



Department for  
Communities and  
Local Government



# Delivering Differently in Neighbourhoods

Prospectus



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# Delivering Differently in Neighbourhoods

## Introduction

The government is supporting councils to transform public services in order to meet the challenges of reduced public expenditure and increasing customer demand and provide modern services that are affordable, efficient and meet the needs and expectations of service users. Local government has often been at the forefront of efforts to redefine the role of public services and engage users in co-production.

Localism and decentralisation are central to the work of the Department for Communities and Local Government. Giving power to local people and institutions and freeing up local government to act in the interests of its residents and provide real leadership in its areas has opened the door to a huge range of inspiring and innovative approaches.

In many cases, commissioning services at scale can deliver real savings. However, there is evidence that in some cases – particularly those of complex, community-facing services – it is more effective to use neighbourhoods and communities as partners in commissioning and delivering services at neighbourhood level. This approach allows greater tailoring of services with more focus on outcomes that matter to service users and potential efficiencies derived from the joined up delivery of local services (economies of scope), as well as opportunities for prevention and early intervention and more effective harnessing of assets within the community.

We are working with neighbourhood organisations, parishes and the voluntary sector to help them to play a greater role in service design through projects such as Our Place that seek to design public services from the bottom up, based around the needs and priorities of communities. We have also supported local authorities to assess and implement alternative delivery models through the current Delivering Differently for Local Authorities programme.

We want to build on the progress made in these programmes and continue to develop our understanding of effective neighbourhood delivery models by supporting commissioners in local authorities who wish to redesign their services to deliver at neighbourhood level. We are undertaking to support a limited number of authorities with innovative proposals for service redesign. We will provide a mixture of financial support and advice to successful authorities between now and March 2016.

We are therefore inviting local authorities to send in brief expressions of interest by 15 December 2014.

We will be holding a workshop for interested authorities on 19 November (13:00-16:15) at the Old Town Hall in High Wycombe. This will be an opportunity to learn more about the programme and application process, as well as to pose any questions you may have. Places will be allocated on a first come first served basis. To register for the workshop, please email [DDneighbourhoods@communities.gsi.gov.uk](mailto:DDneighbourhoods@communities.gsi.gov.uk).

# The programme

DCLG will provide support to around 25 authorities in total in 2014/15 and 2015/16 to develop new approaches for delivering services at neighbourhood level, working with local people and organisations to deliver improved services. As part of this, we are interested in working with projects that seek to devolve greater responsibility to parish and town councils and expect that around 3-4 projects funded in each phase will involve parish and town councils in some way.

We will support projects to develop neighbourhood service approaches in specific areas or across an authority or authorities, particularly those that involve the Voluntary and Community Sector and the wider community in designing and delivering services.

Evaluation of the impact of these approaches is an important aspect of this programme so we will expect participating authorities to work with us to evaluate the impact of the new delivery approaches.

We are particularly interested in bids across the service areas listed below, but will consider proposals that involve other services.

## **Priority service areas, with illustrative examples**

### **1. Adult social care**

- Independent living
- Safeguarding vulnerable people
- Social care services relating to the eligibility and assessment regulations set out in the Care Act
  - For people with care needs
  - For carers

### **2. Environment and culture**

- Highways maintenance
- Library services
- Grounds maintenance
- Community safety
- Public Health and wellbeing
- Recycling/civic amenity sites

### **3. Children's services**

- Child sexual exploitation
- Disabled children's services
- Early help
- Forced marriage prevention (for young people and vulnerable adults)

## **The support offer**

We will provide unringfenced grants of up to £90,000 to each successful authority. The support would be aimed at helping authorities to:

- Develop options appraisals or feasibility studies for new models;
- Develop an implementation plan for the chosen model;
- Develop a Cost Benefit Analysis for the chosen model.

DCLG will work with authorities, including providing support with analysis, to gather examples of neighbourhood delivery models, and to follow their implementation.

An advisory board consisting of officials from the Department for Communities and Local Government, the Public Service Transformation Network, external experts and the Local Government Sector will provide expert advice and challenge, and there will be an opportunity for different projects to exchange learning and network. We will also provide opportunities for on-line networking.

We intend to work with authorities in two phases:

Phase 1 – authorities with projects that can be implemented quickly (from 2015). Funding would be provided in the form of a direct grant during the 2014/15 financial year. We expect that work would start in 2014/15 and continue until late 2015. We expect that this phase will support feasibility work on projects where some initial scoping work has been done.

Phase 2 – authorities wanting to commence projects from April 2015, with a view to implementation in 2016. Support will be provided through a direct grant in 2015/16 and we would expect work to be carried out during the remainder of the 2015/16 financial year. This phase will be better suited to proposals that need further work to scope out the aims and partnerships to support the new way of working.

The programme is open to all local authorities in England. We will only be able to support one project per authority, but authorities can submit more than one proposal if they wish. Joint bids from more than one local authority or with another public agency will be considered. Expressions of interest must have a clear lead authority, which must be a local authority. Joint expressions of interest must have senior agreement from each organisation.

# The process

Projects should submit the short expression of interest form attached to [DDneighbourhoods@communities.gsi.gov.uk](mailto:DDneighbourhoods@communities.gsi.gov.uk) by 15<sup>th</sup> December, setting out:

- The service areas you are interested in redesigning and the reasons for the proposed redesign;
- The models/approaches you are considering and the reasons for selecting them, in particular evidence of existing or planned partnership working, including with neighbourhood and community organisations;
- The benefits (e.g. financial, economic, social and user-outcomes) you expect to derive from a neighbourhood approach, and the ways that these benefits will be measured and monitored post-implementation;
- The resource you are able to commit to the project;
- How the project might influence your future approach to policy/programme development and commissioning;
- The timetable for the project including key milestones and associated outputs (e.g. plans).

Expressions of interest will be assessed by the department. We will consider the following criteria:

## **Relevance**

- Relevance to overall programme aims
- Definite neighbourhood based approach

## **Clear rationale and benefits**

- Clear reasons for transformation
- Clear benefits (e.g. financial, economic, social and user-outcome) of transformation

## **Partnership working**

- Evidence that partnership working arrangements exist or have been considered

## **Innovation**

- Novel projects that represent significant changes in approach
- Extent to which the project will help to address existing evidence gaps on neighbourhood working

## Commitment and resource

- Clear senior level commitment
- Resource the authority is committing to the project, for example staff time, finance etc.

## Learning

- Scope for project to impact future policy development and commissioning
- Scope for project to be replicated in other authorities
- Willingness and capacity to work with us to share learning

In making a final decision, we will also try to ensure that projects are distributed across service and geographical areas as well as neighbourhood types – e.g. urban, coastal, or rural areas – and socioeconomic settings.

## Next Steps

|   |   |
|---|---|
| 19 <sup>th</sup> November                 | Workshop for interested authorities       |
| 15 <sup>th</sup> December                 | Deadline for expression of interest form  |
| 22 <sup>nd</sup> December                 | Selected authorities invited to interview |
| 6 <sup>th</sup> – 9 <sup>th</sup> January | Interviews                                |
| 19 <sup>th</sup> January                  | Announcement of successful authorities    |
| Mid - February                            | Allocation of phase one grants            |
| April                                     | Allocation of phase two grants            |

Please send any queries to [DDneighbourhoods@communities.gsi.gov.uk](mailto:DDneighbourhoods@communities.gsi.gov.uk).