

**Report of the Corporate Director for Regeneration and Community and  
Director of Derby Community Safety Partnership**

**Section 1; Purpose of Report**

1.1 This report forms part of the review of Derby Community Safety Partnership and outlines options around the governance, leadership and accountability of neighbourhood management in the city.

**Challenge**

**Section 2; Brief History of Neighbourhood Working in Derby**

2.1 Neighbourhood management was established in 2006, following a review of Derby City Council Area Committee structures and the role, function and performance of the Council's Area and Neighbourhood unit. The review findings were brought into Derby City partnership by the Chief Executive of DCC, when it was agreed to ask the CSP to lead a transformational programme around neighbourhood working. This decision was based on the rationale that the CSP was working very closely with the police to introduce Neighbourhood Policing and had co-led a very successful joint initiative. The government was also implementing the stronger and safer communities fund supporting joint neighbourhood initiatives. The Council's base revenue funding for this service was transferred to the CSP to carry out the functions. With subsequent expansion of the service, initially funded using Neighbourhood Renewal Fund and Area-based grant, the Council's base (taking into account full support for former NRF funding) revenue support for Neighbourhood Management services is £1.248m with NEAT funding, or £ 0.767m excluding NEAT funding.

2.2 The governance model for the new neighbourhood working arrangements was a partnership Neighbourhoods Board, chaired by the Portfolio Holder for neighbourhoods and also including the Leader of the Council, chief officers from DCC, Police, NHS Derby, Fire and Rescue and third sector. This Board directed and steered the development and implementation of the new model across the city and reported back into the Council.

2.3 Since 2006, Derby has established a model of City-wide neighbourhood working, based on

- A partnership agreed neighbourhood map
- 17 Neighbourhood Boards and forums
- A neighbourhood manager for every neighbourhood (a shared DCC /Derby Homes resource)
- Neighbourhood Boards chaired by elected members and setting neighbourhood priorities and plans, supported by neighbourhood profiles
- Neighbourhood Forums attended by on average 50-60 residents and allowing local people to be involved in local decision making
- Elected member ward committees to steer spend
- Multi agency neighbourhood tasking & co-ordination
- Neighbourhood communications and engagement strategies
- Neighbourhood performance reports

- Participatory budgeting
- Development programmes for Elected Members and staff engaged in neighbourhood management
- Active and increasing participation with DCC departments, Police, NHS Derby, Fire and Rescue, Derby Homes, Probation Service, Derbyshire Criminal Justice Board, and third sector.

2.4 There is a shared resourcing of neighbourhood management arrangements, where partners have combined both money and staffing resources to make the model work. In summary resources for neighbourhood management includes

- £869,000 budget from DCC, which pays for head of service post, neighbourhood managers, a finance clerk, part time communications officer, data officer and admin worker, plus support costs, Boards/Forums, management of meetings and PCSOs.
- £63,550 from NHS Derby which contributes to three community development officers
- Full cost cover of three Neighbourhood Managers by Derby Homes and realignment of housing and ASB officers into neighbourhood teams
- Alignment of Safer Neighbourhood Teams by Police to develop and support local tasking and coordination arrangements
- Alignment of CSP management, ASB, youth crime, cohesion and support services to offer strategic leadership, additional support, and alignment of service delivery into neighbourhood teams
- Alignment of Fire and Rescue services into tasking and coordination and neighbourhood teams.
- Alignment of Third sector activity into neighbourhood teams.

### **Section 3; What is Neighbourhood Management?**

3.1 The Derby model of neighbourhood management has evolved into a model whereby;

- Communities, elected members and services work together to improve the outcomes for individuals, families and groups living in that neighbourhood
- The elected member operates as the community leader
- The neighbourhood manager enables the neighbourhood partnership to function effectively
- Community engagement and forums fulfil both the statutory 'duty to involve' for all agencies but more importantly empowers local people to influence the decisions that affect their daily lives

3.2 Derby Neighbourhoods

There is substantial research that indicates why neighbourhoods matter to local people. Key findings are

- After our families, neighbourhoods encompass the next most immediate and relevant set of relationships
- They are the geographical level we most relate to
- They are visible, tangible and meaningful
- They are where change, good or bad, is first experienced and most keenly felt
- They are the level at which we most directly experience services and some government policies
- They are usually the level at which improvement can best start and have most impact



### 3.3 How do we measure success in Derby?

The CSP is developing a matrix performance framework which incorporates

- Outcomes for neighbourhood based on the priorities they have set
- LAA indicators, in particular
  - Percentage of people who feel they can influence decisions in their area
  - Percentage of people who feel they belong in their neighbourhood
  - Percentage of people who feel that people from different backgrounds get on well together in their local area
- Public confidence and satisfaction measures
- Democratic renewal (engagement and participation)
- Improved service performance
- Efficiency savings; (reduction in duplication and greater integration of public services)

Neighbourhood performance reports indicate that neighbourhood management is impacting positively in all these areas

## Section 4; What Needs to Change?

4.1 The De Montfort review of neighbourhood management in Derby identified three critical areas for change

- Building the capacity of Neighbourhoods Boards to offer effective community leadership
- Improved community engagement across a wider range of local people and a move towards real ownership of neighbourhoods by local people
- Increased responsiveness of all public services to neighbourhood priorities

Since the review two key developments have occurred

- The restructuring of Derby City Council establishing a new Neighbourhoods department and introducing Derby Street Pride
- A clear cross party political view that the council wants to take a firmer and more visible leadership role in neighbourhood management

The CSP has been closely involved with all these developments aiming to develop integrated proposals for improvement.

## Section 5; Derby City Council Restructuring

5.1 The current restructuring of Derby City Council will have a significant bearing on the future of neighbourhood management. Two issues are of particular relevance

- Bringing together environmental, planning, transport and cultural services into a new Neighbourhood Directorate
- Within that Directorate the establishment of a 'Streetpride' service

5.2 Streetpride will improve the delivery of fundamental core environmental services, through the formation of multi-service teams dedicated to improving standards at the neighbourhood level. This will work on a 'right first time' principle for enquiries, requests and complaints which will avoid the necessity for neighbourhood boards to become involved in basic service issues, leaving them to develop a vision and action plan for their local areas across a full range of public services.

5.3 Through both of these elements of restructuring the City Council aims to demonstrate its complete commitment to working with partners to develop further the neighbourhood agenda.

## Section 6; Options for Change and Development Plan

The Council has indicated that it wants to undertake a full options appraisal around the issues of governance, leadership, accountability and branding of neighbourhood management services in order to improve current arrangements.

## 6.1 Early discussion indicates that there are three improvement options

- Option 1; That neighbourhood management services are managed by the Council, but maintaining full partnership involvement.
- Option 2; That the service is retained within the LSP.
- Option 3; that a joint DCC/LSP governance model is developed and implemented.

The advantages and disadvantages of each option are outlined below

### 6.2 Option 1; Council led service

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Politicians and Chief officers in DCC give a clear sense of direction and demonstrates accountability</li><li>• Council services will respond clearly to the neighbourhood agenda</li><li>• Avoids confusion if located into neighbourhoods directorate</li></ul>	<ul style="list-style-type: none"><li>• Care needed to re-assure partners of their continuing influence and involvement</li><li>• Officers expertise and leadership skills will need to be transferred carefully</li></ul>

### 6.3 Option 2; LSP led service

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Continues to address all areas of public sector delivery</li><li>• Builds on learning from past 3 years</li><li>• Consolidates neighbourhood working within the Sustainable Community Strategy</li></ul>	<ul style="list-style-type: none"><li>• Partnerships could fail to deliver</li><li>• Council may be less engaged</li></ul>

### 6.4 Option 3; A joint governance arrangement

This option would establish a new Neighbourhoods governance body (neighbourhoods leadership group?) which is clearly positioned within DCC and DCP. The proposal is that the Council political leadership would chair this group and all three political parties will be represented by their lead officer's. One lead officer from key agencies/or lead officers of LSP cities would also sit on the group

<b>Advantages</b> <ul style="list-style-type: none"> <li>• This model strengthens the involvement of the Council within a clear partnership framework</li> <li>• Political and officer aspirations are joined up</li> <li>• It forms a collaborative leadership body</li> </ul>	<b>Disadvantages</b> <ul style="list-style-type: none"> <li>• It could be perceived as confused leadership</li> <li>• It may not satisfy DCC</li> </ul>
---	---

## Section 7; Preferred Options

7.1 Following informal consultation within the Council and the representatives of some key partner bodies there is a strong political will for option 1, which is the neighbourhood unit managed from within the new Neighbourhoods Directorate. It is recommended that that this takes place from 1 May (subject to successful implementation of the Council's restructuring within the period). However it is recognised that it will be crucial to ensure that partner agencies continue to feel fully involved and able to influence neighbourhood working and this will be core to new arrangements moving forward.

7.2 It is believed that this will give the following advantages in taking us into the next stage of neighbourhood development.

- Clear direction and democratic accountability through elected members in their community leadership role.
- Strong Council commitment to neighbourhood working giving re- assurance to partners of their crucial role in influencing the direction and operation of the neighbourhood agenda.
- Reinforce the core nature of neighbourhood working for all Council services (and those of its partners).
- Facilitates the devolvement of Council mainstream funding to meet neighbourhood needs and objectives, and hopefully gives assurance to partners of strong 'accountable body' arrangements where partner funding is considered for development
- Develops strong linkages with the Council's new Neighbourhood Directorate

## Section 8; Areas for Operational Development

8.1 After resolving the issue of the governance , leadership focus is required in order to continue to strengthen the Neighbourhood working arrangements in the following areas

- Capacity building of Boards
- Developing Community Engagement
- Improving Public service responses to neighbourhood management
- Efficiency savings
- Performance management

### 8.2 Building capacity of Boards

A capacity building programme for Boards will need to be developed and implemented which addresses

- Chairing and community leadership skills for elected members (already developed by DCC member services and CSP)
- Streamlining process of resident representation and capacity building of resident representatives
- Building officer community engagement skills

### **8.3 Community Engagement**

There is a need to strengthen community engagement through neighbourhood engagement strategies and also to improve the process of representation of local people,

### **8.4 Redesigning services to meet neighbourhood needs**

Appendix 1 outlines those services already linked into Derby neighbourhood working arrangements.

An introduction of Neighbourhood Agreement Charters would offer clear statements about service delivery and promote local social responsibility for residents.

### **8.5 Efficiency; Greater sharing of sharing resources**

There is already a model of shared resourcing of Neighbourhood Managers (DCC and Derby Homes), shared resourcing of neighbourhood ASB officers (CSP and Derby Homes) and increased shared resourcing of community development officers (CSP, PCT, Police).

There is potential for greater efficiency savings in relation to integration of community development and community communications functions across public sector agencies.

### **8.6 Performance Management**

An agreed final model of performance reporting for neighbourhood working needs to be implemented with the DCC data Hub being central to this process.

## **Recommendations**

9.1 To relocate the Neighbourhoods Unit into the City Council's new Neighbourhood Directorate.

9.2 To continue to engage partners fully in the development and implementation of Neighbourhood policies and plans.

9.3 To retain the inter-agency neighbourhood teams as currently developed and seek to strengthen these where appropriate to incorporate other services where joint working would be beneficial.

9.4 To retain and strengthen the role of the 'Stronger' Strategy group of the Safer, Stronger and Cleaner Communities Executive of Derby City Partnership as a partnership advisory body to give direction to neighbourhood working, to the key partner agencies involved, and to the partnership neighbourhood teams.

9.5 To develop a programme of work to take forward recommendations in section 7.



## Appendix 1: Public Services Integrated into Derby Neighbourhoods Unit

	Derby City Council	Police	NHS Derby City	Other
<b>City</b>	<ul style="list-style-type: none"> <li>Youth Offending Service</li> <li>Highways</li> <li>Prevent</li> <li>Parks Department</li> <li>Community Cohesion</li> <li>Planning Department</li> <li>Environmental Health</li> <li>Older Peoples Forum</li> <li>Voices in Action</li> <li>Consultation &amp; Engagement</li> <li>Voluntary Grants &amp; COMPACT</li> </ul>	<ul style="list-style-type: none"> <li>Public protection</li> <li>Divisional commander</li> <li>Business Crime Prevention</li> </ul>	<ul style="list-style-type: none"> <li>Public health</li> <li>Drug treatment services</li> <li>Alcohol treatment services</li> <li>Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Probation</li> <li>Criminal Justice Board</li> <li>Fire and Rescue Service</li> </ul>
<b>Area</b>	<ul style="list-style-type: none"> <li>Street Pride</li> <li>CYP locality services</li> <li>Cultural Services</li> </ul>	<ul style="list-style-type: none"> <li>Section Inspector</li> </ul>	<ul style="list-style-type: none"> <li>Locality services</li> </ul>	
<b>Neighbourhood</b>	<ul style="list-style-type: none"> <li>Neighbourhood management</li> <li>Anti-social behaviour services</li> <li>Integrated Youth Services</li> <li>Derby Advice</li> <li>Crime Prevention</li> <li>Children's Centre</li> <li>Leisure</li> <li>Parks Department</li> <li>Housing Strategy</li> <li>Schools</li> <li>Extended Schools</li> <li>Traffic Management and Parking</li> </ul>	<ul style="list-style-type: none"> <li>Safer Neighbourhood Team</li> <li>Business Crime Prevention</li> </ul>	<ul style="list-style-type: none"> <li>GPs</li> <li>Community development</li> <li>'Link' Officers</li> <li>Community Health</li> </ul>	<ul style="list-style-type: none"> <li>Housing Management (Derby Homes)</li> <li>Anti-social behaviour (Derby Homes)</li> <li>Employment - Jobcentre Plus</li> <li>Derbyshire Fire &amp; Rescue</li> <li>Community Payback</li> </ul>