

<b>Report of:</b>	Tony Parkinson, Chief Executive Andy Preston, The Mayor
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<b>Submitted to:</b>	Executive - 14 July 2020
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<b>Subject:</b>	Revised Delivery Plan for Locality Working following Covid-19
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## Summary

<b>Proposed decision(s)</b>
<ul style="list-style-type: none"> <li>That Executive consider the proposed delivery plan for the Locality Working Programme and approve the new delivery timeline.</li> </ul>

Report for:	Key decision:	Confidential:	Is the report urgent? <sup>1</sup>
Decision	No	No	No

Contribution to delivery of the 2018-22 Strategic Plan		
Business Imperatives	Physical Regeneration	Social Regeneration
The approach will provide an opportunity to improve service delivery by strengthening a collaborative approach and removing duplication across services. The approach will have a focus on meeting legal and governance requirements.	The approach will align with the physical regeneration prospectus and support its delivery. The new model will also provide a focus on a 'neighbourhood' working with key partners to improve housing standards and other physical assets within the area.	The approach has a significant contribution to make to Empower, our social regeneration strategy. The new model will also provide a focus on a 'neighbourhood' working with local communities and key partners.

Ward(s) affected
Newport and North Ormesby in the Pilot phase

## What is the purpose of this report?

- The purpose of this report is to update Executive on the implementation of the locality working programme. There has been slippage on approved delivery timescales due to Covid 19 and an amended plan is presented for approval.

## Why does this report require a Member decision?

- Executive Member approval is required as the initial plan was subject to Executive approval.

## Background

- Executive of 18 February approved:
  - The delivery of the programme in the phased approach.
  - To move the staffing set out, into the respective localities

Covid19 has impacted on implementation and as a result Phases 2 and 3 have not taken place within the timeframe previously approved by Executive.

- A proposed and amended delivery plan for Phases 2 and 3 are outlined below.

<b>The Locality Working Programme</b>	<b>Revised Delivery Date</b>
Community Asset Mapping	31/07/2020
Operating Model for Locality Working - Referral Pathways/Access to information work	21/08/2020
Phase 2 – Individual and Family Support (in both pilot areas, Newport and North Ormesby, relative to the needs of the neighbourhood i.e. LAC will be a specific focus in North Ormesby and Asylum Cohesion and early intervention family support will be a key focus in Newport)	31/08/2020
Phase 3 – Partnership involvement (relative to the needs of the neighbourhood)	31/08/2020

- Locations for multi-agency locality working locations in North Ormesby and Newport have been identified and a final options appraisal is close to completion.
- The Design and Implementation Group's (DIG) are working together to finalise the Operating Model of the Locality Teams once they are working from the new buildings.
- Referral paths ways are now understood and this is feeding into the locality working operating model. The locality hub will not replace existing 'front doors' but will enhance the way partners and the community interact with each other to help everyone take joint ownership of the place and the underlying issues that cause the problems that impact most on the people that live there.
- Community assets mapping is being undertaken to enable the new operating model to both take advantage of present community assets and understand where social capital needs developed.
- An initial Performance management framework for each locality has been developed using the demand analysis as a guide so that we focus on the issues that are causing the most issues within each area. The Design and Implementation Groups are now finalising them with the Neighbourhood Managers so that the benefits of locality working can be understood.

## **5.0 Recommendations**

That the Executive agree the amended delivery plan for phase 2 and 3 of Locality Working as outlined above.

### **What decision(s) are being asked for?**

6.0. That amended action plan is agreed.

### **Why is this being recommended?**

7.0. Approving the recommendations will allow the programme to deliver on the aspirations of locality working.

### **Other potential decisions and why these have not been recommended**

8.0. No other options have been considered.

### **Impact(s) of recommended decision(s)**

9.0 Implementing the recommendations for this report will result in:

- a) A multi-faceted team that will work in the best interests of the people and place and not the departments or organisations that provide services
- b) A more collaborative model of support that reduces duplication and delivers an improved experience with positive outcomes.

### ***Legal***

10. There is no statutory requirement to consult in relation to these proposals.

### ***Financial***

11. The cost of relocating the teams to the new Locality Hubs is being calculated and will be presented as part of the option appraisal.

### ***Policy Framework***

12. Approval of the recommendations will not affect any part of the Council's Policy Framework.

### ***Equality and Diversity***

13. An Equality Impact Assessment has been completed and was submitted with the October report.

### **Actions to be taken to implement the decision(s)**

- 14. A delivery implementation plan will be developed to ensure that the recommended decisions are implemented, including key milestones and will be monitored by a Governance Board.

## Background papers

Body	Report title	Date
Executive, MBC	Place Based Approach	8 <sup>th</sup> October 2019
Executive, MBC	Update Locality Working – Pilot in Newport and North Ormesby Wards	Executive 18 <sup>th</sup> February 2020

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Appendix 1

Description of phase	Expected delivery date	Status
<p><b>Phase 1</b> – Implement Enforcement and Environment phase</p>	<p>January 2020</p>	<p><b>COMPLETED</b> – However BAU has been impacted by COVID-19 response.</p> <p>In both pilot areas (Newport and North Ormesby). The community safety team and the environment team are working from the 2 community hubs and regular briefings take place to ensure shared delivery.</p> <p>All Community Hubs closed and staff from both community safety and area care have been diverted to deal with the response to COVID-19.</p>
<p>Demand Modelling for Phase 2 &amp; 3</p>	<p>February 2020</p>	<p><b>COMPLETED</b></p>
<p>Resource Allocation for Phase 2 &amp; 3</p>	<p>February 2020</p>	<p><b>COMPLETED</b></p>
<p>A location option appraisal - A number of possible locations are being considered in each locality and the option appraisal will be taken to the Programme Board for a decision on the most appropriate building that meets the operational needs of the services that will be based there.</p>	<p>28<sup>th</sup> February 2020.</p>	<p><b>Delayed</b></p>
<p>Referral Pathways</p>	<p>31<sup>st</sup> March 2020</p>	<p><b>Delayed</b></p>
<p>Link and involvement of commissioned services</p>	<p>31<sup>st</sup> March 2020</p>	<p><b>COMPLETED</b></p>
<p>The community asset mapping exercise will involve key residents, community groups, statutory partners, voluntary sector, and service providers. It will map out the following:</p> <ul style="list-style-type: none"> <li>• Physical assets i.e. key buildings and places within the locality that are important to the community.</li> <li>• People assets i.e. influential people with the locality that are actively involved in the community.</li> <li>• Services provided in each locality</li> </ul>	<p>31<sup>st</sup> March 2020</p> <p>31<sup>st</sup> March 2020</p> <p>31<sup>st</sup> March 2020</p>	<p><b>Delayed</b></p>

<p>This mapping will identify what is currently there, where there may be overlap and also highlight any gaps in service provision.</p>		
<p><b>Phase 2:</b> Initiate Individual and Family Support phase</p> <p>In both pilot areas (Newport and North Ormesby) Relative to the needs of the neighbourhood i.e. LAC will be a specific focus in North Ormesby and Asylum, Cohesion and early intervention family support will be a key focus in Newport. The proposed staffing is set out in section 7 and it will be implemented once the location has been agreed.</p>	<p>30<sup>th</sup> April 2020</p>	<p><b>Delayed</b></p>
<p><b>Phase 3:</b> Initiate Partnership Involvement phase</p> <p>Relative to the needs of the neighbourhood. This is being developed and over the coming months.</p>	<p>30<sup>th</sup> April 2020</p>	<p><b>Delayed</b></p>