



Ward: [All in Adur and Worthing]

Early Help and Think Family Neighbourhoods

Report by the Strategic Director (JM)

1.0 Summary

- 1.1 This report outlines two key programmes the Joint Cabinet are asked to consider:
- i) the West Sussex Early Help Action Plan, which Members are asked to sign both Councils up to; and
 - ii) the West Sussex Think Family Neighbourhoods, which Members are asked to note, along with the funding attached to this.
- 1.2 Members are also asked to approve the opportunity to apply to be a Community Budget pilot area under the Our Place programme in the New Year.

2.0 West Sussex Early Help Action Plan

- 2.1 Early help and support for families at their point of need is vital for enterprising and vibrant communities. A wealth of evidence shows the impact of intervening early, which not only has a positive impact on families and communities, but also reduces the need for more intensive (and costly) services. The national review of safeguarding arrangements by Professor Munroe, instigated by the Coalition Government, identified “early help” as a must in order to effectively deal with the safeguarding agenda for children and young people.
- 2.2 Adur and Worthing Councils have been focusing on early help for some time, through the preventative services directly delivered (e.g. preventative housing work with young people; Wellbeing Hubs; early intervention work around anti-social behaviour), the voluntary organisations that the Councils’ fund (e.g. CAB), the community groups the Councils’ support (e.g. the Northbrook Phoenix Project and Lancing United), the work both Councils commission (e.g. the Wellbeing Programme commissioned to the voluntary sector) and the Partnerships’ Adur and Worthing lead and support (e.g. the Local Strategic Partnership, Health and Wellbeing Partnership, etc).
- 2.3 The Councils’ Safeguarding Children and Young People and Adults at Risk Programme has also been developed over the last few years to focus on early help. This has required a cultural shift and a skilling-up and empowering of our workforce, to enable issues to be identified earlier and with more ownership by Officers.
- 2.4 Whilst our local activity and practice has been shifting in the direction of earlier help, the new West Sussex Early Intervention Action Plan (see Appendix 1) provides an

opportunity for Adur and Worthing to develop a clear and bold statement about its approach and to develop this agenda in a more coherent and joined up way. This Plan has been developed with the purpose of developing a vision of “early help” for all partners in West Sussex and finding ways of strongly embedding it in policy and practice. It is explicit in its aim for all partners to provide early help and support, at the earliest opportunity, for families who are experiencing difficulties.

- 2.5 Instigated by the West Sussex Think Family Partnership and the West Sussex Local Safeguarding Children Board (of which our Councils are a statutory partner with a Duty to Cooperate), it offers a touch-stone for all agencies in terms of how services can be realigned and commissioning decisions made to focus on early help and intervention. It is a timely opportunity for all partners to explicitly re-focus and galvanise their work together for families at the start of life (where interventions have the most impact, i.e. before the age of 5 years) and in the first signs of difficulty.
- 2.6 This is particularly pertinent for Adur and Worthing, which has a number of communities that are in greater need and have a number of challenges, including: readiness for school being lower than the national average in Worthing; significantly lower than the national average levels of educational attainment; major gaps in the provision of services for young people with low to moderate mental health or emotional wellbeing support, particular issues with communities in debt and a lack of budgeting skills; higher levels of out of work benefits claimants; and a range of health inequalities (alcohol harms, ill health and long-term conditions, social isolation etc).
- 2.7 Early help should therefore be at the cornerstone of our approach of facilitating and nurturing more enterprising communities, by ensuring that those who need services can access them with ease and without delay.
- 2.8 The focus of the Early Intervention Action Plan is on particular groups of families that require more than the universal services offer and prior to them becoming eligible for specialist services. It does not however seek to limit its influence to this cohort of families, but aims to influence all commissioning strategies to take an early intervention approach and to consider the needs of families rather than just individuals by themselves.
- 2.9 It is underpinned by principles emphasising that early intervention is everyone’s job and encouraging and actively listening to the voice of the family, establishing the need for effective engagement and creating holistic approaches around family needs.
- 2.10 The focus is on helping families to be independent and solve problems for themselves by:-
 - Being able to access integrated Early Help services
 - Not having to get to crisis before help is available
 - Finding help in their own local and known networks
 - Supporting them to take responsibility for problems and providing help to solve them where we can

2.11 It has a focus on increasing:

- The number of families who can cope independently with adversity and challenge
- The number of vulnerable families who are contributing to the West Sussex economy
- The engagement and capacity of communities so they can solve their own local problems
- Effective partnership working and multi-agency approaches to information sharing and professional practice

..and decreasing:

- Demand on intensive and 'crisis' services such as taking children into care.
- Barriers for families with emerging problems so they are no longer 'hidden'.
- Unnecessary expenditure on uncoordinated or inefficient early help services.
- The intergenerational negative patterns of behaviour that children inherit.
- The number of families who fall through the gaps between services.

The key outcomes are set out in the 'stronger' section of the Action Plan (p.13 – 14)

2.12 The Action Plan has been developed in a consultative way with partner agencies from statutory and voluntary sectors, including officers from Adur and Worthing Councils. It sets out 4 key principles articulated in the following vision:

*"In the future we will be **smarter** in the way we do things; children, young people and families will get what they need **sooner**; we will ensure the provision of support, supervision and co-ordination to ensure children will be **safer** and that outcomes for them will be **stronger**".*

2.13 A Delivery Plan will be developed from this by April 2014 setting out how the intentions of the Action Plan will be met over the lifetime of the document.

3. Think Family Neighbourhoods

3.1 Think Family Neighbourhoods (TFN) is also being developed across West Sussex, following the success of the Think Family programme. It focuses on key neighbourhoods, selected by:

- levels of child poverty;
- where families who meet the Think Family Expansion criteria live; and
- areas that could most benefit from some targeted work.

3.2 The aim of the programme is about facilitating and developing co-support within communities aimed at giving people more control and responsibility to improve themselves and their community. The focus is on developing more resilience in communities, meaning that families cope better, are more active and place less demand on (often expensive) services. TFN aims to ensure resources (people and funding) are prioritised and focused in these neighbourhoods and is a significant expression of the 'localism' agenda in West Sussex.

3.3 Within the TFN programme there is a stated recognition that:

- communities strengths and assets should be built upon and developed. This is evident in some neighbourhoods; in other areas it needs to be developed by working with and alongside communities;
- some neighbourhoods are struggling to find solutions to their problems on their own and place additional demand and pressure on services;
- additional and different investment and support are needed in some neighbourhoods to mend the social networks which have become damaged.

3.4 In Adur and Worthing a total of nine TFNs have been identified, which are small geographical areas within wards (in most cases they are Lower Super Output Areas with 1,000 – 1,500 population), which include:

- Worthing = Northbrook; Heene; Central area; and Broadwater.
- Adur = Eastbrook; Churchill; Peverel; Mash Barn; and Southlands.

3.5 There is recognition across West Sussex of the effort and in some cases, investment already made in many of these neighbourhoods over several years by multiple partners and communities. In Adur and Worthing this work has been largely led by the Local Strategic Partnership programme and its targeted neighbourhood work in areas of deprivation. This local programme is focused on working with local voluntary and community groups, facilitating networks, supporting groups, identifying gaps and tackling needs, all of which is based on working alongside groups to develop and co-design solutions. This has focused work in several communities over the years but in recent times has been scaled back because of external resource reductions. The current focus is:

- Northbrook – Action Northbrook (aligned with TFN Northbrook)
- Central – Action Centre (covering TFNs Central and Heene) and
- Eastbrook – Action Eastbrook (covering TFN Eastbrook).

3.6 TFN aims to build upon this work in two ways: widening the number of areas of focus; and developing a more coherent focus with more partners contributing to this agenda. It does not however mean more of the same. Rather, the focus will be on how we can further develop this work, building on what we have learned from working with communities and groups, and ensuring that we embed the principles and practices of co-design. This is aimed at facilitating an approach that enables others' to lead (alongside our leadership) in ways that work with the strengths in communities (and targets needs and gaps) and uses these to improve the sense of place, facilitating more active and involved families in their communities.

3.7 It does require a change to the way partners work together by focusing themselves around these neighbourhoods, by refocusing existing teams, resources and funding to these areas. Most importantly, partners and communities will need to work together in ways that build trust, develop support and facilitate community led and co-designed solutions. This requires all partners to have an open mind and a willingness to deal swiftly with problems, and to set aside professional differences in favour of the community needs. It is envisaged that this will result in more joined up teams with join plans, targets and ambitions that aims to reduce the frustration and confusion experienced by community members.

- 3.8 District and Borough Councils do have a leadership role for this programme, based on the fact that we know our communities best. Importantly some funding is attached to this programme to facilitate this work: £46,700 for Adur and £69,900 for Worthing, to be spent by April 2015. This will be held and managed by Adur and Worthing Councils and subject to agreed local plans.
- 3.9 The principles agreed for the Adur and Worthing TFN programme include:
- Families, communities and the voluntary sector are at the heart of this work;
 - The central need for “Early Help” within neighbourhoods;
 - Work programmes will be aligned better in TFNs;
 - Resources will be more targeted (and maybe pooled) in TFNs;
 - Professional boundaries between groups will be broken down;
 - Sensitivity to community needs – they know best;
 - Community strengths and skills will be used;
 - Co-production with communities;
 - The use of behavioural insights to tackle behaviour change;
 - The need to challenging ourselves and be innovative.
- 3.10 Each area is required to have a local governance framework to oversee and lead this programme. In Adur and Worthing a TFN Steering Group has been established, led by our Strategic Director (JM), with key representatives, including both the Cabinet Members for Health, Safety and Wellbeing. Local delivery and oversight will be determined through local groups based within the TFNs, some of which are yet to be identified and formed.
- 3.11 To develop a mixed economy of partnerships in ways that facilitate co-design and the principles of communities know best, the approach being taken in Adur and Worthing includes two tiers:
- a) TFNs Intensive, where more focused work will take place with leadership of Adur and Worthing Councils to test out innovations, and
- b) TFNs Light, which will be neighbourhoods led by others’.
- This is broken down as:
- Worthing
 - Northbrook – TFN Intensive, led by Action Northbrook
 - Heene and Central area –TFN Light, led by Action Central
 - Broadwater- TFN Light, lead TBC
 - Adur =
 - Eastbrook – TFN Intensive, led by Action Eastbrook
 - Churchill - TFN Light, lead TBC
 - Peverel - TFN Light, lead TBC
 - Mash Barn- TFN Light, lead TBC
- 3.12 Each TFN is required to have a Community Plan, the primary aim of which is to tackle the main Think Family outcomes of: worklessness; crime and anti-social behaviour (including domestic violence); and truancy / risk of exclusion and other outcomes including: readiness for school; improving school attendance;

awareness of and an aim to tackle domestic violence; parenting skills; improvement in physical and/or mental health, including increased/decreased use of planned health appointments; use of urgent health services such as A&E, out of hours GP, emergency dentist for all family members; awareness of and interventions to tackle substance misuse including harmful drinking; risk of homelessness (i.e., rent paid, eviction notices withdrawn etc) and debt management.

3.13 The objectives of the TFN programme in Adur and Worthing have been agreed as:

- Delivering positive outcomes and making lasting change in Neighbourhoods, especially where there are families likely to require intervention from the Think Family Expansion Programme (TFX) in the future, or are already engaged on the Programme.
- Building on the work of Action Northbrook and Action Eastbrook, to identify current activity and programmes already happening that contribute to TFNs priorities;
- Identifying the key priorities for this group (using the TFN Template), focusing on, what needs to be addressed, how it needs to be delivered, who is best placed to lead this, success criteria and timescales;
- Identifying the skills and community champions within TFN areas that can help develop this work;
- Identifying and scoping ways in which existing programmes can be better aligned to meet TFN objectives;
- Identifying and scoping new projects through TFNs funding;
- Devising ways of evaluating the effectiveness of this programme.

3.14 The programme states a desire to impact on some or all of the following but the choice of these is to be locally identified:

- Residents in TFNs feeling safer where they live;
- Residents feeling a greater sense of community-ownership, resilience and neighbourhood pride;
- Reduction in ASB and youth crime;
- Increase in school attendance (and reduction in exclusions);
- Increase in families in work;
- Reduction in families in debt;
- Evidenced improvements in happiness and satisfaction;
- Members' views are respected and considered; and
- Communities feel empowered.

3.15 In Adur and Worthing the Steering Group have identified some specific outcomes including:

- Better resilience within TFNs, meaning local residents are more able to cope with difficulties and are more equipped to help each other and be involved in their local communities;

- Agencies are more joined up, professional boundaries are reduced and families, community groups and the voluntary sector is supported and enabled.
- Communities having more influence on accessing resources.

4.0 Adur and Worthing's approach to early help and Think Family Neighbourhoods.

- 4.1 The Joint Cabinet is recommended to sign up to and support the West Sussex Early Help Strategy Adur and Worthing Councils. This will make a statement of our ongoing commitment to embed early help activity and work in our core business in ways that targets and provides help and support to families at the point they need it and in accessible ways. This will continue to focus attention on the prevention of problems escalating to a level where issues become entrenched and families are placing high demand (and high cost) on services.
- 4.2 Members have also been informed about the TFN as part of this report because it is envisaged that the targeting of "early help" to those who need it most is best delivered through the TFN programme. The principles and desired outcomes for both programmes fit well with one another and together enable a geographic targeting of early help in areas of greatest need.
- 4.3 For the purposes of the TFN programme, the Joint Cabinet is asked to delegate responsibility for the management and decisions of the TFN budget to the Strategic Director (JM), in collaboration with the Adur and Worthing TFN Steering Group. Members are asked to note that the TFN programme has commenced and work is taking place to scope out its focus and identify and secure lead partners. More work will take place in due course to raise awareness of this work with local Ward Members. However it is recognised that the work and the outcomes, rather than the programme (which could be seen as "labelling" neighbourhoods) will be focused upon.
- 4.4 Both the Early Intervention Plan and the TFN programme fit well with the principles and intentions set out in our new vision – Catching the Wave. Providing early help for families, particularly in areas of greatest need, and helping them to navigate the system of services is at the centre of our new vision and desire to facilitate and nurture more enterprising communities and to do this in ways that listens to and works with the voices of families and seeks to collaborate and co-design solutions.
- 4.5 Members are also asked to note that as part of the TFNs programme, the opportunity has arisen for Adur and Worthing to apply to be a Community Budget pilot area under the Our Place programme. This is a £4.3 million package of support and grants for 100 neighbourhoods (to be selected), which is opening on the 20th January 2014.
- 4.6 The focus of this programme is on the transformation of local services to better meet the needs of local people in ways that provide more control to local communities to influence their place. The lead for this programme has now been announced as Locality. The Chief Executive, Strategic Director (JM) and the Communities Team Manager have met with the County lead for Community Budgets and subject to Member approval are keen to apply to this programme to be one of the 100 chosen neighbourhoods.

5.0 Legal

- 5.1 There is no legal obligation on the Council to provide financial or other assistance to the Voluntary and Community Sector but the Councils recognise the vital part played by voluntary groups in the life of the Borough and District.
- 5.2 Section 1 Localism Act 2011 provides a Local Authority with the power to do anything that individuals generally may do, providing no other legislation exists to prevent it, in whatever way, commercially or without charge, for the benefit of the Authority, its area or residents, or otherwise.

6.0 Financial implications

- 6.1 As always with these programmes there are financial implications included in officer time and support to develop this work, along with inward investment for Adur and Worthing of £46,700 and £69,900, respectively. However there are significant benefits of investing Officer and Member time in this work as a means of effectively working towards and achieving our new Vision.
- 6.2 There is funding available for the Community Budget pilot programme but the level of this and the opportunity to succeed is not yet clear. However, even if this is not successful some funding and officer support has already been committed from West Sussex to undertake this work locally.

7.0 Recommendation

- 7.1 The Joint Strategic Committee is recommended to:
- i) Consider the West Sussex Early Intervention Action Plan as set out in paragraphs 2;
 - ii) Approve the recommendation to sign-up to and support this Action Plan as set out in Paragraph 4.1;
 - iii) Note and consider the background to the Think Family Neighbourhoods Programme and the progress made in Adur and Worthing Paragraphs 3;
 - iv) To bring the Think Family Neighbourhoods funding into the Councils' Revenue Budget for the financial years 2013/14 and 2014/15;
 - v) To delegate responsibility for the management of the Think Family Neighbourhoods budget to the Strategic Director (JM) (Paragraph 4.3);
 - vi) Consider and approve the application to be a Community Budget Pilot area as set out in Paragraph 4.4.

Local Government Act 1972

Background Papers:

West Sussex TFN Paper September 2013.

Our Place, DCLG

West Sussex Early Help Intervention Plan

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Schedule of Other Matters

1.0 Council Priority

- 1.1 Corporate priority 2) “Work more closely with and commission our communities, the voluntary sector, public organisations, business and commercial sectors”

2.0 Specific Action Plans

- 2.1 (c) Deliver interventions that improve the health of our communities.

3.0 Sustainability Issues

- 3.1 Sustainability issues have been considered in the report.

4.0 Equality Issues

- 4.1 This proposal will have a positive impact on some sections of the community including those that are socially disadvantaged.

5.0 Community Safety Issues (Section 17)

- 5.1 There are benefits to community safety in terms of working with children and communities.

6.0 Human Rights Issues

- 6.1 Matter considered and no issues identified.

7.0 Reputation

- 7.1 Project will positively raised the profile of Adur and Worthing Councils in the local community.

8.0 Consultations

- 8.1 Consultation will be carried out with communities and partners throughout the programme.

9.0 Risk Assessment

- 9.1 Risk assessment to be developed in partnership.

10.0 Health & Safety Issues

- 10.1 None identified

11.0 Procurement Strategy

- 11.1 Matter considered and no issues identified.

12.0 Partnership Working

- 12.1 Partnership working strengthened between Adur and Worthing Councils, local residents, and partners



Early help

Smarter

Sooner

Safer

Stronger

An Early Help Action Plan for
West Sussex 2014 – 17



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In this document we use terms that you may be unfamiliar with or require a definition.

Resilience - The ability to deal with stressful situations, adversity or challenge, and to bounce back or cope without significant or long term harm

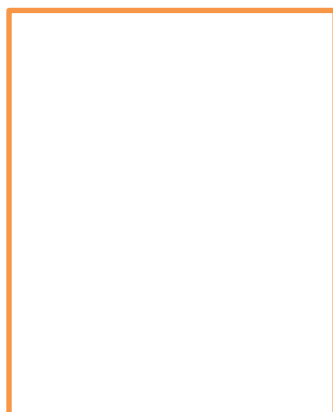
Commissioning - The process of understanding, specifying, securing and monitoring services to meet people's needs at a strategic level - making things happen for children young people and families through, and with, others

Family - In this context the use of the word family is in its broadest sense including foster and caring placements. Reference to children and young people in families covers age groups 0-19, and in addition, 20-21 years old for young people who are disabled.

'Whole family' approach - This means working in a way that recognises there may be an impact on other members of a family, other than the person involved in a service directly – it's about 'Think Family'.

Early Help Offer – one singular view of all Early Help services (irrespective of who delivers them) available to families in West Sussex

FOREWORD



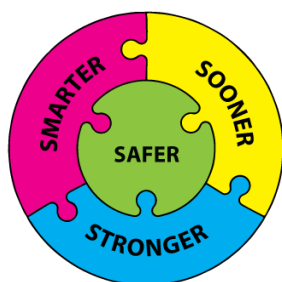
In West Sussex, we have strong ambitions for children and young people to have the best possible start in life. Our aim is to enable all of them to aspire to and achieve their full potential, helping to give them the foundation for a successful future.

However, some families experience difficulties which, if identified and ‘nipped in the bud’, can be prevented from escalating. There are a range of services currently being provided across the County; however the challenge for us is to understand what early help can do for families with children and young people in West Sussex and to co-ordinate and deliver these more effectively.

This Early Help Action Plan gives a strategic and common vision that is shared by different organisations providing services to families with children and young people in West Sussex. We are determined to help families who need it by intervening early and tackling the root cause of their problems with them so that all members of the households, especially children, reach their full potential. Our approach is this, that we will be **smarter** in the way we do things; children, young people and families will get what they need **sooner**; we will ensure children live in strong protective families where they are **safer** and that outcomes for them will be **stronger**.

This is our Action Plan – all organisations in the County own it. In fact whoever is delivering a service to children, young people or families. It is no longer acceptable to say ‘no’ to giving help to someone early on, only to see their problems escalate to a crisis, causing more harm to them and more cost to another agency. We can only solve this by working together.

Early help is a new way of working with families but the truth is we have been doing it and we need to do more of it, more effectively and achieve better value for money from our joint investments. Our Think Family Programme is one example of this and will remain a cornerstone of how we deliver a more strategic approach to Early Help.



This is a clear, decisive way forward which is why we are calling this document an Action Plan. The organisations who have signed up to it pledge to work collaboratively to overcome barriers so that we can achieve better outcomes for our communities, not just in the immediate future but in the long term. This Action Plan is a foundation for the next 25 years and all of us must play our part.

Louise Goldsmith

Leader of West Sussex County Council

On behalf of children, young people and families in West Sussex

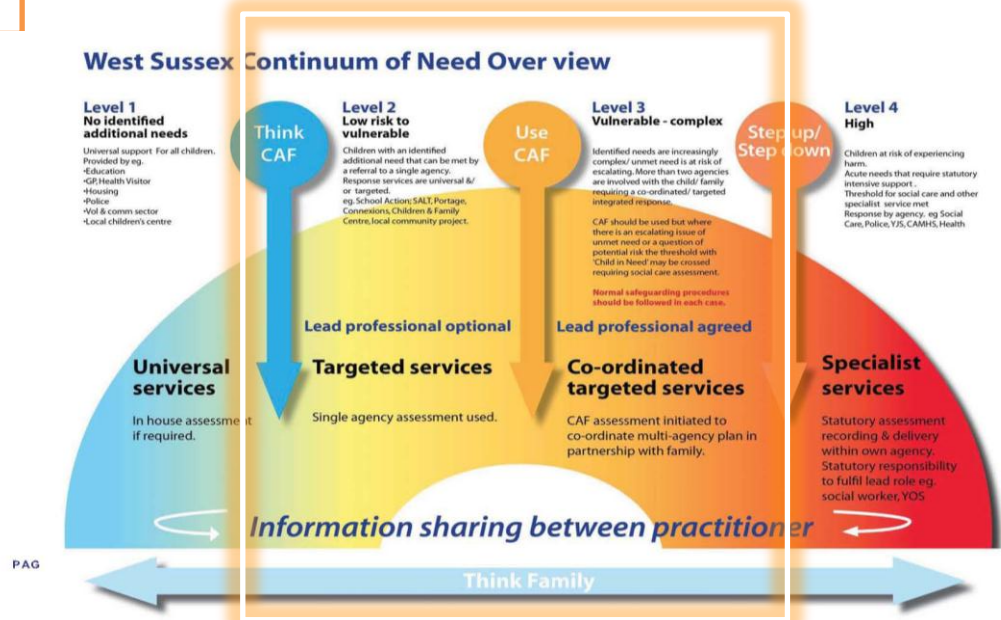
1. SCOPE AND PURPOSE

Purpose of the Action Plan

The purpose of this Action Plan is twofold:-

- 1) It will be the basis for transforming services for families who need Early Help and driving the work that we all do.
- 2) It will inform and guide all services commissioned for families and children ensuring an Early Help approach is built into them.

The diagram below shows how this Early Help Action Plan maps onto the continuum of need currently used in West Sussex i.e. it will target families who need early help at levels 2 and 3. This is a well-known tool that practitioners use to make sense of services on offer and the needs of the families who use them.



We believe that this forms the basis of learning and understanding how Early Help can be delivered more effectively across the County.

What is Early Help in West Sussex?

'Early help' means intervening as soon as possible to tackle problems emerging for children, young people and their families or working with a population most at risk of developing problems. Early help (sometimes known as early intervention) reflects the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have emerged and intervention can be less effective and often more expensive.

Although research shows that the greatest impact can be made during a child's early years, early help is not just for very young children, as problems may emerge at any point throughout childhood and adolescence; and at particular times in a family's journey – as part of their 'life events' such as bereavement or homelessness.

Early help approaches can be delivered through both providing services to all children and families (i.e. universally), or targeted support offered to those more likely to suffer poor outcomes at any stage of childhood or adolescence.

Early help can give families the opportunity to regain control of their circumstances without formal statutory 'interventions' such as Social Care. If help early on is not available this can, in the worst cases, result in children's social and emotional development being impaired with potential for family breakdown and children being taken into care.

Why now?

The benefits of implementing an Early Help Action Plan have been reinforced by many current national and local drivers. These include statutory requirements from OFSTED and the West Sussex Local Safeguarding Children's board. There is a significant national evidence base that proves early help works – it reduces cost to the public sector and better long term results for families.

Challenges

The delivery of the Early Help Action Plan requires all organisations in the County to work together differently. From the extensive consultation and feedback we have had whilst developing this Action Plan, we know there is a huge commitment to the concept. If we are to deliver this Action Plan we need to overcome a number of challenges, the most pressing of which are set out below.

- Whilst many services are delivering good outcomes, they are fragmented and uncoordinated.
- More pooling of funds is required.
- Collecting data and information on Early Help is difficult because systems don't talk to 'each other'.
- Data is still not shared as well as it could be.
- Mapping the cost of Early Help and understanding how this approach saves money is contentious because of the array of methodologies used and that much spending is 'invisible'.

Overcoming these barriers is a key priority. They will be objectives in our implementation plan. We will constantly check we are overcoming them by asking those people overseeing the Action Plan to scrutinise our progress. We will also ask families what they think and if their experience of services has changed.

2. IMPLEMENTING THE VISION



The vision is this – that we will provide help and support at the earliest opportunity to families experiencing problems. We will make sure our approach will be: **smarter** in the way we do things; children, young people and families will get what they need **sooner**; we will ensure children live in strong protective families where they are **safer** and that outcomes for them will be **stronger**.

Good universal services such as health visiting are the bedrock of effective Early Help. We expect that universal services will deliver quality and value for money, supporting families in ensuring that every child has a good start in life. This Action Plan builds on this universal foundation by targeting services and support at the earliest opportunity to families, children and young people who need extra help, so that emerging problems can be ‘nipped in the bud’ and do not escalate further. Early Help gives families the opportunity to regain control of their circumstances, ensuring that their children stay safe and achieve their full potential.

To deliver this vision all organisations commit to a set of **overarching principles** set out below. These will guide commissioning and delivery of Early Help services.

- Early help and intervention is everyone’s job.
- Most families with a little support can and do overcome difficulties.
- The best outcomes are often achieved when people are enabled to sort out their own problems, rather than us doing it to them or for them.
- Barriers that stop families getting the Early Help they need must be identified and removed.
- The voice and experience of children, young people and families should influence service design and delivery.
- Make best use of reducing public sector resources.

Aim of the Action Plan

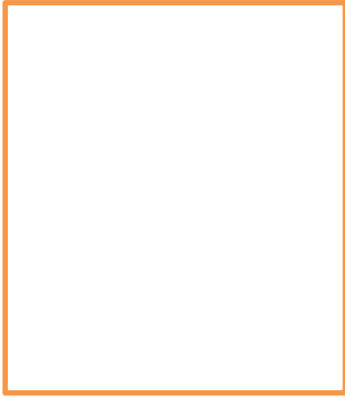
The Action Plan provides one common vision across different organisations providing services to families, young people and children in West Sussex. It embeds our need to understand and share collective safeguarding responsibilities in all approaches to Early Help. The Action Plan will provide the context for organisations to align and prioritise services around early help, to be clear on and identify their early help ‘offer’, and for both commissioners and providers to show how their early help activities will be outcome driven and evidence based. The challenge for all is to develop Early Help services that are:

Early help services that are:	
Targeted	focused on clearly identified need
Co-ordinated	working together on commissioning and planning
Local	locally responsive
Empowering	enabling families to take responsibility and be involved
Outcome focused	clearly demonstrating an impact on outcomes
Multi-agency	integrated early help across organisations and agencies to ensure a continuum (or pathway) of support for families with children and young people

“Early intervention is a force for transforming the lives of children, families and communities, particularly the most disadvantaged.”

Grasping the nettle – C4EO¹

3. WHAT THIS ACTION PLAN MEANS FOR WEST SUSSEX



What this means for organisations

- It means high level political leadership and a leadership commitment across all organisations and partnerships, to achieve our common goal.

Organisations who commit to this Action Plan will:

1. Support the development of the action plan and align priorities with their individual organisational plans.
2. Invest in areas where the benefits are clear, but may be realised by others and resolve the financial implications of this.
3. Take responsibility together to stop family problems becoming more entrenched and so cease to practice in ways that transfer costs to other areas of service in the public sector that are more expensive.
4. Use and share data more effectively across partners.
5. Create effective integrated early help screening approaches that transcend traditional boundaries. This may mean redesigning our services.
6. Stop resources from being wasted by lack of collaboration
7. Have a long term vision and stay committed to it.

What this means for families, children and young people

- It means helping families to be independent and able to cope with and solve problems for themselves and where this is not possible, to take decisive action to protect children.

Families will:-

1. Be able to access early help services that are integrated across organisations and agencies.
2. Not have to get to a crisis before help is available - If you ask for help to avoid a serious problem that is getting worse or a crisis that is emerging, that you get help to try to stop it escalating.
3. Become more resilient. This includes helping families to:-
 - Work hard to stay together – including wider family support networks.
 - Take responsibility for problems, and help to solve them where they can.
 - Find help in their own local and known networks, family and friends, where possible.
 - Build strong attachments and where they have been broken help to rebuild them.

What this means for communities

- The activity that this Action Plan will initiate will always be delivered as close to families in their communities as possible.

For communities this Action Plan means that: -

1. Universal services will deliver effective support and help.
2. Communities will be part of the solution.
3. Local provision of early help and family support will be based on evidence and need.
4. Local networks and partnerships are nurtured and are a focal point for service delivery.
5. Sharing local information about what's available for families will be easier.
6. Recognising the critical role that volunteers and 3rd sector organisation can contribute.

What this means for the early help workforce

- This means commitment across organisations to a new kind of workforce that is 'whole family' and early help focused. This will require us to break down actual and perceived barriers to effective working between professionals providing services.
- For staff working in these services and for new services that are commissioned we expect:-
 1. Sharing data, e.g. families needing help and support are more 'visible' to other services and not 'hidden' until a crisis happens.
 2. Workforce development – helping staff to reassess what they do and do more of what families need earlier on.
 3. The use of a common vision and language about early help.
 4. Different services and teams will work better together, holding risks appropriately and delivering the common aims of the Early Help Strategy.
 5. Skills and knowledge to be stretched and developed to meet family's needs.
 6. Services designed for adults who are parents, to take a whole family approach.



4. PRIORITIES FOR ACTION

The implementation plan for this Strategy will be developed in early 2014. It will focus on the 4 key themes of our vision.



- 1) How we structure our services (Smarter).
- 2) Making sure that the right help is available at the right time for families (Sooner).
- 3) Promote and develop families that protect children from harm (Safer).
- 4) Knowing we are making the right impact (Stronger).

The next few pages of this document lay out the high level themes that will be expanded on in the implementation plan.

1. SMARTER

How we structure and build services



What we need to do to be smarter

- 1) **We need to have effective governance and accountability for delivering this Action Plan.**
 - We will develop the Think Family governance structure and the accountabilities of the West Sussex Local Safeguarding Childrens Board so that there is strong guidance, direction and scrutiny of the delivery of this Action Plan.
 - The Governance structure will include local geographically based delivery groups (Appendix B).
- 2) **We will create a co-ordinated and integrated approach to commissioning services.**
 - Agencies across West Sussex will co-ordinate the commissioning of Early Help Services by:-
 - Agreeing shared commissioning standards.
 - Embedding Early Help outcomes in relevant service specifications.
 - Putting the voice of families, children and young people at the heart of our commissioning approach.
 - Maximising the opportunity to save money by forging new alliances with commissioners and service providers from all sectors.

We will value partnership working

- To align and design services that offer effective and 'visible' Early Help services and support across relevant organisations we will:-



- Continue to work together and build trust and partnership working such as between local authorities, public health, NHS, police, CCG's (clinical commissioning groups), schools and local communities.
- Develop a 'family focused' approach across different organisations and agencies that is assertive and 'child centred'.
- Maximise opportunities to share data and IT that means that, irrespective of which organisation they are in contact with families that need early help are 'visible' across services.
- Focus on Early Help and stretching the boundaries of our traditional responsibility.
- Focus on early identification of families in need of Early Help.
- Build and support organisational capacity to confidently and appropriately manage risk.

3) Workforce - Early Help skills development

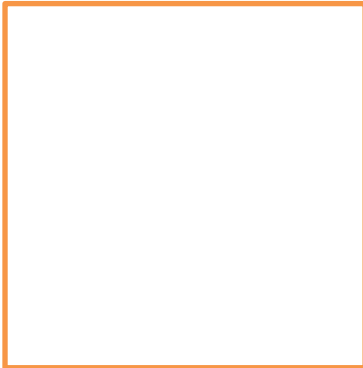
- Prioritise and focus on supporting our workforce so that they have a shared understanding of what Early Help Means and the implications for their role.
- We will deliver a programme of skills development and training across the early help workforce regarding early intervention practice that:-
 - Encourages and promotes robust, supportive management capacity and networks that enable staff from across different agencies to confidently manage anxiety.
 - Embeds the Signs of Safety approach across the whole system, supporting a consistent approach in our conversation and engagement with families.
 - Ensures that thresholds relating to risk are clearly communicated and understood between professionals so that families can move between early help and specialist statutory intervention at the right time.
 - Continues to evaluate the impact of Think Family Keyworker services and join them more effectively with existing services.

"Mother says she is feeling stronger a little bit day by day. She feels good about her decision and says that her son will make friends and feel more settled as soon as he is in school".

**This family from West Sussex were supported in moving away from domestic violence.*

2. SOONER

Making sure that the right help is available at the right time for families



Making sure support at the right time is available to the right people in the right place is the key to the success of Early Help.

What we need to do to provide help earlier

1) Evidence and needs

- Improve our knowledge and understanding of the data and information so that we can: -
 - Target resources at those most in need of extra help.
 - Locate families who need help who do not necessarily identify themselves.
 - Build on the opportunity to understand the breadth of support families who need Early Help may require in order to move forward successfully: e.g. public health and emotional wellbeing data.

2) Early Help culture

- Develop a culture of taking responsibility for helping early where we can:-
 - Promote and encourage early intervention signposting and co-ordination within local communities to improve families awareness of services available
 - Agree thresholds across the spectrum of intervention so that partners understand and have confidence in working with families and appropriately manage risk
 - Make it easier for professionals to assertively and proactively offer Early Help service to the families they are working with.
 - Understand the impact that life events can have on families and where possible, intervene before it occurs e.g. not waiting for a family to become homeless.

3. SAFER

Promote and develop families that protect children from harm



Confident and positive parenting, resilient families and secure attachments are amongst the most powerful protective factors for children and young people. Where these things happen in families the likelihood of children developing significant problems in later life is reduced.

1) Attachment

We want children, young people and families to be able to access early and effective support that helps children develop secure attachments and helps parents repair disrupted attachments. Where that's not possible, we will intervene quickly and effectively to minimise harm to the child.

There will be a focus on strengthening the role of parents. We will:-

- Develop and implement a strategic approach to parenting support across the county.
- Help develop stronger, safer parenting particularly:-
 - amongst vulnerable groups such as very young parents.
 - at key times of disruption such as parents of children with problems at school.
 - at significant 'life' events or circumstances such as a family with a child with a disability who may be struggling.
- Help children at the outset of their life, develop secure attachments, particularly vulnerable parents with young children.

'Children's attainment, wellbeing, happiness and resilience are profoundly affected by the quality of the guidance, love and care they receive during the first years of their lives.'

Dame Clare Tickell

2) Safeguarding

We will not compromise our safeguarding responsibilities; however through a shared early help approach, we will:

- Build a 'safe culture' which means resilient agencies and professionals who are aware of their safeguarding and child protection responsibilities.
- Actively work with partners to generate shared understanding what 'safe' looks like.
- Develop operational partnership approaches where risk is actively shared and understood.

4. STRONGER

Knowing we are making a difference



What will be stronger

We will agree with partners a set of clear indicators for measuring the difference this Action Plan makes. Further work is required to ensure we are measuring the things that really count and not just those things for which data is available.

We will have a set of indicators that will include system wide, organisational and local measures. Broadly speaking those indicators fall into one of the four categories listed below and a number of targets and measures will be used to ensure we deliver these 'big outcomes'.

System wide outcomes (big outcomes)

1. Children will have a better start in life.
2. Children will be ready for school.
3. Young People will be ready for the transition to adulthood and work.
4. Keeping families together.

In order to achieve the above outcomes, we will focus on the following targets.

1. What will reduce

- a) Demand on intensive and 'crisis' services such as taking children into care.
- b) Families moving into crisis when it could have been averted through earlier support, such as emergency housing, unmet needs for adolescent mental health support.
- c) Barriers for families with emerging problems so they are no longer 'hidden'.
- d) 'Inputs' in to families that have no purpose for them.
- e) Unnecessary expenditure on uncoordinated or inefficient early help services.
- f) The intergenerational negative patterns of behaviour that children inherit and go on to mirror and repeat in their own lives e.g. anti-social behaviour, truancy and exclusion from school, worklessness.
- g) Families who fall through the gaps between services e.g. if they do not meet 'criteria' or 'thresholds' for help.

2. What will increase

- a) The number of families who can cope independently with adversity and challenge.
- b) The number of vulnerable families who are contributing to the West Sussex economy.
- c) The engagement and capacity of communities so they can solve their own local problems.
- d) Parents, Young People and children engaged and enabled to have a voice as fully as possible in all aspects of their lives.
- e) Effective partnership working and multi-agency approaches to information sharing and professional practice.

3. The cost of Early Help

Fundamental to achieve our commissioning aims and delivering the Action Plan outcomes will be an understanding of the social and economic impact of what we currently do and intend to do. We will:-

- a) Map, understand and evaluate the resources currently available for Early Help including budget and staff.
- b) Evaluate the impact of current services.
- c) Understand the value that services deliver and how we can get more value from them.
- d) Have a way of predicting where efficiencies can be delivered showing where and how cost saving can be achieved.

5. NEXT STEPS

This Action Plan has set out an ambitious plan for transforming services for families so that help is offered at the earliest opportunity. However, this Action Plan is the start of a journey. There are many challenges we need to face up to and a host of tasks that now need to take place. This will be focused on the four themes of safer, sooner, stronger, smarter.

The bullet points below set out the proposed activities over the next six months to implement this Action Plan.



January 2014

- Build a common vision for early help and gain the collaboration of the partners required.
- Release resources to lead the Action Plan implementation team.
- Create an effective multi-agency governance model to take this Action Plan forward.
- Develop and robust economic understanding of Early Help and articulate the business case for Early Help in West Sussex.
- Recognise what's working well and pilot projects that build on this and 'test out' the Action Plan.
- Benchmarking nationally and exploring good practice examples.
- Define broad proposals for phased development of Early Help.
- Develop base line measure and a broader needs analysis.
- Have a universally understood 'Continuum of need' for families with children aged 0-19, and up to 21years for families with a disabled child.
- Align this Action Plan with other strategies across the county so that planning and delivery is joined up e.g. localities and county wide.
- Explore how to develop whole system service specifications and common commissioning standards for Early Help.
- Identify 'pilots projects' in West Sussex and learn from them.

April 2014

- Action Plan publically launched – with 'family friendly' versions of the strategy, and what it means for families.
- Exploring the financial and structural implications – phased and piloted approaches where there will be the most significant impact.
- Governance structure and programme team in place with detailed implementation plan for 2014 – 2017 based on:
 - Financial modelling and review of Early Help.
 - Comprehensive data and evidenced needs analysis
- Engagement activities with stakeholders including families to develop more detailed actions plans and co-design.
- Encourage and facilitate partnership working to build a greater understanding of problems that families experience; and from this

understanding, develop an integrated approach to helping them improve their future opportunities.

- Exploring the financial and structural implications – phased and piloted approaches where there will be the most significant impact.
- Build on joint frameworks that promote better information sharing, both for agencies and for families.
- Understand Early Help pathways and journeys.
- Exploring issues such as:
 - Joint locations for transforming CAF into Early Help plans.
 - Joint training and development including the voluntary sector and the community.
 - Demand reduction; preventing families requiring statutory specialist intervention through effective Early Help or supporting de-escalation from higher tiers of need.

APPENDIX A - NEEDS ANALYSIS

Through analysis of local data and information, for example from the Joint Strategic Needs Assessment, 'Tackling child poverty', West Sussex Annual Public Health Report 2011 and other population and performance data, we will understand what the evidence is telling us about the priorities for investment and outcomes for early help.

The evidence shows that a number of groups, locations and characteristics of families, children and young people are more at risk than others and therefore in need of early help, including:

- **Vulnerable groups such as:**
 - Families living in areas of higher relative poverty
 - *[reducing child poverty]*
 - *[reduce number of children requiring intervention from statutory services]*
 - *[reduction in number of children dealing with issues related to obesity who are receiving early help]*
 - *[Increasing the proportion of pupils achieving five or more GCSE grade A* – C, including English and mathematics, who are in receipt of free school meals]*
 - *[reducing persistent absence from school for children living in families with multiple problems, who are receiving our help]*
- **Homeless families such as those who are intentionally homeless**
 - Families who are impacted by domestic abuse
 - *[reducing the impact of domestic abuse on children and young people]*
- **Parents with multiple children subject to care proceedings**
 - *[Preventing children becoming looked after]*
- **'NEETS' – those young people Not in Education, Employment or Training**
 - *[improved engagement in education, work and training and increasing % thereof]*
- **Young people who are at higher risk of teenage pregnancy**
 - *[reducing the rate of teenage conceptions among girls particularly in some areas]*
- **Parents and parents-to-be, who have complex issues such as (but not limited to):**
 - mental health problems
 - substance misuse issues
 - disability or accessibility issues affecting their parenting
 - *[a reduction in number of 'troubled families']*
- **Parents with a child or young person that is considered 'under the criteria' for specialist help but have**
 - a disability that may need help with the impact on the family
 - emerging mental health problems
 - emerging behaviour issues
- **Young people**
 - leaving care who are at risk of becoming parents and not being able to care for children effectively
 - for those supporting them in finding opportunities, early help is important (for the young people to achieve their full potential and integrate within society such as employment, training and education)
 - increasing % of children in care achieving five or more GCSEs grade A* - C including English and mathematics

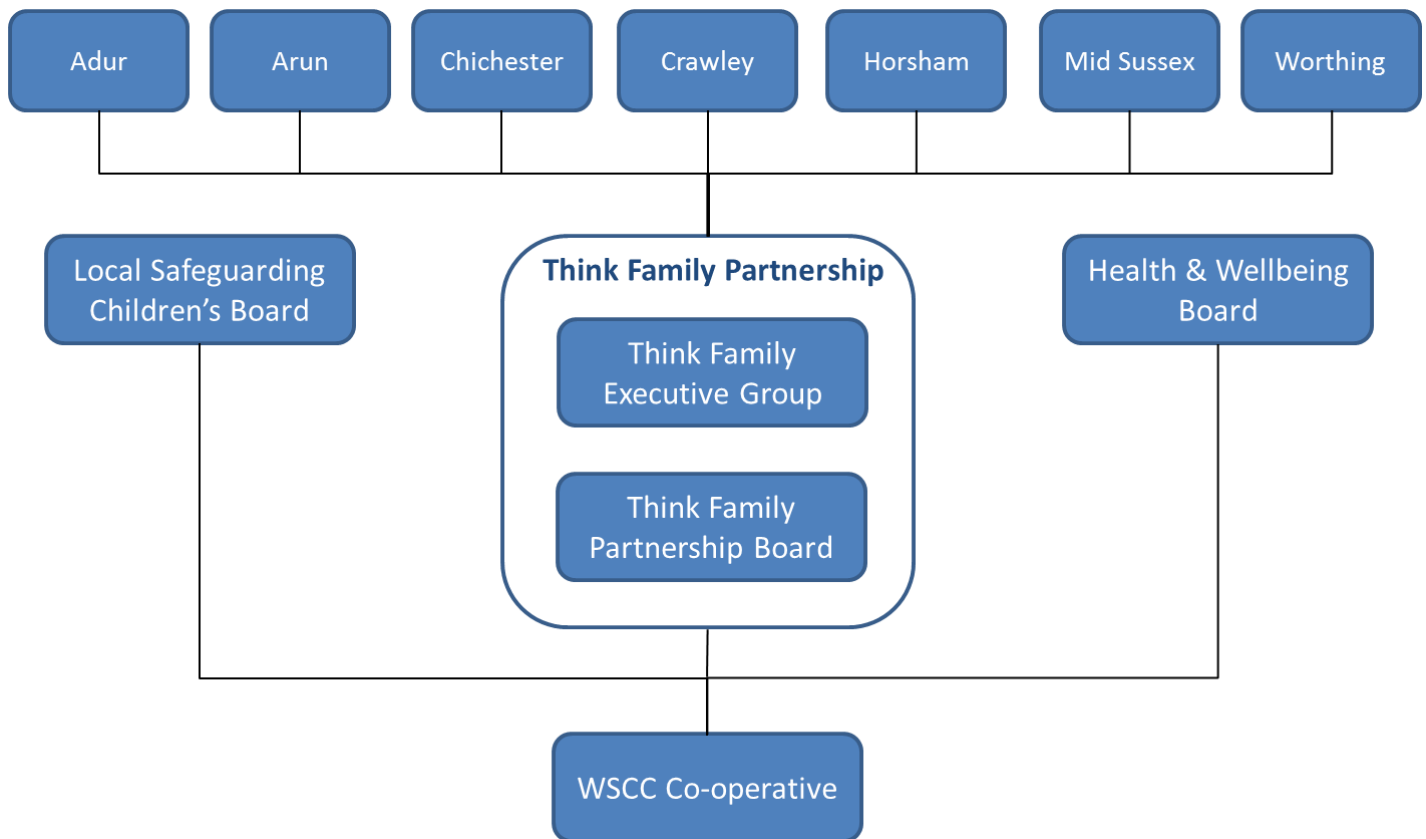
- **Families of offenders**
- **Parents, especially mothers, who have had children removed**
 - Female offenders
 - Women who have their 2nd and 3rd babies taken into care

Some examples of what we are concerned about:

- The availability of support services for families where English is not their first language
- Availability of help for children developing early behaviour problems, but under current thresholds
- Challenges for families around the use of translators and interpreters supporting family work
- Access to specialist therapeutic support
- Improved engagement with communities and families from ethnic and cultural backgrounds
- Young carers and children with parents facing accessibility or mental health issues
- 'Hidden need' – families who need early help, but who do are not identified through normal channels
- Other safeguarding issues such as internet safety

B. GOVERNANCE STRUCTURE

The following illustration is a potential governance model showing that locally based boards will inform and deliver the Early Help Action Plan.



C. REFERENCES

Consultation summary – link to report

Other references

- Action for Children – As long as it takes
- National policy and context – link to summary
- Benchmarking summary
- Needs analysis
- West Sussex Continuum of need -
http://www.westsussex.gov.uk/living/social_care/children/west_sussex_childrens_trust/integrated_tools.aspx



Our Place!



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The Our Place! Approach	2
Tackling local issues	4
More powerful communities	6
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

86%

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 **£1m** 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.

themselves, to revolutionise the way a neighbourhood works.

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

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

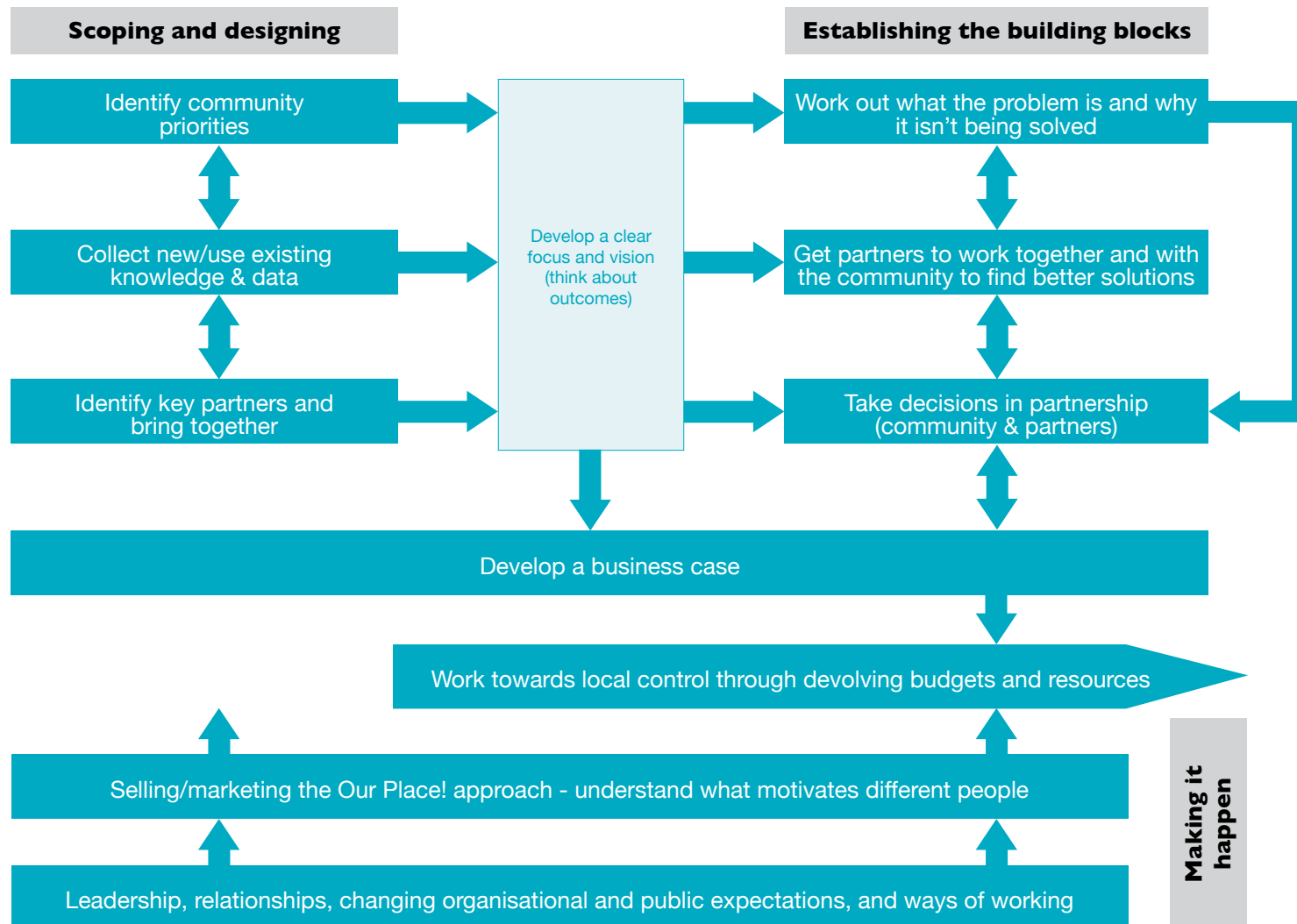
By bringing business, community and voluntary organisations and the public sector together we are making real progress on what's needed for our town.

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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Ordnance Survey 100018996 2012.

Data Sources
Local Authorities



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.

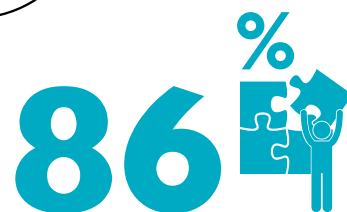
The Our Place! approach creates ...more powerful communities

COMMUNITIES WANT TO BE INVOLVED IN THEIR NEIGHBOURHOODS.

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.

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



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.

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 community-led 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 ARE TAKING 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.

Queen's Park residents





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 handyman 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 mycommunityrights.org or send an email to ourplace@communities.gsi.gov.uk and we will be in touch.

You can find out more about public service transformation, at <http://www.communitybudgets.org.uk>

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

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



Department for
Communities and
Local Government



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

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