Developing the Area and Neighbourhood Agenda in Derby

Version 1.5

1.   Introduction

This paper outlines the proposed strategy and action plan for Area and Neighbourhood working in Derby.

In summary, the paper recommends

1. That Area and Neighbourhood working should be implemented as a partnership agenda; working to the objectives of the Office of the Deputy Prime Minister, Home Office, Dfes Department of Health and other government departments in order to provide maximum benefits to local communities.

2. The overall aim of Area and Neighbourhood working is to empower local people in order that they can influence, and where appropriate, design and commission service provision in their areas and neighbourhoods.

3. That we achieve this aim by the delivery of three objectives

   - developing genuine partnerships with local people in priority neighbourhoods in order to identify local issues and produce local solutions for specific services
   - the development of area planning structures , in partnership with local people, that gives people a greater choice in service design, the ability to allocate resources and the information to understand and influence service delivery, design and performance
   - The provision of a model of community leadership that supports local communities to be cohesive, responsible and inclusive, and that re engages our citizens with the institutions of government.

4. The initial service areas to be developed within the Area and Neighbourhood model will include

   - street scene services
     - fly tipping removal
     - graffiti removal
     - street clearance
     - drug litter removal

   - community safety
     - crime prevention and reduction
     - prevention and reduction of drug misuse
     - youth crime prevention and reduction
     - prevention and reduction of anti-social behaviour

   - Fire Safety in the home

   - neighbourhood policing
     - deployment of neighbourhood policing teams

- traffic management

- enforcement procedures, for example, fixed fine penalties

- Children and young people's services
  - locality based teams.

5. That area planning teams are established with each of the five Area Panel areas. Their initial tasks for 2006 – 07 are

   - finalising an Area Profile and Needs Assessment
   - finalising a neighbourhood map
   - implementing a problem solving framework for issues raised at Area Panels
   - implementing a community engagement policy for their area
   - reviewing current service delivery and spend, and considering options for improvement in the service areas defined above
   - Recommending proposals for expenditure of Area Panel Grants to Area Panels.

6. That a pilot review of Area Panels will be undertaken in Area Panel Two and Three, to ensure full integration of panels and area and neighbourhood working.

7. That partnerships are developed with NDC and City centre management (BID project) to ensure that an effective and consistence model of area and neighbourhood working is developed across the city.

8. That Neighbourhood Teams are established in the five priority neighbourhoods of

   - Osmaston/Allenton
   - Sinfin
   - Normanton
   - Austin Estate
   - Stockbrook.

8. Each neighbourhood will have dedicated resources for enforcement, particularly in regard to low level crime and anti-social behaviour.

9. Each neighbourhood team will consist of

   - Neighbourhood Co-ordinator
   - Neighbourhood N.E.A.T. team
   - Crime Prevention Services
   - two additional Police Community Support Officer's
   - Community Engagement Officer
   - Community Safety Officer

- Police Neighbourhood Team
- Community Fire Safety Officer
- Other Agency Staff.

10. The team will operate within a tasking and co-ordination framework developing a 12 month Neighbourhood Plan, but also weekly tasking and co-ordination meetings.

11. Local elected members will convene and chair resident's forums in each priority neighbourhood. These forums will be serviced by the Neighbourhood Team and actions from the forum will be incorporated into weekly tasking and co-ordination.

12. That governance of Area and Neighbourhood working is undertaken by a Stronger and Safer Communities Board, which may be an enhanced Community Safety Partnership Board.

13. That financial and commissioning activity of Area and Neighbourhood working is undertaken by a Stronger and Safer Communities Commissioning Group.

14. That a clear performance framework to measure the success of Area and Neighbourhood working is implemented in year 1.
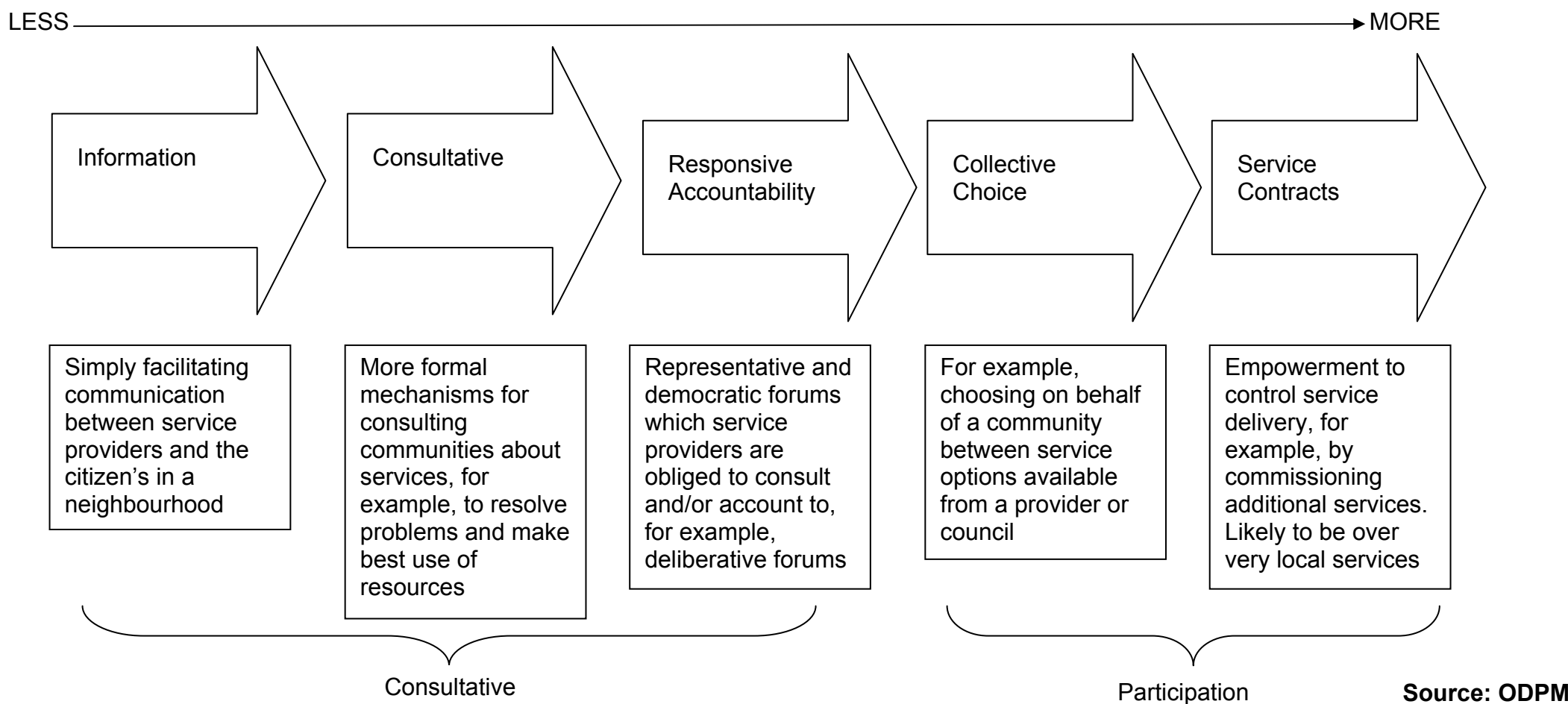
2.   National Context.

2.1   Developing local frameworks for Area and Neighbourhood working is a high priority for national government. The Labour Party manifesto outlined a clear commitment to empowering local people to trigger action in response to persistent problems. However, the agenda has been driven in different ways through a governments department and consequently has slightly different objectives.

2.2   The key document issued by ODPM, '**Why Neighbourhoods Matter'** emphasises the importance re engaging citizens with public institutions and the role of councillors as civic/community leaders. ODPM outline the need for local people to have a say on how local services are delivered (through mechanisms such as the neighbourhood charters) ODPM also drive the Neighbourhood Renewal Strategy, aiming to narrow the gap between deprived and affluent communities.

2.3   The Home Office, in its **National Community Safety Strategy, and Building Communities; Beating Crime** has focused on the agenda of civic renewal, aiming to empower local people to have a say in defining and resolving local problems. Neighbourhood Policing establishes local Beat teams for all neighbourhoods, who are in accountable to that neighbourhood. The Home Office Community Safety Strategy also emphasises the need for problem solving partnerships with and in local communities.

2.4   The Dfes emphasis the role of Sure Start/ Children's Centres and extended schools as working in and as part of their local community. This is closely tied to the Integrated Children's Services agenda, which requires all agencies to work together to protect the welfare of local children and young people.

2.5   GP commissioning and locality planning of some health service areas is already under development and will have a significant impact on health service provision. Public Health strategies emphasis the need to work with communities and examples of integrated community led health service provision can be found in the LIFT projects.

2.6   Other agency led initiatives emphasis locality planning. Local examples are the Derby Homes Estates Sustainability Programme and the Fire and Rescue service Home Fire Safety and Fire Education preventions projects.

2.7   Developing a partnership approach to Area and Neighbourhood working is therefore a significant challenge. However communities are at the receiving end of the different departmental initiatives, and it is essential to join up local initiatives up to ensure effectiveness and avoid duplication.

3. Aims and Objectives

3.1 There are different models for community engagement, outlined in the following diagram.

Variety – a spectrum of responsibility

LESS ──► MORE

Information	Consultative	Responsive Accountability	Collective Choice	Service Contracts
Simply facilitating communication between service providers and the citizen's in a neighbourhood	More formal mechanisms for consulting communities about services, for example, to resolve problems and make best use of resources	Representative and democratic forums which service providers are obliged to consult and/or account to, for example, deliberative forums	For example, choosing on behalf of a community between service options available from a provider or council	Empowerment to control service delivery, for example, by commissioning additional services. Likely to be over very local services

Consultative

Participation

Source: ODPM

It is important to be clear about aims and objectives to ensure that appropriate structures and initiatives are in place. **It is proposed that the overall aim of Area and Neighbourhood Management in Derby is to develop responsive accountability, and implement models of collective choice and service contracts in specific service areas**.

3.2   It is therefore suggested that we have three key objectives for area and neighbourhood management in Derby

Objective 1; to develop genuine partnerships with local people in priority neighbourhoods in order to identify local issues and produce local solutions in specific service areas

Objective 2; to develop area planning structures , in partnership with local people , that gives people a greater choice in service design, the ability to allocate additional resources and the information to understand and influence service delivery, design and performance

Objective 3; to provide a model of community leadership that supports local communities to be cohesive, responsible and inclusive, and that re engages our citizens with the institutions of government

4.   Delivering the Objectives

4.1   Delivering the three objectives has huge implications for the public sector and local partners in Derby. Traditional structures and agency processes of planning and resource allocation will no longer be fit for purpose. It is therefore important to implement a phased and effective model of area and neighbourhood management, that reviews learning at all stages.

4.2   Derby has seen a number of developments that provide an excellent foundation for further work. These are

- Area Co-ordination: the 5 area panels have engaged residents and have been able to tackle specific issues raised. They have not however developed strategic approaches to neighbourhood issues. There is not yet a clear framework for area co-ordination, to enable partner agencies to work together at an area level, although some developments are underway such as Integrated Children's Services.
- Neighbourhood Working: neighbourhood co-ordination, through Neighbourhood Renewal funding, has been developed in the three priority neighbourhoods of Sinfin, Osmaston and Normanton. These are partnerships between residents and service providers and have developed neighbourhood plans, based upon audits and community consultation.

- Community Safety: the CSP has completed a community safety priority area project on the Austin Estate, funded by the Police Standards Unit, based upon a neighbourhood management model and focused upon reducing crime and asb, fear of crime and community engagement. Key lessons have been learnt and significant outcomes including, effective and sustained community engagement, partnership tasking and co-ordination and significant reductions in crime, ASB and the fear of crime.
- Derby Homes: There are key lessons to be learnt from Derby Homes approach to neighbourhood management and resident led initiatives. This is now being developed through their Estates Pride programme.
- Derwent NDC: this is the most significant neighbourhood and regeneration development in Derby and has worked with service providers to support and deliver services in response to community needs and priorities. Key lessons are community engagement structures, environmental programmes and sustainability.
- Neighbourhood Policing: Derby division is a pathfinder area for the development and implementation of neighbourhood policing. This builds on the existing commitment and success of community policing and will deliver neighbourhood policing teams throughout the city, these teams consist of dedicated beat officers, PCSOs and special constables, and will focus on community engagement, problem solving, citizen focus and increased visibility.

5.   Implementation

5.1   Operational Implementation

It is suggested that we have two key operational objectives for 2006-07

➢ The development of area working through the establishment of Area Planning teams across the city and the review of area panels in areas two and three, to ensure full integration of area panel activity with area and neighbourhood working. Other key developmental agendas for area working will be to ensure integration with Children's and Young Peoples Locality teams (Area 1), New Deal for Communities (Area 1) and the development of Area and Neighbourhood working in the City Centre (linking with the Business Improvement Development initiative)

➢ The establishment of neighbourhood management structures in the five priority neighbourhoods.

5.2 Operational objective 1.The establishment of local area planning teams within all five Area Panel areas and review of Area Panels.

5.2.1.Area Planning Teams will consist of local resident involvement, elected members, key agency staff, community and faith leaders, and community network representatives. Chief Officers will act as sponsors for each area planning team. Teams will be asked to finalise the neighbourhood map for

their area, to complete an area profile for the area, including an analysis of current service delivery and spend. To coordinate a problem solving approach to issues raised at the Area Panel, and to recommend to the area panel allocation of Area Panel grants. By the end of 2006/07 the vision is that these forums will be robust enough to develop locality planning and resource allocation processes, in the service areas of

- Community safety/policing
- Street scene services
- Integrated children's services
- Traffic management
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5.2.3 Area One planning team will have specific responsibility for developing links between area working and the pilot integrated Children's services locality teams, and also with NDC.Area 2 will develop links with the City centre management team and Business Improvement district initiative in order to develop a neighbourhood management approach to the city centre

5.2.4. The planned review of area panels will need to consider the implications of both area planning teams and neighbourhood management. Options for change will be considered in more detail in Area Panels 2 and 3, which will act as pilots for integration of area panels and area and neighbourhood working.

5.3 Operational objective two; Implementation of neighbourhood management structures in five priority neighbourhoods.

5.3.1 This section illustrates the proposed model of neighbourhood management in the five priority neighbourhoods of Osmaston/Allenton, Sinfin, Normanton, Austin Estate and Stockbrook. Based upon the identified need, local and national agendas and previous audit and consultation the neighbourhood management model will focus upon the following areas of service delivery:

- Co-ordination of neighbourhood services, including leadership
- Cleaner environments
- Stronger communities
- Community safety
- Environmental sustainability

5.3.2. **Draft Structure of Neighbourhood Teams.**
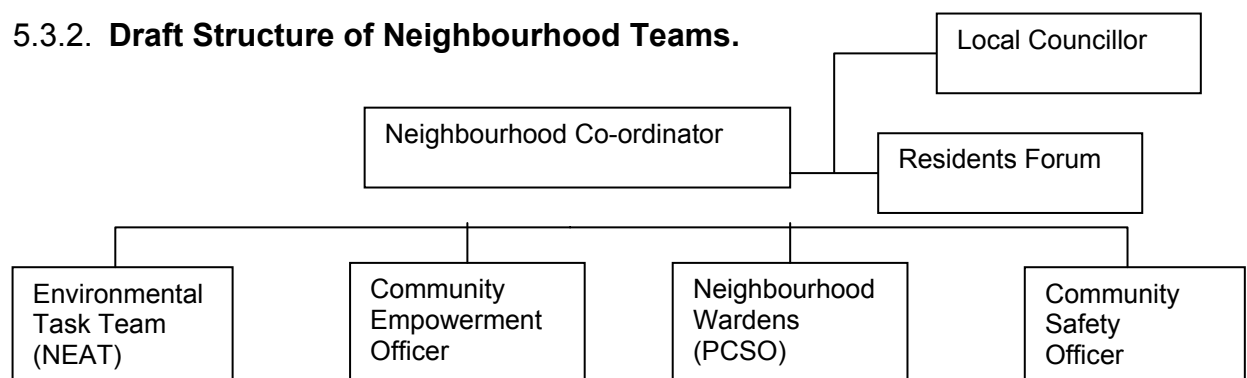
5.3.4 **Roles and Responsibilities of Neighbourhood Teams.**

The Area and Neighbourhood Programme Board agreed some of the key roles of each team in November 2005. It is recommended that the core roles and responsibilities are:

Local elected Member

- Provide leadership to local residents
- Develop Neighbourhood charter
- Convene and chair resident's forums
- Agree key priorities for neighbourhood team
- Support implementation of neighbourhood plans and actions

Local residents/Community champions

- Support establishment of resident forums
- Provide local support and advice

Neighbourhood Manager

- Leadership/ownership of the neighbourhood charter and improvement initiatives
- Co-ordinate and task interventions through neighbourhood teams and partnership working
- Analyse and prioritise resources and activities
- Conduct long-term neighbourhood strategy development and short-term tasking
- Financial management/funding needs analysis
- Supervision of neighbourhood teams
- Delivery of partnership activity/joint local strategy
- Lead on resident engagement

Community Engagement Officer

- Engage residents
- Service resident involvement meetings
- Link/develop existing community groups/representatives
- Identify community champions
- Support/train/accredit and sustain community champions
- Co-ordinate and implement neighbourhood partnership groups
- In partnership with C.C. identify key neighbourhood problems
- Communicate activity back to neighbourhoods through the implementation of a neighbourhood communication plan.
- Deliver Health partnership objectives

Community Safety Officer

- Deliver a responsive problem solving approach to neighbourhood problems.
- Identifying key neighbourhood problems
- Deliver the Community Safety agenda at a local level
- Develop Substance misuse User involvement activity
- Work with Community Engagement Officer in community empowerment
- Co-ordinate crime reduction and ASB interventions

Neighbourhood Environmental Action Team

- Enhanced uniformed street cleansing role
  - Fly tipping removal and monitoring
  - Graffiti removal
  - Drug litter removal
  - Street Clearance
- Additional Actions identified through planning
- Enforcement activity

Neighbourhood Wardens

- Provide an on street uniformed visible presence
- Provide a link between residents and partners delivering neighbourhood services
- Support community involvement, community pride and cohesion.

Neighbourhood Policing Team

- Responsive neighbourhood problem solving approach, delivered through:
  - Beat Officer
  - Police Community Support Officer
  - Special Constable

Community Fire Safety Officer

- Provide local analysis of fire related incidents
- Co-ordinate local programme of Home Fire Safety Checks
- Provide advice on residential fire safety
- Co-ordinate the fitting of single point smoke detectors to at risk groups/homes
- Provide liaison/educational input for area based groups or meetings
- Provide/support for the delivery of Key Stage 1/2 school education to area schools
- Provide link between area and mainstream Fire and Rescue Service Community Fire Safety campaigns

5.3.5. Tasking and Co-ordination of Neighbourhood Teams

The framework in which neighbourhood teams operate is critical to the success of the programme. There continues to be a need for neighbourhood planning and the setting of priorities, to sustain the achievements of the ANU, but there is a requirement of more responsive, needs led interventions, based upon what the community are actually telling us, enabling service providers to link more effectively with local neighbourhoods. The CSPs work on the Austin Estate evidences the success of this model, especially in relation to community engagement and the development of trust between the community and agencies. The CSPs Asb action area has been successful in communicating 'success stories' back to the community, strengthening those relationships, improving confidence in services and reducing the fear of crime.
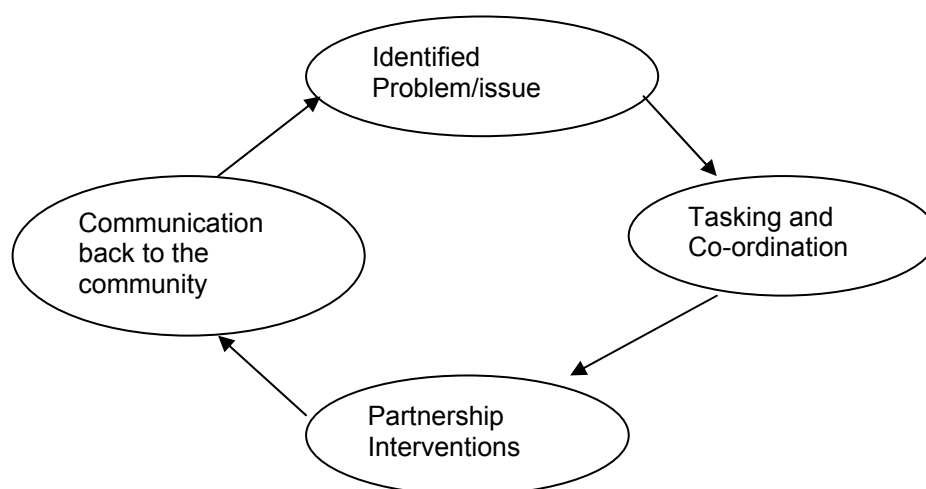
Key lessons have been learnt from the CSP, community policing initiatives and NDC, that tasking and co-ordination is the effective framework to deliver the above. This tasking of work should be done on 2 levels, 12 monthly planning, setting clear strategic objectives, and weekly tasking of service providers, responding to neighbourhood and resident needs.

Information Sources
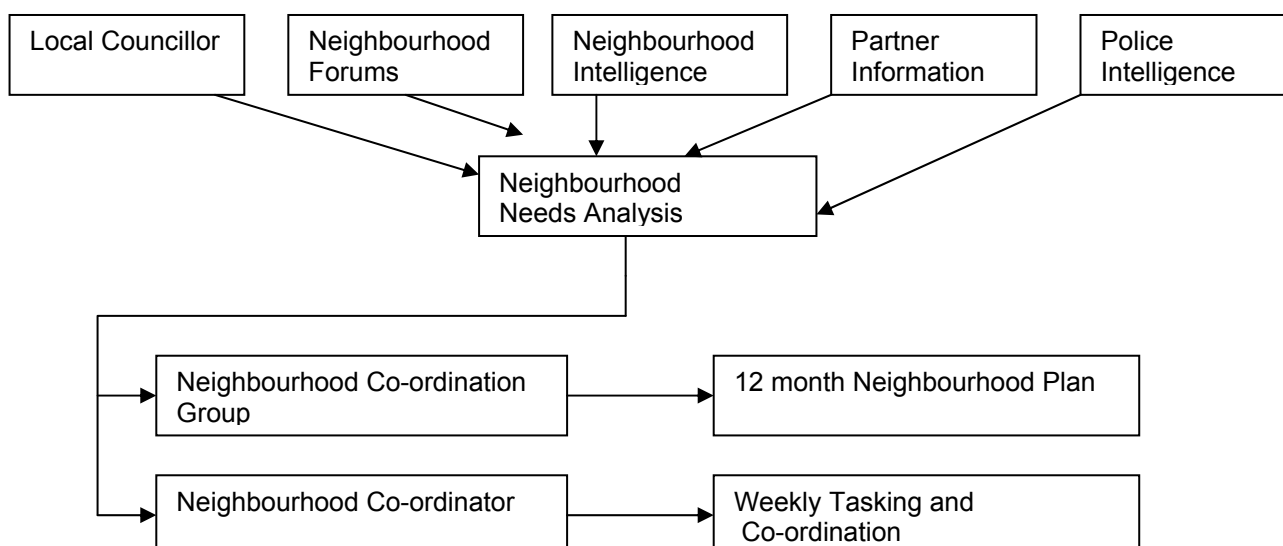
6.   Implementation; Strategic issues

6.1   Governance

Given the significance of the area and neighbourhoods agenda, it is proposed that an area and neighbourhood steering group is established, involving elected members and senior officers from all key agencies. This steering group will formally report into a newly established Stronger and Safer Communities Board, which could be a revised Community Safety Partnership Board and will be a formal governance structure under the Community Strategy/Local Area Agreement (subject to findings of Derby City Partnership review).

6.2   Finance

The key funding streams that enable Area and Neighbourhood working in year 1 are:

- Base Line Revenue Funds
- Safer Stronger Communities Fund Neighbourhood element
- Safer Stronger Communities Cleaner/greener capital element
- Neighbourhood Renewal Fund
- Fairshare Funding – Transforming Your Space
- SRB6/URBAN II
- Estates Pride
- Neighbourhood Policing Fund
- Fire and Rescue Service Community Safety Funding

To ensure cost-effective delivery, management and monitoring, it is recommended that each of the funding streams are allocated to the Stronger and Safer Communities Commissioning Group. Excluding Neighbourhood Policing, activity will be commissioned from service providers where these are not directly managed by the CSP. One SSC Commissioning group will be established in order to ensure transparency of financial and commissioning arrangements for all SSC activity.

Sustainability and growth of the Area and Neighbourhood agenda relies on continued external funding for area and neighbourhood work, alongside allocation of funds from partner agencies.

6.3   Performance

Performance monitoring will be co-ordinated by the CSP through dedicated analyst support and the Customer Management System. Outcomes and objectives should be directly linked to the LAA – Safer Stronger Communities Block. These could include:

- Quality of Life indicators
- NRF floor targets

- Reduction in crime and ASB – Figurative performance analysis year on year
- Fear of Crime – Baseline Perception Survey Jan 06
- Numbers of residents involved in consultation and decision making – Figurative involvement data, year on year
- Cleansing Standard – Environmental and Community Audit
- Levels of democratic participation

What we are trying to achieve 2006 - 07

Pilot Integrated Children's and Young People's Locality Team and New Deal for Communities

Area Planning Team

Area Planning Team

Area Panel 1

Area Planning Team

Area Planning Team

Developing Area & Neighbourhood Working in city centre

Area Panel 5

Area Panel 2 (Review)

2 Neighbourhood Teams
Osmaston/Allenton
Sinfin

Area Panel 4

Area Panel 3 (Review)

Area Planning Team

Area Planning Team

3 Neighbourhood Teams
Stockbrook
Austin
Normanton

Service Areas to consider:

- Community Safety
- Cleaner and Greener
- Traffic Management