



Our Place!



Contents

The Our Place! Approach	4
Tackling local issues	6
More powerful communities	7
Better services	9
Neighbourhood spend	11
What next?	13

Communities are in the best place to know what is needed in their neighbourhood. With small amounts of support they are able to do incredible things. A year ago I challenged twelve neighbourhoods to go 'far and fast' - to take control of their neighbourhoods and make the changes they wanted to see. This prospectus shows that they have not let me down - I invite you to read their stories and follow in their footsteps.

Rt Hon Eric Pickles MP Secretary of State for Communities and Local Government

I have seen for myself what working at a neighbourhood level can achieve – there is a huge community appetite for getting involved, and innovative solutions are created when the community works with the public sector, voluntary organisations and business to tackle local issues. This is the way forward and I would encourage all neighbourhoods to take control of their areas and improve the lives of their local people.

Rt Hon Don Foster MP
Parliamentary Under Secretary of State
- Communities and Local Government

The government has recognised that joining up local services to remove duplication and prevent problems before they happen is a vital reform. Neighbourhood community budgets are an important part of that and give councils, their partners and councillors the opportunity to build on work already under way in many areas to put neighbourhoods more in the driving seat. I would encourage all councils to look seriously at what neighbourhood community budgets could offer and if you are not already doing so, consider promoting this approach in your areas.

Councillor Sir Merrick Cockell
Chairman of the Local Government Association (LGA)

The Our Place! approach creates... ...more powerful communities



of people surveyed in Poplar agreed that citizens should 'do their bit' to improve the area; 31% expressed an interest in volunteering

Based on a survey of 1,170 people conducted by a locally commissioned community engagement specialist, summer 2012



One Ilfracombe will manage a £1 m devolved budget, alongside a £400k aligned budget, to provide place-based services

...better, more efficient services



Police officers and the community in Balsall Heath are developing fortnightly street patrols with residents, and priority policing actions, to reduce crime and anti-social behaviour. Balsall Heath's analysis shows that at a cost of £35,000 per year, over five years, **potential benefits** of over £500,000 could be produced.



Poplar aim to save the NHS a potential £4m over 5 years by

investing £1m in promoting healthy lifestyles
and improving treatment of those at risk of
diabetes, including through the use of health
volunteers.

...and stretches neighbourhood spend



Team White City aim to recruit **20 Parent Mentors,** who could support up to **350 families** over a 5 year period.



In Haverhill businesses are offering to provide more apprenticeships, traineeships, work experience, careers advice and information on job vacancies to help people get a foot on the jobs ladder.

Our Place!



The **Our Place!** programme (formerly "Neighbourhood Community Budgets") gives communities and neighbourhoods the opportunity to take control and tackle local issues - whether they are parents who are worried their kids don't have enough to do, businesses who are struggling to find local staff with the right skills, public servants who need to make their resources stretch

further, or simply people who want to help make their neighbourhood a better place to live.

Using the Our Place! approach means putting the community at the heart of decision making and bringing together the right people - councillors, public servants, businesses, voluntary and community organisations, and the community

themselves, to revolutionise the way a neighbourhood works.

What we have achieved in Shard End is part of a radical ambition to develop a neighbourhood community budgeting approach across all of Birmingham. I am convinced that public services need to work together at a neighbourhood level - only through this realignment of public spending at a local level will we create a more efficient public sector as a whole.

Councillor John Cotton
Cabinet member, Social Cohesion and Equalities
Birmingham City Council

We were fed up of thinking of ourselves as victims and holding out the begging bowl – so we decided to manage our town for ourselves

Councillor Ron Ley Ilfracombe
Town Council

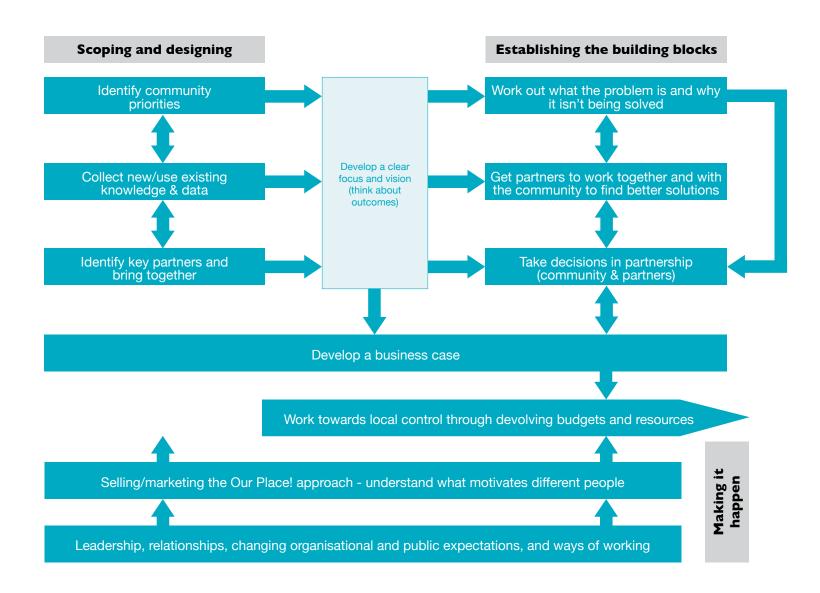
By bringing business, community and voluntary organisations and the public sector together we are making real progress on what's needed for our town.

> Sarah Howard, Vice Chair, One Haverhill Suffolk Chamber of Commerce

We wanted to make sure that elderly and vulnerable people were looked out for – what happens to them if there's bad weather? Who collects their prescriptions, or bread and milk? Through our Neighbourhood Community Budget we are aiming to create a support network of volunteers.

Sheila Griffin
Community Representative
Norbiton

Our Place! approach to tackling local issues





OUR PLACE! AREAS



Produced by the Statistical and Spatial Analysis Team, AID

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WHAT'S HAPPENED SO FAR?

All places are different and local people are best placed to know what their particular community or neighbourhood wants and needs. Some neighbourhood concerns can go unnoticed by public services and can only be solved by local people. Communities are already doing lots of fantastic things, but much potential remains untapped.

Over the last year, as one element of the Government's public service reform agenda, twelve neighbourhoods developed Our Place! areas.

Across England in small rural towns, inner-city neighbourhoods, metropolitan suburbs, housing estates and small towns on the edge of conurbations, communities have been at the heart of decision-making about their neighbourhoods.

The twelve pilots took very different approaches, but local authorities, town councils, police, NHS, housing associations, neighbourhood forums, voluntary and community groups, the business sector and residents worked together to tackle the issues which mattered most to local people.

This is just the beginning of the journey and the twelve pilots are now starting to implement their plans. But already we are seeing that putting communities at the heart of decision-making has resulted in more powerful and influential communities, better services and the neighbourhood 'spend' being stretched. As a result, people's lives are changing for the better.

Leaders from across the pilots are convinced that such a radically different way of designing and delivering services is not only a better approach, but is necessary to maintain quality of life for their communities, as budgets are reduced. We want to build on the momentum created by the twelve pilots and through the Our Place! programme encourage more neighbourhoods to work in this way.

Their stories are the best way of showing you why.

We hope that by reading them you are encouraged to have a go yourselves, and see what you and your communities can achieve.

The Our Place! approach creates...

COMMUNITIES
WANT TO BE
INVOLVED IN THEIR
NEIGHBOURHOODS.

Would you like to do more to help your communities get involved, take control and be responsible?

Across the 12 pilots, communities have demonstrated their willingness and ability to work with the public, private and voluntary sectors to transform services - tailoring them for their neighbourhoods and improving the life chances of local people.

Using the Our Place! approach provides a range of ways for the community to do more in their area - the more people are involved the more they are able to take ownership and responsibility for what's happening.

86

of 1170 people surveyed in Poplar agreed that citizens should 'do their bit' and over 100 people have already said they want to volunteer.

Based on a survey of 1,170 people conducted by a locally commissioned community engagement specialist, summer 2012.



of 486 people in White City said they wanted to be involved to 'some or a great extent'

Based on a survey of 486 people conducted by volunteer Community Champions in White City, summer 2012.

...more powerful communities

COMMUNITIES HAVE IDENTIFIED LOCAL PRIORITIES...

Pilot neighbourhood	Agreed local priorities
Ilfracombe (Devon)	Health & wellbeing, economic growth & skills, "Pride in our Town"
White City (Hammersmith and Fulham)	Decentralising services, employment & skills, children, young people and families, crime, health & well being
Haverhill (Suffolk)	Youth services, employment and public realm
Sherwood (Tunbridge Wells)	Building personal and community resilience
Castle Vale (Birmingham)	Health & wellbeing
Balsall Heath (Birmingham)	Clean, green & safe public realm, and reducing Anti Social Behaviour
Shard End (Birmingham)	Arts & culture, education, employment & enterprise, "Health Village"
Poplar (Tower Hamlets)	Health
Norbiton (Kingston-upon-Thames)	Young unemployed people, community wellbeing, community engagement
Queen's Park (Westminster)	Early years wellbeing
Little Horton (Bradford)	Young people - services & employment
Kenton (Newcastle)	Jobs, health, young people, environment, crime & community safety

...AND ARE DIRECTING 'SPEND' IN THEIR AREA.

One Ilfracombe will manage a £1m devolved budget, alongside a £400k aligned budget, to provide place-based services.



One Haverhill is influencing an aligned spend of over £450,000, including to get more young people into work in local businesses, and improve the appearance of the town.

The Sherwood Neighbourhood Forum has a devolved budget of £100,000 and the Kenton Community

First Panel a budget of £75,000 to commission local services to meet the needs of their communities.



COUNCILLORS ARE LEADING THE WAY ON ENGAGING COMMUNITIES.

Councillors with their local knowledge and proximity to communities have a key leadership role. Using the Our Place! approach can invigorate their role at all levels.

Over the last 12 months ward councillors have worked with residents and service providers – supporting them to design services, and tailoring them to the needs of their neighbourhood, for example addressing youth employment in Norbiton. Community-led ward forums, with ward councillors as key participants, are taking decisions on local priorities in Newcastle and have a small pooled budget to commission services using a variety of participatory budgeting approaches.

Cabinet members have championed a neighbourhood approach to service delivery. In Birmingham and Hammersmith and Fulham they are ensuring local authority processes and procedures, such as contract terms, support this approach.

Ilfracombe Town Council has taken on a new role as the community engagement body for the town.

Eighteen councillors, supported by two community engagement workers, are ensuring that the wider views of the community influence decisions about management of the town.

I am convinced that taking a communityled neighbourhood approach to tackling issues in White City is the way forward, and we are already making good progress.

> Councillor Marcus Ginn Cabinet Member, Community Care Hammersmith and Fulham Council

Our Neighbourhood Community Budget is a first step towards a more collaborative approach to tackling some of the issues faced here in Queen's Park

Angela Singhate Chair, Queen's Park Shadow Community Council

DEMOCRATIC ENGAGEMENT IS INCREASING

The 12 pilots are using a variety of ways to increase democratic engagement. Residents in Queen's Park

have established a new parish council - the first in London since the sixties, and the community in Shard End, with the support of the city council, is looking to do the same in Birmingham.

Norbiton and White City are developing innovative e-democracy tools to engage more residents in local decision making on spending and service delivery. White City is developing a Team White City website to help residents remodel public services around their needs and requirements. Alongside this their YouGov Virtual Panel will make it far easier for residents to influence local decision making. Norbiton are setting up an online e-democracy forum, to help people better connect with their neighbours, share information, stimulate local debate and influence the agenda for the neighbourhood.

In Kenton, Newcastle, a panel of local activists are helping to increase participation by leading a 'Small Sparks' programme to help local people and groups organise grass root community projects and are developing 'Udecide', a participatory budgeting project.

Would you like services that: are tailored to the community; are efficiently managed; reach those who are hard to help; and encourage people and organisations to work together?

One Ilfracombe will invest in activities to target the use of illegal tobacco and getting young people into work. Their figures show they aim to produce savings to the public purse of £239,000, and further economic benefits.

Our cost benefit analysis shows the benefit of this way of working. We are looking forward to working with Tower Hamlets Council and our Clinical Commissioning Group to make this happen on the ground, and deliver better quality of life for residents and savings to the public purse.

Sarah Castro Programme Manager, Poplar Harca

The Our Place! approach... generates better services

The Our Place! approach puts communities at the heart of decision-making and can result in better services. If communities are given more of a say in how budgets are spent and services delivered in their area, their local knowledge can reduce waste and duplication. By tailoring services appropriately public sector investment can be used more effectively on local priorities.

COMMUNITIES ARETAKING CONTROL OF SERVICES AND ASSETS TO REDUCE WASTE...

One Ilfracombe is taking on management of parks and grounds maintenance, litter collection, street lighting, car parks, public toilets, and eventually the harbour, to get rid of the current waste and bureaucracy created, for example, by different councils managing grass-cutting, grounds maintenance and weed-spraying. Bradford Trident is taking on management of Parkside Youth Centre, and with young people in the neighbourhood is developing a range of services and activities including a sports leadership course, a play pod for

community groups and uniformed youth provision (Scouts and Brownies).

...TAILORING SERVICES TO THE NEEDS OF THE NEIGHBOURHOOD...

Obesity is a key health issue for the Castle Vale estate. The resident-led Castle Vale Leisure Trust has secured the asset transfer of a community football stadium from Birmingham City Council to run more sports clubs for young people, older people and people with disabilities. They will also work with local schools and shops to promote healthy eating. The aim is to get 30% more people being active and 20% more people eating healthily by 2020.

...AND GENERATING SAVINGS.

Poplar aim to save the NHS a potential £4m over 5 years by investing £1m in promoting healthy lifestyles and improving treatment of those at risk of diabetes, including through the use of health volunteers.

In Haverhill £1m invested in a youth intervention programme could, in the long term, bring a £3m return.

As residents we feel passionately that local people should be listened to and have more control over how services are designed and delivered.

Queen's Park residents



Communities can help reach and influence hard to help groups. Sometimes public services just don't make contact with the people who need help the most – or not at a time when it would have the most benefit. Residents in White City are setting up a Parent Mentor Network of trained volunteers from the community who, through word of mouth, will be able to mentor, coach and befriend families who would not usually access statutory support. For some families this support could mean better use of preventative services; for others it may negate the need for statutory services altogether. The aim is to recruit 20 volunteer mentors. Over a five year period they estimate up to 350 parents could be supported.

PUBLIC SERVICE PROVIDERS WORKING BETTER TOGETHER...

Designing services at a neighbourhood level means public service providers have to work differently...

...WITH EACH OTHER...

The Sherwood Family Partnership is a newly

established multi-agency team (public and voluntary sector) operating out of a decommissioned flat on the Sherwood estate. The team provides bespoke support to 'just coping' families to prevent problems escalating, and will link families to wider community and voluntary sector services for longer-term support.

...WITH THE COMMUNITY

The Town Team in Ilfracombe will include officers from police, fire and rescue, and the local authorities (such as civil enforcement, anti social behaviour, waste and refuse), together with staff and councillors from Ilfracombe Town Council, voluntary groups, volunteers and local businesses to create a dedicated group tackling Ilfracombe's day to day issues.

...AND WITH BUSINESS

The One Haverhill partnership is fundamentally re-engineering services targeted at young people to provide a joined-up skills/work offer for young residents in the town. This will ensure that Further

Education training is geared to local business needs and more local businesses provide apprenticeship and work experience opportunities.



In Balsall Heath, Housing
Associations officers and Police
officers have established a new
Neighbourhood Team, which
works with the Neighbourhood

Wardens and the community to improve the physical appearance of the neighbourhood and reduce anti-social behaviour.

Our new Sherwood Family Partnership provides discrete interventions to the families who need it. It is a completely different way of operating and all our partners are fully behind the changes.

Nazeya Hussain Head of Policy and Partnerships, Tunbridge Wells Borough Council



In Poplar 50 Health Champions
will recruit local people to
become Health
Trainers - working
3 ½ hours a week
to support people with
long-term conditions
like diabetes

The Our Place! approach... stretches neighbourhood spend

Using the Our Place! approach communities have been able to harness additional resources to tackle local issues more effectively with less.

Already, volunteering has resulted in:

local people coming forward to work alongside statutory services to look after and support more vulnerable people. For example, Norbiton residents will extend their already successful Neighbourhood Watch scheme of around 300 households, to become a community network of support for elderly and vulnerable people, for example, by ensuring prescriptions and shopping are collected and delivered in bad weather.

free professional support for community

organisations: One Ilfracombe, the not-for-profit company set up to commission, manage and deliver Ilfracombe's services and assets, has recruited through an open competition six independent directors, to ensure the company has the right skills set. Their board now includes a former regional director of the Homes and Communities Agency, a

business psychology consultant, an international oil industry expert, a registrar in obstetrics, a GP and a Chartered Accountant.

As coordinator of our Neighbourhood Watch Plus scheme, I'm already building links with other residents living in my local area. In the longer term we are aiming for the scheme to do more to help our elderly neighbours.

Elaine Kennedy Norbiton resident

I was looking for a way to contribute more to Ilfracombe and am delighted I was successful in becoming a director of One Ilfracombe.

Dr Greg Pearson Independent Director, One Ilfracombe



Businesses are coming forward with 'in-kind' support to tackle youth unemployment: One

Haverhill has appointed a Youth Skills Manager, using funding provided by the Department of Work and Pensions, to work with business and young people to ensure local people develop the skills and qualifications they need to get jobs locally. By working with local business they will be able to offer more apprenticeships, traineeships, work experience, careers advice and information on job vacancies; helping people get a foot on the jobs ladder and increasing young people's aspirations.

The private sector led and financed Team White City Business Partnership will build a network of local and pan-London businesses to provide mentoring and coaching for White City residents wishing to set up their own businesses, and job opportunities and work experience for those seeking employment.

New community-led social enterprises are meeting local needs and providing jobs for local people.

White City Enterprise, a social enterprise, is being created by the community as a delivery agent for local projects and services, primarily aimed at improving health, social well-being, skills and education - for example, they may deliver a local handyperson service for their estate. Their model will offer a range of opportunities for tailored, individual development to enable local people to participate in whatever way best suits them - volunteering, work experience or full employment.

The Sherwood Forum is making links with the growing number of emerging social enterprises on their estate to help local people get back to work.

We know we can deliver better services, which meet the needs of our neighbourhood, are more responsive and cheaper. We just need the opportunity.

Giles Piercy Chair, White City Enterprise



Local businesses are keen to support local people into jobs by providing work experience and apprenticeships.

Sarah Howard, Vice Chair, One Haverhill Suffolk Chamber of Commerce

What next?



We want to build a movement of people taking a neighbourhood approach to tackling the issues which matter to them.

WHAT ISSUES DO YOU WANT TO TACKLE?

Working with the community at a neighbourhood level might be a new approach or might build on something you are already doing. We acknowledge there will be challenges, and that is why through 'Our Place!' we will be making support available -

advice, guidance and some grant funding - to communities, local authorities and other public sector providers to get people started on their journey.

For more information visit <u>mycommunityrights.org</u> or send an email to <u>ourplace@communities.gsi.gov.uk</u> and we will be in touch.

You can find out more about public service transformation, at http://www.community budgets.org.uk

What we have managed to achieve in Ilfracombe in a year is incredible. We are so confident that is the way forward we are already working with Tavistock, Cullompton and Totnes to devolve management of services to these towns.

Phil Norrey Chief Executive, Devon County Council

This is not a choice, it is an absolutely essential approach for 'bottom-up' and budgeting 'from the middle' – adapting how things are currently done – with a rigorous and challenging analysis of what makes services effective.

Councillor Tony Kennedy Birmingham City Council





Being a pilot has completely changed our relationship with communities in Birmingham. This localist approach is the key to maintaining quality life for our residents within the context of reduced resources.

> Councillor John Cotton Cabinet member, Social Cohesion and Equalities Birmingham City Council

Developing Our Place! in White City has resulted in a much better understanding of the needs and aspirations of residents in the area. I am confident that the programmes Team White City are implementing will improve services and enhance the quality of life for White City residents. We are now looking at developing similar neighbourhood-level programmes in other areas of the borough, to redesign services that better meet the needs of local people at reduced cost to the public purse.

Derek Myers Chief Executive, Hammersmith and Fulham Council

Local Government Association

Local Government House Smith Square London SW1P 3HZ

Telephone 020 7664 3000 Fax 020 7664 3030 Email info@local.gov.uk www.local.gov.uk

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