

Members are reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting

BIRMINGHAM CITY COUNCIL

CABINET COMMITTEE – LOCAL LEADERSHIP

FRIDAY, 11 NOVEMBER 2016 AT 13:30 HOURS
IN COMMITTEE ROOM 2, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING

The Chairman to advise the meeting to note that this meeting will be webcast for live and subsequent broadcast via the Council's Internet site (www.birminghamnewsroom.com) and that members of the press/public may record and take photographs. The whole of the meeting will be filmed except where there are confidential or exempt items.

2 APOLOGIES

3 - 10

3 FORWARD TOGETHER/CHAMBERLAIN 21 DISCUSSION PAPER - UNLOCKING COMMUNITY ASSETS AND TALENTS IN THE SOUTH OF THE CITY

Ghaz Hussain, Area Planning and Regeneration Manager and Karen Cheney, Citywide Lead Officer, Neighbourhood Development and Support Unit will present the item.

11 - 34

4 COMMUNITY PLANNING AND INVOLVEMENT TOOLKIT AND WARD EXPLORER - MAKING BETTER PLACES TO LIVE

Paul Slatter, Chamberlain Forum and Karen Cheney, Citywide Lead Officer, Neighbourhood Development and Support Unit will present the item.

5 LOCAL INNOVATION FUND UPDATE

Karen Cheney, Citywide Lead Officer - Neighbourhood Development and Support Unit will give a verbal update on progress to date.

6 **WORK PLAN**

The Assistant Leaders will present the item

7 **OTHER URGENT BUSINESS**

To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.

“Forward Together / Chamberlain 21”
Unlocking community assets and talents in the south of the city

Introduction

Following considerable discussion with local elected Members, community groups and residents of the Hall Green Constituency, a report was presented to Hall Green District Committee in January 2016, exploring the potential for a pilot project to develop the thinking behind combining the time, talents and enthusiasm of local people, with the City Council’s assets (both physical and human). The outcome of this project would be to look at new ways of delivering projects and services, and support existing (and create new) economic, environmental, social and cultural activity.

The setting up of the ‘Locale Board,’ gave the project greater emphasis, with the proposal re-shaped to reflect the ‘localisation’ direction the Council wishes to pursue. Authority is now sought to progress with initiative, but some fundamental questions need to be posed and answered before proceeding.

Background

Given the changing face of local service delivery in the light of austerity, budget cuts and legislative changes, Hall Green District councillors and officers have (since February 2015) been exploring whether an asset based approach to some service delivery may be possible. Under the working title of ‘Chamberlain 21,’ the group have been exploring short, medium and long term ways of combining local social capital, community enthusiasm and skills with BCC assets and officer experience to deliver local benefits. Inherent in the concept is the City Council becoming more of a facilitator and enabler helping to co-ordinate local action - a move from ‘civic to civil’, as outlined in the Standing Up for Birmingham Workshop at Highbury 4.

In September 2015, local ward councillors, officers, community leaders, residents and other key stakeholders discussed similar issues covering a wider area including Balsall Heath, Sparkbrook and Hall Green. Similar aspirations were expressed but with the addition of the need to capitalise on investment spilling into the area from major investments in the city centre core, such as HS2 and the Enterprise Zone. There was a unanimous view that some form of pilot initiative should be established to help develop these ideas and progress to implementation. A draft paper outlining how this may be achieved was produced and circulated amongst participants. As a result of the widespread support in the District, the following pilot project is proposed in order to test the concept.

The Concept

Given the Kerslake review, and the work of the Improvement Panel, its recommendations on governance, organisational capabilities, community engagement, and the need to have a focus on the inner city and suburbs as well as the city centre, the scope and aspiration of this initiative is most timely.

Some of the City Council's land and building assets are under-used. They can often be seen as liabilities, being hard to manage, costly to maintain and their use and development constrained by red tape and bureaucracy. Opportunities are being missed to unlock their value, such as promoting better cafes in our parks, greater community use of playing fields, or using our assets for community development and training. Opportunities to connect local enthusiasm and skills with publically owned assets must be explored and encouraged further, building on the revitalised community asset transfer protocol developed in 2011 and some of the SU4B Community Conversations in 2013-15. There are good local examples of an asset based approach along with many pioneering projects or innovative research from elsewhere in the UK or around the world (see appendix), that point to potential future directions we could take.

The aim of the pilot is therefore to further develop a place based approach, focusing (in the first instance) on City Council owned assets, to develop responsible local stewardship and ownership, increase capacity building and engagement, promote wellbeing, and assist in the devolution of local service delivery.

The proposed model would build on 5 key themes:

Environmental: Including parks, open spaces, allotments, rivers, trees and play areas etc

Wellbeing: Using buildings and spaces to promote opportunities for health and wellbeing, social groups and networks, community initiatives, social capital, community empowerment etc.

Economic: encouraging social enterprise, local training initiatives, growth of creative industries and small businesses, links to growth areas such as HS2 and Life Sciences etc – with a specific emphasis on generating local value from local assets.

Social capacity and community: building on undoubted strengths of exiting local communities and groups, yet developing new ways of participation and inclusion, particularly amongst harder to reach group; and

Transport networks and infrastructure: improving local transport networks, increasing cycling, walking and the use of public transport, helping promote green travel districts etc.

Sustainability and learning should be a driving influence and embedded into all projects, building upon existing policies and programmes such as the Green Commission and Smart City Road Map. The default position for the project should be that where appropriate, land and building assets can become available for community use/management / ownership, where a suitable business case has been made. Community groups and leaders should be empowered and take the lead, with BCC officers working alongside as enablers and technical advisors. And there should be a commitment to a cross Council, cross organisations approach with the full range of local government powers and services being available to assist with any funding and /or loan opportunities maximised for viable proposals.

The concept may best be described as a series of actions and initiatives that form multi-layers of activity, physical and / or thematic, each contributing to the vision and key themes; effectively creating a suite of engagements to respond to different community needs, be they geographic or demographic.

A key aspect of the approach is that it does not need to find expression in a single city wide plan. Although initially based on Hall Green District, initiatives should not be constrained by the concept of administrative or geographic boundaries; links to surrounding “capital” such as the Hospitals, Universities, employment hubs, the city centre, river corridors etc., should be encouraged. In contextual sense it is the looking at Hall Green District from the perspective of a wider zone that runs from City Centre to Druids Heath in South Birmingham.

Outcome and Issues

Working in partnership with local stakeholders should lead to better and more imaginative decision making, and ensure decisions on the use of assets in the delivery of local services are made in the most open and transparent manner. With local involvement and engagement, local communities should feel enabled and empowered, achieving a sense of ownership and responsibility, leading to improved wellbeing. Furthermore, it is believed a number of ideas, opportunities and practices will come forward which will achieve financial and efficiency savings, whilst empowering local people. The concept is wholly in line with the Kerslake review’s recommendations regarding *communities and partnership* and in line with the triple devolution concept.

If the pilot is successful, the operational model and the way of working will be directly transferable to other places and neighbourhoods in the city.

However, in order for meaningful progress to be made in the pilot, high level consideration, acknowledgement and direction needs to be provided on a number of issues:

- The silo mentality of different ‘place based’ services and those with operational responsibilities in the District/ locality need to be modified to embrace the approach.
- Generating best capital value returns, or minimising revenue costs on Council assets, should not be the sole consideration, when seeking the disposal of its land and buildings.
- The need to take into account the “worth” and “social value” of community organisations and an area’s social capital. These need to be accounted for in the same way and given a similar weighting as a capital value of physical assets
- The need to strike a balance between recycling of receipts (capital and revenue) generated locally and the contributions needed for corporate purposes.
- The measure of ‘due diligence’ when considering disposal of assets or transferring services to third sector organisations or voluntary groups, should be reviewed / relaxed (not abandoned) to maintain interest and sustain future activity.
- The establishment of area based, multi-disciplinary officer teams (former Urban Renewal style) should be considered, to better interact and integrate with secondments from other organisations (Police, Health etc.) and community groups.
- Political leadership and Executive agreement is necessary for this initiative to succeed.

Experience gained in the operation of the Community Asset Transfer Protocol and the community led spatial planning exercises in Balsall Heath (Neighbourhood Development Plan) and Moseley (Supplementary Planning Document), has shown that whereas community interest in local place based plans is high, progress can only proceed at the pace of local people. This sea change must be acknowledged and agreed at all levels, which means that the pilot could take 3 /5 years before meaningful quantifiable outputs are available / visible.

Making It Happen

It is recommended that a steering group of members, officers and community volunteers is initially established to guide the pilot's roll out, and establish links with existing local initiatives such as "Neighbourly Neighbours /Near Neighbour Schemes" and "Healthy Villages". It should also work towards putting in place the mechanisms to enable the pilot lead to rapidly transfer to the local community, with the Council playing a supporting role. Apart from officer time, the initial phase of the project is expected to be cost neutral, but could lead to significant long term financial savings being made.

To give visual focus to the concept, it is considered that some form of flexible, web based mechanism is necessary, to be used both to reference what is being achieved, and as a tool to steer further active participation and decision making. Cost implications of this will need further consideration but could be possibly funded through the Local Innovation Fund..

A DCLG funded community planning and engagement toolkit and "ward explorer" has already recently been developed through a collaboration between local community organisations - Chamberlain Forum and Moseley Community Development Trust, Birmingham City Council – Planning and Regeneration and Hall Green District, Local Services and locally elected Members – (Sparkbrook and Moseley / Kings Heath). By using this toolkit and the accompanying Ward data base - a continually updated folder (comprising background facts and statistics about the area's assets and make-up, issues, needs, opportunities, actions, projects, campaigns and an overall vision and recommendations for the area), would keep a record of progress with the pilot and all decisions taken in or affecting the area. The successful launch of the toolkit, , "Making better places to live.." took place on 19 October, 2016 at Stirchley Baths attended by Community organisations, BCC officers and councillors and DCLG

Recommendation and Future Focus

- A refreshed vision looking at a more holistic, creative, imaginative and practical approach is taken when looking at neighbourhood assets to meet local aspirations. Using both good local examples and those from elsewhere in the country (and abroad), including the One Public Estate Programme, links to other public sector bodies could be forged to extend the scope and impact of this initiative. This could include scoping whether multi use / occupancy of buildings and facilities in the area are possible, particularly where this could lead to improved service delivery as well as financial savings. In the longer term the underuse of private sector assets could also be considered, and how they may help contribute towards the vision
- This Cabinet Committee – Local Leadership Discussion Paper is presented to the newly formed Property Board at one of its meetings before Christmas, either November 16th or December 21st for discussion and endorsement.

- The updating of ward based asset maps (both BCC, other public agencies, private and community) are prepared by Property Services by the end of December 2016
- A short explanation paper is produced by Property Services for Cabinet Committee – Local Leadership meeting on 20 December 2016 on the continuum for the potential usage of BCC assets i.e. From management agreements (such as the successful ones with a number of the bowls clubs in Sutton Coldfield) through to licence arrangements and then on to leases including Community Asset Transfers, with short case study examples of each in Birmingham and finally the process of the selling of Council Assets
- The setting up of a pilot project in Hall Green District and South Birmingham exploring an asset based service planning model encouraging active citizenship and participation and new ways of service delivery and decision making . This pilot would soon be followed by a cross section of different neighbourhoods across the City.
- The newly established Local Innovation Fund (LIF) could help facilitate this innovative asset based approach to neighbourhoods – including supporting and developing the capabilities within a local neighbourhood through a capacity building programme.

CONTACTS

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APPENDIX – EXAMPLES OF PIONEERING PROJECTS AND INNOVATIVE RESEARCH

- 1) **Plymouth**, which has become **the capital of social enterprise** with over 150 groups working across a huge range of sectors including; education, health, arts, environment, food, finance, housing, business support, sport, social care and many more. These businesses employ over 7,000 people and bring in an income of over £500m. Social and environmental benefits are now key criteria that must be considered alongside finance in any procurement process and Plymouth use this to help maximise local expenditure.
- 2) In the USA, the **Cleveland Evergreen Cooperative Initiative** which works to create living wage jobs in six low income neighbourhoods by creating businesses owned by their employees, recruits local people and then trains them. It is a means to community wealth building.
- 3) **The Liveable Cities initiative** which is a five year programme researching how to develop methods of designing and changing cities to promote sustainability and wellbeing, both at the city and individual level. Lancaster University with whom we have working links are leading on this in the UK.
- 4) **Locality Planning** – an alternative strategy which proposes that public services should be “local by default”, that they should help people help themselves, that they should focus on underlying purpose rather than outcome and that they should manage value not cost.
- 5) **Innovation Districts** being developed in the USA and Europe – a concept where economic, physical and networking assets are maximised to: build collaborative leadership, set out visions for growth, pursue talent and technology, enhance access to capital and promote inclusive growth.
- 6) **Asset Based Community Development (ABCD)** - a concept that builds on the human assets that are already found in the community and mobilises individuals, groups and institutions to come together to build on these not concentrate on their needs.
- 7) **“Locality”** – a national network of ambitious and enterprising community-led organisations working together to help neighbourhoods thrive. Their report “Local by Default” sets out an alternative strategy to the traditional delivery of local services in which collaboration with the 3rd and community sectors reaps joint benefits.
- 8) The Joseph Rowntree Foundation’s work around **“Inclusive Growth”** and shaping local economies as an alternative to more traditional agglomeration economics.

Although not directly comparable lessons could also be learnt from the **One Public Estate** pilot schemes around the country – a government initiative which brings public sector bodies together to develop a joined up approach to managing their land and property.

“Making Better Places to live...”

Enabling Neighbourhood Planning in Urban Areas through an Integrated Community Planning and Involvement Approach

Birmingham City Council

Introduction

Birmingham City Council has been a pioneer in community involvement, most notably through its extensive Urban Renewal Programmes in the 1980's and the redesigning of its municipal housing estates in the 1990's / '00'sand is firmly supportive of Neighbourhood Planning.

However, it is conscious that with its diverse populations, gaps in grass roots community activity could be holding back real engagement - ***the starting point for this project.***

Even in reasonably articulate communities, there exists a confusion, or apparent lack of awareness between their understanding and expectations of the Neighbourhood Planning Right (as contained in the Localism Act 2011), and that of Government's who see communities supporting and promoting its housing growth agenda. If less well connected communities fail to comprehend or grasp the fundamentals of the exercise, they will feel even more distant from the process.

Although funding is available to employ consultants to assist Neighbourhood Forums and Parish Councils in the task of leading (and producing) a Neighbourhood Development Plan, for less well organised communities, or those without access to technical planning skills, just getting to that stage can be quite onerous. This may in part be why the number of Neighbourhood Development Plans coming forward in urban areas is significantly lower than in rural parishes.

Existing Neighbourhood Planning road maps, such as those produced by Locality, have their use in demystifying the Neighbourhood Planning process for informed lay people. The technical on-line Forums work in the same way for practitioners undertaking individual plans. However, a gap exists in the guidance where less-informed groups are beginning to 'think' about community planning. This is particularly so in urban multi-cultural neighbourhoods, such as the inner city areas of Birmingham, where English may not be the first language of many, but spatial issues are common to all.

This project has created a web-based **Toolkit** and **Folder** as an introduction to community learning, which it is hoped will contribute to reducing the knowledge gap, and be helpful to those individuals / groups at the first stage in community / Neighbourhood Planning. Although openly accessible to all, it is hoped that communities in urban areas, where 'neighbourhoods' may not be as obvious or clearly defined as in rural parishes, will find the resource especially useful. It will help guide users to a greater understanding of the possibilities (and limitations) of community engagement, as well as signposting the way to other spatial planning tools, that may be more appropriate to achieve their objectives.

The online package inevitably assumes a level of literacy, but initial parts of the **Toolkit** have been translated into common community languages found in Birmingham, to encourage greater interest from minority ethnic communities whose mother tongue is not English. A verbal introduction (You Tube) to both parts of the project will also help those who find web-based reading a challenge.

The project

When Nick Bowles MP was Under Secretary of State for Planning, he was keen to emphasise that Neighbourhood Planning was a 'light touch' approach to land use plan making. He also regarded it as but *one tool* in the planning toolkit. This pilot provided us with the opportunity to explore and develop web based information systems, that would increase participation across the diverse communities in the city - in a simple to understand, user friendly way.

Working with two well respected local community organisations (Moseley CDT and the Chamberlain Forum), the project reviewed the findings of the first two community led planning projects in the city, in Moseley and Balsall Heath. This reinforced the belief that the key to effective resident involvement is to provide an integrated process, that is, enabling residents to express what they think should be done, and get their buy-in for *what they are willing to do*, to make a better place in which to live.

In order to do this however, the knowledge base and involvement rate of the disparate communities (especially in multi-cultural inner urban areas, or former municipal estates on the outskirts of the city) needs to be increased.

The two elements of this project are stand alone, but are also cross referenced, to enable the user to make best use of its combined resource.

The Toolkit; <http://www.communityplanning.cooperative.website/>

- A multilingual, online, 'integrated community /neighbourhood planning toolkit', which will be of specific value to those seeking to engage diverse communities in general, and in spatial planning in particular, especially in multicultural urban

neighbourhoods. Development of the online 'toolkit' has been based on the experience of practitioners - community activists, Town Planners, elected members, and includes video interviews with those having direct involvement in community and Neighbourhood Planning exercises in Birmingham. The 'toolkit' provides a robust template (and practical approaches), for organising local activity which brings together wider community planning with spatial planning.

The Folder; <http://www.wardexplorer.com/>

- Ward Explorer is an innovative way to help community groups gather and organise the information they need to undertake community or neighbourhood planning projects. An electronic 'folder,' owned and managed by community partners and capable of updating, it has the potential to be used widely across Birmingham and many other local authority areas. The 'folder' has been designed with an "open source" approach to make it accessible to all, thereby enabling an area's background facts, statistics and assets to be assembled in one local directory. In this way, issues, needs, opportunities, actions, projects, campaigns and an overall vision for the area can be constructed – a comprehensive data evidence base which could be used to support the production of a community or Neighbourhood Plan. This publicly accessible database could also keep a record of all decisions taken in, or affecting the area. It highlights community groups, services and facilities, as well as a "who's who" of campaigners and community champions leading on local initiatives.

The information contained within the **toolkit** and **folder** relates to the Moseley and Balsall Heath Districts of Birmingham, but the templates can be applied to any community or area across the country. The **toolkit** has already proved successful in one of the outer municipal estates in Birmingham, with a new **folder** currently being populated with material for part of the Quinton Ward (the Welsh House Farm area), which intends to prepare action plans over the next 10 years as part of the Lottery funded 'Big Local' initiative.

Post Submission.

It is envisaged that in the autumn, a seminar will be held to publicise the initiative to local community groups, as well as other planning authorities within the West Midlands Combined Authority area, to introduce the **toolkit and folder** and celebrate the involvement of local communities across the wider city-region.

Because the completed resource(s) is a web based entity, its future success and application will depend upon the commitment of local people and community

organisations, to ensure that it remains live and relevant for their part of Birmingham or in a deployment elsewhere. For it to be relevant to other areas or as a national tool, a similar commitment to maintaining it on the part of whoever wishes to use the site will be paramount.

It is envisaged that once the issue of future maintenance is resolved (to keep the resource up to date with changes in legislation / policy etc.), the **toolkit and folder** will join the suite of way-finding documents on the Locality / My Community web sites as an Open Source product.

In developing the web based resource it has become clear additional 'layers' could be added to enrich the functionality and purpose e.g. a 'Heathy Neighbourhood' layer, (which could identify walking routes, children's trails, 'active parks' etc; education/training and employment signposting, etc). This has not been included as part of the remit of this project, but others using the resources could adapt them for their purposes.

We trust these resources are useful to other areas and we would welcome discussions on how they might be further developed and deployed.

Please note. the sites have not been optimised for mobile access, this could be achieved should additional resources be available.

The successful launch workshop for the Community Planning and Involvement Toolkit and the Ward Explorer took place on October 19th, 2016 at Stirchley Baths with participants from BCC, other public agencies, Community organisations and Councillors and DCLG.

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Toolkit – Paul Slatter, Director, Chamberlain Forum

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Folder – Tony Thaper, Chief Officer, Moseley Community Development Trust

(www.MoseleyCDT.com); 0121 449 6060 / 8585

Community/Neighbourhood Planning Toolkit

Paul Slatter, Chamberlain Forum

Localism Act 2011

- Chamberlain Forum and 'Communities Managing Change' 2010-13
- Community Planning research:
 - Moseley Big Plan
 - Kings Heath Local Plan
 - Aston Newtown and Lozells Development Plan
 - Balsall Heath Neighbourhood Plan
- Complexity, Leadership and Consultation

2013 Research Findings

- All approaches work – they produce plans
- Local community leadership produced livelier, more distinctive plans
- Local plans enabled **definition of purpose** and rules (places have different purposes...)
- Process enables ‘marketplace for ideas’ – dialogue
- Product v Process tension

and on Neighbourhood Planning

In 2010-13, we found:

- The process works (boundaries, councillor role etc) in practice
- Works best and easier where there is existing social capital , but could work anywhere
- ‘Incorporation’ is a bigger risk than ‘capture’
- It can take ~~too long~~ a long time
- Could be/should be ‘packaged’ (**most people get involved not because of spatial planning**)

Fast Forward to 2016...

- DCLG interested in working out what works in Neighbourhood Planning
- Birmingham third sector/public sector proposal
- Looking at integrating neighbourhood planning and wider community planning
- Toolkit and neighbourhood profiling tool - structures for 'how you can do it' rather than a single defined process

The Toolkit

- communityplanning.cooperative.website
- Flowchart of questions
- information sheets, methods sheets, interviews (using video)
- introduced in six community languages as well as English
- based on 2010-13 research

Toolkit Flowchart

Can the community do something?

Can business do something?

Can our public servants help us?

Specifically, what about the council?

Could we use the planning system?

Do we need a local plan?

Shall we lead a neighbourhood plan?

Contact

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Final thoughts...

- Toolkit needs users and developers
- Toolkit works - information and links acting as a gateway to Neighbourhood Planning
- Every Place Matters - but not all places are the same; cities are made up of their places
- Perhaps we could do with a shared database of who's aiming to do what, where to make better places to live in Birmingham?

Making better places to live...



STIRCHLEY BATHS, Bournville Lane B30 2JT

Wednesday 19 October 10am – 1pm

'planning 'isn't brain surgery!'



"A reasonable charge was put to me that I wasn't being respectful enough of the planning profession."

"My point is that we have made it so professional."

**Former Communities Minister
Andrew Stunell:**



` When you give people and communities more power over their lives, more power to come together and work together to make a better life - great things happen.'

David Cameron
.....former Prime Minister

Stage 1 - Designate Neighbourhood area and Neighbourhood Forum (community applies to LPA)



Stage 2 – Prepare the Plan (evidence, consultation and compliance)



Stage 3 – Independent Check (examiner checks and recommends changes)



Stage 4 – Referendum (LPA to organise, +50% required)



Stage 5 – Adoption (part of LDF, legally binding)



Why do you want to undertake a Neighbourhood Planning exercise?

- to resolve traffic problems,**
- to manage local services,**
- to organise community activities,**
- to influence development,**
- to manage change.**

The Community Planning Toolkit

<http://www.communityplanning.cooperative.website/>

and

Ward Explorer

<http://www.wardexplorer.com>

**Adoption of a Neighbourhood
Development Plan is the game.**

**Community engagement and
empowerment is the**

Goal.



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Assistant Leaders Work Programme – Phase 2 (quarters 3 & 4)

Measures of Success (taken from 'Devolution: Making it Real' 2013)

- a. Services being different, better suited to the area, and more efficient
- b. Officers work for the locality first, not their service or directorate, and work together more
- c. Local councillors can have more influence on the services that are delivered
- d. Residents believe they are more in control of their services and their local area

	Action	Nov	Dec	Jan	Feb	March
Neighbourly Neighbourhoods - Ward Arrangements						
1.	Design how system works					
2.	Appoint 'Neighbourhood Managers'					
3.	Agree arrangements with Locally Accountable Officers					
4.	Local Innovation Fund – ensure LIF is implemented					
5.	Make Cleaner Streets approach happen					
6.	Explore flexible local Amey working					
7.	List & disseminate ward assets to all wards					
8.	List & disseminate ward profile information					
9.	Data – organising services round people in neighbourhoods					
Councillor Engagement in System Redesign - at ward/neighbourhood level						
10.	Review Vehicles for Making Things Happen Locally – what do they do, what value do they add? <ul style="list-style-type: none"> Community Development Trusts / Regeneration Trusts / Witton 					

	Lodge <ul style="list-style-type: none"> Community Councils 					
11.	<ul style="list-style-type: none"> Bid writing session Neighbourhood toolkit session Neighbourhood Planning session (specifically around land use planning) 					
Councillor Engagement in System Redesign - at wider/sub city level						
12.	Meet District Chairs					
13.	Housing					
14.	Jobs & Skills					
15.	Children					
16.	Health					
Chief Executive / Leader						
17.	Take forward messages from Improvement Panel					
18.	Ensure alignment with Future Council					
Learning from Elsewhere						
19.	<ul style="list-style-type: none"> Co-operative Councils Locality LGA 					