**Report on the Transformation Project that contributes to Priority 11 of the Walsall Plan and Locality Model**

**1       Purpose**

1.1    This report provides an overview of progress since the last report received in September 2017 on the following:-

- Transformation Project: 'Enabling a Vibrant and Sustainable Voluntary and Community Sector'
- Locality Model

**2       Recommendations**

2.1    That the Health and Wellbeing Board notes the progress and future proposals in relation to the above.

**3.      Report Detail**

3.1     <u>**Transformation Project**</u>

The public sector predominantly deliver services 'for and on behalf' of our communities, whether this is in relation to the removal of domestic waste, safeguarding children and vulnerable adults, or enforcing regulations.  The voluntary and community sector (VCS), however, works directly 'with' our communities, providing support and targeted prevention programmes that help our communities become more resilient.  This sector can also sometimes provide services that are more cost effective than the public sector and can quickly react to changes in society or the economic climate and re-shape service delivery as appropriate.

Strong communities have a positive impact on our residents which includes their social, environmental and economic wellbeing.  Local voluntary organisations / group are key to strengthening our communities as each are embedded in local areas, they have a greater understanding of local need and are trusted by their communities.  Bringing communities together around a common goal enables individuals to champion and influence positive change for their locality and through work together, our communities will thrive.

With the above in mind, the Transformation Programme aims to encourage new processes and ways of working that will help remove artificial barriers and allow the VCS to exploit more opportunities and help shape future service delivery. There are already some key initiatives where partners have worked together with the VCS to deliver differently. Set out below are a number of initiatives that have been completed:-

3.1.2 <u>VCS Mapping</u>: For many years the public sector has noted the importance of the VCS although understanding the sector, its strengths and weaknesses have rarely been identified and therefore a true partnership with this sector has never quite been established, opportunities may have been missed. To improve our understanding, a baseline mapping exercise of all existing VCS organisations that we are aware of has now been completed and is available on iShare.

This will be benchmarked against the work that One Walsall has recently completed around 'the state of the sector' questionnaire. Officers are currently plotting any grants/commissioned work and expenditure for those organisations that Walsall Council supports in order that we can understand whether there are more opportunities to commission additional services framed around local need and local priorities and based on quality rather than quantity.

3.1.3 <u>Community Asset Transfer Policy (CAT)</u>: In September 2018 Cabinet approved a new Community Asset Transfer (CAT) policy. The aim of the CAT is:-

- To provide a clear, transparent and positive framework to consider the transfer of council owned assets to the VCS;
- Promote co-location of services;
- Support the VCS in delivering high quality services in areas of need;
- Increase accessibility of services for our residents;
- Support the VCS in managing assets independent of the council in the longer term.

Consultation took place through One Walsall who circulated the draft documents via its distribution lists and networks, reaching over 1000 contacts in the VCS. An online survey was also undertaken as well as a workshop to obtain feedback. The approved policy reflects the majority of the findings. In addition, the VCS asked that a pre-application 'discussion group' was formed so that the VCS could share their proposals initially before undertaking the completion of formal documentation.

One Walsall agreed to carry out a 'dry run' of the application process with an organisation to test the process in its entirety. Once this has been completed, the CAT will be launched at an event where the VCS can ask questions and explore the policy further.

3.1.4   <u>VCS Charter – a new way of working</u>:  To enable the effective support of the VCS and its commitment the council agreed and signed a Voluntary Sector Partnership Agreement which was co-produced with One Walsall.  Work will continue with the sector to obtain other public sector bodies' commitment to the agreement.   The agreement demonstrates the parties' commitment to a supportive, collaborative and transparent cross-sector partnership in pursuit of positive outcomes for the people of Walsall.

3.1.5   <u>Project Initiation Document (PID)</u>:  Much of the commitments laid out in the original PID as part of the council's transformation programme have been completed.  Phase two of the transformation programme for the VCS is now being scoped out with particular focus on developing the digitalisation offering within the sector.

3.1.6   <u>Exemplary VCS Projects</u>:  Walsall Council has already been working hand in hand with the VCS on projects that are aligned the council's Corporate Plan and contribute to the Walsall Plan priorities.  Listed below is a small example of such initiatives:-

**One Walsall:**  The Clinical Commissioning Group, the VIEW Board and the council have provided strong support to a new and vibrant organisation, which supports shared priorities, and focuses on championing the VCS.  A three-year arrangement was agreed and One Walsall has delivered to its plan.  Positive discussions are underway to ensure that the work of One Walsall can continue for the next three years.  This is a key part of the transformation of the sector.

**The Reading Rooms in Pelsall**:  This initiative has only been achieved through the involvement and commitment of the VCS.  A brand new building, which was in decline, has had its fortunes turned around by:

- Listening and supporting the VCS sector to deliver differently with a heavy focus on community need.
- Brave leadership from both the CCG and the council to allow the sector to drive the facility forward.

It is a successful and vibrant place with levels of footfall having increased four-fold.  Communities came together to support and manage the old Pelsall Library space which is now delivering services including a book exchange with over 800 members. Pelsall book exchange is run with the support of over 80 volunteers who are passionate about keeping this provision open for the community.  The remaining space has been used for community activities including children's groups, a Friendly Gym, a community café and a job club.  Further initiatives are planned for the future as the model continually focuses on community need.

**Walsall Night Shelter:** This service was commissioned and works with over 100 volunteers to provide improved cold weather provision for rough sleepers and provides an opportunity for other services to support this group of vulnerable adults.

**Walsall Wood Book Exchange:** This project was raised initially by Walsall Council councillors who met with council officers and the community to set up a book exchange within Oak Park Active Living Centre which would be managed by volunteers. Books were also donated from a number of sources including a proportion no longer required from Pelsall Book Exchange. This is a good initiative which also showcases the will and ability to work across wards for the benefit of our communities.

**New Invention:** A facility that supports community work with a particular focus on youth provision but inclusive of all elements of the community. A community organisation now manages the building and their newly opened 'Hive' youth club attracts over 40 young people each night. An innovative school uniform exchange programme, which incorporated the local schools, was well received by the local community and Tesco donated new uniform and stationery to sell. Whilst the new parent and toddler sessions are growing in numbers, other community activities are being developed based on the needs of the community.

**Streetly Sports and Community Association:** This organisation has recently invested heavily in the modernisation and update of their building, which has increased usage of the building and their facilities. They have refurbished their changing rooms, new insulated ceilings fitted, complete redecoration, and new signage and rebranding. With the support of the Disability Facilities Grant, the disabled toilet was also replaced. The building has been transformed, and the community have welcomed the changes. They have increased their health and wellbeing provision and offer a range activities for all ages.

There are many lessons that have been learned from or work and much more to learn including:

- A true understanding of the power of the sector.
- How the sector can support the priorities of our work.
- The skills and professionalism within the sector that often remains untapped.
- Our role in supporting communities.

3.2 **Locality Model**

3.2.1 The Locality Model has progressed significantly since the Board was last updated. The model continues to operate with both an operational element and

a strategic element for each of the four geographical footprints. Key updates include:-

- Launch events for each of the four locality footprints were held throughout September / October 2017, launching both the Operational Locality Panels and the Strategic Locality Partnership Boards (SLPB).
- Community and Partnership team away day incorporating partners was hosted, looking at the possible opportunities to build upon the model and improve partnership working practices took place in July 2018. Conversations with partners continue through the SLPB meetings.

3.2.2 <u>Strategic Locality Partnership Boards:</u> Formal appointment of chairs and vice chairs of each of the SLPB's has been completed and are confirmed as follows:-

| Locality | Chair | Vice Chair |
|----------|-------|-----------|
| North | Cllr. Lee Jeavons | Jade Spruce-Powers (Youth of Walsall) |
| East | Cllr. Garry Perry | Renee Samra (Youth Of Walsall) |
| South | Cllr. Khizar Hussain | Maureen Begum (PTP Training) |
| West | Cllr. Keith Chambers | Paul Felton (One Voice Forum) |

SLPB's have met several times within each locality area up to this point with the main focus for meetings centred on establishing core priorities for the board in each of the four areas. These priorities in turn will guide and inform the development of a partnership-owned and delivered locality plan.

In order to provide focus and deliver targeted cross-partner activity across the four locality geographical areas, a maximum of four priorities per locality area have been selected jointly by the SLPB members, from the overarching 31 priorities of the Walsall Plan. Each priority is pertinent to the footprint of the locality, and selection was based on a deep dive of cross-partnership data. The selected priorities are:-

| North | |
|---|---|
| 3 | Increase access to appropriate skills and training |
| 11 | Enable and empower individuals to improve their physical and mental health |
| 22 | Improving community safety through reducing reoffending |
| 30 | Empower connected, inclusive and resilient communities |
| | |

| East | |
|---|---|
| 07 | Develop strong and sustainable infrastructure |
| 11 | Enable and empower individuals to improve their physical and mental health |
| 14 | Reduce loneliness and isolation and increase support through social networks |
| 30 | Empower connected, inclusive and resilient communities |

| South | |
|---|---|
| 04 | Ensure people possess the skills to enter and progress in work |
| 19 | Ensure services recognise cultural barriers, and are inclusive and accessible for existing, new and emerging communities |
| 23 | Reduce the harm to individuals and communities caused by all types of violent behaviour |
| 24 | Develop an environment  to enable healthy lifestyles |

| West | |
|---|---|
| 02 | Improve education outcomes |
| 03 | Increase access to appropriate skills and training |
| 11 | Enable and empower individuals to improve their physical and mental health |
| 23 | Reduce the harm to individuals and communities caused by all types of violent behaviour |

The role of the SLPB's is currently being reviewed.

3.2.3 <u>Operational Locality Panels</u>: From the outset the operational locality panels aimed to achieve the enhancement of multi-agency operational working, initially focusing upon referrals around individual child related early help case concerns. The operational locality panels have since expanded in remit through the experience and growth of panel members to now incorporate referrals around:-

- o Vulnerable Individuals
- o Vulnerable Families
- o Vulnerable Themes
- o Vulnerable Locations

Meetings continue to be held weekly, with a focus each week on one of the four locality footprints (each locality has a meeting on a four weekly cycle). With additional task and finish groups instigated around location based concerns where a bespoke partnership response is agreed and tasked through the operational locality panel. It is reflected that although the operational locality panel membership is widespread, there are often opportunities to expand on this through the task and finish groups which have a specific focus for a short period of time.

Efficiency remains high on the agenda from an operational perspective, with the number of meetings kept to a minimum.

Vulnerable individuals/families continue to be referred through to panels, with the pre-screening undertaken by the chair and locality manager for each of the areas where possible in advance of the meetings. Formalised documentation is established to ensure the information captured for these reports is robust, consistent and inclusive in order to ensure the panel are furnished with the information required to understand the concern and provide a collaborative response.

In order to respond in a timely manner to emerging risks, threats and concerns across the locality areas, key thematic discussions are identified. Lead professionals are invited to attend the operational locality panel meetings to provide training, narrative, intelligence inputs and workshop-based sessions for all panel members to improve the shared learning across the partnership, and develop a collaborative approach to problem solving.

Vulnerable locations are raised where more than one partner is required to provide a response to the issue. Referrals are now fully incorporated into the agenda and are heard in a similar way to that of individuals and families.

Current location-based work underway within panels focuses on a small number of street(s) within each locality where the demand on services is high. A focus on understanding the demands placed on specific streets, the people and placed-based assets within the community and the opportunity to work collaboratively to reduce demand form the platform for developing an action plan to make a measured difference in these locations. Locations selected for each of the localities are:

North:       Miner Street and Holden Crescent

East:        Bonner Grove and Shannon Drive

South:       Wycliffe Grove and Tasker Street

West:        Gough Street

3.2.4  <u>Next Steps:</u> Based on narrative and feedback of the model thus far, the next East SLPB meeting will hold a discussion around a pilot proposal for enhanced community and resident engagement with the SLPB locality plan development. The vision is to trial an enhanced level of conversation and consultation with the community and will help to inform the development of the delivery plan alongside partners for the East locality. If this pilot approach is successful, it is anticipated that each of the SLPB's will be able to develop similar arrangements for their footprint.

Current reporting arrangements present an opportunity to build upon the connections between the Operation Locality Panel, the SLPB and the wider

locality structure through the overarching Strategic Boards and Strategic Partnership Group (SPG).  Formalising the reporting process throughout the structure to ensure escalation of pan-borough concerns, connectivity across different geographical footprints and strategic discussions around emerging threats and risks for the localities are achieved will form part of the opportunities for conversations with thematic boards and SPG as the model evolves.

Finally as the Walsall Plan is refreshed the SLPB's priorities will need to be reviewed to maintain a top down, bottom up approach to the overall Locality Model.