

Name of Committee CABINET	Neighbourhood Management (incorporating Neighbourhood Renewal)
Directorate: Finance, Governance & Citizens	<ul style="list-style-type: none"> • Neighbourhood Management principles for Northampton • Neighbourhood Management areas • Deployment of resources • Implementation
Corporate Manager: Thomas Hall	
Date: 3 July 2006	

Report Title	Neighbourhood Management for Northampton
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Key Decision	YES
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1. Recommendations

That councillors;

- 1.1 Agree the Neighbourhood Management principles for Northampton
- 1.2 Agree that the Neighbourhood Management model for Northampton will be based upon the Local and Area Neighbourhood Approach (LANA).
- 1.3 Agree the Neighbourhood Management areas as specified within the report
- 1.4 Agree that NBC officers with the guidance of the Local Strategic Partnership (LSP) and the Safer Stronger Communities Board (SSCB) work with NCC, the police and other agencies to align and deploy known resources to target the identified Neighbourhood Management areas (incorporating the Neighbourhood renewal areas in the town).
- 1.5 Note the outline implementation plan

2. Summary

- 2.1 Neighbourhood Management as an approach to delivering local services across the town represents an opportunity to improve on what we do presently, to bring about a more collaborative and performance focused way of working with our partner agencies, and to give a more prominent role to local people.
- 2.2 It extends existing work with neighbourhood wardens and other locally-based resources, allowing the targeting of efforts on those communities with the

greatest needs. This links clearly with this Council's key priorities, particularly around tackling crime and the 'cleaner, safer, greener' agenda; regeneration; and involving local people in decision-making.

- 2.3 The proposed Neighbourhood Management model for Northampton is the Local and Area Neighbourhood Approach (LANA). This operates on two levels of (1) more intensively targeted 'Managed Areas' and (2) 'Co-ordinated Areas' for the rest of the town, depending on the levels of identified need, and is based upon some key principles and characteristics.
- 2.4 Whilst it is intended for NM areas to eventually cover the whole town, the initial roll out will see the focus on those parts incorporating Neighbourhood Renewal areas and as detailed in appendix 2.
- 2.5 The Borough Council, with the Police and Northamptonshire County Council have identified some key resources to deploy into the new NM 'teams'. For The Borough Council these include Neighbourhood Wardens and Housing Officers.

3. Report Background

3.1 Neighbourhood Management Principles

- 3.1.1 Neighbourhood Management has been endorsed by this Council through the Northamptonshire Neighbourhood Renewal Strategy (appendix 1 summarises the history), to tackle deprivation in the town using a multi-agency approach.
- 3.1.2 Locally, Northampton has experience of successful CASPAR (Crime and Anti-Social behaviour PARTnership) projects in targeted parts of the town. Throughout the development of a local NM approach, partners have been keen to build on the existing and well understood CASPAR practice, but with a wider remit covering the whole range of deprivation.
- 3.1.3 Nationally, NM has been piloted in government Pathfinder areas. The evaluation has shown that local people feel a higher level of engagement and satisfaction with local service delivery, and services have been delivered in a more efficient and cost effective way.
- 3.1.4 Successful Neighbourhood Management is based upon some key principles and characteristics:
- Someone who's job it is – a neighbourhood manager /co-ordinator
 - Must have community involvement
 - Must be a partnership approach
 - Must have a plan for the neighbourhood
 - Must have the tools to do the job, effective delivery mechanisms
 - 5-15,000 population (Pathfinder experience shows these numbers give critical mass – although only a guideline)
 - Neighbourhood management can't do everything
 - Start work on where it is possible to demonstrate impact – nationally this is cleaner, greener, safer (and housing) – clearer focus on smaller

number of issues, more obvious focus on service engagement

- Value in linking to schools, Children's Centres, and jobs or training
- Tackling Health inequalities – small scale and not mainstream

3.2 NM Model for Northampton

3.2.1 With the support of the Government Office of the East Midlands and a government advisor on Neighbourhood Management, the proposed model that is recommended for Northampton is the Local and Area Neighbourhood Approach (LANA). This approach was received positively by Councillors (from both Borough and County) who attended a workshop at the Guildhall on the 7th June 2006.

3.2.2 The LANA on which the Northampton model would be based is a proven approach for successfully tackling deprivation within predominantly urban areas. It has been piloted in Wolverhampton, and distinguishes between Management and Coordination approaches in neighbourhoods:

3.3 Managed Areas

3.3.1 Managed areas have high levels of deprivation and include several priority and borderline neighbourhoods that need an intensive approach involving local communities supporting them to influence and monitor service delivery, where there is major change required to reducing inequalities to the city 'average'.

3.3.2 Managed areas are to be supported by a neighbourhood management approach to joining up local services, developing agreements with service providers to jointly plan and deliver services differently. There will be responsibilities for delivering Neighbourhood Renewal Floor targets and developing strategies that respond to local neighbourhood and town-wide key targets.

3.4 Co-ordinated Areas

3.4.1 Co-ordinated areas in the main have less deprivation, no priority neighbourhoods and therefore no responsibilities for directly delivering on Neighbourhood Renewal Floor Targets, so a less intensive approach is needed. This is more of a community development approach to supporting local communities, local activists and Service Providers to work together to develop and deliver co-ordinated local partnerships. Such an approach will be expected to consider pockets of deprivation hidden within the wider neighbourhood.

3.5 This approach supports Northampton's ambition to roll out Neighbourhood approaches across the Borough, but also reflecting on the need to initially prioritise the most disadvantaged areas.

3.6 NM areas for Northampton

3.6.1 The maps provided at Appendix 2 outline the proposed areas for focus of activity for Neighbourhood Management in the Borough. These were

developed through thorough consideration by a multi-agency group of experts, and were considered and supported by councillors present at the meeting on 7th June 2006.

3.6.2 The initial focus of Neighbourhood Management will incorporate the identified Neighbourhood Renewal Areas. These areas have been grouped to form 6 Neighbourhood Management areas (not necessarily completely aligned to ward boundaries):

- Kingsheath and Spencer (plus Ryehill and small part of Duston)
- Castle (incorporating the Spring Boroughs funded SOA)
- St Davids (incorporating parts of Kingsthorpe)
- Eastfields / Headlands
- Briarhill / Far Cotton/Delapre (plus part of Camphill)
- Thorplands/Lumbertubs and parts of Bellinge

3.6.3 The areas are larger than neighbourhoods that communities would normally identify. A feature of the approach will be that there may be a greater emphasis on individual neighbourhoods or estates where peaks of deprivation are most acute.

3.7 Governance

3.7.1 Clear and demonstrable governance arrangements need to be in place so that accountability and performance can be monitored. With the clear emphasis in both elements of the LANA on local people, there is a positive and demonstrable leadership role for Councillors in both the Managed and Co-ordinated approaches.

3.7.2 Further work is required to formally define the nature of the approach undertaken in all of the 6 areas. Each area will need to determine it's own management structure and as such there will be a rolling programme of local negotiation to determine democratic involvement and community engagement in each Neighbourhood Management Area.

3.7.3 However, the experience and method developed within the CASPAR programmes, and the good practice of existing networks such as Workers Forums and Local Alchemy groups will be looked at to be built upon rather than duplicated or usurped.

3.7.4 The review of Area Partnerships currently underway within NBC will be able to address the issues of local governance that NM raise. There may be anomalies within current Area partnership boundaries to be considered.

4. Options and Evaluation of Options

- 4.1 The first option is to proceed as outlined in this report.
Evaluation: this approach is based on evaluated good practice from the Government's 'pathfinders' and has been supported by stakeholders locally.
- 4.2 The second would follow the initial proposal developed from the NRS and subsequently through Northampton. This suggested that additional effectiveness could be secured through a split of the target areas in Northampton into two areas East and West.
Evaluation: Subsequent consultation revealed that these areas were too large to be recognised as neighbourhoods by local residents and the proposed governance structures duplicated and added complication to existing neighbourhood engagement forums.
- 4.3 The approach proposed in this report has been supported through the consultation process, and is recommended for acceptance.

5. Resource Implications (including Financial Implications)

- 5.1 The team for each area will include a Neighbourhood Manager, Community Development support, Neighbourhood Warden and police Safer Community Team. Resources for the management of the areas will come from the alignment of resources from NCC, NBC and the Police, plus additional resources which may be identified in the future not only from these organisations, but others within the LSP.
- 5.2 Northampton Borough Council will initially contribute:
- 2 Neighbourhood co-ordinators
 - 1 Community Development officer
 - Neighbourhood Wardens
 - Housing Officers
 - 1 Neighbourhood Project Manager (co-ordinator for Neighbour Element funded area)
- Plus support in the activities of:
- Monitoring and evaluation
 - Accountable Body co-ordination
- These resources will be made available through the realignment of existing resources, deployed under new working arrangements. **They do not represent growth or additional funding.**
- 5.3 Subject to approval it is understood that Northamptonshire County Council is committing resources to provide:-
- A Senior Neighbourhood Co-ordinator
 - 1 Neighbourhood co-ordinator
 - community Regeneration officers
- 5.4 It is also understood that Northamptonshire Police are realigning some of their resources to be co-terminus with the NM areas:

<p>5.5 The Primary Care Trust are considering whether they can apply resources directly to this model.</p> <ul style="list-style-type: none"> • At least 1 Safer Community teams in each NM area as a priority • Neighbourhood Co-ordinator in 1 area

6. Risk and Opportunity Issues

<p>Risk of not embedding new working methods and culture rapidly, which could cause lack of co-ordination and hence less effective attention to local problems, has been identified within the Citizen Engagement departmental risk register, as has the broader but similar issue of effective engagement with the Local Strategic Partnership. To mitigate these risks, performance management arrangements at both Borough Council level and within the LAA are being strengthened.</p> <p>Neighbourhood Management provides a real opportunity to tackle local problems and improve communities' quality of life through targeted and integrated action, with the communities at the heart of decision-making.</p>
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7. Consultees (Internal and External)

<p>Internal</p> <p>In addition to the consultation that was held in the development of the County wide Neighbourhood Renewal Strategy and the Local Area Agreement the following Northampton specific consultation has been held: -</p> <p>Member's seminars. 2 members seminars have been held. An initial seminar was held in September '05 with members whose areas have been identified as NR areas. A second seminar to discuss Neighbourhood Management was held on 7th June '06 to which all elected members (Borough and County) of Northampton were invited</p> <p>Proposals discussed with managers from Citizen Engagement, Planning, Regeneration and Housing.</p>	<p>External</p> <p>In addition to the consultation that was held in the development of the County wide Neighbourhood Renewal Strategy and the Local Area Agreement the following Northampton specific consultation has been held: -</p> <p>Resident consultation. Consultation was held with representatives from residents groups from NR areas and local members in October and November '05.</p> <p>Northampton Area Committee. A paper outlining NR in Northampton and proposals for Neighbourhood Management was</p>
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	<p>taken to Northampton Area Committee on the 1st November 05.</p> <p>Multi-agency consultation was held on the 26th May '06. Partners met to determine how best to determine the area split with specific consideration of co-ordinate service delivery.</p> <p>NCC Cabinet – July 10th A report outlining the current proposal for Neighbourhood Management arrangement will be presented to the cabinet</p> <p>Northamptonshire Police considered the current proposals at a meeting of the Chief Officers Group.</p> <p>LSP-Northampton LSP has responsibility for driving this multi agency approach for the delivery of the Neighbourhood Renewal Action Plan. Regular reports are taken to the Board.</p>
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8. Compliance Issues

A: How Proposals Deliver Priority Outcomes

<p>Recovery Plan</p> <p>Neighbourhood Warden service: the effectiveness of wardens should be increased through the multi-agency team approach.</p> <p>Citizen Engagement: involvement of communities in local service improvement and decision-making is at the heart of neighbourhood management.</p>	<p>Corporate Plan</p> <p>From the draft Corporate Plan 2006-7:</p> <p>Listen to local people and provide the services they need – neighbourhood management is designed to put local people at the centre of identifying and resolving issues in their neighbourhoods.</p> <p>Invest in the regeneration of the town – neighbourhood management will be a principal vehicle for neighbourhood renewal.</p> <p>Making Northampton a cleaner, safer and greener place to live – research shows that neighbourhood management is particularly effective at tackling these issues. Specific Safer, Cleaner, Greener Fund money is being made available through neighbourhood management in part of the town.</p>
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B: Other Implications

Other Strategies

Neighbourhood Management is an essential element of the Northamptonshire Local Area Agreement, and is expected to be one of the vehicles for delivering its outcomes.

Finance Comments

Initial discussions with the Community Development Manager have indicated that no additional resources will be required to enable the delivery of Neighbourhood Management as described within this report. This will be achieved via the reprioritisation of existing Council resources. Finance request that a resources plan be provided to Finance for verification to ensure that the existing resources that are to be utilised to achieve Neighbourhood Management are sufficient and that this will have no detrimental impact on the budgets or service delivery of other services within the Council.

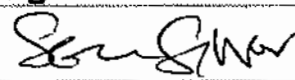

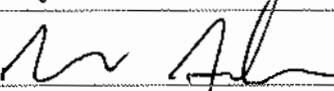

Legal Comments

None

9. Background Papers

Title	Description	Source
Northamptonshire Neighbourhood Renewal Strategy	High-level strategy and principles for evolving neighbourhood renewal in the county	NBC Community Development; NCC

Authors: Thomas Hall, Corporate Manager, ext. 7593
Sean Silver, Community Development Manager, ext. 8530

Name	Signature	Date	Ext.
Author		23/6/06	8530
Corporate Manager		23/6/06	7593
Director		23/6/06	7368
Monitoring Officer or Deputy (Key decision only)		23/6/06	7335
Section 151 Officer or Deputy (Key decision only)			

History of Neighbourhood Management and Renewal in Northampton

In 2003, in a report the Executive agreed the principle of multi agency work focused in localities with the objective of tackling deprivation in Northampton. Subsequently, the Borough Council signed up to the principles of the Northamptonshire Neighbourhood Renewal Strategy, and began to develop a focused strategy for Northampton (the Northampton element of the wider strategy).

Northampton Borough Council endorsed the Northamptonshire Neighbourhood Renewal Strategy (NRS) as an element of the Local Area Agreement (LAA). A report to Cabinet in January 2006 provided further details of the funded activity on the Spring Boroughs Super Output Area. The Northamptonshire NRS follows the National NRS ambition that "within 10 to 20 years, no-one should be seriously disadvantaged by where they live".

An NRS for Northampton has been drafted, and this identifies 23 Super Output Areas (SOAs) in Northampton that fall within the 20% most disadvantaged in the country (Index of Multiple Deprivation 2004). These SOAs were also identified by the NRS as areas of focus. Additionally, Northampton has secured Safer Stronger Communities funding under both the Neighbourhood and the Cleaner Safer Greener element on the basis of one Super output Area in Castle ward falling within the 3% most disadvantaged within the country .

The Local Area Agreement (LAA) supported by Northampton Borough Council was agreed in March 2006, and this incorporates the multi agency approach to tackling deprivation as detailed within the NRS. It further develops this way of working together into the principle of Neighbourhood Management (NM). The LAA commits the Borough and the County to the implementation of neighbourhood renewal approaches. The final and approved version of the agreement commenting ***This builds upon approaches being developed in Corby and Northampton, the latter related to recently awarded Neighbourhood and Cleaner, Safer Greener Elements funding, and will accelerate these localities in addition to developing other target neighbourhoods.*** The LAA also outlines clear targets for the county in terms of developing Neighbourhood Renewal action plans and partnerships, the target areas within Northampton are reflected in these targets for 2006/07.

Appendix 2

The attached map shows the proposed Neighbourhood Management Areas.

These are:

- Kingsheath and Spencer (plus Ryehill and small part of Duston)
- Castle (incorporating the Spring Boroughs funded SOA)
- St Davids (incorporating parts of Kingsthorpe)
- Eastfields / Headlands
- Briarhill / Far Cotton/Delapre (plus part of Camphill)
- Thorplands/Lumbertubs and parts of Bellinge

and are outlined in green.

The yellow areas bounded by purple lines are the areas identified in the neighbourhood renewal strategy, based on the most deprived Super Output Areas.

