

Shropshire's approach to localism

Mike Hyatt, Head of Strategy, Research & Performance

Why a new approach?

- Currently £200m discretionary budget
- Expect to make £80m, c40% savings 2014 – 2017
- Support and democratic core cost is £25m
- £50m already committed on contracts
- Efficiency will struggle to save 3-5%

This means 50% or more cuts in delivery budgets – so, realistically doing less of what we currently do wont work... and isn't politically plausible

Our response – Part 1:Community Action

- 28 Local Joint Committees – bringing local councillors & communities together
- Community Action Team – crucial capacity – creative, problem solving
- Helping members develop communities to do more for themselves
- Unique democratic legitimacy – but shifting emphasis (for some) from council chamber to the community
- Improving facilitation and advocacy skills – conversations that lead to action
- Emphasis on practical, real projects including:
 - Mobilising residents to tackle anti-social behaviour, creating new public open space
 - Using CIL and positive planning to reopen a derelict pub in a small village with shop and meeting facilities
 - Creating a community-led online social network
 - Starting to build a new community consensus around future of financially vulnerable day care services in a community

Our response – Part 2: Market Town Regeneration Programme

- Recognition that Shropshire's market towns under real threat
 - Vulnerability of the small-town high street – anchor shops– e.g. Woolworths
 - Anticipating public sector job losses – including some shift away from old district council centres
 - Rationalisation of public sector property – and impact on footfall
 - Impact of rising fuel prices
- Award of £3.5m capital – split between;
 - £2.5M for 6 largest towns (outside Shrewsbury) per capita
 - £0.5M for remaining 11 market towns
 - £0.5M for rural areas

Case studies



Oswestry Footfall

- Creative use of vacant retail space
- Encouraging active citizenship
- Worked with 20 schools and community groups, intern work experience
- Bought at least five key shops back into use
- Made positive impact on look and feel of town

Case studies



Market Drayton revitalisation

- Crucially scheme is run by the Town Council
- Capital grants bringing shops back into use
- Building improvements and shop fit out – e.g. Drayton Deli

Case studies



Hospitality training Ludlow

- Training kitchen and restaurant
- Capitalise on Slow Food Capital Ludlow
- 60 trainees to Level 2 - progressing into apprenticeships at food centre and industry
- All emphasising front of house skills

Our response – Part 3: Locality Commissioning

Understanding the demands, and what's important to people in a locality, then redesigning what we and others do to meet, and where possible, reduce this demand

Better, faster cheaper, together... with a focus on prevention

What are we trying to achieve?

- Starting with understanding potential capacity and actual demand (not 'wants' or 'likes') within the community
- Efficiency savings by reducing demand and driving waste/duplication out of the system
- Building engaged and resilient community that owns the challenges and solutions
- Putting local employment and economic growth uppermost in choices about what we and others do
- Elected member role at the centre – facilitate and lead changes with pace – ensure what's commissioned really reflects local priorities
- Test, learn and apply the locality commissioning approach elsewhere

To get Church Stretton commissioning ready by the end of June 2013 and to learn from the prototyping to develop an effective approach for all of Shropshire

How does it work?

1. Understand the context:

Start with community engagement – what's it like to live here?

Draw on financial, demographic and performance intelligence

Gain a rich insight into customer experience – end to end journey mapping



How does it work?

2: Decision accelerator week(s)

Connecting leadership with the key challenges – getting permission to prototype redesign based on need

Three stories – worklessness, pride of place and aging well



How does it work?

3: Prototype new approaches

i) Reducing unemployment to zero

- Creating a community that's resilient to worklessness
- Led by Job Centre Plus – reframing the nature of their support
- Identifying mentors from partners and the cohort
- Matching people with opportunities



How does it work?

3: Prototype new approaches

ii) Pride of Place

- Looked at ‘feet on the street’
- Options to review and reframe contracts
- Local ownership to take on street-scene management
- Led by Town Council

Key learning points around expectations and capacity

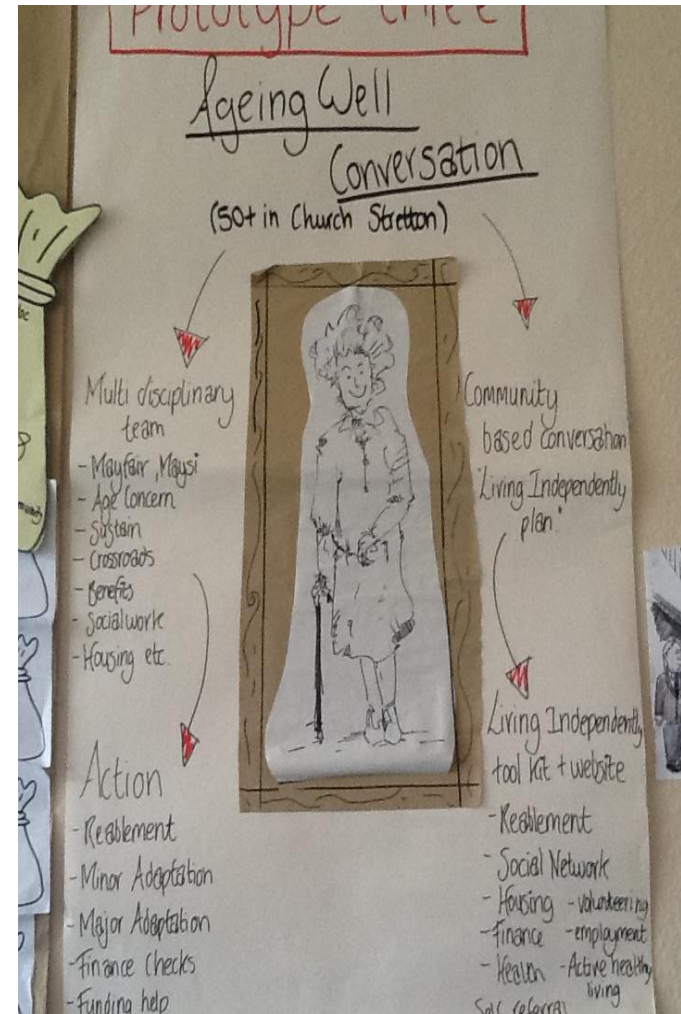


How does it work?

3: Prototype new approaches

iii) Universal conversations around ageing well

- Began with focus on aids and adaptations
- Expanded into... what would it take to help prepare people to 'age well'
- Upstream prevention better than crisis management
- Lead role for VCS – Mayfair Centre as the hub



Next wave...

- Falls prevention
- Hospital discharges
- Giving children the best start in life
- Substance Misuse Services
- Economic Growth
- First point of contact
- Mental Health Services
- Transport Services

Mix of geographic and thematic focus