

**NAME OF COMMITTEE**

Cabinet

**DATE OF COMMITTEE**Wednesday 2<sup>nd</sup> 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 4<sup>th</sup> 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 4<sup>th</sup> 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 4<sup>th</sup> 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 4<sup>th</sup> 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