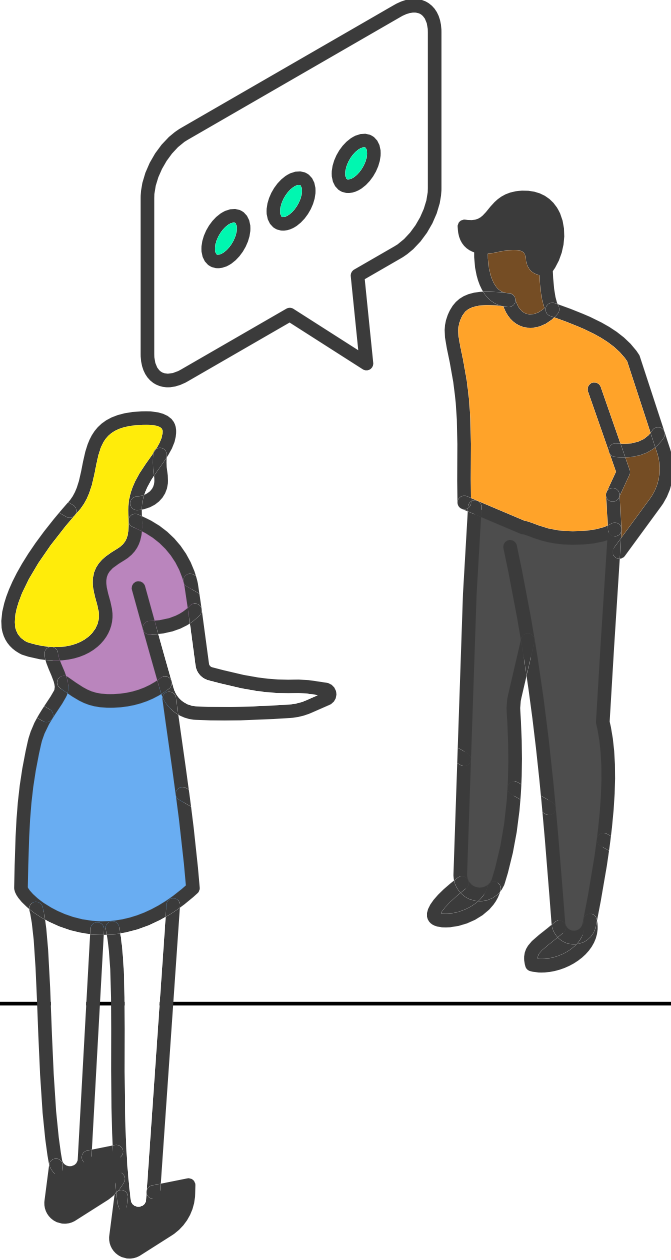
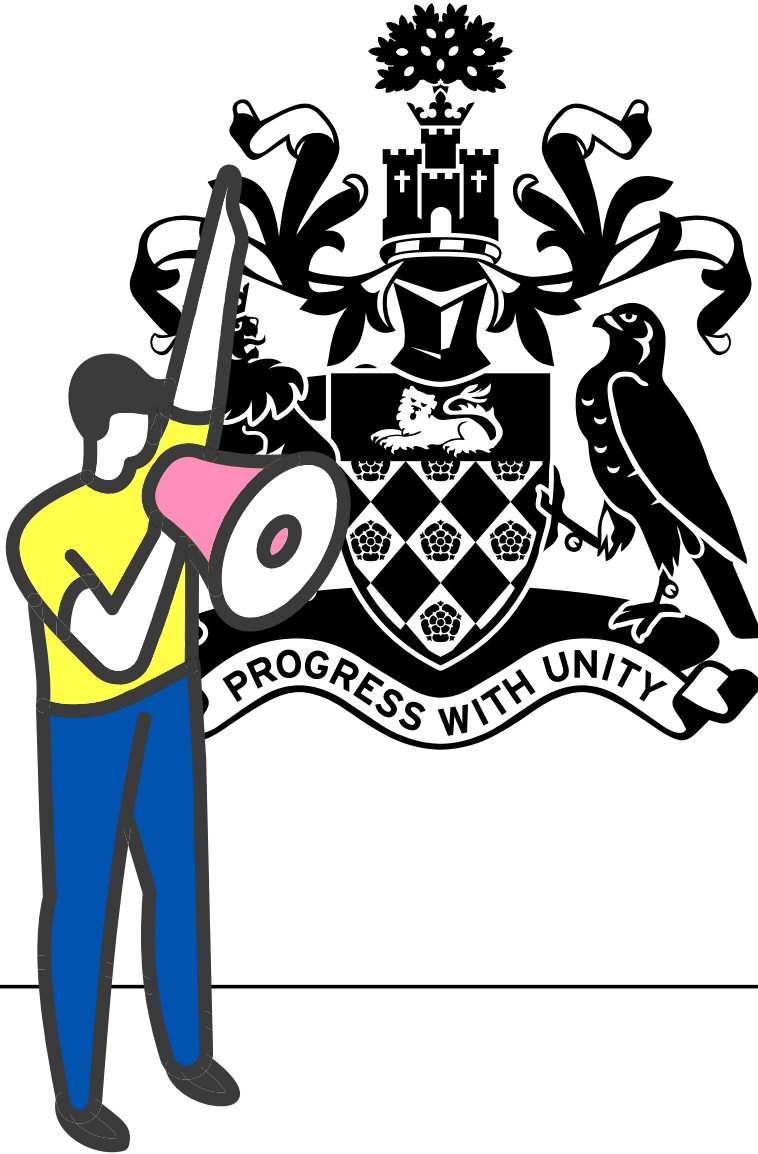


Neighbourhood Reform: A simple guide to working alongside neighbourhoods

What is neighbourhood reform?	What neighbourhood reform is (and what it is not)	How this links to Progress with Unity
Neighbourhood reform is not a new programme or a new team. It is a change in how we work, so that our services: • put people first • focus on place, not systems • do things with neighbourhoods, not to them This way of working helps us deliver the missions in Progress with Unity and improve outcomes for residents in the long term. 	Neighbourhood reform is: • About shifting power, decisions and resources closer to people and places • About building on strengths already in communities • About preventing problems, not just responding to them • About focusing on shared missions, not individual services Neighbourhood reform is not: • A structural reorganisation or new neighbourhood teams • Renaming existing services as “neighbourhood working” • Services doing more, everywhere • Council led solutions replacing community action • Based on a neat geographic footprint 	Neighbourhood reform supports the two Progress with Unity missions by: • Helping neighbourhoods to thrive socially and economically • Reducing inequalities by tackling root causes, not symptoms Our six ways of working create the conditions to achieve the missions. 

Our neighbourhood principles: A practical guide

1.

Start with what's strong, not what's wrong

The first question is not:

“What services are missing?”

It is:

- What skills, relationships and leadership already exist here?
- What do people already do for each other?
- What helps this neighbourhood work well?

This means in practice:

- We build on community strengths first
- We don't replace local solutions with services
- We treat people as partners, not service users

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2.

Build social connections to prevent problems early

Strong communities help people stay well for longer.

Social connections include:

- community groups and volunteers
- informal support networks
- shared spaces like libraries and community centres
- relationships based on trust

This means in practice:

- Investing in community organisations and local leaders
- Making it easier to access spaces, funding and support
- Reducing unnecessary rules that get in the way
- Council staff acting as enablers, not controllers

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3.

Step in when needed and step back early

Services are important, but they should work alongside, not take over.

We avoid service overreach when:

- Community action is already working
- Extra professionals would crowd out local leadership
- Long term service involvement isn't needed

This means in practice:

- Clear plans for stepping back from service involvement
- Working alongside people to lead their own solutions
- Seeing reduced demand as success, not failure

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4.

Use neighbourhood understanding to guide decisions

Our new Neighbourhood profiles is an accessible online tool which enables us to learn more about our communities to help inform our decision-making.

It combines insights about who lives in our neighbourhoods, what matters to them, what community infrastructure exists with important data to help us build a more accurate picture of a place.

Neighbourhood profiles help us understand:

- people and place, together
- strengths as well as needs
- where communities are ready to lead

Profiles support:

- mission led leadership
- smarter investment
- better decisions about when to act and when to enable

This means in practice:

- Using the tool to enable deeper conversations with residents about their neighbourhood's strengths and challenges to co-design solutions.
- Using insight in leadership discussions, not just reports
- Looking at relationships and assets, not just data
- Making thoughtful choices about where to focus effort

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5.

Lead through shared missions, not service targets

Neighbourhood working needs a different leadership approach.

Leaders are expected to:

- focus on shared outcomes, not siloed performance
- give permission to work flexibly and locally
- work across teams, organisations and boundaries

Neighbourhood work happens through networks, including:

- residents
- VCFSE organisations
- council services
- NHS and partners

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6.

Use integrated services to support communities, not replace them

Integrated services are important but they are not the end goal.

Their role is to:

- focus on community led solutions
- invite in specialist help when asked
- work preventatively and relationally
- withdraw when communities can lead

Community spaces (libraries, leisure centres, Be Well Centres, family hubs) are:

- civic spaces, not just service buildings
- places where missions are lived locally
- places where people can connect and lead

What this means overall

Neighbourhood reform is about:

- doing things with people, not to them
- trusting communities and building on their strengths
- focusing on prevention and long term impact
- working together around shared missions

By working this way, we can build stronger neighbourhoods, improve wellbeing and reduce demand on services, together.