

# Neighbourhood Transformation

Aspiration 2020 –  
Lifting Neighbourhoods  
out of Poverty

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# Transforming communities

- Raising aspiration and attainment
- Tackling unemployment and under-employment
- Income Maximisation
- Creating safer neighbourhoods
- Tackling isolation
- Enhancing health and wellbeing
- Intelligent housing allocations policy
- Engaging the community in its own visioning for a better future

# Community Renewal Experience 2003-2016



- 12 full employment areas – 5 datazones have come out of 15% most deprived
- Total post tax income £44 million, £56million benefits savings, £10million Council tax uplift
- 4 neighbourhoods with 450+ additional jobs in a 5 year period (including Muirhouse in North Edinburgh with over 650 additional people in work over 6 years)
- Over 3500 additional people engaged in preventative health improvement programmes such as Keep Well and Bowel Screening
- Health case managers in post have worked with hundreds of vulnerable individuals and families with **transformational results** due to long term continuity of care and holistic assessment, plan and support
- Developed and tested a methodology for finding and supporting isolated older people
- Whole community vision achieved in Bellsmyre via Our Place programme – with £2.3million brought in to tackle community priorities – including tackling poor housing allocations
- Employment Safety Net for vulnerable young people
- Reduced Crime in one neighbourhood by 50%

# Outline

- the aspiration
- the context
- the proposition
- the journey
- the knowledge and skills needed
- The impact
- The costs and benefits

# The Aspiration

- Can we systematically lift deprived neighbourhoods or datazones out of poverty?
- What would that take?
- The families with the highest support needs will have been identified, engaged and supported in a journey towards resilience
- Communities will be supported to develop a common vision for their future
- School attainment will have improved for the young people at greatest risk
- Crime will have been reduced considerably due to an employment safety net
- People will have been supported to reflect on their health and wellbeing and supported to make positive changes in their wellbeing
- Isolated older people will have been identified and a support network built for them in the community
- Our experience – single neighbourhoods populations 4000 people will - an additional 450 people in sustained employment which will result in around £9million in additional income will have come into the area, £11 million in benefits savings and £1.5-2 million additional council tax income received
- Other health and social savings would be considerable

# The context

- Councils facing significant budget cuts
- Transformation Programme looking for efficiency savings
- Christie Commission advocating more joined up public services
- Community Planning moving to a locality approach
- Health and social care integration
- Primary care modernisation programme
- Councils keen to test new integrated and local approaches to service delivery
- Each neighbourhood has a relatively small proportion of families that use many agencies without seeing transformational results

# Transforming communities- breaking out of siloes

- Can we (different agencies/departments) converge around a specific neighbourhood or set of neighbourhoods?
- Can we use intelligence (ACORN geo-data sets, + local knowledge to identify the households with greatest need?
- What staff resources do we already have deployed (Education, Housing, Welfare, youth, community safety, employability, health?)
- Can we bring them together into a neighbourhood transformation team working to systematically target the households with greatest need
- Can we provide these households with coordinated input from multiple agencies via a plan co-designed with the family?

# A proposition

- Select neighbourhood(s) based on concentrated need
- Acorn geo-data sets used to identify low-income households – these households supported to maximise income
- Local intelligence used to identify health need, young people at risk of low educational attainment
- Strategic steering group set up with representation from employability, health, social work, community learning and development, community planning, **housing**)
- Second a team of 6-8 people to the **Neighbourhood Transformation Project** (employability, health improvement, social work, community learning and development, community planning money advice)
- Secondment period = 3+3 years
- Systematic engagement of every targeted household using CR evidence based methodology
- Every household participates in a listening conversation to identify factors that help and hinder quality of life and wellbeing in the community – a community vision created – linked to locality plan – influencing public spending for that neighbourhood
- Targeted individuals/households identified by Education, Health, Police, personal or family holistic plan drawn up with individual or family and case managed (for as long as it takes to achieve their life goals)
- Those interested in work supported through stages of strategic skills pipeline through to employment including workless households and vulnerable young people



# The impact

- Additional income coming into neighbourhoods

	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Totals
New people into jobs	50	80	80	80	80	80	450
Previously Sustained jobs @ 75% after 52 weeks	0	37	87	125	168	206	
Additional post tax income @ £8500/person	£425,000	£994,500	£1,419,500	£1,742,500	£2,108,000	£2,431,000	£9,120,500

# The impact – benefits savings

	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Totals
New people into jobs	50	80	80	80	80	80	450
Previously Sustained jobs @ 75% after 52 weeks	0	37	87	125	168	206	
Benefit Savings @ £10,500/person	£525,000	£1,228,500	£1,753,500	£2,152,500	£2,604,000	£3,003,000	£11,266,500

# The impact (continued)

- As well as income through reducing unemployment – low income families will also be supported to maximise their income once they get a job
- Resilience of vulnerable families enhanced leading to cost savings later on through reduction in:
  - young people being taken into care
  - better school attainment
  - reduced numbers of young people getting involved in criminal justice and substance misuse,
- Better take-up of health improvement services, especially from those considered harder to engage
- By targeting every household, isolated older people will be identified and supported to build care networks in the community reducing hospitalisation of older people

# the cost.....

- Project Manager and health case manager
- With a local base + training – total additional costs will be around £100,000 per year
- However due to an uplift in Council Tax income there will actually **be no additional cost** ..... The Council will actually gain around £1.5-2 million over a five year period

Number of working people	Council Tax Band	Total Council Tax Charge (Inc. water & sewerage)	Total Potential Income Generated for Local Authority (over 5 years)
400	A	£1,057.55	2,115,100.00
400	B	£1,233.81	2,467,620.00
400	C	£1,410.07	2,820,140.00

# the next steps

- agree to go ahead with proposition
- Set up steering group including reps from employability, health, community planning, housing, children and families and Community Renewal
- Choose a neighbourhood to get started
- Identify potential secondees
- organise recruitment and selection process – initial secondment for 3 years (with possible 3 year extension)
- Carry out training and induction of neighbourhood transformation team
- Develop monitoring and evaluation framework
- Get started

For more information

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