

## THE EXECUTIVE

16 SEPTEMBER 2003

### REPORT OF THE DIRECTOR OF HOUSING AND HEALTH

<b>NEIGHBOURHOOD MANAGEMENT CO-ORDINATION</b>	<b>FOR DECISION</b>	
<p><i>This report recommends supporting a bid to be made by the Barking &amp; Dagenham Partnership for Neighbourhood Management Pathfinder Status. If successful, the Pathfinder area will need practical support from existing resources under the Council's management.</i></p> <p><b><u>Summary</u></b></p> <p>This report proposes that a bid be made for Neighbourhood Management Pathfinder Status for the Abbey, Gascoigne &amp; Thames Community Forum area.</p> <p><b><u>Recommendations</u></b></p> <p>The Executive is asked to agree:</p> <ol style="list-style-type: none"><li>1. To support a bid for a Neighbourhood Management Pathfinder; and</li><li>2. Consider the possibility of RSL leadership, whether this option strengthens the potential for success and should be pursued</li></ol> <p><b><u>Reasons</u></b></p> <p>This is a key decision and is reserved for the Executive as it has possible implications for the Council's service delivery structures and relates to a funding opportunity in excess of £2M.</p>		
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#### **1. Introduction**

- 1.1 This report covers a proposal to bid for Neighbourhood Management Pathfinder Status, which will be made by the Barking & Dagenham Partnership. An initial bid will need to be submitted by 18<sup>th</sup> September, which is why this matter is being presented to the Executive at such short notice.
- 1.2 The report is being submitted to the Executive, as the Council is most likely to be the lead agency, but in any event will be a partner to the Pathfinder.

- 1.3 Background information, which sets out the principles of Neighbourhood Management, has been attached as Appendix A.
- 1.4 Neighbourhood Renewal funding was made available in 2001/02 to introduce a more limited approach of Neighbourhood Co-ordination in the Abbey, Gascoigne, Thames and Wellgate Community Forum Areas. This funding will expire in March 2004. A bid to extend this funding for a further two years is to be made to the LSP.

## **2. Bid for Pathfinder Status**

- 2.1 The Neighbourhood Renewal Unit (NRU) have committed funding to extend the current pathfinder arrangements to a further 10 areas. Initial indications are that only 1 bid in London will be accepted.
- 2.2 A successful bid provides the opportunity to lever in significant sums of money over an extended period. However, underpinning this will be the need to improve on current floor targets for the area Appendix B.
- 2.3 For this bidding round the funding profile provides up to an initial £200,000 to recruit key staff, establish the partnership and develop the delivery plan and then up to an average of £350,000 per year over the lifetime of the pathfinder. The view of the NRU is that less should be spent on projects and more on community engagement. Decisions on this will be set out in the delivery plan, which will need approval by the NRU.
- 2.4 Informal contacts with the NRU have indicated that a bid from Barking & Dagenham would be considered. The report sets out some of the key issues for:
  - A. Factors for a successful bid
  - B. The possible bid profile area
  - C. The Council's organisational structure

- A. Any bid will clearly need to meet the qualification criteria set out in the bidding document. To be successful, the bid will need to demonstrate why it is the best example for the London area and why it is innovative, challenging and provides the best way to meet the needs of the community.

Any bid for Barking & Dagenham can be submitted under the categories of:

- Pockets of deprivation in areas of high housing demand
- Housing investment and management opportunities

However, to make the bid really interesting to the NRU it could also be submitted under the category of RSL Leadership. Some informal discussions have taken place with East Thames Housing Group and Metropolitan Housing Trust to gauge their interest in such an approach. Both RSL's would be very interested in working with the Borough on such an initiative.

RSL Leadership does not mean that the RSL would run service delivery. Their role would be in setting up community consultation, developing action plans, working with partners to put in place suitable service delivery vehicles and monitoring how these deliver against the floor targets.

**The more categories that the bid falls into, the better chance of success.**

Some of the other factors that would make such a bid from Barking & Dagenham interesting to the NRU are that it would hit a lot of the agenda's they are trying to progress. These are in line with agenda's for the borough and include:

- The localisation of decision making and shaping of service delivery. This is perhaps best evidenced with the Community Forums and Community Housing Partnerships, but all departments are working towards service delivery on a CF basis. A successful bid would strengthen the Council's ability to experiment with this and develop and energise localised community engagement. This fits strongly with the Government agenda for New Localism.
- This would powerfully support the Community Priority of Developing Rights and Responsibilities
- A successful bid would provide the platform for the next step in Modernisation of the Council.

B. In terms of where a bid should be based there are some given criteria within the bid guidance:

- The area has to be within wards which fall within the 10% most deprived wards within the Country as measured by the Government's Indices of Deprivation
- The target area should fall within a size band of 2,000 – 5,000 households and have a population of up to 15,000 people.

Officers have considered the possible options that would fit the criteria. In coming to a recommendation they have taken account not only the bidding criteria but also achieving synergies with existing projects. This will demonstrate how we can best achieve joined up working, maximise the impact of different funding streams and give the best possible outcomes for the community.

The recommended option is to focus on a large element of the Gascoigne Ward, rolling through into Abbey to include the flatted areas of London Road, The Lintons, Harts Lane Estate and Whiting Avenue estate. This provides a population of 11,438 and engages some 4,901 households. Such a bid would support the regeneration proposals for Barking Town Centre and would complement the proposed UDC which will take forward the regeneration programme across the Community Forum area, and beyond.

Additionally, a Neighbourhood Co-ordination pilot already exists covering Abbey, Gascoigne and Thames Wards, so this proposal would build on the community engagement that has already taken place and the Partnership Board for the pilot area, which already exists.

This provides a major opportunity to see how Neighbourhood Management can be used in a locality that is evolving as opposed to declining. It can be used to engage with both existing and a new and evolving community in order to determine standards and expectations of services to meet differing needs. It is

this type of approach, which should be of significant interest to encourage the NRU to make their investment in Barking & Dagenham.

This proposal would be built on within the Council to spread the practice across the whole of the Community Forum area from its area of initial focus.

This would mean extra resources, which could be found; from a combination of the existing NM co-ordination pilots and the Councils own management resources, especially the Housing Revenue Account and environmental services.

This would ensure a single approach across the whole community forum area to provide a model for planning the future extension of this practice across the whole Council area.

- C. To deliver effective Neighbourhood Management there are implications for the Councils' service delivery organisation.

This will need careful consideration by TMT and Members and will be the subject of a further report in the near future.

### **3. Consultation**

- 3.1 Preliminary consultation on whether a bid should be submitted has taken place with the Neighbourhood Renewal Steering Group, the Chair of the Barking & Dagenham Partnership and Executive Portfolio holders responsible for related areas of work.
- 3.2 Of those consulted, there has been unequivocal support for a bid to be made. There has been discussion with the Executive members about the possibility of using such a bid as a platform for extending neighbourhood management/local service delivery across all community forum areas. A discussion paper on this possibility is currently being prepared and will be brought to the Executive in due course.

### **4. Conclusion**

- 4.1 This report sets out an opportunity for a bid to be made for a geographic area of the Borough as a Neighbourhood Management Pathfinder. Such a bid, if successful, would realise significant financial input.
- 4.2 The Council would be a partner to the bid process and the Executives views on this proposal would lead to recommendations being made to the Barking & Dagenham Partnership as to the shape that the final bid might take.

### **Background Papers**

- Community Strategy
- ODPM Fact Sheet No.6 – Neighbourhood Management
- Interim Evaluation of Neighbourhood Management Pathfinder Programme - NRU Website
- Report of Policy Action Team 4
- A new Commitment to Neighbourhood Renewal.
- Neighbourhood Management Pathfinder Programme – Round 2

### Background

The Government's strategy for revitalising deprived communities 'A New Commitment to Neighbourhood Renewal' focuses on the improvement of key public services as the best route to renewal.

As part of this approach, the Neighbourhood Renewal Unit is experimenting with a range of Area Based Initiatives (ABI's) in order to 'reverse the spiral of decline in our most disadvantaged and needy Communities'.

One area of experimentation is the Neighbourhood Management Pathfinder Programme.

Neighbourhood Management is a process not a project. It is a new way that communities can work with local agencies to improve and join-up their services at a very local neighbourhood level. This might include better management of the local environment, increasing community safety, improving healthcare and education, and encouraging economic growth in the neighbourhood. The key point is that residents concerns should be more important in defining what is done than agencies assumptions about what should be done.

The process will inevitably vary from place to place, but will normally share some common factors:

- It is a mechanism for delivering service improvements at the neighbourhood level
- It requires partnership meetings/liaison between a wide range of service providers, residents and other local stakeholders
- Participants must all share a common aim: to improve local services and make them customer rather than provider-led.

A number of organisations have an important role to play in neighbourhood management. These can include local authorities, the police, health services, development trusts, housing associations, regeneration companies, residents groups and the voluntary sector.

For Neighbourhood management to be effective, there are 5 pre-requisites

- **Someone in charge** – a neighbourhood co-ordinator or manager
- **Community involvement**
- **'Right tools'**
  - Resources and mechanisms for co-ordinated action
  - Effective ways of delivering joint working
  - Systematic problem – solving
- **Clear Plan of action**
- **Responsible body: employs manager and steers the plan**

## **National Deprivation-related targets 2002**

### **SR2002 Floor Targets and relevant PSAs**

"Floor target" is a generic term that was used in SR2000 to describe targets that set a minimum standard for disadvantaged groups or areas, or a narrowing of the gap between them and the rest of the country.

#### **Department for Education and Skills (DfES)**

To sustain improvement in primary education by raising standards in English and maths so that by 2004, 85% of 11 year olds achieve level 4 or above, and, by 2006, the number of schools in which fewer than 65% of pupils achieve level 4 or above is significantly reduced.

[full description of target](#)

Transform secondary education by raising standards in English, maths, ICT and Science in Secondary Education so that by 2004 75% of 14 year olds achieve level 5 or above in English, maths and ICT (70% in science) nationally and by 2007 85% (80% in science), and by 2007, the number of schools where fewer than 60% of 14 year olds achieve level 5 or above is significantly reduced.

[full description of target](#)

Between 2002 and 2006 the proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A\* to C rises by 2 percentage points each year on average and in all schools at least 20% of pupils achieve this standard by 2004 rising to 25% by 2006.

[full description of target](#)

Increase the percentage of pupils obtaining five or more GCSEs at A\*-C, with at least 38 per cent to achieve this standard in every local education authority (LEA) by 2004.

[full description of target](#)

#### **Department of Health (DH)**

By 2010 reduce the inequality in rates between the fifth of wards with the highest under 18 conception rate and the average ward rate by at least 25%.

[full description of target](#)

Starting with Local Authorities, by 2010 to reduce by at least 10% the gap between the fifth of areas with the lowest life expectancy at birth and the population as a whole.

[full description of target](#)

#### **Department for Transport (DfT)**

Reduce the number of people killed or seriously injured in Great Britain in road accidents by 40%, and the number of children killed or seriously injured by 50%, by 2010 compared with the average for 1994-98, tackling the significantly higher incidence in disadvantaged communities. (SR2000 target rolled forward with new enhanced element).

[full description of target](#)

## **Office of the Deputy Prime Minister (ODPM)**

Work with the full range of Government departments and policies to raise the levels of social inclusion, neighbourhood renewal and regional prosperity to promote better policy integration nationally, regionally and locally; in particular to work with departments to help them meet their PSA floor targets for neighbourhood renewal and social inclusion. (New PSA)

[full description of target](#)

Make sustainable improvements in the economic performance of all English regions and over the long term reduce the persistent gap in growth rates between the regions, defining measures to improve performance and reporting progress against these measures by 2006. (Joint Target with HM Treasury and DTI) (SR2000 target rolled forward and amended).

[full description of target](#)

By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups. (SR2000 target rolled forward and amended).

[full description of target](#)

## **Home Office (HO)**

Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest Crime and Disorder Reduction Partnership areas and the best comparable areas; and reduce:

- vehicle crime by 30 % from 1998-99 to 2004;
- domestic burglary by 25 % from 1998-99 to 2005;
- robbery in the ten Street Crime Initiative areas by 14% from 1999-2000 to 2005;

and maintain that level.

[full description of target](#)

## **Department of Trade and Industry (DTI)**

Help to build an enterprise society in which small firms of all kinds thrive and achieve their potential, with (i) an increase in the number of people considering going into business, (ii) an improvement in the overall productivity of small firms, and (iii) more enterprise in disadvantaged communities.

[full description of target](#)

Make sustainable improvements in the economic performance of all English regions and over the long term reduce the persistent gap in growth rates between the regions, defining measures to improve performance and reporting progress against these measures by 2006. (Joint Target with ODPM and HM Treasury).

[full description of target](#)

Over the 3 years to Spring 2006 increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle - lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and people in the 30 local authority districts with the poorest initial labour market provision, and significantly reduce the

difference between their employment rates and the overall rate. (ethnic minority element shared with DTI).

[full description of target](#)

### **Department of the Environment, Food and Rural Affairs (DEFRA)**

Reduce the gap in productivity between the least well performing quartile of rural areas and the English median by 2006, and improve the accessibility of services for rural people. (New target) [full description of target](#)

### **Department for Work and Pensions (DWP)**

Over the three years to Spring 2006, increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and the 30 local authority districts with the poorest initial labour market position, and significantly reduce the difference between their employment rates and the overall rate. (Ethnic minorities part shared with DTI)

[full description of target](#)

### **HM Treasury (HMT)**

Make sustainable improvements in the economic performance of all English regions and over the long term reduce the persistent gap in growth rates between the regions, defining measures to improve performance and reporting progress against these measures by 2006. (Joint Target with ODPM and DTI) (SR2000 target rolled forward and amended).

[full description of target](#)

NB. Please note that this list only includes targets which have a specific focus on Neighbourhood Renewal objectives. A full list of departments' PSA targets can be found in the Spending Review 2002 White Paper, on the Treasury's website