



**Outline Proposal for review of the
Neighbourhood Working Service**

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Version –

Stakeholder Consultation Document

A. Scope and Objectives of the review

Drivers for the Review of the Service:

The neighbourhood working teams have been incredibly successful in a variety of ways over the years it has operated in the City and a great deal of very positive work has been delivered in our communities. However there are a number of reasons for delivering a major review of the Neighbourhood Working Service. These include both internal and external and local and national drivers and are summarised below.

1) Refocus of our strategic priorities.

The focus of the council has changed since the Neighbourhood Working team was created some 10 years ago. The Council's strategic vision from the 2012-17 Strategic Plan is "A city with a strong sense of history committed to sustainable growth and social justice" and the Council's priorities are:

- Grow the local economy
- Protect the poorest people in Lincoln
- Increase the supply of affordable housing
- Towards Financial Sustainability

The replacement for the council's strategic plan - *the Vision 2020* which will be launched in January 2017 will see similar priorities further embedded –

- Let's drive economic growth;
- Let's reduce inequality;
- Let's deliver quality housing;
- Let's enhance our remarkable place.

It is essential that we ensure that the neighbourhood working team continues its focus on delivering against these objectives and working with teams across the council who will be similarly focused.

While the team work across all of those priorities, evidence and a strong leadership steer make it clear that some neighbourhood working resource needs to be realigned on delivering on supporting the economic regeneration of the areas we work in – building employment opportunities and supporting our residents to upskill or prepare for work.

2) A changing service delivery landscape.

The environment that neighbourhood working teams are delivering in is a changing one. One of the impacts of cuts to local government budgets and public spending is a shift in the ways that services are delivered by other agencies. This has in some cases seen a complete withdrawal of some services that agencies deliver (such as the withdrawal of Healthy Lifestyles services) and in other cases a move away from tailored targeted services to more universal services. This inevitably makes it more difficult for the neighbourhood working teams to engage and encourage organisations to tailor their services to the needs of our communities.

In addition the voluntary and community sector are changing the way they deliver services. They too are affected by cuts to public spending but are also more flexible in their ability to deliver, to change and refocus and to identify needs and seek opportunities and funding to meet those needs. The voluntary and community sector in Lincoln is thriving and is delivering a great deal of work across the city.

3) Our financial position.

Since 2010 the Council, alongside the majority of other local authorities has experienced unprecedented financial challenges in various form; central government funding reductions, all time low returns on investments and a national economic downturn affecting jobs, housing and business growth, which has in turn created pressure on the generation of local income streams together with a rising demand for council services from customers who rely on the safety net provided by local government.

The financial outlook for the Council continues to be extremely challenging. The central government's November 2015 Spending Review and subsequent Local Government Finance Settlement confirmed that funding cuts to local government

would continue until 2019/20 and on scale far greater than any other Government department.

The distribution of funding cuts across local government has not been uniform with some types of authorities being significantly more affected, with this Council being one of those suffering a greater proportionate loss. The Council's grant from central government is set to dramatically reduce over the next four years from £2.585m in 2015/16 to £22,354 in 2019/20, a drop of 99%.

The Council continues to face a difficult financial path to navigate in the forthcoming years in order to deliver a sustainable financial position and will need to deliver further savings of £1m in excess of its current target, by 2018/19.

It is therefore essential that we review and consider what we deliver and how we deliver our services across the board. Part of this is an acceptance that the City Council must do fewer things well.

4) Best use of available resources

Even without the pressure to deliver savings it is important to ensure that we continue to deliver the best service possible within available resources. The potential scope of work of the neighbourhood working teams covering the many needs, priorities and desires of our residents and the agencies, organisations and council teams that work in those areas is massive and to try and deliver is to almost set ourselves up to fail.

One of the criticisms (if it can be called that) is that the neighbourhood working team do try to deliver on all, or many, of those priorities. This inevitably leads to concerns that we are 'spreading our jam too thinly'. It is appropriate to ask if it better to focus in a smaller number of areas, or focus more specifically on two or three themes.

A smaller area of focus both thematically and geographically should allow us to deliver more and have a greater level of influence. We must also align with our Vision 2020 priorities which will give us and all Council teams an even greater focus.

5) The Emergence of Sincil Bank regeneration scheme.

The Council is currently exploring opportunities for a Park Ward regeneration scheme and to that end has commissioned a 'place shaping' strategy. This is expected to be completed in late 2016/early 2017 and will present evidence and options for moving forward with a 'revitalisation' of the Sincil Bank area in 2017.

If the council decides to adopt this as a key strategic project it will be essential to ensure sufficient resources are allocated to ensure its successful delivery. As part of that it will be vital to consider how neighbourhood working fits in to this project both as a concept in delivering better communities but also in terms of how the Neighbourhood Working team resources are best used to contribute to the aims of the scheme.

6) Staffing levels

There have recently been several changes to the staffing in the neighbourhood working team with several staff moving on to other positions. As with any staff vacancy it is essential to briefly consider what the purpose of the post is and whether the current format is still the right one before recruiting.

The current situation is that 3 of the 9 posts are either filled on a temporary basis or are vacant. This level seems to be a suitable catalyst to consider a more fundamental review of the number and type of roles within the team and their purpose.

7) Collaboration with other City of Lincoln Council teams.

Much work has taken place in recent years across the council in delivering against priorities that the neighbourhood working team also deliver on. For example in 2014 the City of Lincoln Council produced its Community Cohesion strategy and in 2014 its first Anti-poverty Strategy. Thus the role of other teams within the Council has also changed over the last few years to deliver these priorities.

While there is still much to do, the focus and purpose of the Council, of other teams and the Neighbourhood Working team are more aligned than ever before and the emerging strategic plan - *Vision 2020* - will see similar priorities further embedded.

Equally there is potential overlap, duplication and possibly conflicting priorities across some teams such as community cohesion, ASB, poverty and community services.

It is therefore more essential than ever before to ensure that we do not duplicate work across the council and that teams working in our communities are working together towards the same outputs cohesively. This review provides an opportunity to consider and resolve some of those issues.

8) Increasing the resilience and independence of Neighbourhood boards and our communities.

Two of the three outcomes of our Neighbourhood Working Strategy (discussed in more detail below) are

- Strengthening accountability to local people,
- Providing community leadership at neighbourhood level

The neighbourhood working teams have delivered a great deal of very positive work in our communities and have been successful in delivering Neighbourhood Boards in all 8 of the 8 communities they work in. All of these boards have a mix of community, organisation and council representatives on and are chaired by either residents or in some cases by officers of the Council. This has undoubtedly strengthened accountability to local people and has encouraged community leadership.

However one of the fundamental principles of neighbourhood working is that it is not intended to stay in an area indefinitely - it is intended to build the capacity of the community to help itself, to engage with partners on behalf of the community, to build community and social capital in an area and then to move on. Equally the service should not be designed to support boards indefinitely, rather the neighbourhood working team should ensure that the boards become self-managing, independent of the council and resilient.

While it is difficult to do so it is essential that we ask ourselves the difficult questions

- how long do we stay in an area for?
- how much resource do we continue to commit?

- how much are we delivering?
- have we delivered all we can?
- would somewhere else benefit from those resources more?
- when is the right time to move on?

Neighbourhood Working in Lincoln has delivered some great successes over the last 10 years but other than a review in 2012 which saw an expansion of the areas covered it has delivered in largely the same way for nearly all that period of time. It is opportune to ask whether the communities we are supporting are moving forward and becoming more resilient and if so – how do we withdraw publically funded support and allow them to develop; if not what is the best model, and the most appropriate level of resource to use to deliver that level of self –sufficiency?

While all of the factors above are good reasons for maintaining neighbourhood working in some form, they are also very good reasons for asking is it fit for purpose moving forward.

B. Current service provision

The neighbourhood working programme is focussed around areas where there is an identified need (based generally on deprived areas in the Indices of Multiple Deprivation) and is about improving the quality of life in those areas.

The team are generally not service providers but rather facilitators and connectors, encouraging and supporting different agencies, voluntary and community organisations and the residents themselves to focus work in these areas to improve the quality of life for those who live there.

Their work covers a whole array of different tasks and outcomes including

- managing community facilities;
- supporting or arranging events, promotions and campaigns;
- writing funding bids;
- identifying needs, gathering data and turning that in to intelligence;
- persuading negotiating and supporting organisations to deliver bespoke or focused services in their areas;
- signposting individuals to established support;
- providing a link between residents and the council and other organisations;
- reporting problems to the Council or other agencies on behalf of residents;
- providing a listening ear or a shoulder to cry on;
- providing a framework for residents to come together and empower themselves.

How does Neighbourhood Working work?

There are currently three core teams working on the programme. The teams are split into the North, Central and South areas of the city. Coverage is as follows:

North team

- *St Giles*
- Ermine
- Glebe Park (light touch)

Central Team

- *Abbey and Tower*
- Park ward including Sincil Bank and Bracebridge.
- (Some work has been undertaken in Carholme however the majority of our presence in that area is from the Policy team from a Community Cohesion perspective)

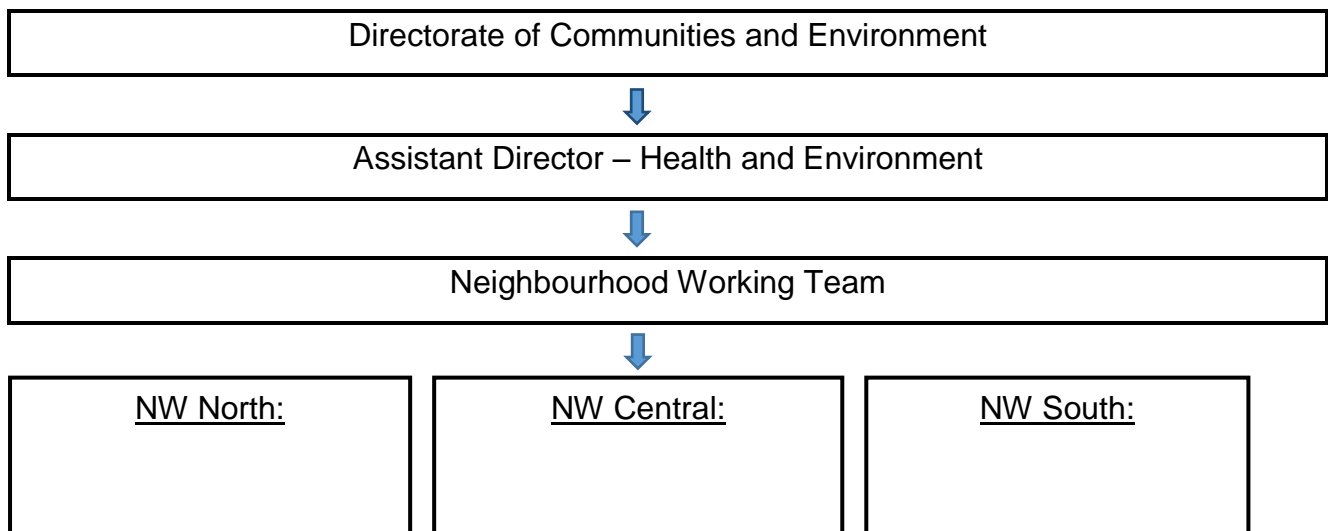
South team

- *Moorland*
- Birchwood

The programme is based around areas where there is an identified need through analysis of the Indices of Multiple Deprivation or other similar local data. Originally the programme started in Moorland and developed in to St Giles and Park Ward.

Team structure

The team sits within the



Each of the three Neighbourhood teams have the same structure -

- 1 x Neighbourhood Manager.
- 1 x Neighbourhood Administrator.
- 1 x Community Caretaker.

Given the different needs of each community, the different agencies that work in the communities and the strengths and personalities of individuals working and living in each community, how the team works in each area is slightly different but a brief overview of the core purpose of each role is:

Neighbourhood Manager

The Neighbourhood Manager develops partnership working and resident involvement in local decision making by establishing and supporting the Local Neighbourhood Board. They have the responsibility for exploring the needs of each community and the ways these can be addressed by working and learning together. They therefore have responsibility for producing a Neighbourhood Plan for each area.

Once developed the manager then has a role of supporting the board in monitoring delivery of the Plan, through a mixture of further capacity building in the local community, gaining commitments for action from partners and developing/bidding for funding for new initiatives to meet the needs.

Neighbourhood Administrator

The Neighbourhood Administrator is responsible for keeping the neighbourhood informed and up to date with what services are available. This includes setting up neighbourhood meetings and taking minutes, preparing posters for events, compile local newsletters and keeping social media up to date.

Community Caretaker

The Community Caretaker spends most of their time out on the streets looking out for environmental issues, such as dog fouling, graffiti and fly tipping, so that they can be reported to the relevant department or organisation. They are also able to provide residents with information, encouragement and the tools to report problems themselves.

As this role has developed the community caretakers have often been involved in small projects such as 'In bloom' or facilitating community events.

The current structure allows that one of the three neighbourhood managers takes the role of programme lead at a more senior grade managing the overall direction of the service and providing line management to the other two Neighbourhood Managers.

As can be seen from the diagram above, of those 9 posts, 3 are either vacant or filled on a temporary basis.

The Neighbourhood Working Strategy

The Neighbourhood Working team have a strategy that sets a framework for their work "City of Lincoln Council Neighbourhood Working Strategy – 2013-2018"

The strategy states that the purpose of the service is:

'To improve the quality of life for Lincoln residents ensuring service providers are more responsive to neighbourhood needs especially in communities which experience the most disadvantage, where need is greatest'

The strategy focuses on three outcomes:

- Strengthening accountability to local people,
- Prioritise activity aimed at reducing poverty and disadvantage with an emphasis on the economic disadvantage element and
- Providing community leadership at neighbourhood level

This is achieved by following a core 7 step pathway, and driven by the neighbourhood teams. In summary this model is:

1. Getting people involved
2. Exploring a shared vision for the neighbourhood

3. Form the Neighbourhood Partnership / Board
4. Gather evidence base for the Neighbourhood Plan
5. Delivering the Neighbourhood Plan
6. Assessing impact and review action plan
7. Review the neighbourhood plan and partnership

In delivering against the outcomes the team has the following core objectives

Core Objectives for the Neighbourhood Teams

1. To build the capacity of the neighbourhood boards enabling them to;
 - Understand and interpret the data, information and intelligence turning this into a needs assessment
 - Prioritise the needs within their local area and develop a neighbourhood action plan designed to address priorities
 - Review progress and performance against the plans, holding partners to account for delivery of their actions

How are we doing? This objective is broadly met. Of the 8 neighbourhood working areas all have active boards and 5 have Neighbourhood plans meaning that these three bullet points are broadly met. The significant issue is are these boards sustainable or resilient if neighbourhood working resource is reduced or withdrawn from a particular board or area? (as per the overarching principle of neighbourhood working of not staying in an area indefinitely) It seems that we have a mix of those that are and those that are less so.

2. To have a physical presence in the area and identify, recruit and support residents, enabling them to play a full and active role in a neighbourhood board which is representative of the local community and where residents have a key role in the decision making process.

How are we doing? This objective is broadly met. All 8 neighbourhood working areas have active Neighbourhood boards.

3. To influence service providers to ensure that they are targeting areas of greatest need (be it health issues, crime, traffic, income, activities for young people, street scene

concerns etc.) and help them to design service delivery methods, approaches and measurement which maximise effectiveness within deprived and disadvantaged neighbourhoods. Ensure that services are held to account by neighbourhood boards for this delivery

How are we doing? Some good success in this area but this is always ongoing work and as discussed above the refocusing or withdrawal of services makes it difficult to influence. Additionally it is a big resource demand on agencies and organisations if we seek a focussed approach across all 8 neighbourhood working areas.

Whilst objective 3 above drives the Neighbourhood programme in an area to meet identified need with partners, the NM's in each area will also have a specific focus on the following:

4. To engage key partners in the neighbourhood boards ensuring that local economic activity (as a key underlying determinant for health and wellbeing) is identified as a priority and that opportunities for both key skills development (and/or confidence building) and income maximisation are available to residents within the area.

How are we doing? There is some success in engaging partners but more could be done by refocusing priorities and resources of the neighbourhood working teams.

5. To improve the general look and feel of defined areas (i.e. street scene) not only through the proactive use of the Community Caretakers for resolving immediate environmental issues, but also by adopting the Team around the Place approach, identifying and working with partners and different service areas to remove the causes of repeated environmental problems, e.g. Graffiti, fly-tipping, etc.

How are we doing? Some great work has been delivered against this objective particularly where the Council's Community Services team are not able to influence or do not have a duty (e.g. the 'In Bloom' competitions). However there is overlap and sometimes raised expectations and contradiction in what statutory services can deliver against the expectation of communities. The interaction between neighbourhood working teams and those services needs reviewing and clarity.

6. Work with the police and anti-social behaviour team to reduce the incidence and prevalence of anti-social behaviour and hate related crime e.g. racist and homophobic

issues. To more generally work with the local community to improve community cohesion in the area.

How are we doing? A great deal of work has been done by all agencies in this area. Dealing with hate crime is now an embedded principle of the Council's ASB and Public Protection team and there is a corporate focus on some thematic elements of community cohesion.

Neighbourhood Boards and Action Plans

One of the key functions of the Neighbourhood Working teams are to set up and support a Local Neighbourhood Board in each area and support the Neighbourhood Action Plan process.

Local Neighbourhood Board

Each board is made up of the local residents and organisations who operate locally or who have a remit to address the priorities identified.

The board should consider data and information of both a qualitative and quantitative nature from residents and service providers to draw together a local evidence base.

All boards are supported administratively by the Neighbourhood Working administrator.

Neighbourhood Action Plan

This local evidence base is considered by the board and this leads to the formulation of a set of priorities and potential solutions which are pulled together in the form of a three year Neighbourhood Action Plan.

The Local Neighbourhood Board has responsibility for monitoring delivery of the neighbourhood action plan overall and in particular holding to account those organisations committed to activity within the plan to ensure it is delivered.

While all areas under the neighbourhood working programme have neighbourhood boards, a number of the newer areas are still in the process of developing action plans.

A copy of the 2015 Neighbourhood Working Annual Report is attached at appendix 1. This highlights some of the success of the service during 2015.

C. Options Appraisal

There are a number of potential scenarios for future delivery of the service.

Even if there were no budget pressures there are opportunities to consider reviewing the structure and it is timely to do so for many of the reasons highlighted in section A.

Any future delivery model needs to address the following issues (which build further on drivers for change) –

- A large amount of time is spent delivering administrative work supporting the boards – how do we support and encourage other members of the boards to contribute to or take over this role? The current model is unsustainable.
- How do we support and encourage the voluntary, community and resident sector to take over some or all of the elements of neighbourhood working to ensure it is fully part of community life and therefore sustainable? This is a fundamental objective of N.W.
- The documented neighbourhood working model is very top down in terms of process (strategy, boards, data, plans, monitoring) – this can often put off residents who want to engage in specific projects or less formally rather than sit on a board and monitor plans. It may also disengage VCS organisations for similar reasons.
- The resources we have are too thinly spread to take significant impact on deprivation in all areas of the city – is it appropriate to withdraw from certain areas and refocus and use our resources over a smaller geographic area for maximum impact? We must also consider if it is appropriate to focus on a smaller number of themes – should we focus on lifting people out of poverty through offering them pathways into skills acquisition and ultimately employment? This would certainly tie in with our Poverty Strategy work and our strategic aims of Grow the local economy and Protect the poorest people in Lincoln.

- Is it time to withdraw from certain areas in any event and let other groups or organisations take the lead in their communities (e.g. Birchwood Big Local) and allow a different model or type of community working and development to permeate through our communities?
- Other groups such as those in the VCS are often able to bid for grants to a much wider number and type of funding streams not open to the City Council. Conversely there is a risk that VCS groups might 'chase funding opportunities' rather than focus on previously identified objectives and outcomes, but the empowered neighbourhood boards could hold partners to account.
- Other teams within the council now overlap significantly with neighbourhood working such as community cohesion, poverty, cleansing and housing officers. While roles and responsibilities are reasonably well documented, occasionally there is duplication with two or more officers attending meetings, or tension emerging between neighbourhood working and service delivery teams who see the duplication or worse, feel neighbourhood working is increasing demands on already stretched service resources. This overlap needs consideration.
- The Community Caretaker role has been successful in identifying issues, but not without the tension highlighted above. It was never intended to be a long term model and was set up to both report issues on behalf of residents who often wouldn't report directly to the council and to monitor and report on the council's performance in dealing with these issues and to provide an integrated interface between neighbourhood working and those council services dealing with those issues. This interface has never really happened with the two teams remaining separate. Effectively this adds a layer of bureaucracy and resource which we can no longer afford. Additionally more tools (e.g. on line/using smartphones) are available to both the public and staff to report such problems.
- How does the Council focus in and resource additional community work on any regeneration project? In order to ensure the greatest success of any such regeneration project it must focus on supporting individuals and communities and create an operating environment where significant local change can be brokered.
- Members, Management and community boards have in various ways expressed a desire to be more output focussed and this might be delivered by enabling the Community Caretaker and neighbourhood working administrator to be more project focussed and enabled to deliver rather than monitor and refer. This has been a

particular topic for Performance Scrutiny Committee at the annual scrutiny of the Portfolio Holder for Community Cohesion and Social Inclusion. This committee are keen to see real impact over time on the indices of multiple deprivation.

- There is a parallel review of the functional split between the Directorate of Housing and Regeneration (DHR) and the newly formed Major Developments Directorate (MDD). The neighbourhood working review must consider the potential to move the whole neighbourhood working service into the DHR directorate, to be line managed by an emerging structure within that directorate.

Although there are many permutations for changing the delivery model they will essentially fall in to one or other of the following options -

<p><u>Option1 - Review overall program but maintain current level of staffing and service</u></p> <p>Options might include</p> <ul style="list-style-type: none">○ Reviewing the neighbourhood working model;○ Withdrawing from certain less in need areas and consolidate existing staff into the remaining areas.
<p><u>Option 2 - Reduce the number of areas we operate in</u></p> <p>Options might include –</p> <ul style="list-style-type: none">○ Reduce number of areas to 2 areas based on either North/South or East/West or regeneration area/rest of city or two most deprived areas etc.;○ One team across the whole of the City with a set of priorities based on return on investment/impact.○ Focus intensely in 1 area of the city only.
<p><u>Option 3 - Reduce the structure of the team and refocus staff and service priorities</u></p> <p>Options might include creation of</p> <ul style="list-style-type: none">○ A project officer based post and/or;○ Specialist officers (e.g. skills in employability and training, community cohesion, regeneration); and/or

- Dedicated apprentice post;

Option 4 Withdraw entire service

Options include:

1. Reallocate a small amount of resource into a service area to fund an additional officer around current community priorities (e.g. dog fouling, littering ASB etc. enforcement, employment and skills); or
2. Enter in to a service level agreement and make a contributory payment(s)/ grant or similar to a third party organisation(s) towards community development work; or
3. Enter in to a service level agreement with a third party for the delivery of a service or project to address a specific identified need (e.g. health intervention work; employment and skills training for residents);
4. Release entire savings and make no provision for service.

D. Proposed Option

Based on the above assessment, and the evaluation in section E below, the proposed option is a combination of options 2 and 3 above and is now offered for consultation.

Key features are:

* Reduction to one team focusing intensely in one area of the city only. If the council moves forward with a regeneration scheme then it is proposed that will be the targeted area. If not, the scheme will be based in an area of greatest need, but also where the greatest impact can be achieved. Views on which one would be welcome as part of this consultation process.

* Reducing the breadth of issues tackled by NW to emphasise a focus on lifting people out of poverty through offering them pathways into skills acquisition and ultimately employment?

Views on this would be welcome as part of this consultation process

* A redesign of the team to include:

- One Community Manager;

[This post would lead on engaging the community, exploring the needs and desire of the community, considering how these needs can be met and developing partnerships and producing a Neighbourhood Plan or similar to deliver on and monitor against those objectives and the aims of the Council's Vision 2020 in that area]

- Deletion of the Community Caretaker role,

- Creation of a Community Connector role;

[This post would support the Community Manager in identifying and delivering actions or projects to meet the objectives in the Plan. It will connect residents with services and the agencies that deliver them, partners with data and tasks with resources to deliver them].

- Small redesign of the Neighbourhood Administrator role to become Community Support Assistant role;

[This role would support the other two roles, it would keep partners and residents up to date with services, events and data (newsletters, social media, and arranging events) and facilitate the work of the team.

- A permanent apprentice role in neighbourhood working.

[The creation of a permanent apprentice role within the team would create a great opportunity and allow an apprentice to flourish and meet the requirements of their NVQ while contributing to the work of the team and growth of the community.]

* A potential move of the NW service into the Directorate of Housing and Regeneration to better align with the emerging regeneration area.

Under this proposal, withdrawal from those areas no longer served by the Neighbourhood Working team would commence after 'call in' period for the Executive decision has ended and be completed within 3 months of the decision.

The proposed option has a number of strengths and weaknesses discussed further below. Inevitably a reduction in resource that the council invests in neighbourhood working will lead to a reduction in the resources available in the community.

An absolute key role for any revised neighbourhood working team will be focused on helping people into decent, fairly paid employment. All the evidence suggests that the most sustainable way to lift people out of poverty is to support them into permanent employment.

However in terms of direct service delivery of key statutory functions (policing, street cleansing, children's' and adult services, benefits advice and delivery, housing) it must be remembered that Neighbourhood Working is not a service deliverer - rather they are a connector and facilitator and therefore those services will continue in their current format.

The specific area that will be the focus of the Neighbourhood team moving forward will be chosen following consideration of the data and intelligence available, based around opportunities to deliver or contribute to wider projects and in consideration of the Council's Vision 2020, strategic priorities and aspirations but also those priorities of other organisations. Pragmatically if other organisations are proposing to invest significantly in one of our communities we may be able to support that investment by focusing our neighbourhood working time and resources in that community.

The proposed structure seeks to ensure that as far as possible we move away from monitoring, referring issues raised by residents, and administrative tasks to a new way of working that uses the skills of staff to directly contribute towards tackling the key issues found by the community.

The proposed changes make a significant and important contribution to the council's savings programme.

E. Appraisal of Proposed Option

The proposed option above has a number of strengths and weakness and risks associated with it.

It must be acknowledged that given the number and variety of agencies and organisations that work in those areas, the physical and social strengths and weaknesses and needs of some of our communities, and a whole array of other parameters that make one neighbourhood so different to another, it will be near impossible to document all of the matters that might arise from withdrawing from our current neighbourhood working areas.

It is also acknowledged that other issues will be raised as part of the consultation that require further consideration.

However, the preferred option at this stage is based on:

Strengths/ Benefits
It allows the city council to refocus its neighbourhood working around the corporate priorities.
Refreshed focus on delivery of projects in the area selected specifically with a focus on improving skills and employability and helping people in to employment.
Allows the voluntary and community sector together with residents to take the lead in communities and refocus activity for those areas no longer to be served by neighbourhood working.
Delivers a significant saving to the council's Medium Term Financial Strategy, in line with the budget saving.
Allows the service to focus on doing fewer things well for maximum impact, especially in terms of a renewed focus on helping people move into decent quality jobs.
Core services in all our communities will still be delivered by the range of organisations responsible for those services.

Enables resource to be allocated to deliver community development work in the selected area.
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Issues/ Weaknesses:	Mitigation
<p>There is still work to be done in some or all of our existing neighbourhood working areas, some of which the neighbourhood working team have only begun to engage with more recently</p>	<p>In most areas there are established voluntary, community, charitable or resident led groups. These will have to continue the good work that has already started.</p> <p>There is no suggestion that the services that other agencies and organisations currently deliver will not continue to be delivered. It is unlikely that any services will be withdraw purely because the Neighbourhood Working team has withdrawn from an area.</p>
<p>Withdrawal of neighbourhood working from some areas will send a negative message to communities and other organisations that we no longer prioritise those deprived neighbourhoods.</p>	<p>The unprecedented and continued pressure on public funding particularly in local government is well documented. Our proposed continuation of neighbourhood working albeit focussed in only one area should be evidence that we remain committed to supporting deprived communities although acknowledging this is in the context of much reduced resources. The City Council remains one of the few councils nationally that funds neighbourhood working without any form of grant assistance.</p> <p>Additionally the Council's Vision 2020 will clearly articulate the continued focus on tackling inequality through our strategic priorities. Such activity will therefore not</p>

	<p>solely be delivered by neighbourhood working moving forward.</p> <p>Council services will still support neighbourhoods and communities, and boards will still be attended by relevant teams to respond to local issues</p> <p><u>We would seek your views as part of the consultation on the teams required and frequency of attendance.</u></p>
Significant reduction in the amount of signposting available to residents in our current neighbourhood working area.	<p>Other organisations and groups will still be able to support residents in finding the services they require.</p> <p>There is a much more information available electronically than ever before with websites like Lincs2advice.org.uk providing an invaluable resource for residents and practitioners alike. <u>We would welcome views as part of the consultation on how we can maintain provision of information in communities.</u></p>
Significant reduction in the resource available to promote the campaigns of various organisations in the community. Because of their presence in the heart of communities the neighbourhood working teams are readily placed to promote a whole variety of campaigns from the City Council and other organisations directly to potential service users or hard to reach groups etc.	<p>Organisations will have to seek other channels to promote their campaigns (e.g. contact lists held by the VCS)</p> <p><u>Views are sought from partner organisations on the tools and techniques they do use to identify and target communities.</u></p>
Neighbourhood boards and other groups that we have provided administrative support for (including arranging meetings, agendas and minutes) will have to find alternative arrangements. This may put those groups at risk if no one steps forward to take over managing those groups	<p>Other members of the boards/groups or those not currently on boards will need to fill this gap and support the boards/groups.</p> <p>We would encourage and support options to allow volunteering opportunities on the neighbourhood boards.</p> <p><u>Again, this consultation seeks views on the</u></p>

	<u>scale of support required, how groups can be supported to quickly become fully sufficient and what options there might be available to allow administrative support to be provided on volunteering basis or from within the community.</u>
There may be less events organised in affected areas.	<p>Most of the successful events in our neighbourhood working areas are not delivered by the Neighbourhood Working team but by the community (although they may support them by way of staffing or financially). Where this is the case funding will have to be sought from elsewhere.</p> <p>There will be a reduction in 'signposting' events - those events that bring people together to raise information about services or 'what's on' in an area as many of these have been organised by the Neighbourhood Working teams.</p>
Less or no neighbourhood working resource to improve the general look and feel of the 'street scene', within neighbourhood working areas	<p>We have established Public Protection and Community Services teams that respond to relevant issues in our communities. The Public Protection team was created by pulling elements of other enforcement teams together to provide a rounded enforcement service and was introduced since the last review of neighbourhood working. The PP team may wish to consider how they absorb resident and community priorities (which are currently channelled through the Neighbourhood Working teams). In addition, Housing Officers are active within areas that are predominantly council housing and have a role in maintaining the local environment.</p>
Some sections of our communities may still feel unable to report Public Protection type	There are more channels available to report such issues than ever. The

issues directly to the council (fly-tipping, dog fouling etc.) for whatever reason. We may therefore initially see a small decrease in reporting of these issues and therefore possibly an increase in incidences or a delay in resolving these issues.	Communications team and Public Protection team may have to do some work to promote reporting and initially increase procedure inspection work to identify problem areas until residents become confident in direct reporting.
There will be significantly less neighbourhood working resource to influence service providers and key partners to ensure that they are targeting areas of greatest need and ensure that these services are held to account by neighbourhood boards for this delivery.	Neighbourhood Boards will still be able to hold service providers to account at these boards. Neighbourhood working will still be operating in an area and hence able to exert some influence.
In some areas there will be no COLC resource available to identify, recruit and support residents, enabling them to play a full and active role in a neighbourhood board.	Residents that are keen to engage with volunteering or playing a more active role will still be able to engage through the various VCS groups, the Neighbourhood Board or similar. <u>As part of the consultation, we are keen to hear how VCS can further support residents in areas where neighbourhood working would no longer operate.</u>
There will be a reduction in the collation of data and the development and monitoring of neighbourhood plans.	Neighbourhood Boards will still continue with the same remit as they have now. Unless they choose to amend their terms of reference which they will be more easily able to do without the neighbourhood working framework required by the city council. They will therefore still be able to prepare plans, collect data and monitor the success of plans, but will have to be more self-sufficient in doing so. Information routinely collected by the City Council at ward level will of course be made available to these community groups.

<p>There will be reduced resources available to engage key partners in ensuring that local economic activity is identified as a priority and that opportunities for both key skills development and income maximisation are available to residents within the area.</p>	<p>There are several VCS organisations and statutory agencies focused around improving skills and providing work based training for residents. Abbey Access Centre is a good example of this.</p> <p>Additionally the work done in delivering the Council's Poverty Strategy aims to maximise income and reduce poverty across the city. It must be emphasised to date neighbourhood working has not been a delivery agent for this work.</p>
<p>Reduced resource to work with the police and anti-social behaviour team to reduce the incidence and prevalence of anti-social behaviour and hate related crime e.g. racist and homophobic issues.</p>	<p>The Police do treat reports of hate crime and ASB seriously and attend all of the Neighbourhood Boards to present information and answer questions regarding priorities and issues. There are also Neighbourhood Policing Panels in some areas providing another layer of engagement with communities. The City Council's separate hate crime working group will continue to identify hot-spot areas. The police role will not be diminished.</p>
<p>There will be a reduction in the direct delivery of some community cohesion work in the communities that neighbourhood working will pull out of.</p>	<p>The City Council has a published Community Cohesion Strategy focussing on three themes –</p> <ul style="list-style-type: none"> • Islam, the new mosque, extremism and faiths working together • Students and integration in to the community, • Migrants, language, education, integration. <p>There is some resource in the Corporate Policy team to deliver against these themes across the city, which will remain in place. It is proposed that in the targeted</p>

	neighbourhood working area that the neighbourhood working team will still deliver general community cohesion work and against the community cohesion strategy themes with, or on behalf of, the policy team.
Line management of the Neighbourhood Working team needs consideration particularly given that responsibility for delivery of any regeneration area sits within the Directorate of Housing and Regeneration.	<p>There is a parallel review of the functional split between the Directorate of Housing and Regeneration (DHR) and the newly formed Major Developments Directorate (MDD). There is an option to move the whole neighbourhood working service into the DHR directorate, to be line managed by an emerging structure within that directorate. The synergies of such an approach include:</p> <ul style="list-style-type: none"> • Building on the proposals within the parallel review, the creation of critical mass of officer resource collectively focussed on the renewal area; • Single, clear line management function of the services directly tasked with improving the renewal area; • More transparent and accessible structure for agencies and residents to engage with in the renewal area. <p><u>Views are sought on moving the NW service into the DHR directorate.</u></p>
There is likely to be a reduction in the availability of facilities available to the community and for agencies to use e.g. for drop in sessions. Each area has an associated building –	Any reduction in accessibility to the community buildings will in the north and south be a tangible effect of the withdrawal of the Neighbourhood Working teams. However, it should be noted the central

<p>Moorland Community Centre – South; St Giles Matters Building (Markham House) – North; Belmont Street – central. Withdrawal from any of these areas will most likely result in a reduction of the time these buildings are open to the public or cause them to be shut to the public altogether.</p>	<p>facility is less widely used as a public hub but is well used by other agencies. There are several community type facilities available across the city in all areas (although some are less accessible or have restrictions on hours) North – there are other community facilities available in the area such as St Giles Community Centre, St Giles Community Church, St Giles Academy, Tesco's Community Room, Sudbrook Drive Community Centre. South – Moorland Community Centre, Birchwood Community Hall (Boiler House), Birchwood Community Hub and Library. Central – YMCA, Walmer Street Church, Lincoln College, Abbey Access Centre (Arboretum Lodge), Development Plus, Bud Robinson Community Centre, Bridge Community Centre. <u>As part of the consultation, we would welcome views on how our community centres or partner buildings could be utilised as signposting points for services.</u></p>
<p>Associated with the above – all of our buildings have other agencies who work out of the buildings most notably the Police from North and Central. It is unlikely that the Police or other agencies will want to take responsibility for these buildings and will have to consider alternative arrangements.</p>	<p>This will need further consideration and will be the subject of specific consultation with these agencies.</p>

G. Consultation proposed

Consultation will be undertaken with a wide range of voluntary and community groups, organisations and the public including –

- (1) Ward councillors;
- (2) Residents;
- (3) Neighbourhood boards;
- (4) agencies working in our communities;
- (5) those who share premises with us;
- (6) Internal COLC teams – e.g. Benefits Advice, Property, Recreation & Leisure, Housing, Community Services, PPASB
- (7) community and voluntary sector groups working with neighbourhood working;

Consultation will be undertaken by way of a number of consultation questions but views are sought on all aspects of the proposal.

Consultation responses will be summarised and included in the final business case.

Electronic consultation responses should be sent to simon.colburn@lincoln.gov.uk using the subject header *NW consultation* or by post to

City of Lincoln Council

City Hall

Beaumont Fee

Lincoln

LN1 1DB

Consultation responses should be received by 9am on Monday 23rd January 2017

Appendix 1 – NW Report 2015



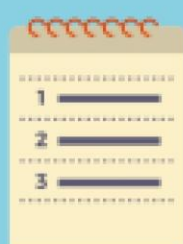
CITY OF
Lincoln
COUNCIL



Annual Report

2015

Our Neighbourhood Programme works in 8 neighbourhoods in Lincoln, chosen because of the challenges they face relating to poverty & disadvantage. Our aim is to bring together those who live and work in an area to create a shared vision for positive change.



In 2015, we began work on Neighbourhood Plans in Moorland, Bracebridge and Ermine East. Neighbourhood Surveys were sent to over 4500 households. We also sought the views of children and young people through surveys designed by pupils from Priory Witham Academy.

We then looked at data about needs in the area and held events and workshops so that we could talk to residents and partners about the issues that matter most to them.

Each area then chose priorities to work towards over the next 3 years and formed action plans that are updated regularly. These are overseen by the local neighbourhood board consisting of those who live and/or work in the neighbourhood itself.

Neighbourhood Working could not succeed without the efforts of our partners. We worked with over 134 different organisations in 2015.

134
Partners



3067

Occasions when residents accessed services hosted by Neighbourhood Teams

Our 3 neighbourhood offices operate an 'open door' policy and are happy to assist any resident seeking advice or assistance on any issue affecting their quality of life.



We provided access to a computer or telephone.



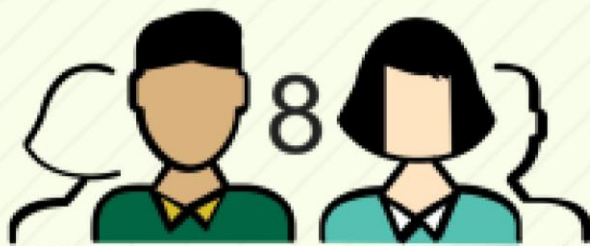
occasions when advice or support was provided by the team



440

occasions where we signposted residents to other services

**NEIGHBOURHOOD
OFFICES**



We now have active Neighbourhood Boards covering all eight areas of the programme, following the addition of Ermine West in January 2015.



These Boards currently oversee action plans in 5 of our neighbourhoods.

Over 96% of actions are on target.



Promoting events and services in our communities is one of our core roles.

During 2015 we produced quarterly newsletters in St Giles and Moorland. We also part-funded newsletters in Abbey and Sincil Bank.

Every year we produce a summer activities booklet for the south of Lincoln covering all the different activities available to children and young people in the summer holidays.

We also produced a Birchwood Directory of Services and are in the process of updating our directory for the Moorland area.

In March 2015, we repeated our annual satisfaction survey with Board members. We maintained 100% satisfaction with our service, with 72% stating they were 'very satisfied' with their teams performance.

Noel Tobin received an award from our Healthy Lifestyles Team for Partnership Working



Paul Carrick received 'Highly Commended' in the Students Union Community Partnership Awards



Jose Bruce was part of the City Council Team that achieved runner-up in the Local Authority Challenge for East Midlands

"Quite outstanding in both their timely response and offers of support"
Paul Drury, LCC

"Paul has a real passion to make change"
University of Lincoln Students Union

"Thank you so much for all your support, you are such an asset to the process"
Penny Chafik - Chair Green Spaces subgroup

The teams developed a number of community events in 2015 including:-

Sk8jam event - delivered in partnership with The Showroom, Two Seasons and Positive Futures. Over 30 competitors took part in this scooter, BMX and skateboarding competition.

Annual Winter Warmers day held at St Giles on 26 November, with a range of agencies providing advice to residents.

120 people attended the Abbey Heroes event on 23 October which celebrated 60 residents nominated for their contribution to the local community.

In preparation for dog microchipping being required by law in April 2016, events were held in partnership with Dogs Trust in Birchwood & Ermine East, with 69 dogs receiving free microchips. We also partnered with PDSA again this year to run events in 4 of our neighbourhoods where 108 dogs received free wellbeing checks from a veterinary nurse.

We also supported a range of events held in our communities including the St Giles Gala; Youth Fun Day on Ermine East; Volunteers Quiz Night; Great Big Coffee morning for Macmillan Cancer; Without Prejudice Event at Priory Witham Academy and engagement events in Sincil Bank organised by Green Synergy.



In Bloom gardening competitions were held over the summer in 5 of our neighbourhoods with 65 residents taking part. The logo was designed by pupils from Monks Abbey School.

Neighbourhood Boards funded a subsidised trip to Yorkshire Wildlife Park for Birchwood families; basketball & netball hoops for The Showroom; new community noticeboards in Moorland; and a larger litter bin for the Backies.

St Giles Matters hosted a number of courses including digital inclusion; Indian head massage; Creative Writing; and Recycle, Renew, Sew & Relove.



Neighbourhood Teams assisted with 18 funding applications in 2015



In March 2015, North Team delivered a graffiti project on Ermine West, with pupils from Castle Academy, Ermine Primary School and apprentices from the City Council's apprenticeship scheme. This project was funded by the Smoke Free Alliance and received a national award from the British Heart Foundation.

Our Faith Sector plays an increasingly important role in supporting our communities in need. Following his attendance at the National Faith Audit meeting in London, Paul Carrick sat on the steering group who developed the Lincoln Faith Audit Event held on 8 October.

In April, we began our 12 month Growth & Skills project exploring barriers to well-paid employment in Lincoln. This included interviews with employers in key sectors. We are now exploring how these recommendations can inform local projects.



We've continued to work closely with Monks Abbey School, including the development of a wildlife area and supporting a resident in the setting up of a uniform recycling project