

**LOCAL INTEGRATED  
SERVICES (LIS)  
PROGRESS REPORT**

**June 2011**

**LIS AREA: NORBITON**

## **Overview of LIS Proposal**

The Kingston LIS will ensure support for a fundamental change in the provision and shape of local services in Norbiton Ward through 'One Norbiton' in the light of the views of residents and local organisations. We are pooling local, regional and central budgets and will scrutinise the way existing cultures (the way we do things at the moment) actually help or hinder the localism approach.

We will work to ensure the theme (s) of the ward based programme are scalable (that is can be replicated) to One Kingston level {and other ward theme (s) level} and "away from bricks and mortar and direct provision to outcomes and social networks". We will ensure community engagement helps us to deliver a radical shift in provision and shape of services and enable us to develop a framework for joint commissioning between organisations and our residents. We will ensure local people and organisations work together with a clear view about priorities and a determination to get the most out of every pound spent. We will agree a definition of the LIS in conjunction with the community.

## **Vision and aspiration for LIS**

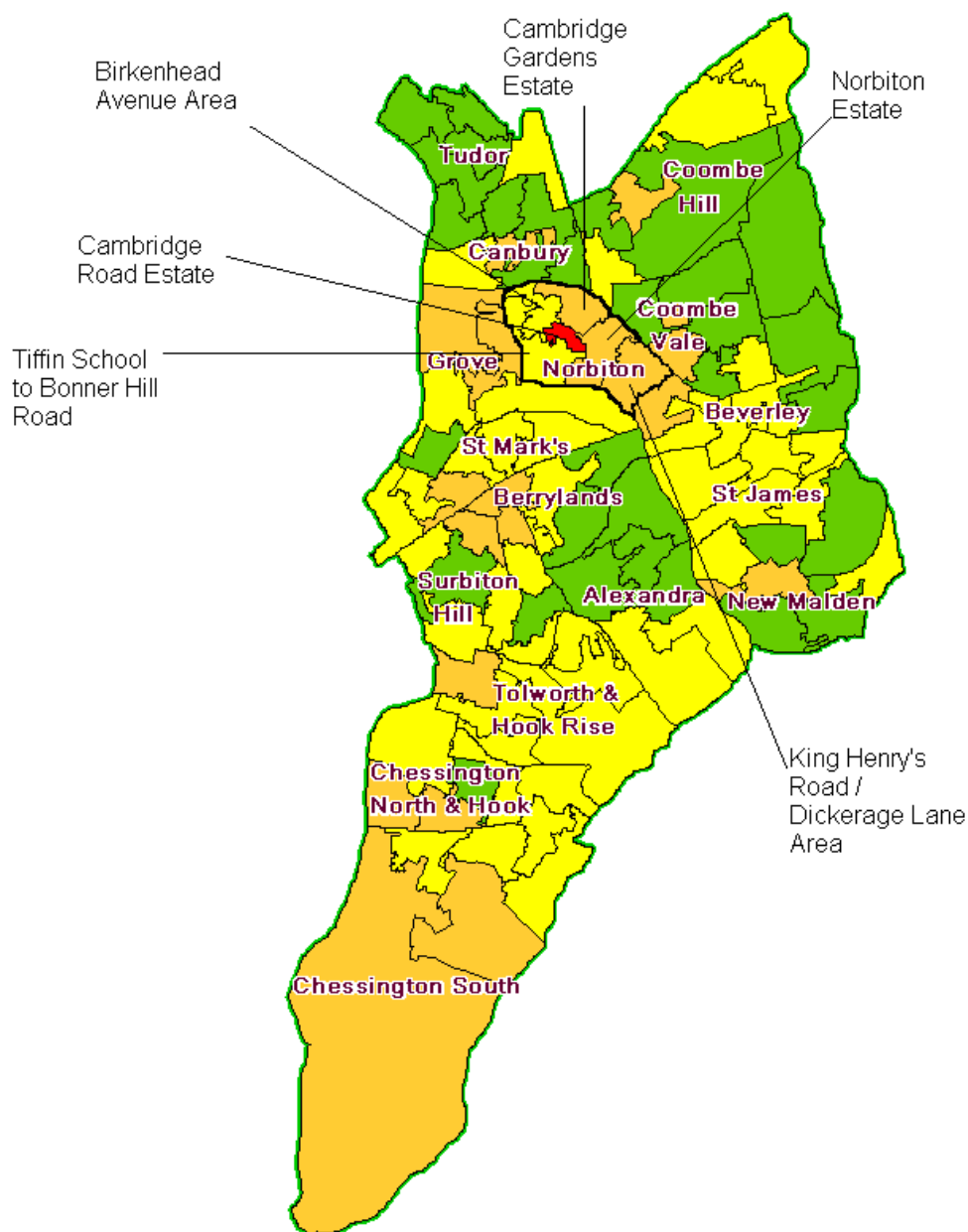
The LIS and the Localism Bill (December 2010) fit well with our strategic direction, our vision and our history in Kingston. We have long believed in the devolution of power, and creating the conditions where people can take charge over things that affect them personally.

We will identify and implement mechanisms for working with the local community to establish priorities on public sector service provision and spending through local integrated services. We will identify and pool appropriate local, regional and central government funding streams currently supporting the Norbiton Ward and build capacity within the community to deliver community led commissioning of services.

## **Pen Picture of Targeted Geography**

The Kingston LIS is targeted to the ward of Norbiton (population of 9,997).

The following map illustrates the IMD 2007 ranking of Kingston's Super Output Areas (SOAs) and shows the Cambridge Road Estate in Norbiton ward as the most deprived area in Kingston on a national scale. The map also shows the other Norbiton SOAs.



Whilst the link between social housing and multiple deprivation is not inevitable, a severe shortage of social housing availability in Kingston and its concentration in small localities has the negative consequence of polarising health deprivation by concentrating the most vulnerable people together. For Kingston the consequences of this polarisation are that, as the health and social circumstances of some people in areas such as the Cambridge Road Estate (CRE) in Norbiton improves and they move on, they are often replaced by people with equal or higher levels of health and social need.

The deprivation affecting children on the CRE is particularly acute: the 2009 Child Well-being Index (CWI) revealed where a CWI rank of 1 has the highest level of well-being and 32,482 the lowest well-being, acute indicators of deprivation are observed for material well-being (Norbiton is ranked at 31,906

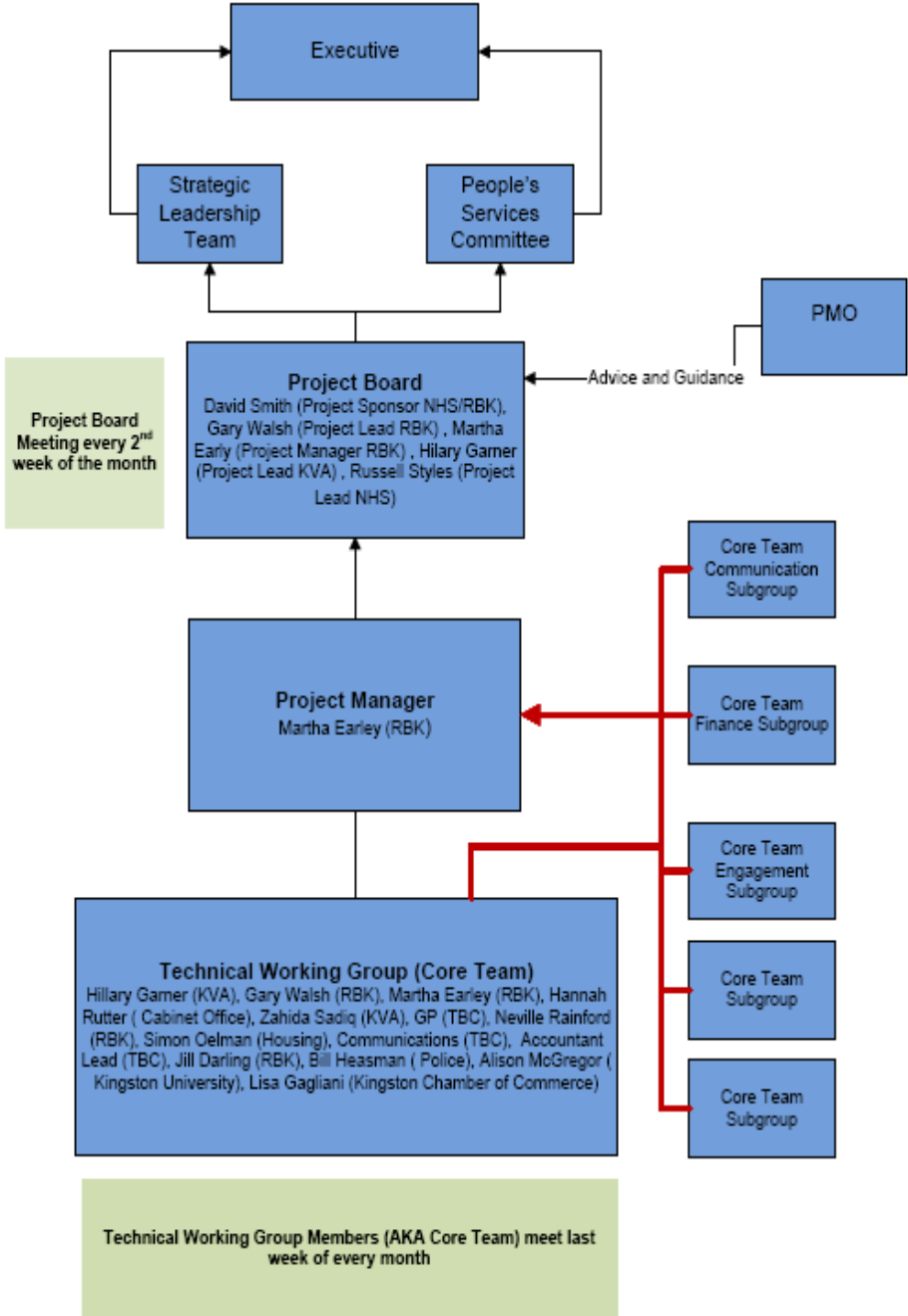
- top 2% most deprived in England), housing need (Norbiton is ranked at 31,516 - top 3% most deprived in England) and children in need (Norbiton is ranked at 30,657 – top 6% most deprived in England).

### **Governance Arrangements**

The Kingston Strategic Partnership (KSP) has agreed a Strategic Project Team lead and identified specific Core Project Management roles and responsibilities within the Core Team. The project sponsor, David Smith, is the Chief Executive of NHS Kingston and Director of Health and Social Care for the Borough. David is being supported by 3 Project Leads from NHS Kingston's Public Health, the Royal Borough of Kingston and Kingston Voluntary Action. This multisector partnership will provide access to other resources within organisations and help to maximise contact and the involvement of key stakeholders.

A LIS Project Officer role has also been identified to provide key strategic support to the Project Sponsor, Lead Managers and Core Team in delivering the LIS project in Norbiton Ward. The Officer will support delivering the project plan and outcomes, and lead on bringing together the component parts of the project working with identified Officers (Core Team) to review, develop and co-ordinate progress of the LIS. The Officer also provides important links across the One Kingston Partners, Central Government, local agencies, community groups/individuals and all users of services within the designated area.

# Internal Governance Structure for the Technical Working Group



Further governance models are being identified with the community, building on the existing community engagement mechanisms and neighbourhood level structures in Norbiton. We are developing approaches of involvement for local Councillors, those we currently engage with, empowered residents who we currently do not engage with, and those disempowered and not engaged.

There is now a Professional's Technical Working Group, A Members (Councillors) Group and a Community Working Group (set up on 1<sup>st</sup> June). The Community Working Group has 14 members who have committed to a minimum of 4 hours per month on the project.

### **Service Scope**

The LIS will be developed utilising existing budgets with benefits accrued from pooling resources. No new funds have been made available and longer term expectations will be that the LIS identifies savings through better partnership working practices and external commissioning opportunities.

Partners of the KSP utilising local resources include the voluntary sector, community planning, housing, local police, Kingston University, NHS Kingston and Kingston's Chamber of Commerce.

We will undertake comprehensive community engagement to identify, prioritise and establish key workstreams.

17 community members attended a community meeting held on 1<sup>st</sup> June where a Community Working Group was established. The community prepared a 'journey planner' with key milestones they wish to see achieved by the community on the project.

### **Financing LIS**

We will ensure there is an identified Accountant and mechanism for partnership budgets to be pooled from local, regional and central budgets. It is intended that a creative accountant will be an interim arrangement for 6 months after which an operational accountant will be appointed. We will map and collate joint partnership assets in Norbiton and ensure there is an improved efficiency of spend through pooled budgets. We will scrutinise the way existing cultures restrict pooled funding and to feed this back to partners including Cabinet Office so that controls can be relaxed eg. from central government funding streams. We recognise there may need to be a realignment of budgets to focus on key pressures brought about at the engagement and implementation stages. We will ensure we agree stepped changes to drive out the costs more quickly including removing duplication, reducing management costs, reviewing existing policies and procedures, and changing systems and processes accordingly.

**We are currently using a Public Health funded team of Community Development Workers to deliver the work of the LIS. However, using this**

existing resource, whilst useful and relevant, does impact on other work areas the team have committed to deliver. Extra resources will need to be identified to develop this work further if it is to maintain a balance with current workstreams and responsibilities of the team. Any resources Cabinet Office may be able to identify to support the infrastructure of this work and/ or capacity to deliver this work will be beneficial to both the LIS and other public health work streams.

### **Communities in Control**

We will ensure our engagement formats will be in plain English and phrased in ways that are simple and clear. For example, NHS / Council 'speak' will be avoided at all costs. We will ensure our engagement model is inclusive of the whole community we will use a variety of communication tools to engage and to avoid alienating any of our communities. We intend to take a 'proportionate universalism' approach (Marmot Review) to co-production where services will be reshaped for all but with an understanding that there will need to be a special focus on the most disadvantaged. ('Proportionate Universalism' is engaging in a whole population approach, but targeting to those most in need. This avoids stigmatism and social exclusion and enables appropriate service design for all groups on the social gradient). We will ensure there is a mechanism for reviewing and testing the relevance of the community inspired recommendations against their potential impact on the provision and shape of local services. This would be informed by the review of needs assessments within Norbiton. See Annex A for further specifics of 'Communities in Control'.

### **Outcomes and Key Milestones**

March 2011

- Launch event held on 31st March with Lord Victor Adebawale, Chief Executive of Turning Point

April 2011

- Carry out preliminary community engagement activities with Turning Point to develop interest in the LIS
- Identify potential Community Working Group members

May 2011

- Establish Programme Management Framework for the LIS
- Establish staged approach to present/ test out with community
- Plan Community Engagement approach

June 2011

- Establish a Norbiton Community Working Group to drive forward LIS
- Identify key Milestones the community wish to set

- Review existing evidence, reports and research on Norbiton Community needs
- Develop and continue to recruit to Community Working Group

#### July

- Agree Terms of Reference for Community Working Group
- Agree priority themes (based on existing evidence) with Community Working Group to use for priority setting exercise
- Develop consultation and engagement plan for prioritisation exercise

#### July/ August

- Establish baseline process measures and LIS themes with the community
- With Community Working Group, carry out prioritisation exercise in Norbiton reaching residents, businesses, schools and services.
- Recruit Community Members onto 14 week training course

#### September

- Review prioritisation exercise
- Community Working Group's decision making process on priorities to move forward with
- Present priorities to Strategic Leadership Team within the Council
- Deliver 14 week accredited Community Development training course to Norbiton community members

#### Ongoing

- Ensure commissioning models are informed and driven by the community including working towards 'Quick Wins' that can be commissioned at the earliest opportunity.
- Ensure that the community engagement strategy for 'One Norbiton' informs the strategic direction of the 'One Kingston Community Engagement Strategy' - Ongoing
- Ensure our model can be tested for our aim for it to be scalable to One Kingston level.

#### March 2012

- Review and evaluate LIS

### **Barriers to Delivery**

#### Barriers include:

- The speed of reshaping services v effective community involvement. We will ensure there is the right balance between engaging the community effectively and progressing the coalition



government's localism agenda for reshaping the provision of local service.

- Effective community involvement and stages of transition of disempowered communities before we reach transformation. We will ensure our communities are afforded the time for a cross-section of the residents to acquire the skills for full engagement with the coproduction of services and joint commissioning, with a key focus on the currently disempowered.
- Addressing the impact arising from possible conflicting demands identified from the community involvement of groups with different needs and aspirations
- Securing appropriate finance expertise for the mapping and pooling of resources across the public sector, capturing the savings across the public sector and disinvesting and reinvesting appropriately with community support

## ANNEX A

### LIS TESTS TEMPLATE

Communities and governance	
<p><b>What are the governance and accountability structures to enable effective community engagement and participation? To facilitate the community's engagement with the programme?</b></p>	<p>We are agreeing mechanisms for Norbiton Councillors, those groups we currently engage with, empowered residents who we currently do not engage with, and those disempowered and not engaged. For example, building on the existing arrangements (Norbiton Neighbourhood Committee, CRE Groups, Norbiton Councillors) residents will be engaged to achieve locally determined outcomes. We will ensure the Community Development and Health Course and other mechanisms for engaging the disempowered in this process are utilised.</p>
<p><b>How will LIS deliver greater accountability and trust between commissioners and communities?</b></p>	<p>We will ensure that the community are involved in setting the agenda for the LIS from its inception including accountability arrangements and</p>

<p><b>How is the shift in the balance of power from the commissioners of mainstream services to communities will be demonstrated?</b></p> <p><b>How LIS will connect to and reinforce elected members' responsibilities to the community?</b></p> <p><b>How will LIS embed communication with and accountability to residents?</b></p>	<p>their determination of need.</p> <p>Through agreeing a programme of stages of transition with the community members to take them to the trans-formation or point of coproduction and joint commissioning of services.</p> <p>The elected members will bring their community expertise into this process through community governance structures and the KSP and will be key for driving through the decommissioning and recommissioning of services.</p> <p>Through the new LIS local working groups, community communication strategies and throughput to the KSP.</p>
<b>Community capacity and activity</b>	
<p><b>How convincing are proposals to work with the community to establish their service needs and spending priorities and link that to decision making on LIS?</b></p> <p><b>How strong is the evidence on developing communities' capacity to be involved in the design and delivery of local services?</b></p> <p><b>Are there robust proposals to engage those who are under-represented in existing community groups, and work to build their combined capacity?</b></p>	<p>Recent community needs assessments and recommendations will be tested by community stakeholders with partners including Turning Point for their relevance to the Norbiton ward eg. YouCan Report in conjunction with the Young Foundation on the CRE. Our partners Turning Point.</p> <p>We have a history of working with the CRE to redesign the delivery of local services. The non-CRE engagement is less strong and will need to be developed.</p> <p>Yes, including using trained members of the Reflect course and Community Development and Health Course accredited with the Open College Network.</p>
<b>Resourcing</b>	
<p><b>Is there a credible path to achieving budget pooling?</b></p>	<p>Our LIS accountant will map and collate joint partnership assets in Norbiton and ensure</p>

	there is an improved efficiency of spend through pooled budgets
<b>Is there evidence of workforce buy-in?</b>	The workforce are very aware of the LIS proposal and this is widely endorsed by them – it fits well with our direction, our vision and our history in Kingston
<b>Are Trade Unions and frontline workers sufficiently engaged?</b>	Many frontline workers have already been engaged via Core Project Officers. Further engagement will be built into the Communications Strategy.
<b>Engagement and co-production</b>	
<b>Is there a robust set of proposals for co-production and decision making? How will communities be engaged at each stage of the commissioning cycle including the tendering of LIS?</b>	Please see Key milestones. We will test out the appropriateness of timeframes and stages through our community engagement.
<b>Is there evidence that LIS will develop capacity of communities to participate in new forms of social action, the provision of support and self help within communities?</b>	The Norbiton LIS, by putting the community in the driving seat from the inception of the project, will ensure that capacity is developed across the community, particularly in those currently most disempowered.
<b>How will LIS empower communities, raise aspirations, provide employment opportunities, encourage self-help, support and positive behaviour change?</b>	We will strengthen community capacity to support the drive to spin out new models of delivery. Residents and stakeholders will be adequately supported and developed, where appropriate, to play a full part in leading or contributing to service redesign and recommissioning.