



Development Strategy

Please complete this word template provided and upload it to the clicktools form where indicated. The development strategy should be no more than 12 pages long (excluding appendices) and must not exceed 5mb. The document should be must be signed by the key/senior leaders within your Our Place partnership.

Section 1: Summary of Our Place proposals

Please use this section to expand upon the 100 word project summary that you have given in the click tools document.

Name of lead organisation:	Centre for Equality and Diversity (CfED)
Name of Our Place area:	Halesowen South OPP - 0373

Project summary outlining your project, its ambitions and the aims and priorities you want to address. This should be no more than 100 words and could be considerably less. There is a choice of 'themes' - you can choose no more than 5 of these.

Aim To improve community cohesion, health & wellbeing and education of young people in our place by

Ambitions

- Empowering communities to be engaged and involved in decision- making with services agencies in commissioning, coproduction and design of services to meet the priorities of Our Place
- Enabling communities to be engaged in activities that improve skills, self-esteem and health & wellbeing
- Bringing people together to create a community that addresses the needs of Young People, transforms our environment and housing conditions and breaks down community barriers

Priorities

Environment & Housing, Community cohesion & community space, Young people, Skills & Employment

Potential scale and scope of the services being looked at - including budgets identified through any spend mapping you have undertaken or your plan to map spending.

Spend mapping is being undertaken in detail in the local authority as a response to austerity; the information is not available to the Our Place currently.

We have identified a range of public services that impact on the outcomes and ambitions these are : Mental health, voluntary & community sector centres, youth services, Education, Jobs Centre Plus, Housing Estate Management, Community Learning.

Benefits/outcomes you are seeking to achieve and broad success criteria

Action	Benefit /Outcome	Success criteria
Bring together residents and agencies to shape local services with community cohesion in mind,	Create community understanding, shared spaces and encouraging community coproduction and making joint decisions with statutory and voluntary agencies about what makes a difference.	There is a power shift between the public bodies and the community which results in an impact on the priority measures
Develop an “appreciative“ approach to enable voluntary agencies to work together with each other and the community to build on the activities and services already being provided by the community and voluntary sector groups in the area.	<ul style="list-style-type: none"> * coordinated volunteering * an ability to share space * community awareness of available space *community understanding and less tension between ethnic groups * Young People are gainfully occupied & engaged * community leads change 	<ul style="list-style-type: none"> *Each voluntary agency and community group actively promotes and understands the work of another group. * Formation of a community & voluntary sector consortium *Joined up activities to cater for young people, *Better cohesion, community networks and shared space and understanding.
Develop a Local Incorporated body to lead Our Place in Halesowen	<ul style="list-style-type: none"> *Improve how statutory agencies make decisions about Halesowen * The way in which the services work and voluntary agencies/community groups together builds on what is already working in the area and enables communities to lead and develop their own community priorities 	<ul style="list-style-type: none"> *Consult & explore the feasibility & advantages that may be obtained by developing a pooled budget to commission / deliver services *New, or additions to, or changes in, services/activities which have arisen from community ideas and actions - Co production * Involvement of Job Centre Plus on a formal arrangement with community groups
Community Organising to create community connections & develop peer led community based activities & volunteers	<ul style="list-style-type: none"> *Empower local community *Improved confidence and self esteem * better health & Wellbeing * Skills development 	<ul style="list-style-type: none"> *Develop a shared community garden *Trained volunteers * Residents will lead the actions to address Our Place priorities * better community integration
Integrating Highfields into the surrounding areas and building bridges between the communities	Improve inter-racial harmony and reduced community tension	*Develop a greater sense of community and respect irrespective of cultural differences.

We have already identified some of the areas where we can take our development strategy forward by bringing people together in shared activity to build community cohesion and develop social capital which reduces the need for services and puts in place community led actions and projects.

- create opportunities for young people to contribute to and be engaged in community
- Join up youth and children's provision integrating centre based and out-door activity - for example a children's play area at Highfields, development of play champions, better use of the youth centre, affordable and decent childcare.
- Pre - ESOL learning for immigrant communities that have no educational foundations for more formal ESOL.
- Identify further improvements that could be made to the general environment & housing estates, over and above work already done in the area by partners, so that would improve and protect the sustainability of the estates.

Underpinning this is the need to develop community based "volunteer-training" around personal development, community listening /organising and service delivery specifics including ESOL, homework clubs

Aspirations for pooling, aligning or devolving budgets

Currently there is no evidence of public sector agencies aspiring to pool or devolve budgets in the Highfields area.

How you expect to implement your operational plan post March 2015

The analysis of 192 Community listenings by community organisers as well as an Appreciative Inquiry day with service providers and residents has identified that Community integration, Jobs & Education, the Environment & Housing and Young People are major concerns for the Halesowen Our Place Community. Communities are concerned about the educational attainment of their young people and the negative impact of criminality, their housing options, isolation and lack of employment , skills levels and ability to speak English

These have fallen roughly into 4 areas of concern:

1. Young People /Attainment/
2. Adults language abilities /skills/ Jobs
3. Community integration - voluntary and community agencies working in isolation/antagonism towards migrant/immigrant communities from the host population
4. Environment - physical barriers with High rise and blocks, negative perceptions of the area, degraded environment around the flatted areas,

which we will plan together to address by

:building on what is already working in the Highfields area such as jobs advice and pre- ESOL learning

:developing a consortium of voluntary and community organisations in the area

: Mapping existing community space ,activities and collection of more evidence

: grass roots community organising - leading to the creation of small projects and peer led support for communities with a focus on community integration and breaking down barriers between different communities and at the same time addressing some of the priorities identified.

:consultation on the formation and success with commissioning of an incorporated body for Halesowen Our Place

:Improvement in service delivery and coordination through the formation of an Incorporated body (possibly a company limited by guarantee)

: more detail discussions with partners where commitment is low

:ensure an increase in partner's involvement in all aspect via bi-monthly partnership meetings and training sessions.

Section 2: Update on community engagement

How are your proposals being shaped by the views of the local community?

Outline your proposed strategy for involving the community in developing and implementing the operational plan, including evidence that your community engagement will include the wider community as well as those who are directly involved in any working groups.

Our plan is largely being shaped by community engagement - through community organisers we have undertaken 192 community listenings in Halesowen around Highfields and its surrounding community/streets and also targeted group listenings with the Yemeni Centre and the Hope Centre.

We have also undertaken an Appreciative Inquiry with residents, the council (officers and an elected ward member) and the Walsall & Dudley Mental Health Trust Community Development team.

In the second phase of the programme our plans are to

: develop a consortium of community and voluntary organisations to bring them together to plan and share community resources

: continue with community organising to understand the situation in more detail and to support people to carry out their own actions to address priorities

: go deeper in the form of an Appreciative Inquiry and encompass the views, strengths and aspirations of the wider community in developing Our Place for Halesowen to enable us to move the community and partners to action.

Section 3: Update on partner involvement and buy-in

Describe the progress made on developing the partnership (100 words max)

Buy-in from statutory agencies is generally supportive particularly from the Walsall & Dudley Mental Health Trust which is committing resources.

One of the council's elected representatives in the area is fully behind the programme and is actively championing the area.

The council's housing department is engaged in the conversation about the condition of the environment and the communal areas

Other partners in the programme are community- based voluntary organisations.

Centre for Equality & Diversity is leading partnership development and is considering creating an incorporated body to progress the partnership. They will commit considerable resources to training the directors.

What shape is the partnership now taking:

Partner name	Role in partnership	Level of commitment	Resources contributed
Centre for Equality & Diversity	lead partners and project manager	high	Officer's time and financial
Councillor Ian Cooper Dudley MBC	champion	high	Community champion
Zion Centre		Low -under discussion	Facilitate for meetings
Hope Centre		Low- under discussion	Facilitate for meeting
Yemeni Community Centre		med	space access to groups and ideas, volunteers

Walsall & Dudley Mental Health trust Community Development team	lead statutory body	High	Staff resources 1day per week
Hope Centre Advisory Group	Reference group and consultee	unknown	No input to date but has the potential for consultation mechanism
Council community Interpretation & translation team	member	med	Attendance at meetings and ensure Yemeni community involvement
Council Department of Adult, Community & Housing Services	Member	high	Involved in discussion and agreed for officer's time subject to availability
Job Centre Plus Halesowen		unknown	No input to date but has the potential for discussion and involvement regarding local skills
Welcome to Dudley Project	Member	medium	New community organisation with potential for local knowledge and volunteer's time.

Which other partners / agencies will you need to engage and what actions do you plan to achieve this?

Police - develop the conversation with the local policing team and police youth engagement officer about bringing young people from different communities together in joint activities

Summit House Charity - exploring the possibility of drugs support programmes

Highfields Tenants & Residents - to engage with the housing department on the use of the proceeds from the telephone mast rental - this is a newly re-formed group

Halesowen Traders Association

Job Centre Plus - to formalise and develop the services already provided to unemployed people in the area through community organisations

We would like to receive the services of a relationship manager from Our Place to develop strategic engagement with the programme.

Section 4: Business case and cost benefit analysis

About your proposals

Briefly describe the proposals / options you are exploring, likely outcomes and why they will be more effective than what is currently in place. Include a comparison to the current service arrangements and identify any relevant data that you have to support this.

Proposal/Option1. *Co-ordinated community development and engagement:* bringing together Mental Health Trust community development workers, Housing tenant involvement and community organiser actions to develop and empower people to address Our Place community priorities. Community space mapping and bringing together community organisations to grow a more integrated approach to working across diverse communities and surrounding areas

The likely outcomes are better community cohesion and understanding , shared space enabling the needs of groups to be met in terms of accommodation for activities and meetings

More effective because current activity leaves some groups with insufficient space - community engagement rests in the hands of a few unsupported voluntary/ community groups & agencies with an imbalance in resources. This creates tensions between groups and communities. Community provision has grown up around different community, religious and ethnic groups and whilst groups need their own space it in effect is to the mutual exclusion of all others - this exacerbates community tensions and isolation. In addition the coordinated effort of community and voluntary workers will provide some continuity of effort - apart from the voluntary workers, the paid workers engagement tends to be around one off issues or based on engagement for the purposes of the organisation. This means the results are unsustainable and short lived.

Proposal /Option 2. *Jobs & Skills:* involvement of Job Centre Plus to work in partnership to formalise support to unemployed people and to address barriers to work such as language and mental health issues

The likely outcomes - better and more sustainable results for individuals impacting positively on families and young people in terms of role modelling, aspiration, parental support with homework , benefit dependency

More effective because current service activity does not meet the needs of the local population. ESOL classes are too advanced and assume a basic level of education /proficiency in own language. In any case college will not provide classes for less than 10 people - learning is better in small groups and is currently provided through volunteers. People with mental health issues are currently unsupported in the benefits system leading to frequent sanctions and resultant hardship. The Hope Centre provides support for them but is vastly under-resourced to meet this need. Job Seekers are referred directly to the Hope Centre for CV writing and support - they are not placed onto a formal training programme - with official recognition the volunteer services could help to generate an income for the centres to remain operational . When linked to Option 1 above there is also an opportunity to build on the skills, confidence and personal development of individual residents which will be grown through community action.

Proposal /Option3. *Community Pride:* to address levels of dissatisfaction expressed by some residents regarding the use, management and maintenance of communal and shared areas across the flatted estate relating to issues such as fly tipping, graffiti and parking

The likely outcomes and greater efficiency - because of planned services based on residents needs rather than service expediency and restrictions - leading to higher resident satisfaction , sustainable practice and less voids, damage and dumping which results in higher costs. A change in cleanliness and aspect of the estate is expected to lead to changes in perceptions of the estate by those who live near to it and those who live in it - reducing tensions and changing behaviours as the actions of the partnership grows.

Proposal /Option 4. *Young People/Families:* coordinating the activities of provision for young people and involving young people in leading and making the changes. Residents report the youth club building is largely unused - it could be run by local volunteers and young people themselves. Play provision on the estate for young families, needs to be close by and overseen by the community - there is opportunity for this development on the estate. Homework and language support, sports

development to link the young people across the estates into the surrounding areas - young people from the areas do not mix because of lack of opportunity to do so. This is leading to community tensions between youth from different parts of the area. Police report increases in criminality among different groups and drugs are a major concern of parents about their children.

Existing experience of business planning and cost benefit analysis

Please tell us how much you/others in the partnership know about CBA, what local expertise / experts you have within the partnership.

Little experience of CBA in the partnership - although some knowledge of it- there is limited capacity to deliver CBA at this stage. We require full CBA consultancy support from Locality

Data gathering process

Please set out how and when you and/or your partners will gather and collate the data needed to prepare the business case and carry out the Cost Benefit Analysis (CBA). Please consider any existing or potential challenges/issues with data availability and actions to mitigate.

This will be determined as we put the building blocks in place and determine better through the partnership working what we need to measure for the CBA .
Service data is held with the council, job centre plus, schools and health service and by community groups - through the partnership there will be a need to negotiate access to the data required.
Data from the Appreciative Inquiry and community organising will be collected and used to develop responses - the detailed listenings will remain confidential.

Cost benefit analysis activities undertaken to date

Use this section to explain what you have done already and your initial findings. If you have yet to start work on the CBA, leave this section blank.

Proposed next steps

Please outline the further work which needs to be done, including how you will be doing this.

Our next steps are to build the partnership more and spend time with each partner as outlined above - in particular there is a real challenge to bring together the individual community and voluntary organisations to agree a joint approach. We will start a process of community conversations and listenings to begin developing peer led volunteering and actions to address community identified priorities. There are already some suggestions about community gardening and supporting & formally recognising the volunteer efforts delivering services such as job search and cv writing. Bringing together the partners in a consortium based on the Appreciative Inquiry process will develop them to build on the assets of the community and estate. We want to encourage a whole systems approach to the estate and make sure that it is integrated into the wider community and surrounding area.

Support required to help you undertake the CBA

Please outline the support you think you will need to prepare the detailed business case. If you are proposing to resource this through the Our Place programme, make sure you have included it in your grant / direct support requests

We require the maximum support available

Section 5: Governance and accountability

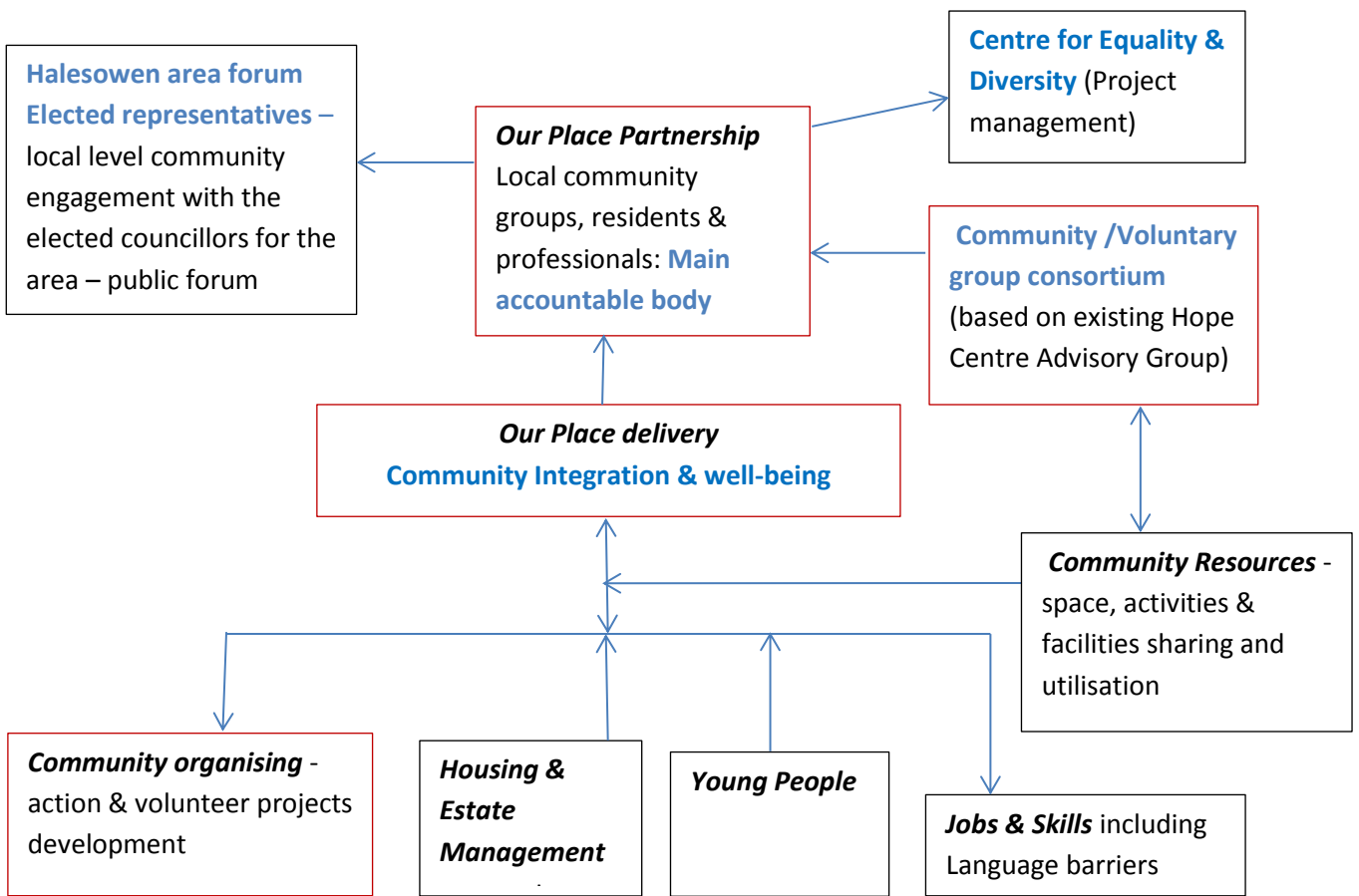
Proposed governance structure and mechanics for sign off by individual agencies.

How will you ensure appropriate accountability to local people? - both the electorate and service users and stakeholders

a) during the preparation of your operational plan?

b) When you implement the proposed changes?

The most appropriate governance arrangements will be put in place as the project develops.



Governance arrangements are still under discussion between partners locally and with residents and community /voluntary groups in the area.

Each partner will sign off individually for the operational plan and discussion about Our Place will take place at all the relevant meetings.

Governance arrangements and structure will evolve with discussion. Currently this is linking in to existing arrangements - new arrangements will supersede or complement existing arrangements and project requirements.

Section 6: Project management

Describe the project management arrangements and key roles in developing your Our Place operational plan

- Project management will be delivered by Centre for Equality & Diversity with aspects commissioned out in consultation with the partners.
- Community listening and peer group development will be undertaken by Community Organisers & will tie into the Walsall & Dudley Mental Health Trust community development workers & Council's community translation & interpretation team linking in to the community groups and voluntary organisations in the area
- Aspects of the operational plan will be the responsibility of various partners as determined through the partnership

Other project roles will be developed during the second stage and agreed for the Operational plan - in particular the joining up of various aspects of service delivery may require task leaders/facilitators for example Job Centre Plus leading on Jobs .

Please use the table below to set out the main stages of developing your operational plan and the milestones that you will use to ensure that both the draft and final versions of the operational plan are completed on time

Date	Action	Lead name	Lead organisation
August	Confirmation of Our Place and stakeholder meeting	Kenneth Rodney	CfED
8th	Meeting with Hope Centre advisory board	Camilla Phillips	Hope Centre
	Connecting with additional partners	Kenneth Rodney	CfED
	Meeting with youth delivery /engagement of young people	TBA	
Sept	Community audit	Sue McGavin / Gurwinder Singh	Citizen Engagement CIC Walsall & Dudley MHT
	Engage with Job Centre Plus & voluntary /community sector consortium to develop Jobs task arrangements	TBA	Job Centre Plus
On-going	Community organising to develop volunteers and peer groups and projects		Community Organisers
	Housing Engagement	Nigel Collumbell	Dudley MBC
Oct 10 th	Stakeholders / Our Place partnership development = Appreciative Inquiry	Kenneth Rodney Sue McGavin	CfED Citizen Engagement CIC
	Agreement of principles of Operational plan going forward	Kenneth Rodney	Our Place Partnership
Nov 10 th	Circulation of Draft operational plan	Kenneth Rodney	CfED
Nov. 16 th	Submission of Operational Plan	Kenneth Rodney	CfED
Jan 2015	Stakeholders / Our Place partnership meeting / additional training / partnership development	TBA	
Feb 2015	Submission of final Plan		

Please attach a copy of your risk register as an appendix, or if you don't yet have one, complete the risk summary below:

Risk ref	Nature of risk	Risk owner	Red/Amber/Green status	Mitigating actions
1	Council support for the Our Place programme may not materialise	CfED	Amber	*Involvement of Our Place champions. *Relationship manager *Local ward Councillor is a champion
2	Requirements of learners for Language lessons is not met by current statutory provision. Voluntary groups are providing statutory services free of charge	Jobs Task group	Amber	Creation of recognised programme with agreed remuneration
3	Change in Political flavour of the council may lead to conflicting priorities	CfED	Green	*ensure cross party support and engage *champions network where necessary
4	Reduction in resources may affect partners willingness & ability to contribute time & resources to the project	Our Place partnership	Green	*Engage through existing structures * Add value and complement the programmes and outcomes of partners *Provide value added training which enhances partners skills and brings people together
5	Community & voluntary groups lack trust and may disengage from the process	CfED	Amber	*Great conversations workshops across the estate. *Additional community organising * Creation of the Community Consortium * coordinated community development
6	Perceived threats to control of statutory services may result in barriers to action	CfED/Our Place prtnrshp		*community led actions *councillor champion
7	Business case and CBA - skills and time and cooperation to develop this aspect		Red	Consultancy support from Locality
8	Funding levels may affect capacity to deliver	CfED	Amber	Seek to maximise other partners contribution in kind and resources

How will you ensure effective communications with all stakeholders during the next phase? If you have a communications strategy, please attach the executive summary as an appendix.

Social media particularly Facebook - we will create a Halesowen Our Place Fb page and a professional Linked In group so that learning can be shared.

One to one meetings /consultations will take place with each of the stakeholders and we will update partners via email and at their own meetings to use time effectively

Organisers will talk to members of the community and we will make sure that all staff on the area

will be briefed.

Each community group will be familiar with Our Place and information will be available in local centres and in the library

What quality standards or benchmarking do you propose to use in order to ensure that your proposals will result in an improvement to the existing services?

Benchmarking will be agreed as we develop the partnership. In the first instance however housing and environmental standards will be bench marked against statutory minimum.

Any volunteer training will be accredited. Community Organisers are trained to national standards.

Other standards will be developed as the partnership progresses.

What arrangements do you envisage for monitoring and evaluation?

These will be developed by the partnership

However we will capture volunteers' feedback through participatory appraisal and speak to partners and stakeholders for their feedback.

We will also capture data via, Jobs centre, housing and voluntary /community agencies.

More numerical measures will be determined by the CBA requirements.

Section 7 Financial management and budget

Please use this section to identify the resources that you will be drawing upon in addition to the Our Place programme, in order to achieve your operational plan.

Financial contributions	In kind support	Confirmed £	Expected £
CfED		15,000	
Walsall & Dudley MHT	1 day CDW staff support	£5000	
	Volunteer time 180 hours per week @11.09 over 12 months		95817.60
Total =		£ 115817.60	

What arrangements do you have in place for managing this budget?

Current business arrangements in place with CfED board

We expect budgets to be aligned rather than transferred so current management arrangements for each partner will apply.

Section 8 Sign off

Please provide evidence of the partners' commitment to develop an operational plan. This should include the name and role of each signatory within their organisation. If there is a related meeting minute, this can be attached as an appendix.

Partner 1

Name:	Gurwinder Singh
Position:	Equality & Diversity Lead
Organisation Name:	Dudley & Walsall Mental Health Partnership
Signature:	

Partner 5

Name:	Camilla Phillips
Position:	Volunteer Centre coordinator
Organisation Name:	Hope Centre
Signature:	

Partner 2

Name:	Kenneth Rodney
Position:	Chief Officer
Organisation Name:	CfED
Signature:	

Partner 6

Name:	Simon
Position:	Centre manager
Organisation Name:	Zion Centre
Signature:	

Partner 3

Name:	Nigel Collumbell
Position:	Assist Director Housing
Organisation Name:	Dudley MBC Directorate of Adult Community & Housing Services
Signature:	

Partner 7

Name:	
Position:	
Organisation Name:	
Signature:	

Partner 4

Name:	Marwan Bakaili
Position:	Chair
Organisation Name:	Dudley Yemeni Community Association
Signature:	

Please attach your Appendices overleaf.

APPENDICES