There was an additional benefit in that a community development officer was in place to coordinate L2D activity and feed in to the County project.

The L2D pilot supported a widening recognition of the benefits of joint working and encouraged partners to engage. Colleagues from Police, Street Wardens, Homestart and other voluntary sector organisations began to look at focussing their efforts through a joint approach in the area. The outcome of the pilot, which was led by Tamworth Borough Council, was the development and agreement of Locality Working as the approach in the Town to close the gap between designated areas of disadvantage and the majority of our communities.

A set of agreed principles were agreed across the County and these became the starting point for locality working in Tamworth.

- A Clearly Defined Area
- Resident Involvement and Capacity Building Support
- Support and commitment from the Local Authority and the LSP
- Quality Information to identify Key Issues and measure Improvement
- Commitment of Service providers to deliver at local level

Locality Working in Tamworth

In simple terms, locality working has become the title given to neighbourhood level multi-agency activity where resources are focused upon a defined community in order to address issues of local need and disadvantage.

Here in Tamworth, locality working is a managed response to addressing

- The need for the better alignment of plans, policies and action;
- The need for partners to focus on shared priorities;
- The need for partners to make better use of diminishing resources.
- The effective sharing and use of data and knowledge to inform planning and resource allocation;

In order to strengthen the agreed approach, the opportunity was taken to establish a Community Development team, to build on the structure of the pilot and widen the focus of multi-agency work across localities. With the commitment of leaders within TBC and the LSP, Tamworth was able to expand the pilot and identify 4 areas of focus. TBC provided resource for 3 CDOs to coordinate activity within neighbourhoods with the fourth area following as soon as Local Public Service Agreement budget became available. A map of localities is attached at Appendix 1

Why Locality Working?

- A stronger understanding of localities
- A more effective and joined up response to people's needs
- A greater engagement with local communities and their representatives
- To focus on local solutions to local problems

The Tamworth Model

- An accessible facility in a central location in each priority locality. These are known locally as **ARCH** (Advice, Resource & Community Hub). This hub provides office space, meeting and training room together with private interview space for confidential services.
- A full-time Community Development Officer to co-ordinate and drive partnership activity, champion community engagement and act as primary contact for the locality.
- Access to existing and planned local services including the Police, PCSOs and Street Wardens, Health, Housing, Social Care & Health, Voluntary Sector and other services.
- A base for linking local people with elected Members and other community leaders.

- A developing range of service provision, delivered in response to local issues, identified by data and through engagement with residents
- Access for local people to plan and develop ideas for themselves and for other local people to participate in
- Neighbourhood Improvement Plans and localised delivery plans developed for each locality.
- Outcomes and overall performance monitored at locality level, at Management Team level and, by exception, at a strategic level via either the TSP or Borough Council Executive.

Variance across Staffordshire

The model adapted in Tamworth is based on the same principles as in other districts but there are various models in action in response to local structure, history, issues and levels of commitment from various partner agencies.

In Newcastle locality working is operated across the entire Town; in Cannock steering groups in 3 localities co-ordinate delivery of activity and a public services board is being established for the priority Blake community; in East Staffs Neighbourhood Forums, with resident volunteers as Chair, identify key areas with coordinators responsible for partners responses: In South Staffs, the LSP work alongside the existing parish structure and Area Forums; in Stafford 3 localities have Signpost Centres with a working group to implement initiatives; in Lichfield 1 locality has strong resident engagement and support from a broad range of partners; Staffordshire Moorlands covers the whole district with elected members taking a lead role in addressing ward specific circumstances.

Implementation of Locality Working Model to Date

An accessible facility in a central location in each priority locality to provide office space, meeting and training space together with private interview space for confidential services.

Four hubs are now in place in communities and are open and accessed on a weekly basis. Each hub contains a range of mixed and flexible space that can be utilised by service providers and the community. Hubs now have good recognition within their locality and their availability has contributed significantly to the project activity and service provision in each area.

The role of the hubs in providing space for community members to explore issues and develop their own activity has had a significant impact, with strong examples of local people participating not only as volunteers but leading on the development of projects. The availability of appropriate space for these activities in the future will be something that will be a challenge for partners but also for the residents as they become more empowered and independent within their own communities. Stakeholders feel that the hubs are a useful facility and serve to provide benefits to joint working and provide a vibrant centre for local people. They also feel they may be difficult to maintain in the future.

In the spirit of cooperation and best use of resources, alternative hub provision has been looked into. Within the localities there are a range of buildings that may serve to support joint working, with the benefit of shared expenses to partners providing potential sustainability. The Belgrave hub moved to the new fire station in September, with the Exley premises becoming the new base for Funkyds, an after school community group who were in urgent need of new premises. Discussions are underway with colleagues from Staffs County to look at the potential for the Kerria Youth Centre to change its role to act as a shared community hub in Amington.

A full-time Community Development Officer to co-ordinate and drive partnership activity, champion community engagement and act as primary contact for the locality.

Although the sometimes variable level of buy-in from partners (internal and external) has impacted on the ability to drive partnership activity in localities there have been a significant number of joint initiatives that have been enabled through the skills and capacity of the four Community Development Officers (CDOs). The majority of partners participating in locality working value the role of the CDOs in building links to new clients/customers and other agencies through their day-to-day work and they have become a key resource which links these neighbourhoods to public sector services. The development of additional locality forums in all localities during the next year may help formalise and support this role. Much effort has gone into attempts to engage a wide range of partners and a separate report on partner buy-in has been carried out.

Community engagement is evidenced throughout the projects delivered to date and is an effective way of working. Further to community involvement in projects there has been specific efforts to establish individuals and groups as volunteers to help support the hub. Alongside this there has been a growth in the number of local people who are beginning to establish themselves as independent groups or leaders of activity. During the period of locality working to date there has been a significant level of engagement going beyond the high quality consultation that has been a feature of many initiatives. Efforts to involve residents have become the norm for project activity involving the CDOs and progress in this area is widely recognised.

Feedback from the stakeholder survey provides a picture of the understanding of and perception about the key elements of this role.

The role of CDOs (extract from stakeholder interviews)

Feedback from the stakeholder interviews show there is majority support for the Community Development Officer (CDO) role, which is seen as separate from the actual physical hubs in which the CDOs are currently based.

However, in practice there were a number of different views.

- Those who supported the concept and had worked with the CDO.
- Those who supported the concept but found themselves too busy to liaise with the CDO.
- Those who did not support the CDO concept on the grounds that it duplicated their own work and that of others.

The view of CDOs about their own role and experience also reflected these different practices. The CDOs had more awareness than many other stakeholders of their role in encouraging multi agency working and building community capacity with many examples of work delivered to achieve this.

Access to existing and planned local services; including Police and Street Wardens, Health, Housing, Social Care & Health, Voluntary Sector and other services.

The aim of establishing more effective multi-agency working between agencies has generally been extremely positive. The different levels of joint/partnership working have identified and addressed gaps and have created opportunities to make lasting differences within targeted communities.

A question raised through the partner buy-in report is whether we have reached a peak with the number of partners we are working with. In 2009 there were 30 partners that were contributing to the project. At present the number of partners we regard as regularly active is around the same spread throughout the 4 localities. From these, around 18 partners, (many of which are strategic or core voluntary and third sector groups), have been involved with locality working throughout. The rest are groups and agencies that have

come and gone for whatever reason, but it seems that despite the fluctuation the principal numbers have remained the same.

The process of gaining interest and buy-in from partners is a demanding task and has taken many hours of time from each of the development workers. In one recent month alone there were over 40 meetings and schedules made to bring potential partners into the hubs and the project.

None of the existing hubs are utilised to their capacity, which may indicate that the number of service providers that have changed the way they provide support to these neighbourhoods has not increased as expected. Certainly, there appears to be a widespread recognition by partners of a need to focus attention on these neighbourhoods and that organisations are supporting the aim of closing the gap through these efforts.

A base for linking local people with elected Members and other community leaders.

Both District and County Councillors have been active and contribute to locality working. Some utilise the hubs for regular surgeries or community meetings. Many support and contribute to individual projects and activities, such as Christmas events, supporting resident groups or the community cafe and others are supporting and leading the development of locality forum as a means to build new relationships and to drive activity in their communities. Through the work of CDOs, local people have become more aware of the role of elected members and how they can connect to this role.

A developing range of service provision, delivered in response to local issues, identified by data and through engagement with residents

Robust and up to date data and local information/intelligence is now certainly more readily available for the localities. Much of the data is available through reports commissioned by the project from the Staffordshire Observatory. Arising directly from the project is valuable information collected through formal community surveys and local intelligence gathered through better engagement and interaction with residents by partners.

Local issues such as litter, lack of services and facilities for children and young people are agreed by both service providers and residents alike but areas such as obesity, smoking, early death and mental health do not generally come from local people as a priority. Based on the strengthening relationships that are developing with local people, further engagement of residents by health professionals through locality working work can develop relationships that should enable these conversations to take place.

Access for local people to plan and develop ideas for themselves and for other local people to participate in

The work of the community development team and partners has led to the engagement of a number of active residents over the period and these local

people are involved in activity at a variety of levels. As volunteers at the hubs, supporting access, welcoming visitors and providing clerical support; as planners and participants in community projects, providing energy and enthusiasm that has helped to develop a range of well received events and project activity in all localities. A number of active citizens have also been able to bring forward their own ideas and receive support to investigate the potential to establish new groups that can move towards autonomous action in their own right.

Two examples are the Community Together events in localities, with over 1200 local people attending in 2010 and over 1400 in 2011, and the Participatory Budgeting pilots that have seen a significant level of engagement (550) from within these previously disengaged neighbourhoods in showing a desire to contribute to decision making in their community.

The growth in service provision at hubs has not increased at the level expected and buy-in has been irregular. The key information from a review of engagement activity carried out by the CD Team shows that a good deal of energy has been given to attempting to attract a range of service providers to deliver their service in localities. This activity, however, has not led to the expected level of increase in service provision by partners at a locality level

Neighbourhood Improvement Plans and localised delivery plans developed for each locality.

A draft locality profile was drawn up for each locality during the first year, which included available data alongside information on organisations and activity in the area. This profile is being redrawn in 2011 with refreshed data and information that will provide an updated snapshot of each area will also identify changes to the area, some of which will have been impacted on by joint working in the area.

A pilot piece of work using community led planning took place in Amington, which will be fed into the Local Development Plan and be replicated in the other localities over the next year. This method of consultation is an attempt to engage local people in thinking about their community in the long-term rather than the often short-term consultations that can have mixed responses due to local recent incidents or publicity. The plan is to work with colleagues from planning in an attempt to ensure that local people's views are fed into the long-term development plans for the town and that people recognise the need to think about the long-term and how they can help to shape and contribute to the vision of One Tamworth.

A key focus over the forthcoming years should be to explore and realise opportunities for sustainable development in these areas, including redevelopment of appropriate sites.

Outcomes and overall performance monitored at locality level, at Management Team level and, by exception, at a strategic level via either the TSP or Borough Council executive.

There has been ongoing management and monitoring provided by the Council and through partner agencies via first the LSP and now the TSP. This mid term review has been carried out to inform TBC cabinet and the TSP of progress to date and to make recommendations at strategic level to the policy makers. If locality working is to make an impact in the long-term then it will require the ongoing support of the strategic partnership to lead in driving change through this flexible approach.

Achievements and Outputs to Date

- Four locality Advice, Resource & Community Hubs (ARCH) are now open and in use by a range of partners.
- Community Development Officers are in place in each locality to lead, coordinate and champion community engagement and act as primary contact for the locality.
- Working in partnership with colleagues from Strategic Planning, third sector organisations and residents, Community Development Officers are piloting an approach to engaging the public in developing Neighbourhood Master Plans. Drawing on professional independent support from Planning Aid West Midlands will provide an opportunity to connect with the Local Development Framework and other strategic planning objectives with the potential for them to be taken forward as SPDs as appropriate.
- 30 partners are now active at varying levels within the project.
- A large scale community survey of 1000 residents was completed in 2009, providing valuable information around local priorities and local perceptions among residents. This information informed the priority setting of action for each locality and a second survey is underway to provide data and analysis of progress to date. A second survey took place in May 2011 to measure change and progress.
- Community Newsletters were produced for each locality in the past but following a review have been discontinued as they are time consuming and expensive to produce. Although they have provided an opportunity for locally focussed engagement and communications, alternative methods to achieve this are under discussion. The option to both join with and support other local newsletters or to focus on separate communication for specific activity will be used and reflected upon over this year.
- Residents are engaged in each locality to encourage and support their involvement and participation in addressing local issues. Formal volunteers have been recruited to support access to the hubs and a wider group of local people have participated at a number of levels across the localities.

- The establishment of a Stronger Communities Group within the LSP contributed to locality working through the engagement and involvement of partners on this group to address stronger community priorities. This group has moved to become a Task & Finish group under the new strategic structure, responding to calls for action in an effort to continue to support stronger community issues such as community cohesion and engagement.
- Pilot Participatory Budgeting has taken place in 3 localities with the 4th to follow in the summer 2011. Over 550 local people have participated so far voting to distribute almost £60,000 to 14 of 29 project applicants.
- Communities' Together events were held in all 4 localities in summer 2010 and despite poor weather at 3 events over 1,200 local people attended along with partner organisations. Events in 2011 during August attracted many more partner contributions with 30 agencies and teams attending alongside 1500 residents.
- Following over 15 years of trying to install facilities for young people in Amington, facing constant objections from the community, a project led by the CD team has delivered 2 facilities of a ball court and a meeting point that was a national finalist for engaging young people and is also a finalist for a RIBA design award and South Staffs Partnership design award.
- Within two localities there were issues of a run-down appearance of the local shopping area, with the situation in Amington that only 2 of 6 units were occupied. All units at both the Kerria and Exley shopping areas are now occupied.
- In Belgrave, as part of the hub moving to the new fire station, the CD team have been able to put in place a tenant, through working with Funkyds to provide them with much needed new premises. The added benefit of this is that we have maintained a connection to this part of the community.
- An intergenerational art project involved local people in designing and painting shutters in an attempt to brighten a local shopping area with designs agreed by the wider community.
- A fishing pilot has led to the SYPS looking to develop this activity as a positive diversionary activity for local young people.
- A Locality Forum for front line workers in Amington has provided the model to be rolled out in other areas during 2011/12.
- Colleagues from Next Steps (formerly Connexions) are providing a detached service to address worklessness at the Amington hub and have joined with an initiative led by Bromford Homes to develop a Work Club at Stonydelph. A wide range of partners have been invited to join this initiative from the outset and it will require contribution from a wide range of services if it is to develop and be sustained.

- Support from the CDO for Amington increased engagement activity in Amington, which contributed to Tamworth in Bloom in 2010, where TBC was awarded Gold.
- A cohesion baseline has been produced for the Borough providing a starting point to develop initiatives and actions to address issues at an early stage.
- A detailed mapping exercise has researched the various levels and types of structures and processes that can impact to support better engagement and cohesion in the Town. An event to disseminate the results of this work took place in June 2011.
- A report recording a year in locality working has been published and distributed.
- A DVD about locality working is nearing completion, which will be available to view through the TBC Website

Perception Changes in Localities

An initial community survey of 1000 residents was carried out in 2009 to determine issues and perceptions within localities and the rest of Tamworth. The aim was to identify key issues for local people and to provide a record of difference between the localities and the Borough that could be monitored over time. This survey has been repeated in 2011 and some of the key findings are summarised below.

The amount of detail contained within this report provides useful data to support individual project responses but will be viewed and analysed in its entirety to help shape the partnership approach to locality working.

Summary of Community Survey 2011

- Perceptions of problems associated with crime and anti-social behaviour continue to be greater in the locality working areas than in the Rest of Tamworth, particularly in Amington. Negative perceptions in the rest of Tamworth are getting better whilst in localities they are increasing, indicating an ongoing differential to be addressed.
- Most locality working areas have seen a decline in problems associated with rubbish/litter and teenagers hanging around, and especially the extent to which respondents say teenagers are a big problem. Facilities for children and young people and tidying up and addressing graffiti and litter remain the two key things which people would like to change but there are positive improvements in both these perceptions since the last survey.
- Whilst the proportion of respondents who feel they know people in their local area is falling in the Rest of Tamworth sample, it appears to be falling faster in Amington and Belgrave. Glascote is the exception to the rule, as many more respondents know people in the local area now compared to the baseline survey. The changes in these results do not seem to have had an impact on the extent to which people feel like they belong to their local area.
- Generally speaking respondents are becoming more positive about being able to influence decisions if they work together with other people in their local area. Agreement with this indicator is rising most rapidly in Stonydelph.
- Self reported health was good overall, although the survey has highlighted a gap in levels of self-reported health in the Locality Working areas compared to the Rest of Tamworth sample.
- To improve the health of the community as a whole, respondents were interested in having more access to leisure and play facilities and more structured sport sessions.
- Participation in sport and active recreation has increased significantly since the baseline, although this result is influenced by an increased recognition of what active participation includes in the 2011 survey. This question indicates how an increased awareness can impact and influence local perception.

- The survey also revealed that a significantly high percentage of residents do not think they require any support or help with health issues, which, given the data available elsewhere highlights the need for awareness-raising around health issues.
- Overall satisfaction with the locality areas as places to live has remained steady since the baseline survey in most areas, but continues to be below average for the Rest of Tamworth. Whilst the inequality gap between the locality working areas and the Rest of Tamworth has not widened and there are signs in some areas that the gap is closing, it is evident that multi-agency work has not yet had a big enough impact to influence and improve it in the short term.
- Agreement that respondents have the ability to influence decisions has fallen in Tamworth, following a trend seen nationally, although one locality working area (Glascote) has managed to buck this trend and have an unprecedented rise in agreement. Exploratory work to understand reasons for this has been carried out as an extension to research.
- Qualitative work in the form of in-depth interviews was commissioned to try and explain the reason behind the fall in agreement in three out of four of the Locality Working areas. The qualitative research showed that most respondents would like to be able to have a say about what goes on in their local area, and many felt it was their right to decide on things that happen in their neighbourhood. The sort of decisions people would like to get involved in are localised, affecting their everyday lives – rather than more strategic decisions which they feel may be more difficult for them to influence. The sort of decisions people would like to get involved in fell into three strands, which were;
 - Activities for children and young people
 - Tackling crime and anti social behaviour, and
 - Making sure the area is clean and tidy.

What is preventing residents from influencing decisions?

The research has not indicated that anything significant has changed since 2009 when the baseline survey was undertaken which has suddenly changed people's perceptions about whether they can influence decisions or not. However, there are some key personal and organisational barriers which appear to prevent people from getting involved.

A lack of time to participate in decision making, such as finding time to attend meetings or events, puts people off getting involved. A **lack of interest** and general apathy towards the local area and that some respondents were worried about **fear of reprisals** from other people in the local area and/or the organisation they were involved with, if they started to complain about certain things. In terms of organisational barriers, there appears to be a **lack of information** about how to get involved in decision making in the local area. Respondents also had a lack of **faith in the Council and its Partners** to act on their concerns, and to listen to

what they had to say. In many cases respondents had a 'why bother' attitude as they didn't think it would make any difference.

Respondents were however much more positive about their ability to influence decisions if they worked together with other people in their community. Agreement is highest in the Rest of Tamworth, due to a significant increase in agreement since the baseline survey (to 82%). However, agreement with this statement is also high in Amington and Belgrave (76% and 79% respectively). There is a gap in agreement between the Rest of Tamworth and Stonydelph and Glascote, although this is narrowing thanks to a significant boost in agreement in both Locality Working areas between 2009 and 2011. The signs here are positive and partners should focus on encouraging people to work together in the local area to get their voices heard and to make a difference.

What would residents like to be able to influence?

The research has shown that the majority of respondents would like to be able to have a say about what goes on in their local area, and many respondents feel it is their right to decide on things that happen in their neighbourhood. The sort of decisions people would like to get involved in are localised and the kind of things which affect their everyday lives – rather than bigger and more strategic decisions which they feel may be more difficult for them to influence. There are three strands of decision making which most residents would like to get involved with. First are activities **for children and young people**, providing both with facilities close by which will give them something to do and stop them from becoming bored. Second is **crime and anti social behaviour**; reducing problems associated with drugs, dogs (both dog mess and dangerous dogs) and anti-social behaviour such as vandalism, or people drinking on the streets. Respondents would also like to get involved in making sure the area where they live is **clean and tidy**, including street cleaning, keeping green areas tidy and managing unkempt bushes and trees.

Key results over time - A traffic light system has been used to indicate change

Similar	Improving	Declining
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Table 2.1 Key results over time (all respondents)

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	82	81	-1
Fig 4.7	Know most/quite a lot of people in the local area	48	41	-7
Fig 4.9	Feel strongly belong to the local area	71	74	+3
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	80 ¹	81*	
		72 ²		
Fig 5.5	Agree can influence decisions affecting local area	44	29	-15
Fig 5.7	Methods in helping to influence decisions are effective	38	49	+11
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	52	69	+17
Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week**	16	51	+35
Fig 5.3	Given unpaid help	9	11	+2
Fig 6.1	On the whole my health over the past 12 months has been good	-	78	

¹ In the 2009 survey respondents were asked 'To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together?'

² In the 2009 survey respondents were asked 'In your local area, how much of a problem do you think there is with people not treating each other with respect and consideration? This figure shows the percentage of respondents stating 'not a very big problem' or not a problem at all'

* The two previous questions asked in 2009 were replaced by one question in 2011; 'To what extent do you agree or disagree that this a place where everyone gets on together and respects one another?'

** In 2011 respondents were given examples of active recreation as part of the question e.g. walking and gardening whereas they were not in the previous survey.

Table 2.2 Key results over time (all Amington respondents)

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	79	80	+1
Fig 4.7	Know most/quite a lot of people in the local area	66	39	-27
Fig 4.9	Feel strongly belong to the local area	74	73	-1
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	70	79	
		79		
Fig 5.5	Agree can influence decisions affecting local area	74	22	-53
Fig 5.7	Methods in helping to influence decisions are effective	58	36	-22
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	75	76	+1
Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	10	54	+44
Fig 5.3	Given unpaid help	15	18	+3
Fig 6.1	On the whole my health over the past 12 months has been good	-	75	

Table 2.3 Key results over time (all Belgrave respondents)

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	82	82	0
Fig 4.7	Know most/quite a lot of people in the local area	44	37	-7
Fig 4.9	Feel strongly belong to the local area	83	77	-6
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	90	78	
		66		
Fig 5.5	Agree can influence decisions affecting local area	61	27	-34
Fig 5.7	Methods in helping to influence decisions are effective	44	46	+2
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	79	79	0
Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	10	58	+48
Fig 5.3	Given unpaid help	9	9	0
Fig 6.1	On the whole my health over the past 12 months has been good	-	74	

Table 2.4 Key results over time (all Glasgote respondents)

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	85	77	-8
Fig 4.7	Know most/quite a lot of people in the local area	46	52	+6
Fig 4.9	Feel strongly belong to the local area	64	70	+6
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	84	86	
		78		
Fig 5.5	Agree can influence decisions affecting local area	18	44	+26
Fig 5.7	Methods in helping to influence decisions are effective	67	55	-12
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	39	62	+23
Fig 5.1	Participate in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	25	52	+27
Fig 5.3	Given unpaid help	8	10	+2
Fig 6.1	On the whole health over the past 12 months has been good	-	83	

Table 2.5 Key results over time (all Stonydelph respondents)

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	71	74	+3
Fig 4.7	Know most/quite a lot of people in the local area	35	32	-3
Fig 4.9	Feel strongly belong to the local area	65	68	+3
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	88	79	
		50		
Fig 5.5	Agree can influence decisions affecting local area	37	24	-13
Fig 5.7	Methods in helping to influence decisions are effective	7	52	+45
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	6	48	+42

Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	4	32	+28
Fig 5.3	Given unpaid help	6	7	+1
Fig 6.1	On the whole health over the past 12 months has been good	-	74	

Table 2.6 Key results over time (all Rest of Tamworth respondents)

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	92	92	0
Fig 4.7	Know most/quite a lot of people in the local area	50	44	-6
Fig 4.9	Feel strongly belong to the local area	69	82	+13
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	69	84	
		87		
Fig 5.5	Agree can influence decisions affecting local area	30	30	0
Fig 5.7	Methods in helping to influence decisions are effective	46	64	+18
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	64	82	+18
Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	32	61	+29
Fig 5.3	Given unpaid help	10	12	+2
Fig 6.1	On the whole health over the past 12 months has been good	-	85	

Changes since August 2008

The aim at the core of locality working is to close the gap between the designated areas and the majority of the Town. Evidence available from the community survey and through feedback from stakeholders and long-term partners appears to show that this concerted effort is beginning to have an impact. Perceptions of these areas by those who live outside, but more importantly among those who live in these neighbourhoods, are showing signs of becoming more positive.

One of the most significant quotes recently came from a resident and gives much encouragement that locality working can have a long-term impact that local people will notice over time. "People in this area used to go about with their heads down and now they walk with their heads held up".

The table below contains a range of information around crime and ASB, in addition to other disadvantages that provide an indication of the positive direction of travel for LW but also provides evidence of the need for an ongoing focus on these areas.

Crime and Anti-Social Behaviour															
	Tamworth			Amington			Belgrave			Glascote			Stonydelph		
	2009/10	2010/11	Q1/2 2011/12	2009/10	2010/11	Q1/2 11/12	2009/10	2010/11	Q1/2 11/12	2009/10	2010/11	Q1/2 11/12	2009/10	2010/11	Q1/2 11/12
	Violence with Injury														
Serious Violence	64	36	15	8	4	0	4	2	1	3	0	0	13	6	1
Less Serious Violence	697	585	229	84	63	18	48	53	14	54	51	29	75	80	21
Serious Acquisitive															
Burglary Dwelling	293	240	142	37	20	13	24	21	3	26	15	15	36	29	28
Business Robbery	7	9	2	1	1	0	0	1	0	1	0	0	0	3	2
Personal Robbery	65	40	15	7	1	0	3	3	1	10	8	1	8	7	1
Theft of Vehicle	142	85	38	27	15	5	11	12	6	20	9	3	16	7	2
Theft from Vehicle	310	224	87	38	21	8	36	21	6	23	12	6	41	23	8
Burglary Other	262	216	95	18	14	11	20	27	18	24	10	8	18	14	5
Criminal Damage (excl MV)	680	577	278	112	77	33	83	64	31	48	60	24	77	70	50
Criminal Damage to MV	563	447	163	84	47	14	63	43	19	50	45	22	61	59	28
Arson (Excl MV)	55	56	30	8	9	2	9	7	1	0	9	4	10	16	10
Anti Social Behaviour	3773	2869	1154	473	306	144	387	342	121	336	257	134	491	410	171

Worklessness and Benefits

The number of workless families in all localities except Belgrave has increased since 2005; however this rate is below the level across Tam worth and Staffordshire. Low income families also increased in all areas except Stonydelph but these increases are significantly less than the increase experienced across Tamworth (22.9%) and Staffordshire(21.2%).

Out of Work Families	Tamworth District	2005	2009		2005	2009		2005	2009		2005	2009	
	Up by 22.9%		245	285	+16.3%	175	160	-8.6%	290	335	+15.5%	205	235
Low Income Families	Up by 21.2%	545	590	+8.3%	335	360	+7.5%	595	665	+11.8%	450	450	Same

Three localities have seen % increases in benefits claimants below or in line with the Tamworth (13.8%) and Staffordshire (11.7%) level. Apart from Amington, the % increase in Job Seekers Allowance claimant level in each locality is below that for Tam worth (80.2%). DLA claimant levels have increased at % rates below that for Tamworth (17.4%) and Staffordshire (18.5%).

Benefit Claimants	Tamworth District	2005	2010		2005	2010		2005	2010		2005	2010	
13.8% increase		1020	1155	+13.2%	485	520	+7.2%	1010	1055	+4.5%	615	655	+6.5%

Deprivation and Disadvantage

All locality areas have a higher percentage of students claiming free school meals than the District18.5% and County 13% rate. In all areas this number has increased by over 25%

Free School Meals	Tamworth District	2007	2011		2007	2011		2007	2011		2007	2011	
18.5% recipient rate		268	330	27.6%	155	193	27.1%	349	441	27.7%	152	195	27.6%

In Amington, one of the six Lower Super Output Areas (LSOA) that make up the locality has dropped from 60 – 70% to 50 – 60% in the IMD.

In Belgrave two of the three LSOAs that make up the locality have climbed from 40 – 50% to 50 – 60% and from 10 – 20% to 20 – 30% in the IMD

In Stonydelph one of the three LSOAs that make up the locality has climbed from 50 – 60% to 60 – 70% in the IMD.

Glascote continues to have two of five LSOAs in the bottom 20 – 30% and one in the bottom 10 – 20% IMD

Key	GREEN Improving	AMBER Little Change	RED Worsening
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Stakeholder's Views

Introduction

An independent consultant was appointed to carry out detailed interviews with a range of 20 stakeholders from all sectors to better inform this review.

The brief given was to discuss with colleagues their: -

- Understanding of the concept
- Support for the approach
- Experience of implementation
- Positive and negative aspects

A summary of conclusions from these interviews is below.

Summary

LW represents a fundamental cultural change for many stakeholders and that it is early days to expect universal 'sign up' to the concept. Nevertheless there are signs that LW is becoming accepted and that it is changing working practices.

"To me the whole idea is having a local venue which local people start to see as the key one stop shop to all public sector services. That means that their problems can be seen in the round rather than separated out between different departments."

"We can't provide as good a service as we once did so locality working is a good way of reducing costs by partnership working."

"Our satisfaction surveys show high ratings for our record on serious crime but less on minor crime such as graffiti and vandalism. Yet we can't really do anything about these things, they are largely up to other services, so partnership working is essential."

There is support for multi agency working, although in practice not all service areas actually do work on this basis. Reasons are resource constraints, including lack of staff, departmental specific targets and in a few cases outright unwillingness to change.

"Partnership working pays off in the long run but it takes more time and resources at the beginning, and to be frank we don't have the staff to cover the extra meetings and travel."

"The growth in service provision at hubs has not increased at the level expected and buy-in has been irregular. A good deal of energy has been given to attract a range of service providers to deliver their service, but this activity has not led to the expected level of increase in service provision by partners at a locality level"

“There are a very wide range of activities which would not otherwise have occurred – examples are training for volunteering, murals and art projects with local youths, advice sessions, community tidy ups.”

There is acceptance that the ARCH venues are useful but not essential to deliver the locality working vision. In contrast the role of the CDO is widely accepted as beneficial and is seen as crucial in providing intelligence and links with the locality. Even those who advocate the provision of services in central Tamworth support the role of the CDOs in referring and encouraging people in the locality working areas to access their services.

Moving forward

Stakeholders understand and support the service delivery aspect of LW and agree that the four areas selected are appropriate in the light of levels of greatest deprivation. This is in itself a success but there is further to go to develop an awareness of the strategic importance of LW since there is still a significant proportion of stakeholders who see LW as largely a mechanism for service delivery and are less aware of the community capacity objectives.

Closely associated with this limitation is a lack of understanding of the important distinction between consultation and engagement with the community. Thus the incorporation of building community capacity as an essential element of public engagement is often missing from consultation activities carried out by Partners. Hence very few stakeholders referred to the “Stronger Together Community Engagement Framework” and there is clearly a need to publicise this along with a continued strong corporate message of commitment. Clearly there is also a training need involved in helping Partners to make this transition. It is apparent from the interviews that with notable exceptions, there is limited knowledge of practical techniques for public engagement. One idea to support this gap is for TBC to develop a toolkit to accompany the Engagement Framework. Another suggestion is to revisit job descriptions to check that the commitment to LW is incorporated.

There is acceptance that the ARCH venues are useful but not essential to deliver the LW vision. Indeed there are already discussions taking place to adopt a more flexible model for the use of premises, especially in relation to new buildings and changes of use which have occurred since LW was first set up.

The overall verdict

There is no doubt that awareness of the strategic aspect of LW is growing and that the legacy of the past two years of LW is beginning to 'bed in' with an increasing number of stakeholders now agreeing that there are more opportunities to engage with the public.

More fundamentally there is a growing understanding that Locality Working is of both practical and strategic importance if the deep seated problems of the areas are to be solved on a long-term and sustainable basis. Future examples to illustrate this point should be evaluated, supported and publicised by TBC at senior and corporate level. This will in turn encourage others to work in this different way and to expend the time and resources necessary for success.

<p>Strengths</p> <ul style="list-style-type: none"> • A good track record of multi agency working and some significant achievements • Corporate 'sign in' for the concept • Strong majority support for the role of the CDOs • A growing number of community groups and a sense of 'neighbourliness' 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of understanding of the community capacity aspect of locality working with an associated need for training • Budgetary constraints and a view that (at least initially) locality working is more time consuming and resource intensive • Fear of change – 'silo' working • Demoralisation due to perceived lack of support by other stakeholders for those engaged in locality working
<p>Opportunities</p> <ul style="list-style-type: none"> • Agreement that the four locality working areas are well chosen as the most deprived and meriting special attention • Some good examples of locality working in building community capacity which could be evaluated to demonstrate positive outcomes. • Government support for the concept linking with 'The Big Society' and other community opportunities as set out in the Localism Bill 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of support from key service areas • Consultation duplication leading to fatigue • The effect of the recession in increasing social problems in the locality working areas

Findings & Recommendations

The Model

Through considering the information and analysis to date it is clear that Locality Working provides the greatest opportunity for partnership working to address specific areas of multiple disadvantage in Tamworth, that its implementation has provided many positive benefits to a wide range of residents and that it provides the catalyst for focusing service delivery and joint initiatives. It is also clear that it has helped to empower residents and communities to care and stand up for their area. There is widespread agreement that the 4 locality areas remain the priority for focussed multi-agency working.

Senior management and strategic leaders have led and championed locality working since its inception and this report provides confirmation that this has been an appropriate decision. The model remains the most appropriate to achieve the aims of strategic partners and evidence of positive progress is beginning to develop. This review has been carried out at a relatively early stage in the process and shows that the model is of value and direction of travel is correct and appropriate

The direction of travel is positive and supports the progress made against the initial set of agreed principles. However what we haven't seen is a step change in the way in which organisations are delivering services in Tamworth. Much of the changes to service delivery have come about through opportunism brought on by the CDOs and ARCH buildings being a quick route to deliver services to key client groups. The public sector as a whole has not yet taken Locality Working into account when designing or reshaping services.

The details of achievements and outputs to date show the sort of activity that is having an impact, which gives an indication of the potential for further impact over future years if this momentum can be maintained.

Survey data has provided information on progress and improving perceptions to date but also details the ongoing differences between the localities and rest of Tamworth highlighting the ongoing need to address and attempt to close these continuing gaps.

Key needs and priorities are now better understood by partners and it will be essential to maintain and build these relationships and to continue to listen and engage local people through ongoing dialogue, although it is also understood that this is more difficult for some partners due to their structure, resource or capacity for change.

As expected at the outset, locality working will take many years to show significant difference in terms of closing the gap between various neighbourhoods of the Town but has provided many examples of positive impact. Evidence from activities to date, community survey data, stakeholder

feedback and those at the core of locality working shows that progress is being made despite all the issues and outside influences that have impacted over the last two years.

Partner Buy-in

There has been a really good range of joint working and many examples of new relationships developed through locality working. The level of buy-in to date, although not as high as preferred, does indicate robust ongoing support from many key areas. The connections made through locality working have accomplished the establishment of new and stronger relationships that are providing joint work within localities and are moving forward independently of the LW hubs. It should also be noted that these relationships include connections between statutory agencies, agencies and voluntary community organisations and local groups and individuals.

There has been a significant level of buy-in at the strategic level but this message has sometimes not been understood or taken on board fully at other levels, which has led to a lack of clarity about the priority for joint working and a focus on these neighbourhoods. Sustained service has been maintained in all 4 localities but the level of this contribution is often not at the level able to achieve substantial progress.

There are a range of reasons given by partners for the lack of engagement and contribution, including lack of resources and capacity to commit at officer level in addition to a lack of belief in locality working from some as shown in the stakeholder interviews. Officers who would like to engage and contribute have sometimes felt that they are unable to take the decision to contribute to activity as they feel their role will not be backed up within their organisation or department. Buy-in to the model of locality working has also been impacted upon by a fear of change within some areas, where those who are used to present methods of working are reluctant to change or are comfortable with the way things are.

If this continues then the potential of one of the key aspects of the locality working initiative will not be realised, along with the benefits of the establishment of strong and coordinated partnerships that can have a long-term impact, benefitting other neighbourhoods across the Town.

ARCH Buildings / Community Hubs

It has never been the intention to establish buildings for their own sake, rather within the locality working model it was agreed that an accessible facility that served to support partnership work would be of benefit. The use of dedicated buildings as community hubs has required a significant amount of coordination and management and has not led to the hoped for development of significant multi-use premises. Locality hubs have provided the base for the great majority of activity carried out to date through locality working and have supported more effective and closer working between partners in localities. The availability of flexible use premises of the type envisaged is obviously a

benefit but many of these benefits could also be achieved through effective closer working with existing partners in localities, releasing staff to focus on partnership and joint working development.

The associated costs for TBC of specific buildings cannot be provided through existing funds over the long-term and the time that CDOs use to manage premises is impacting the capacity available for engaging partners and driving and coordinating activity. If joint use premises are supported through contribution from an extensive range of partners they could be open more regularly with a wider variety of services available, leading to new relationships between both partners and residents. This may also address a problem raised by a stakeholder of stigma or lack of confidentiality, as it would be difficult to know why people were visiting a building where a diverse range of support was available.

The costs of premises are certainly something to be addressed and activity to date has been resourced with external funds and if the partnership wishes to continue with this then alternative resource will be required. The external funding ended in 2010 and it is only through prudent budget management that sufficient funds for 2011/12 are in place. The move to different premises in Belgrave and possibly Amington may relieve some of the pressure on funds but the Stonydelph building and contribution to running costs will remain a need.

Future progress will require a balance to be made, where appropriate premises are utilised to their maximum by a wide range of partners, alongside effective joint working that focuses on achieving mutual aims through flexibility, silo-breaking and strong relationships. Certainly there is no lack of contribution to and support for joint work in the localities, with examples such as the Community Together events showing a significant increase in the number of partners attending and contributing to a more multi-agency initiative or the estate walkabouts, which are involving an increasing number of partners.

Community Development Officers

The presence of community development officers within the localities has provided the link between organisations and communities and has acted as the catalyst for much of the activity within locality working, identifying priorities, local issues and gaps to be addressed, assisting partners to make links with others to support their service aims and piloting initiatives on behalf of the strategic partnership.

The role of CDOs as a primary contact in the area varies dependent on the nature of the contact required but all perform a role of guardianship and stewardship within the area. Existing partners utilise the CDOs knowledge and strong links to the locality communities to contribute to their own work.

The role of the Community Development Officer within the localities is very widely supported but has also sometimes become seen as the locality

working project, rather than a role that supports effective engagement and facilitates partnership working. The role of the CDOs and how elements of their function are prioritised will be impacted on more significantly than for other partners by this review, which includes the issue of resource for continuation of this key coordinating function.

Backed up by the support of senior management and strategic champions, CDOs will continue to focus their efforts to co-ordinate and drive partnership activity, engaging with agencies and service providers in an effort to build and expand the expertise and services available through locality working.

Community Engagement and Empowerment

Despite much work by a wide range of people over the last two years including joint work to develop an engagement framework, the establishment of a Stronger Communities Group alongside producing Cohesion Baseline and detailed Engagement Mapping, there still seems to be a lack of understanding in some areas of the difference between effective community consultation and ongoing and focussed engagement.

The level of community engagement achieved has been a significant factor in the success so far of locality working. Initiatives such as Participatory Budgeting have drawn in many hundreds of residents to participate and have real influence in their neighbourhood. Community events and projects have always attracted involvement from local people and there is growing evidence from the community survey and also from feedback to the CDOs that a more positive atmosphere is beginning to inculcate these neighbourhoods.

The knowledge among residents of the nature and range of services in the Town and their willingness to contribute to activity has developed through volunteering, participation in projects and at events and through the information and advice role of the hubs.

Research has shown that residents would like to be able to have a say about what goes on in their local area and many respondents feel it is their right to decide on things that happen in their neighbourhood. Research has identified that there are a number of 'potential decision makers' within localities, who would like to get more involved in decision making but just need some more reassurance about doing so. These potential decision makers need some reassurance that giving up their limited time to take part in decision making is going to be a worthwhile exercise, and that their views will be listened to. Locality working partners should concentrate on engaging and nurturing this group together with other residents, and help them to progress to become willing volunteers. The council and its partners need to act on concerns and lead by example. There is a feeling that the council doesn't listen and nothing ever happens, so building trust in the local community is a must.

Elected Members

Elected members have been key supporters of Locality Working and play an important role as community leaders within neighbourhoods. With the introduction of localism, this connection between elected members and their community will help to maintain Tamworth's position as one where, through Locality Working, Big Society is in place and focussed neighbourhood work at a locality level can have significant impact.

Empowerment and engagement must be linked to key issues and appropriate service provision to address these issues. Addressing worklessness in the localities is a key issue where activity has only recently commenced on this important area of support for economic prosperity. Alongside the various components of disadvantage that are present within localities, it is a fact that for most families they will also be experiencing worklessness. Locality Working provides a flexible model that can support partners from statutory, business and third sectors to work together to respond more effectively together. Residents can be empowered and supported through effective multi-agency service provision to build their skills and confidence and contribute to counteracting this situation.

Locality Working to date has been around service provision and engagement of communities, drawing partners together to address issues of disadvantage and establishing relationships between partners and the target communities. There has not been a focus on physical regeneration aside from the community led planning work to consult residents and involve them in the LDF process to contribute input to long-term planning. This area of work, looking at long-term growth and prosperity, is another area of expertise and experience that partners have the potential to contribute to.

Locality Working has focussed on addressing a range of issues in response to both data and community consultation, which is appropriate. There remains a challenge for partners to address issues linked to health and lifestyle such as healthy eating, smoking and exercise, which are not often prioritised by residents and will require an initial focus on increasing awareness within disadvantaged neighbourhoods as a pre-requisite to offering service provision.

Conclusions

The report provides evidence that the core aim of targeted multi-agency working at a designated locality level should be continued, as it is having an impact on local issues, perceptions and engagement and should be endorsed as the approach used by the public sector as a whole. Locality working should become a core activity for partners, with recognition that this will require appropriate resource in terms of staff time and prioritisation.

To develop stronger buy-in, senior management and strategic leaders will need to re-emphasise their commitment to locality working. This message of encouraging partners to engage and bring their particular expertise to the

localities will increase its impact, if it is clearly passed down throughout their individual organisational structures and if there is clarity amongst officers of partner organisations at all levels, of the priority for joint working, a focus on localities and the need to change ways of working where necessary.

Service providers from across the public sector should be encouraged to contribute to Locality Working through engaging with local people and raising awareness and understanding of the issues impacting on their lives such as health, housing and exercise, with the aim of raising aspiration and more positive choices over the long-term. An increased knowledge of the issues impacting on people locally will support efforts by partners to engage and provide services to address these priority needs.

Following on from examples in Glascote and Belgrave and within present budget constraints, there will be a need to move towards utilising shared buildings across the localities with premises managed by partners best placed to do so in each area. This will provide a better use of diminishing resources, may release buildings for alternate use, will encourage buy-in from building owners and will provide a clearer focal and access point for local people.

If the present level of activity and progress across all four localities is to be maintained, it will be necessary to identify funding for continuation of the fourth CDO role funded to date from external sources. This should be included within the TBC budget review process, alongside a request to strategic partners to provide financial support to this key and widely supported position. The fourth CDO has been funded to date through LPSA funds until Oct 2011 and an extension to March 2012 has been provided by TBC.

If the CDOs are to make further progress to build partnership activity then it may be appropriate to review and prioritise aspects of their role and for them to be provided with the appropriate level of influence to support recognition of their role as neighbourhood champions and coordinators.

Locality Working can provide an excellent mechanism for partner agencies to engage and build relationships in these key communities for physical regeneration. It is possible that the 4 localities are identified as suitable SP5 regeneration areas, with the purpose of revitalising the housing areas and building cohesive and sustainable communities. It will be beneficial if the community has been consulted and supports this revitalisation and community planning is taking place as part of locality working. Some of the key issues that should be considered by any plans are

1. improving the quality of the existing housing stock,
2. enhancing the mix of housing within neighbourhoods;
3. enhancing and providing community facilities and services;
4. protecting and enhancing the network of open space,
5. supporting the vitality and viability of existing local and neighbourhood centres,
6. increasing integration of the localities with surrounding areas and
7. improving accessibility to employment, key services and the Town centre by walking, cycling and public transport.

The key matter of worklessness should be a focus of future joint activity, bringing economic benefit to these areas through service delivery from the range of expertise and skills of partner agencies. Working together can contribute to addressing this fundamental issue, as the knock on impact of getting people into employment will have wide ranging positive effect on families in these neighbourhoods.

Recommendations

1. *That the present model and locations identified for Locality Working are endorsed.*
2. *That Cabinet re-emphasise their commitment to Locality Working as the approach used by TBC and the public sector to address areas of identified need, encouraging TBC services and partner agencies to contribute to the Locality Working agenda*
3. *In recognition of a lack of long-term premises funding, that a move to shared use is prioritised, releasing TBC buildings for alternate use where possible.*
4. *That options for the continuation of the 4th CDO role are included within the TBC budget review process, alongside a request to strategic partners to provide financial support to this key and widely supported position.*
5. *That colleagues involved in physical regeneration initiatives link in Locality Working to engage and build relationships in these key communities.*
6. *That the key matter of worklessness and economic development be a focus of future joint activity,*

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