

## TRAFFORD COUNCIL

**Report to:** Accounts and Audit Committee  
**Date:** 9 February 2016  
**Report for:** Information  
**Report of:** Kerry Purnell, Head of Partnerships and Communities

### Report Title

**Annual Governance Statement 2014/15 – update on significant governance issue :  
Locality Working**

### Summary

This report includes an extract from the 2014/15 Annual Governance Statement outlining one of the significant governance issues identified for further development through 2014/15 i.e. Locality working. It provides an update on work undertaken to date and further work planned in respect of this issue.

### Recommendation

The Accounts and Audit Committee is asked to note the report for information.

### Contact person for access to background papers and further information:

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**Background Papers:**  
2014/15 Annual Governance Statement

## **Annual Governance 2014/15 Statement – Significant Governance Issue: Locality Working**

### **1. Introduction**

Detailed below is an extract from the 2014/15 Annual Governance Statement in relation to one of the significant governance issues listed in the Statement i.e. Locality Working. This is followed by an update on actual progress made to date in respect of this issue.

### **2. Annual Governance Statement 2014/15 Extract**

The following detail (in italics) was included in sections 5.3 and 5.4 of Trafford Council's 2014/15 Annual Governance Statement:

*The Council is committed to achieving its objectives through good governance and continuous improvement. Going forward, the Council will continue to transform service delivery arrangements, to ensure the Council effectively delivers its objectives and manages its resources to meet the ongoing financial challenges being faced.*

*Detailed below are significant governance issues and a summary of the actions planned to address these in 2015/16*

#### **2014/15 Issues and Action Planned 2015/16**

### **3. Locality Working**

*A Steering Group led by the Executive Member for Partnerships and Communities and the independent Chair of the Strong Communities Board has been leading the project to implement locality working across Trafford, working with Locality Partnerships, Ward Members and key stakeholders. Each Directorate has appointed a senior manager as a lead for Locality Working.*

*As the project has developed, the emphasis has widened from the development of Locality Plans, to focus on Locality Working, a new culture of working together across sectors and with residents and communities that makes the best use of all assets and resources within localities, driving innovative service delivery, shaping demand and enabling resident action. The Locality Plans and Locality Partnerships are tools to coordinate and govern Locality Working. The principles of Locality Working are set out in the refreshed Community Strategy and support delivery against the Reshaping Trafford and PSR agendas.*

*Engagement of thematic partners and organisations is essential if quality plans are to be produced, and to ensure that strategic partners align services and resources as set out in the plans. All thematic partnerships and key partner organisations have had introductory presentations on locality working, and this is being followed up by more detailed discussions on the strategic mapping and structural changes required to influence and respond to locality working. Senior leaders have been asked to lead, support and challenge their own organisation, middle managers must have the mandate and confidence to work innovatively and creatively with partners and residents, and front-line staff must be able to encourage and enable local people to take action, signposting and connecting to support from agencies. Community Builders (frontline staff working within communities) are being identified across agencies.*

*From June 2015 Locality Working will 'go-live'. Each Locality Partnership will hold a stakeholder event; inviting representatives from all sectors to an interactive workshop to*

### 2014/15 Issues and Action Planned 2015/16

*kick start the community conversation, explore the data and intelligence and the asset mapping and start to shape the key themes for locality plans.*

*At the same time, a large-scale borough-wide campaign, “Be Bold, Be the Difference”, will also be launched. This will encourage residents to get involved in their local community, take action and make a difference, and highlight the support that is available to them from agencies. Front-line staff will have a key role in this campaign, acting as ‘Community Builders’, on the ground signposting and connecting local people.*

*Community Builders are being identified across agencies. Training will be commissioned for LP members, Ward Councillors and identified community builders on community engagement and the role of a community builder.*

*During the summer of 2015 LPs will lead more community engagement activities to help shape and consult on the emerging locality plans.*

*Once drafted, task and finish groups will be established to tackle key outcome focused objectives, bringing together public services, the voluntary and community sector, and residents to co-produce and deliver solutions to local issues.*

### 3. Updated position (February 2016)

In Trafford we have a strong culture of working together, across public services and with communities. We want make sure that we are utilising all of our assets, skills and resources we have in our towns and neighbourhoods.

Locality working is a way to work collaboratively and innovatively to make best use of the assets we have in our local area. This means bringing together everyone, from individual residents, businesses, community and faith groups, councillors, community leaders and public sector bodies, to work in partnership, share resources and enable new ideas to develop, making full use of the physical and human assets, financial resources and community spirit that thrives within our localities. A simple guide to Locality Working has been produced and printed <http://www.traffordpartnership.org/locality-working/Docs/1047Locality-Working-LeafletDv2.pdf>

Locality Working is intrinsically linked with other key strategic agendas, providing a practical way of delivering Early Help and Prevention, Public Service Reform, Shaping Demand, Community Action and Third Sector Infrastructure Support. By engaging statutory partners, stakeholders, businesses and communities throughout the implementation of this programme, we are ensuring that these national and local agendas are strategically aligned.

These are captured within a strategy for **Building Strong Communities**, developed by the Trafford Partnership and led by the Strong Communities Board, which sets out a vision for effective partnership working through mutually beneficial relationships between organisations, across sectors and with residents and communities, which will drive innovation, collaboration and meaningful co-production, highlighting the importance of the Voluntary, Community and Social Enterprise Sector and the changing role of businesses, public services and residents. The strategy can be found on the Trafford Partnership website <http://www.traffordpartnership.org/information-and-performance/Docs/building-Strong-Communities-v10.pdf>

## Locality Projects

We are beginning to see some very clear and tangible benefits of bringing partners and communities together to address key issues, increasing (or maintaining) the total amount of resources invested in achieving specific outcomes, and making better use of available resources by pooling resources, joint delivery, commissioning and decommissioning services, and targeting voluntary sector grants. The Locality Working model is being tested through the current projects, and additional projects are emerging from the partner and resident engagement carried out by the Locality Partnerships.

Transparency and resident involvement will increase local accountability and democracy, and enable an honest conversation with residents and stakeholders. This is essential if we are change the relationship between services and residents, changing their role and expectations, to shape and reduce demand. Whilst it is difficult to measure and evidence the direct correlation between locality working and reduced demand, we must do something to build community resilience and involve everyone in preventing the need for more acute and costly services.

### **Locality Project Case Study – M16 Environmental Action**

There have been long-standing environmental concerns in the Old Trafford area (postcode M16), with high levels of fly-tipping and rubbish in the alley-ways and streets of this inner city neighbourhood. The Council has often been placed at the centre of this issue, criticised by local groups and Ward Councillors for not removing rubbish and keeping the streets clean.

Over the last year, Trafford Council has run a successful campaign called Be Responsible, to encourage dog owners to take responsibility for cleaning up after their pets and for disposing of their waste responsibly. Building on this, and focusing on a specific geographic area, we looked at the issues in Old Trafford using the locality working principles and framework. So rather than the Council being at the centre of this problem, we considered who else has a role to play – Ward Councillors, housing providers, community groups, faith groups and of course residents themselves, as well as the Council.

By bringing everyone together, as equal assets, we are able to have a more constructive conversation with stakeholders and residents, and agree a plan that more effectively utilised all the resources that were going into this issue, as a single project, rather than by people/organisations working independently, duplicating effort and blaming each other.

The Locality Partnership supported the project by setting up a small grants scheme, offering up to £300 to residents who wanted to improve their local environment. It was very simple to apply, and payments were made to individuals (not just constituted groups). We funded 16 projects, which immediately began to deliver fantastic results. Neighbours came together, cleaning and maintaining their back alleys, placing plants and benches there, enabling children to play and people to meet. One project has put art in the alleyway, and is holding art classes for children there <https://thebackgallery.wordpress.com/about-2/> Another project has attracted the attention of Keep Britain Tidy, who has met with the residents, Council and Councillors to discuss trialling a project prior to national roll-out.

## Locality Partnerships and Enabling Groups

Since being established in 2013, the Locality Partnerships have changed considerably. Membership has changed and expanded, following the well-attended stakeholder events

in summer, with the meetings now open and inclusive to everyone who is actively improving their locality. The format has shifted, from formal agenda to wider networking and engagement, using creative techniques to connect partners with communities and develop new projects, harnessing their collective passion, assets and resources.

To drive forward locality working we have established four *Enabling Groups*. With a core membership of six, retaining the principle of split between Community, Agency and Councillor, these groups are responsible for:

- Leading engagement - through the Locality Partnership events and other engagement activity.
- Monitoring the projects – supporting and challenging delivery,
- Communicating success – by increasing media / social media presence
- Connecting Localities – to the Trafford Partnership, public sector organisations and residents and communities

The leads for locality working projects will also be invited to attend the group meetings

### Be Bold... Be the Difference

The campaign continues to be promoted. The Partnerships and Communities Team are acting as the focal point for collecting stories and case-studies of how local people have responded to this campaign and become more active in their community. The website visits are tracked, queries responded to and successes showcased. Community Builders from all organisations are being encouraged to collate and send through their examples. The campaign will be expanded in the coming months with new case-studies and an enhanced social media campaign (see new case-studies below)

### Community Builder Teams and Training

There are organisations across Trafford who can help by signposting to local groups, connecting to the right people and supporting with funding. Front line staff, Ward Councillors and Locality Partnership members have a lead role in the Be Bold ... Be the Difference campaign, acting as Community Builders, enabling, supporting and connecting residents and communities

<http://www.traffordpartnership.org/BeBoldCampaign/CommunityBuilders.aspx>

To ensure they have a consistent message, understand each other's role, have a grasp on community assets, can identify where support and connections can be made, and have a culture of working together with the community, a coordinated training package was commissioned. The training was held on three days, attracting over 200 front-line staff from a range of agencies, Ward Councillors and Community Ambassadors. Delegates developed their understanding of how to unlock the strengths within communities, provide practical tools for mapping assets in communities and emphasize the role front line service providers can play. All participants are able to access an online ABCD tool kit for on-going support.

Since the training in June and July, virtual teams of community builders have been established in each locality, building relationships between officers and agencies, which is improving joint-working and will deliver better outcomes for residents.

In December we provided a free lunchtime session for senior officers and managers on Asset Based Community Development and Locality Working, hosted by Nick Massey, Chief Executive of Forever Manchester. The session was well attended, and well received. Over the coming months further training will be offered out to front-line officers and Ward

Members, middle and senior managers and in addition to members of the community who act as Community Connectors.

## Recognition

Finally, as all boroughs are looking at how to shape demand, engage communities and change the way services are delivered, Trafford's Locality Working Programme is being noted nationally. We have had visits from Bradford, Rotherham, Stockport and Rochdale, and have presented at Greater Manchester and regional events including the i-Network annual conference in December. Locality Working was shortlisted for an iNetwork award.

### Appendix 1

### **Be Bold ... Be the Difference**

You can make a big difference to the lives of your friends and neighbours, and yourself, by being more active, joining a local group, volunteering, setting up a social enterprise or simply by being more neighbourly.

#### **"I'm WOWing the older people of Altrincham and Sale"**

*Alan from Home Instead Senior Care makes the 'What's on Where' guide for Sale and Altrincham*

"I created the What's on Where (WOW) guides to help signpost older people to a wide range of socially stimulating activities that are typically run by local community organisations and their volunteers. Local residents who can be at risk of loneliness and isolation, can now brighten up their social calendar, meet a few new friends and make the most of what the local community offers."

#### **"He was really pleased when I took a meal round"**

*Emma from Urmston helps her neighbours out*

"As my neighbours have got older I've helped them out a little bit more. When she went into a hospital, I took him a meal round, and he was really pleased. You realise you don't need permission to do a nice thing or offer to help. It's nothing special, just what neighbours do. I spoke to some of the other people on our street, and now we all help out, with meals and shopping. In fact, now we all help each other out."

#### **"I am helping to transform Partington, one park at a time!"**

*Adele from Partington set up Friends of Oak Road Park*

"I wanted to help reclaim our community and get everyone working together, to make a difference to Partington and change people's perception of the place we all call home. So I set up a Friends Group for Oak Road Park in Partington with my neighbours. We are encouraging local people to get involved with the work we are doing on the park which will give our children pride in where they live. Oak Road Park is only the start of it. We have passion and belief that we can make a difference and get everyone working together for future generations!"

#### **"I'm helping local mums to enjoy their journey"**

*Jessica Lacey from Stretford set up Soothe: Baby Blues to support new mums in Trafford*

"As a mum of 3 I know how tough it can be in the early months of having a new baby. I wanted to support other mums to enjoy their journey into motherhood. So I set up Soothe: Baby Blues, supported by local retired midwives Remi and Daphne. We help the emotional wellbeing of new mums in Trafford by providing a space to bond, to nurture and be nurtured, to share, explore and adjust, to learn and to grow."

#### **"We are delivering exciting and creative activities in the town where our children are growing up!"**

*Anna and Zoe from Sale organised the Sale Footprint Trail*

"As local mums, we wanted to build on Sale's arts offer for families and children. For the Sale Footprint Trail, we painted a thousand animal footprints through the town centre, with local businesses sponsoring the trail. There is something immensely positive and motivating about working within your own community, where you really see the direct benefits of the time and effort you are putting in. We are both very inspired and thoroughly supported by the people we meet

every day. What began as a conversation at the school gates has evolved our roles as full time mums to running a thriving organisation in less than a year.”