



Commissioning case study

White City Enterprise

The headlines

- Led jointly by Hammersmith and Fulham Council and the White City Neighbourhood Forum, the White City neighbourhood community budget pilot area is characterised by a larger percentage of workless households than many comparable parts of the borough and London as a whole.
- The pilot involved local people in the design of an operational plan, setting out resources, timelines and deliverables, to ensure it identified and responded to local issues while creating important new opportunities for those living and working in the area.
- A local social enterprise has been established, White City Enterprise, which is taking on the administration of the projects as the first steps in the planned decentralisation of services to community delivery, producing over £500,000 of benefits over five years.

White City Enterprise has been established as a vehicle for creating a better partnership between local people and local public services, including the council, police, health and employment support. The vision for the White City Opportunity Area in 2013 is that, in 10 years, more local residents will be working families, with children who are skilled, educated and able to take advantage of the many employment opportunities on their doorstep, leading to reduced benefit dependency, lower public expenditure and a lessening of the health inequalities evident in the north of the borough. The work of White City Enterprise also aims to create a stronger sense of community by offering residents greater influence over and involvement in decisions on how public money is spent and services are delivered.

What commissioning and delivery model has been adopted?

The neighbourhood community budget was launched in September 2011 since when White City Enterprise's ambition has evolved beyond reorganising services into a project that seeks to establish a greater sense of community empowerment and responsibility.

The pilot necessarily operates at a neighbourhood level. From the outset the aim has been for local people to be closely involved at all stages in the design of the community budget. Over the summer of 2012 local volunteers, known as community champions, helped to consult the local community and to identify early priority areas as well as the appetite for community involvement in the pilot.

Five working groups were set up to explore the priority areas identified, namely: health; jobs and skills; housing; children and parents; and crime and antisocial behaviour. Residents were encouraged to join the working groups, alongside experts and professionals, to develop the emerging ideas. At all stages of the development, the proposals were fed back to the community so as to encourage dialogue and wider involvement.

The working groups informed the development of six programmes within the neighbourhood community

What is the context?

The White City Opportunity Area is one of London's priority areas for regeneration and covers 110 hectares, including Shepherd's Bush town centre, the former BBC site and Queens Park Rangers football club. The area sits within Hammersmith and Fulham and the council is seeking to encourage the creation of new homes and jobs on the site, with a focus on creative industries and innovation in bio-medical research. It also wishes to create new areas of open space, improved facilities for local people and a mixed and balanced community.

White City's neighbourhood community budget was one of 12 pilot projects supported by the Department for Communities and Local Government. The pilot has been developed through Hammersmith and Fulham Council, with guidance from White City Neighbourhood Forum, and aims to deliver better outcomes for local people through redesigning public services to better meet local needs. By reorganising elements of local public services, the pilot plans to deliver financial savings while also reducing demand for out-of-work benefits, so freeing up budgets to reinvest in the community in new ways.

budget pilot, which focus on tackling some of the long-standing issues in the neighbourhood. These are:

- decentralising public services;
- under occupancy and overcrowding in social housing;
- supporting and creating working households;
- a network of parent champions;
- preventing and reducing crime; and
- the health and wellbeing hub

Detailed business cases were prepared to support each programme and were submitted to the Department for Communities and Local Government. Further work is ongoing to influence and shape the local commissioning that funds public services across the six programmes, in particular to highlight areas where the local community could take on responsibility or the lead role in tackling specific issues.

Who are the key partners?

The creation of White City Enterprise represents a partnership between local people and local public services. Currently in its third year of trading, White City Enterprise delivers a range of services in response to the priority areas identified by the five working groups. These include:

- management of the White City community centre which hosts public meetings, drop-in sessions, fitness classes and community gatherings;
- administration of the 'Big Local' programme;
- delivery of a range of health and social care services; and
- delivery of Neighbourhood Mums and Dads, a support network for local parents developed by White City Enterprise which involves local parents offering informal support to other families

White City Enterprise manages a team of eight full-time paid staff as well as a network of local volunteers. Turnover for the social enterprise in 2013/14 was approximately £400,000 per annum with income secured from commissions awarded through open competitive tender by local public service providers as well as funding from the 'Big Local' programme.

What has been the impact?

The creation and expansion of White City Enterprise represents a key success of the Neighbourhood Community Budget programme to date, providing local infrastructure that will support the continued delivery of services that meet local needs. It represents the first steps in the planned decentralisation of services to community control and delivery.

The programme has substantially increased both community capacity and involvement in designing local services. White City Enterprise has been able to harness the skills of the local community by providing opportunities for local volunteers to get involved in a range of activities to improve the neighbourhood. This approach has provided local people with opportunities to gain new skills, to build their confidence and to support their progression into paid employment.

The programme board is establishing the necessary systems to assess the impact of redesigning public services in partnership with the local community on key priorities such as reducing crime and unemployment and alleviating the pressure on local health and social care services.

The initial cost–benefit analysis undertaken for the pilot projected the following:

- parenting support: delivery of fiscal and economic benefits totalling £186,124 over five years equating to an overall benefit to cost ratio of 1.40; and
- business partnership: delivery of fiscal benefits totalling £269,398 over five years equating to an overall benefit to cost ratio of 1.52

What have been the key elements of success?

Key success factors for White City include:

- strong political and managerial leadership and committed senior officers from across the public service parent organisations;
- securing a physical asset within the local community – locating the programme within a community centre on the White City estate has facilitated access for local groups as well as helping to instil a sense of community ownership;
- having a clear understanding of the composition of the local community including the identification of hidden skills and talents among residents;
- maximising the use of existing physical assets such as community buildings and public space; and
- mapping all key organisations with an active stake in the community including public services and community and voluntary sector providers

be helpful in identifying and valuing existing skills that have been previously untapped by public service partners. However it is important to put in place the infrastructure to manage and support volunteers effectively, one which recognises that they are donating their time to support the wider community.

Care needs to be taken when promoting and branding initiatives within local communities. In the context of White City's neighbourhood community budget pilot there has been potential to confuse the local community by promoting several different organisations and structures including White City Enterprise and White City Neighbourhood Forum.

Who can I contact?

Giles Piercy, Chair of White City Enterprise, email gilespiercy@gmail.com, telephone **07710 381 436**, Twitter [@teamwhitecity](https://twitter.com/teamwhitecity)

What has been learnt?

Decentralising the design and delivery of public services, and providing the community with a greater voice and role in what public services are delivered and how, is not a linear process. Progress is dependent on changing and challenging embedded cultures within public service organisations as well as establishing trust and instilling the belief in the local community that they can and should have an equal role in shaping the future of their neighbourhood.

Achieving and maintaining 'deep reach' into the local community requires effective planning, capacity and commitment. Using existing infrastructure such as neighbourhood forums can help to build links and rapport but continual effort is necessary to ensure that different sections of the community have an equal voice.

The use of volunteers can be an effective approach in generating local capacity and enthusiasm to address priority issues identified by the community. It can also

Other useful information

White City Enterprise website
<http://www.whitecityenterprise.com/>

White City Opportunity Area http://www.lbhf.gov.uk/Directory/Environment_and_Planning/Regeneration/Regeneration_projects/178285_White_City_Opportunity_Area.asp

BBC Outreach has produced a film entitled 'Tales of the White City' which includes personal stories from individuals living and working on the White City estate.

<https://www.youtube.com/watch?v=2Bjsixvv3kc>