

A ROUGH GUIDE TO NEIGHBOURHOOD MANAGEMENT

Making the Business Case for Neighbourhood Management

An Action Learning Set Report
Part of the National Evaluation of the Neighbourhood Management Pathfinder Programme



NATIONAL EVALUATION OF THE NEIGHBOURHOOD MANAGEMENT PATHFINDER PROGRAMME

The National Evaluation of the Pathfinder Programme is being undertaken by a consortium of organisations, led by SQW Ltd:

- SQW Ltd
- GFA Consulting
- European Institute for Urban Affairs, Liverpool John Moores University
- Cities Research Centre, University of West of England, Bristol
- Cambridge Economic Associates
- Local Government Centre, Warwick Business School, Warwick University
- IPSOS-MORI
- GFKNOP

The Evaluation has been commissioned by the Government's Neighbourhood Renewal Unit, part of the Department for Communities and Local Government. If you would like more information about the Evaluation please see our website, or contact us directly:

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INTRODUCTION: HOW TO USE THIS GUIDE

This resource guide has been produced by members of an action learning set, including neighbourhood managers, who explored how neighbourhood management is being ‘rolled out’ in practice. This guide draws together their findings and provides practical advice, thoughts and evidence on how to make the case for rolling out neighbourhood management. We hope you find it useful.

The action learning set was set up as part of the national evaluation of the Neighbourhood Management Pathfinder Programme. This evaluation, commissioned by the Neighbourhood Renewal Unit (NRU), is being carried out by a consortium led by SQW. The action learning set’s members came from eight neighbourhood management pathfinders (NMPs) and met four times between September 2005 and March 2006. Members worked on specific topics between meetings, gathered further information and discussed initial ideas and conclusions with representatives from the Government Office for the North of England (GONE) and NRU. Membership of the set is given below.

The purpose of the set was to look at some of the issues and challenges in ‘rolling out’ neighbourhood management beyond the pathfinders and at the difference that Local Area Agreements (LAAs) are making to this process. The set looked at different aspects of roll-out and focused on two specific areas:

- Making the business case for neighbourhood management
- The role of Local Area Agreements and Government Offices

Information was gathered from members of the action learning set and one initiative outside the Pathfinder areas on their experiences and views of involvement in the development of LAAs; from government offices (GOs) on their future role in supporting and promoting neighbourhood management; and from the national evaluation’s recent overview report. There was also some discussion of governance arrangements, but as this is a well-documented area, with several recent or imminent publications, it is not covered in detail here.

Action learning set members thought that the most useful way to pass on their findings and conclusions would be to develop a ‘rough guide’ to help neighbourhood management pathfinders and other neighbourhood management initiatives develop a robust case for continuation and development of neighbourhood management in their areas.

It should also provide a useful tool for demonstrating to decision makers more generally the suitability, purpose and potential of adopting a neighbourhood management approach.

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Thanks to the set members for their contributions and to Louise Bennett, NRU and David Dunn, GONE for their views and comments.

Particular thanks to John Wainwright, Heart of Burton Partnership; Paul Marshall, Green Corridor Partnership; and Vanessa Bryan, Eastwood and Springwell Gardens who used action learning set meetings and other information and discussions to develop the business case for neighbourhood management. Their work has provided the basis for this guide.

How to use this guide

This guide is intended to help those championing neighbourhood management to make a case for sustaining and extending neighbourhood management in their areas, particularly with the development of Local Area Agreements in mind. It also shares experience on how neighbourhood management can work most effectively as it is rolled out. It is set out in five sections.

After this introduction, the second section briefly explains how the Neighbourhood Management Pathfinders were set up and what neighbourhood management is. The third section explains what makes neighbourhood management work, describing the key ingredients of neighbourhood management, with illustrations in boxes that champions can adapt or replace from their own experience.

The fourth section then uses examples from set members to make the case for neighbourhood management as an approach. Neighbourhood champions are encouraged to insert their own examples here. A final section draws on a survey of government offices, experience of neighbourhood managers and discussions during set meetings, to suggest how neighbourhood management pathfinders/initiatives and government offices might support the roll-out of neighbourhood management through the Local Area Agreement.

The idea of the guide is that it will be something that partnerships and their champions can dip into and draw on for briefings, reports, meetings, workshops, conferences and so on. Sections complement each other and can be used with different audiences. Each section sets out the case and some of the ingredients for success and is intended to act as a resource that champions can use to promote neighbourhood management. Some practical examples are given to illustrate how you might use your own pathfinder's experience to support your case.



WHAT IS NEIGHBOURHOOD MANAGEMENT?

Neighbourhood management involves communities and local agencies working together to improve services at neighbourhood level.

The approach was identified in 2000 by the Social Exclusion Unit's Policy Action Team 4 (PAT4) report as a potentially valuable tool to *'enable deprived communities and local services to improve local outcomes, by improving and joining up local services, and making them more responsive to local needs'*.

To test the effectiveness of this approach, a national Neighbourhood Management Pathfinder programme was established in 2001 by the Office of the Deputy Prime Minister with 20 Round 1 neighbourhood management pathfinders, followed by a further 15 Round 2 pathfinders in early 2004. The Programme has been evaluated throughout its life by a team led by SQW and some the findings are summarised in different sections of the guide¹.

Neighbourhood management tackles 'quality of life' issues in communities through working to narrow the gap between the most disadvantaged neighbourhoods and the rest of society. It focuses on six key target areas:

- Crime & Community Safety
- Education
- Environmental quality
- Health
- Housing
- Jobs & Training

Its aim is to change the way mainstream services are delivered through: changing corporate policies; reallocating mainstream resources; reshaping the way mainstream services are delivered; 'joining up' services; and improving access for service users.

Neighbourhood management is a process, not a project. It has seven key ingredients:

1. A clearly defined neighbourhood
2. Resident involvement and support for residents
3. A dynamic neighbourhood manager with clout
4. A local partnership to provide strategic direction
5. Support and commitment from the local authority and the Local Strategic Partnership (LSP)
6. Quality information
7. Commitment of service providers

Neighbourhood management is increasingly seen as one of the best ways to deliver effective neighbourhood renewal, and the approach is now being 'rolled out' in a number of local authority areas, including those who have not previously received Neighbourhood Management, New Deal for Communities or Neighbourhood Renewal funding. Examples of authorities that have adopted neighbourhood management include Nottingham, Leicester, Wolverhampton, Liverpool, Sandwell and Dudley.

¹ODPM (2006) *Neighbourhood Management at the Turning Point*

Indeed, the success of the approach is demonstrated by the fact that some 200 other neighbourhood management initiatives are now established, most of which have been set up by local authorities or Local Strategic Partnerships. The Neighbourhood Renewal Unit in the Department for Communities and Local Government (DCLG) has supported this growth through a National Neighbourhood Management Network.

From April 2006 the DCLG (formerly ODPM) is providing funding to enable local authorities to set up new neighbourhood management initiatives in 100 of the poorest neighbourhoods across the country, fuelling further growth in the number of initiatives.

WHAT MAKES NEIGHBOURHOOD MANAGEMENT WORK?

Neighbourhood Management provides a unique approach to neighbourhood delivery and change. Individuals and teams can operate at both the highest strategic level and also ‘on the ground’ at front line delivery level.

Strong neighbourhood management working takes into account the political, strategic and local context. It acts as an intermediary between services and residents, facilitating effective responses to residents’ concerns. It also seeks to understand the diversity of communities at neighbourhood level, to engage with the most marginalised groups and individuals, to provide a flexible response to different needs and to act as an intermediary to tackle the tensions that might arise.

Neighbourhood managers have developed an effective lobbying network – locally, sub-regionally, regionally, and nationally. Policy makers from abroad have visited pathfinders to learn from experiences here in the UK.

Section 2 sets out the seven key ingredients of neighbourhood management. Each of these is now described in further detail.

KEY INGREDIENT 1 – A CLEARLY DEFINED NEIGHBOURHOOD

The definition of a neighbourhood is likely to vary between residents. It will often be quite different from a residents’ point of view than from an administrative point of view, with the ward, postcode and other boundaries that define administrative neighbourhoods. Equally, ward boundaries are rarely, if ever, co-terminous with other administrative boundaries as defined by different service providers.

Residents may define their neighbourhood around a natural ‘hub’ or ‘centre’; a high street, a park, a school, a local factory, a bus stop. Their boundaries may be defined physically – by a railway line, a major road, a river, a housing estate – or culturally, by a socio-economic class, a different faith or any number of other ‘boundaries’. A neighbourhood can be defined as a series of urban streets or pockets of urban development in a semi-rural setting where people share an affinity and/or identity.

Although the introduction of Lower Super Output Areas has created benefits in terms of describing very local areas, those pursuing or considering neighbourhood management need to start by understanding how local residents define their neighbourhood and the boundaries that are significant to them.

The Young Foundation² suggests that the definition of neighbourhood refers mainly to areas of around 1,000 – 10,000 people. Rural communities may contain much smaller neighbourhoods – for example, hamlets inhabited by one or two families – while larger ones, like market towns, can be hard to subdivide.

The Young Foundation suggests three ‘layers’ that are relevant in different ways for different issues:

1. streets and blocks of about 50 – 300 where association, informal social control and mutual aid are key governance tools
2. ‘home neighbourhoods’ or proximity neighbourhoods of about 500 – 2000 bringing together a few streets or blocks – a scale at which neighbourhood warden schemes often make sense

²Hilder, P. et al. (2005) *Transforming Neighbourhoods: seeing the wood for the trees* London: The Young Foundation

3. public or strategic neighbourhoods of perhaps 4,000 – 15,000 people (large enough to provide facilities such as a park or playground, a school and surgery, library or leisure centre and a few shops); this is where more structured governance starts to make sense. One survey of Hertfordshire parishes suggested that the population threshold at which elections started to be contested was 4,500.

The Neighbourhood Management Pathfinder evaluation suggests that it is the third of these layers – a population between 4,000 to 15,000 people – that could be best suited to the neighbourhood management process and is likely to produce the most cost-effective scale at which to operate. In neighbourhood areas with a population below 5,000, the unit cost per head of population is likely to rise. In areas with a population larger than 15,000, there is a risk that the ‘targeted’ approach to neighbourhood renewal will be diluted and that residents may no longer identify themselves with a neighbourhood community.

Neighbourhood management may not be appropriate for all areas but the national evaluation suggests that it is a valuable tool that should be of particular use in promoting neighbourhood renewal in most deprived areas, although usually as part of a wider regeneration strategy.

Since there are only thirty five government established Neighbourhood Management Pathfinders nationally, and despite the growth of neighbourhood management initiatives funded through other sources, there are still a large number of the poorest neighbourhoods, defined by the index of Multiple Deprivation (IMD) who do not yet benefit from a neighbourhood management approach. This includes neighbourhoods where the local authority has introduced neighbourhood management in other neighbourhoods but not their own and also isolated pockets of deprivation in otherwise prosperous areas. In addition, any area which sits within the top 40% of most deprived areas could still have high scores in two or three of the domains of the IMD and this might well respond to the kind of targeted local approach which neighbourhood management can provide.

KEY INGREDIENT 2 – RESIDENT INVOLVEMENT

Among the most valuable assets in a neighbourhood are the experience, skills and abilities of the residents themselves. Involving residents in shaping decisions on policies and services is, therefore, an essential part of how neighbourhood management works.

What the national evaluation says

The test which community involvement has to pass if it is to be sustained and enhanced is that it must make a difference to local service delivery and the lives of local people and must be seen to do so. Thus, in Kirkby, the momentum for community involvement is likely to have been strengthened because of the progress that has been seen to be achieved in those areas of particular concerns to residents, including improved educational attainments and reductions in the actual and reported levels of crime.

Source: SQW et al (2006) NRU Research Report 23: Neighbourhood Management at the Turning Point? ODPM

Resident involvement and knowledge is important for a number of reasons:

- To support civil renewal and strengthen the legitimacy of government institutions
- To make services more effective and responsive by tailoring them more closely to the needs of their users and providing greater choice
- To improve the accessibility and take up of services
- To identify problems, obstacles and opportunities more accurately
- To ensure the successful and sustainable implementation of policy.

The Respect agenda, for example, sees resident involvement as a means of deterring anti-social behaviour; environmental improvements are more likely to be sustained and community facilities are more likely to be used, if they are ‘owned’ by local residents.

- To build community capacity and confidence as a means to ensuring the long-term sustainability of communities.

Neighbourhood management works with residents to develop their understanding of the operation of services, organisations and businesses and the constraints that surround them; and to develop their skills, including negotiation and communication skills. Because neighbourhood management is neither the voluntary, community, public or private sector, it is in a good position to work across boundaries and ensure that residents and services work together to improve the neighbourhood. Its aim is to give residents a sense of local ownership and the confidence that they can make a difference – that service providers and policy makers will listen to them.

Resources need to be sufficient to sustain different levels of involvement:

- To support direct involvement on the partnership board and in working (theme) groups or analysis and monitoring groups
- To support community organisations
- To reach out to residents not involved in organisations and for those for whom there are, or may be, barriers to involvement.

Engaging residents can be difficult. Local residents often feel let down by previous area initiatives, and within the Neighbourhood Management Pathfinders there are communities which have been subject to generational unemployment, low aspirations and motivation, poor health, and low income.

It is particularly important for neighbourhood management to engage with the community cohesion agenda by working closely with different local communities, building their confidence, helping to break down stereotypes and encouraging greater contact and understanding between them; especially where there have been changes in the racial and cultural mix. In some neighbourhoods, stereotypes about race, sexuality, faith and class etc. may have lasted for three or four generations. The ‘respect’ example given in section 4 is one example of how this has been tackled. It is also important to make sure that the concerns of different local communities are reflected in all parts of the neighbourhood management structure (see discussion below on partnership working).

KEY INGREDIENT 3 – A DYNAMIC NEIGHBOURHOOD MANAGER WITH CLOUT

Critical to neighbourhood management is someone at neighbourhood level with the authority to take an overview of service delivery, to co-ordinate various activities, and to negotiate for change at both local and strategic levels.

The neighbourhood manager needs a team of dedicated, committed colleagues, preferably working from neighbourhood premises, with the size and composition of the team defined by local needs. Staff can be employed by the neighbourhood management partnership or loaned or seconded to the partnership by other partner organisations.

Having a neighbourhood management team makes it possible to deliver the other key ingredients and particularly to:

- assemble quality information about the neighbourhood
- develop resident involvement across the different neighbourhood communities
- act as facilitator, negotiator and ‘honest broker’ with service providers and residents.

What the national evaluation says

..the annual operating cost of neighbourhood management in the Pathfinder areas per head of population varies – it can be as low as £10 per annum or higher than £40 – but is significantly lower than other regeneration programmes (e.g. NDC).

It is not expensive compared with more conventional regeneration approaches (annual costs per neighbourhood are typically £200,000), it is grounded in its local community with a dedicated local team, and it is clearly focused on improving mainstream services – the services that matter in deprived areas – from the perspective of the ‘customer’.

An alternative option to consider would be seeking smaller teams. Our recent case study of Wolverhampton’s neighbourhood management initiative showed that benefits could be obtained at neighbourhood level with a unit cost per neighbourhood of £150,000, less than the average unit cost of most Pathfinders.

Source: SQW et al (2006) NRU Research Report 23: Neighbourhood Management at the Turning Point? ODPM

An example of a pathfinder team is given below.

The Stanley Green Corridor team works on behalf of 10,700 residents. The Green Corridor is one of the larger Neighbourhood Management Pathfinders in terms of population and geographical size, but the team size is close to the average in comparison with the 35 other Neighbourhood Management Pathfinders. The team is made up of:

- 1 Neighbourhood Manager,
- 1 Administrator,
- 1 Monitoring Officer,
- 1 Community Development Officer.

Plus indirectly (though partially Neighbourhood Management funded) employed:

- 1 Health Worker (Primary Care Trust),
- 1 Youth Worker (Local Authority),
- 4 Police Community Support Officers/ Neighbourhood Wardens (Police).

The size of the team and funding arrangements will need to reflect local circumstances and the resources available for neighbourhood management in the area. For example, a similar model to the Stanley Green Corridor team would have cost implications for the council(s), primary care trust and police.

Neighbourhood management can work with a virtual team (with staff funded and employed by various agencies) but staff should be dedicated to the area in order to focus on local need and to gain local credibility and ownership. The minimum number of dedicated staff required for neighbourhood management to work would be a neighbourhood manager, an administrative worker and a community development worker. But a commitment from other agencies to focus resources in the neighbourhood would significantly increase its impact.

KEY INGREDIENT 4 – A LOCAL PARTNERSHIP TO PROVIDE STRATEGIC DIRECTION

A partnership structure is essential to provide strategic direction and leadership for neighbourhood management. The partnership should bring together local residents, councillors and key statutory and non-statutory service providers. Members need to have the ability to think and act strategically, to embrace the neighbourhood management concept and to be committed to effective delivery of neighbourhood management aims, i.e. to 'narrow the gap' in disadvantaged neighbourhoods. They must also have the authority to make strategic, policy and resource decisions.

A partnership can be incorporated or unincorporated – the former is essential if the Partnership is going to employ its own staff, own assets and let contracts. However, most Pathfinders are unincorporated at present, usually relying on the local authority to employ staff and provide financial systems (although some use other bodies instead, such as a local housing association).

The Young Foundation³ has been carrying out work on neighbourhood governance structures and this is available on its website (www.youngfoundation.org.uk). There is also further work underway which should become available on the DCLG website later in the year (www.dclg.gov.uk).

The National Neighbourhood Management Network's action team – *More than Influencing* – facilitated by Shared Intelligence, has identified a number of models which can support neighbourhood management partnerships to (more than) influence service delivery. Their guide is also available on www.neighbourhoodmanagement.net.

These documents will help neighbourhoods to choose the best structure for their purpose. However, some of the factors that neighbourhoods will need to take into account are:

- Capacity to develop a shared vision and ownership
- Capacity to offer sufficient independence to secure residents' confidence and mediate effectively between different service providers
- Legal and organisational sustainability
- Authority to hold service providers to account
- Resistance to 'capture' by a particular interest or political party
- Capacity to raise external finance – as part of a succession strategy or for a pump-priming fund
- External relations – does it make sense to outsiders?
- Size and boundaries.

A common finding in neighbourhood structures is that theme or subgroups can be a particularly effective way of spreading engagement beyond the few, both within the community and within services. It is also important that formal structures are supported by a variety of formal and informal routes to engagement and are accessible to people unfamiliar with the public sector bureaucracy.

Another common finding is that it is important to be clear about the different functions involved in governance. It may be necessary, for example, to separate out governance and operating structures. It is also important to be clear about where governance structures are advisory and where they have delegated powers.

Finally, it is important to recognise that issues that affect people at neighbourhood level cannot all be dealt with at neighbourhood level. Neighbourhood management needs to be linked into the broader political agenda and to give residents the skills and knowledge to engage with the strategic agendas of Local Strategic Partnerships (LSPs), Regional Development Agencies and other policy forums at local, regional, national and European level. These links upwards and outwards are critical.

KEY INGREDIENT 5 – SUPPORT AND COMMITMENT FROM THE LOCAL AUTHORITY AND LSP

Any neighbourhood management initiative should develop strong links with the local authority (in two-tier areas, this includes both the district/borough and county authorities) and the Local Strategic Partnership. Commitment to a neighbourhood management approach and leadership from both the council(s) and LSP is crucial to support new ways of working, communicate learning and sustain wider roll-out. Good relations with local councillors are also important. Councillors can act as local champions for a neighbourhood and as a conduit between the local area and the council and its partner organisations.

³See for example Hilder, *ibid*

In particular, neighbourhood management needs support and buy-in at a strategic level through the active involvement of the LSP. This commitment can make a positive impact on services and service outcomes, promote services working in partnership at both strategic and local levels and make the connections between neighbourhood partnerships and any area-wide structures. The introduction of Local Area Agreements now makes these relationships even more important.

KEY INGREDIENT 6 – QUALITY INFORMATION

Critical to demonstrating the effectiveness of Neighbourhood Management is a robust evidence base or baseline which allows for the measurement and evaluation of progress over time.

This baseline needs to be designed to show where there are significant gaps in local conditions and service performance between the neighbourhood and the district, borough or county average (on, for example, street cleanliness, deliberate fires, violent crimes etc.) and to ensure that targeted action is taken to reduce that gap.

Neighbourhood management teams have worked with research and information staff in partner agencies to identify the information that already exists, gather further information, and analyse and interpret data. The type of information that is most relevant and important for baselines and monitoring impact over time includes:

- Baseline data (updated each year) on neighbourhood conditions – social, economic and environmental
- Evidence of residents' identified needs and priorities
- Evidence of the quality, level and performance of local public services and any gaps in provision or issues with performance
- Monitoring data on key interventions and how they effect change locally, including their effect, if any, on local mainstream service providers.

The evidence needs to be drawn together, at least once a year, to review progress and identify gaps or issues for future attention. The review should feed into decision-making for the following year.

It has become clear from the experience of neighbourhood management pathfinders that baseline information at neighbourhood level is not always available, or not very accessible. The presence of neighbourhood management is improving the evidence base at neighbourhood level and creating an impetus for further improvement but more needs to be done. As the national evaluation has shown, improving information about levels of service and service expenditure at neighbourhood level continues to be a challenge.

As well as developing local indicators, the Quality of Life Indicators (designed by the Audit Commission) can be used to assess the impact of neighbourhood management in delivering better services and improving quality of life in disadvantaged neighbourhoods. Some of these indicators will also be used to demonstrate progress on delivering LAA outcomes.

Resident satisfaction surveys are also valuable tools for measuring success. In the Neighbourhood Management Pathfinders, they have provided evidence of significant increases in resident satisfaction with their area, particularly in relation to liveability – cleaner, greener, safer – issues.

Further advice and guidance, on how to improve the review and evaluation of neighbourhood management initiatives, including the new service data toolkit, is available from the national evaluation team's website (www.sqw.co.uk/nme/) and also from renewal.net

The importance of perceptions

Evidence of change is important, not only because it proves the value of neighbourhood management as an approach. It also provides positive feedback to residents and agencies working in the neighbourhood. In many disadvantaged areas, one of the major factors contributing to their disadvantage is the negative image they have in the press and in the wider area, especially in relation to crime. Positive public relations (PR) and marketing campaigns, drawing on the achievements of the pathfinders and statistical evidence of improvement can have a significant impact on the way residents and outsiders view the neighbourhood.

The Heart of Burton pathfinder has produced a Communications Strategy, modelled on the NRU Media Tool Kit that has been accepted as a model of national good practice. This strategy builds on a 'Reassurance, Reassurance, Reassurance' model.

The strategy is reviewed annually, and changes to public relations and marketing are implemented from an agreed budget allocation of around 10% of the annual management and administration budget. This is considered to represent good value for money (in the USA similar programmes allocate between 25% and 40% of their annual budgets to successful PR and marketing work).

Publicity of this kind and the provision of factual information to combat stereotypes can be significant in developing a sense of continuing improvement and giving residents pride in their neighbourhood. Neighbourhood management pathfinders have found attractive and accessible ways of communicating with residents, for example, through newsletters and websites which is something that the public sector can struggle to achieve. Effective PR can also create a wider impact, reflecting positively on the local authority and LSP as a whole.

KEY INGREDIENT 7 – COMMITMENT OF SERVICE PROVIDERS AND MECHANISMS FOR ENGAGEMENT BETWEEN SERVICES AND RESIDENTS

If neighbourhood management is to be effective, service providers need to be committed to the principles and aims of neighbourhood management and to promoting new ways of thinking and operating within their organisations. This commitment needs to be demonstrated at local, middle and senior levels.

A lot has been said about the importance of 'joining up' services, primarily through the role of Local Strategic Partnerships and/or Public Service Boards. However, while the formal structures now exist for more joint working, there is still too little evidence of joining up in service design, implementation, delivery and evaluation. In many pathfinders, neighbourhood management has been able to facilitate this, bringing together service designers and residents to develop an effective, joined up and often cost efficient approach to delivery.

In the Stanley Green Corridor, youth workers work closely with the Community Health Worker to deliver sexual health, substance misuse and general health awareness education to young people. This effectively enables a sharing of expertise and resource, meaning that groups and individuals are not meeting separately with both youth and health services about the same issue.

Residents often possess crucial knowledge about services, where they should be and how they should work. Because they are the clients and customers of those services, they possess practical experience of how effective they are and how easy they are to access. This needs to be combined with professional knowledge to achieve maximum impact. However, residents often comment on the proliferation of consultation mechanisms from different public services. Consultation fatigue – as well as the lack of feedback that characterises most consultation mechanisms – can have a strong negative impact on both their desire and their ability to participate.

Neighbourhood management is in a good position to co-ordinate the various consultation processes, community engagement and participation approaches from different services at local level. It can link services into local groups and provide a valuable communication channel for local services through local newsletters and websites as well as the informal day-to-day contact that working at neighbourhood level provides.

It can also build credibility. Whilst it is difficult for residents to see the difference made by neighbourhood management, physical improvements such as environmental cleaning, graffiti and abandoned car removal, enhancement of open spaces, have all provided rapid and visual evidence that change is taking place. The presence of service providers such as the Police and Police Community Support Officers provide a reassurance that action is being taken. Many Neighbourhood Management Pathfinders are working with Neighbourhood Warden schemes who can provide a particularly valuable link with the range of service providers.

It has been easier to work with some services than others.

What the national evaluation says:

- Round 1 Pathfinders have deepened their relationships with many service providers
- The strongest involvement has been secured from the Police, local schools, Primary Care Trusts, local authority housing services and local authority environmental services
- Some service providers have proved difficult to engage with any consistency at a neighbourhood level – particularly Local Learning & Skills Councils, public transport bodies and local authority social services
- Since 2004, 15 Round 2 Pathfinders have been established. Lessons learnt from Round 1 have enabled these partnerships to establish themselves more quickly and achieve a clearer focus in their first year of activity.

Source: SQW et al (2006) NRU Research Report 23: Neighbourhood Management at the Turning Point? ODPM

Clean, green and safe issues tend to be top of residents' local agendas. These are policy areas where it is often possible to provide 'quick wins', with graffiti cleaning, clear-up days and a more visible police presence. But there is far greater potential for residents to buy into and believe that change can occur in other policy areas, such as health, education, and employment, if they can see that their initial priorities are being addressed.

In Stanley in County Durham, unemployment is generational and motivation and aspiration to achieve is low. Despite this the local Secondary School is beginning to see record-breaking improvements in attainment. This improvement has been achieved by partnership working between the NM Pathfinder and the cluster of schools in the area, supporting professionals to identify new methods and approaches.

A package has been developed which includes:

- Speech and Language toolkit – practical worksheets and training for non-practitioners, providing materials and support to tackle low levels of vocabulary in children entering education
- GCSE Mentoring Support – one to one mentoring for young people who require additional support to achieve GCSE passes
- Family Learning – to encourage learning in the home via parent participation and involvement
- Aspirations Begin at Home – IT enabled homes throughout the area including broadband access and learning support for families who cannot afford IT equipment
- Interactive whiteboards in classrooms – teachers in the Green Corridor area recognise that many young people often achieve greater learning outcomes as a result of more interactive visual methods.

Finally, the Pathfinders have experimented with structures and mechanisms that provide residents with the means of challenging service providers, particularly through developing service level agreements, agreeing levels and quality of services as a means of holding service providers to account.

4

SECTION

WHY CHOOSE NEIGHBOURHOOD MANAGEMENT?

This section shows how neighbourhood management can demonstrate added value and cost-effectiveness in local services. It also shows how it can help to deliver government programmes, such as the Respect agenda. Further information on making a case can be found in Section 3, and section 5 sets out how neighbourhood management can be a tool for the delivery of Local Area Agreements.

THE BENEFITS, IMPACT AND ADDED VALUE OF NEIGHBOURHOOD MANAGEMENT

Four years into the life of Round 1 pathfinders, the national evaluation identified changes in a range of public services, as a result of their work. These changes have boosted resident confidence, neighbourhood image and resident pride in their neighbourhoods. This has not always meant wholesale changes in the design of services. In many instances, neighbourhood management has shown greatest effect simply by changing the style in which a service is delivered, making it easier for residents to access services or joining up separate services to avoid duplication and the resource inefficiencies that result.

What the evaluation says

... there is evidence that even relatively modest improvements in key services and outcomes can also have a significant impact on local resident perceptions, boosting confidence

The most common... types of service improvement relate to improving access to services for local people, increasing the scale of local provision and delivering services more responsive to local needs.

The greatest change has been from the police, reflecting the importance of community safety as a concern for local communities, the emphasis given to working with them, and their responsiveness

The second greatest area of change has been in respect of environmental services. There is evidence that those Pathfinders that have prioritised the improvement of environmental services have secured both cleaner neighbourhoods and have helped to change residents' perceptions of their local area

Source: SQW et al (2006) NRU Research Report 23: Neighbourhood Management at the Turning Point? ODPM

Neighbourhood management achieves positive change and renewal in disadvantaged neighbourhoods in a variety of ways.

- Its **targeted** approach allows it to analyse systematically the problems in the neighbourhood.
- Its **partnership** approach allows it to come up with new solutions, drawing on local and professional knowledge.
- Its relative **autonomy** means it can adapt or adjust more quickly to changes in policy or approach than can standard services.
- Its **local presence** improves access to services.

This has led mainstream services to adopt new methods of service delivery in pathfinder neighbourhoods. It has also been able to influence mainstream policy and planning beyond the pathfinder neighbourhood, triggering changes to mainstream service delivery both in other disadvantaged neighbourhoods and across the local authority and other public service areas as a whole.

What the evaluation says

The evaluation summarises the following as consistent sources of **added value** as a result of neighbourhood management:

- identifying and crystallising local problems into specific challenges, as seen from a 'customer/resident' viewpoint, together with the ability to raise them with service providers and prompt a faster response. In particular this provides a drive for coherent solutions to 'joined up problems' as this is how residents experience them;
- promoting networking, relationships and joint working between service providers at a local level, to bring about more holistic responses to local challenges;
- improving the accessibility of services, particularly by promoting local/outreach delivery in the neighbourhoods;
- providing an environment in which innovation and pilot projects by service providers are encouraged and can be better delivered, with new working practices developed as a result;
- bringing residents and service providers together to improve the sensitivity and responsiveness of local services to local needs; and
- helping to strengthen the local community and voluntary sector.

Source: SQW et al (2006) NRU Research Report 23: Neighbourhood Management at the Turning Point? ODPM

Neighbourhood management can also add value through its work on gathering quality information (see section 3) and improving satisfaction with local authority services. Evidence of real community involvement in service planning, design, implementation, delivery and evaluation has the potential to contribute to higher Comprehensive Performance Assessment (CPA) scores, as well as meeting the requirements of Local Area Agreements. Targeting neighbourhood management resources on specific neighbourhoods has delivered improvements at a far greater pace and level than would be possible with a more diluted approach. For example, a 30% improvement in a Neighbourhood Management Pathfinder would contribute significantly to a 5% city-wide target.

CASE STUDY – HEART OF BURTON NM PATHFINDER, BURTON ON TRENT

Gulley Cleaning Programme:

- Neighbourhood management has delivered a more effective service by encouraging the County and Borough Councils to work in closer partnership. This has resulted in a better service to local neighbourhood communities and has delivered the service in half the time that it used to take. This approach is now being considered for roll-out to more neighbourhoods both within the borough and within the county boundaries. The principles of the scheme are simple. Neighbourhood wardens establish a cleaning rota with the County Highways Team and the Borough Street Cleansing Team. They then leaflet local streets in advance of the gulley clean. On the day of the clean, neighbourhood wardens patrol the streets and identify car owners whose vehicles are obstructing the gulleys that need cleaning. Cars are removed wherever possible; gulley cleaning then goes ahead, immediately followed by street cleansing – this avoids waste being washed down gulleys and blocking them again if the weather breaks before street cleaners would normally get round to that particular street.

Result – in 2006 – 99.3% of all neighbourhood gulleys cleaned, and some very satisfied residents and local business owners.

IS NEIGHBOURHOOD MANAGEMENT COST EFFECTIVE?

Neighbourhood Management offers a cost effective approach by joining up services (and therefore avoiding duplication) and also by tackling issues at their source (and therefore reducing the longer-term costs that tend to result from continuing short-term measures).

Neighbourhood management is different from other programmes in that it is about changing ways of working rather than delivering projects or putting in significant new money. By promoting innovative ways of delivering existing or new services, it demonstrates the cost savings that can be achieved through improved delivery methods. This is reflected particularly strongly in the Round 2 Neighbourhood Management Pathfinders (NMPs). Because they have had less money to spend on projects than the Round 1 NMPs their emphasis has been on bringing people and services together to use existing budgets in more effective, 'joined-up' and targeted ways.

The annual *operating* cost of neighbourhood management in the Pathfinder areas per head of population varies – it can be as low as £10 a year or higher than £40 – but is still significantly lower than other regeneration programmes (e.g. NDC). The management and administration costs across all the pathfinders are between £150,000 and £250,000 a year⁴ (see section 3).

When it is working well, neighbourhood management encourages service providers to explain any budgetary constraints and helps to identify areas for improvement or joining up. In some areas, service providers have identified levels of spend at neighbourhood level, although this is presently rare. A better understanding of the costs of services can allow residents to choose their priorities within given parameters.

⁴SQW – Neighbourhood Management – at the Turning Point? (2006)

Here are some things that may help when selling the benefits of neighbourhood management:

- **Financial implications** – spend now, reap the benefits later. Neighbourhood management may appear expensive to begin with, but can significantly reduce the continuing costs of intervention and possible widening of the inequalities gap.
- **Cost effectiveness** – compared to area based initiatives such as the Single Regeneration Budget or the New Deal for Communities, neighbourhood management is targeted at influencing and improving rather than maximising spend.
- **Cost benefit analysis** – Neighbourhood management can demonstrate long term cost benefits.
- **Neighbourhood management is not just about money** – it is about trying different ways of working, avoiding duplication and delivering services that respond to local need.

Examples of cost savings from individual Pathfinders are given below.

CASE STUDY – GREEN CORRIDOR NMP, DERWENTSIDE

The Environmental Caretakers Scheme has seen:

- the development of a service improving the appearance of the area through: grounds and garden maintenance for the elderly and disabled: litter campaigns: and work to deal with and combat fly-tipping.
- this being achieved while also tackling the economic prosperity and worklessness agendas, enabling the employment, re-skilling and support back into work for local residents via the Intermediate Labour Market (ILM) scheme.
- the team's high success rate; there is a level of ownership and trust created as a result of its work and there are cost benefits shown through a reduction in fly tipping and remedial works. In Derwentside for example, the following costs per incident are incurred for the local authority:

| | |
|---|---------------------|
| ▪ Single item | £20 per cubic metre |
| ▪ Car Boot load | £20 per cubic metre |
| ▪ Small van load (equates to 1/8 th of a skip) | £20 per cubic metre |
| ▪ Transit van load | £20 per cubic metre |
| ▪ Tipper lorry load | £1,000 per load |
- Figures provided by Derwentside District Council (working on an estimate of 5 cubic metres per incident) indicate a total of around £173k spent on incidents in 2004, a further £65k was spent on tipper lorry loads. With cost for vehicles, materials and management, the figure can be estimated as in excess of £375k each year for the District.
- By comparison the Environmental Caretakers team for the Green Corridor costs about £45k each year. There is further benefit in that the work tackles the issue at source, ensuring it occurs on a far smaller scale, and reducing continuing incident call outs.
- Further benefits of the Environmental Caretakers scheme have been the added value impact on other priorities; for example secondary fires have been reduced by 50% in the Green Corridor area as a result of specific days set up to educate the local community regarding the danger of fly-tipping and potential fires.

CASE STUDY – HEART OF BURTON NMP, BURTON ON TRENT

Warm, Well & Safe Scheme

This is a joined-up referral method for a ‘Warm, Well and Safe’, cost-effective service.

A holistic referral, assessment and service delivery intervention, where partner agencies, including the PCT, NHS Hospital Trust, Staffordshire Police, Orbit Housing Care & Repair Agency, GPs, County Council Social Services, Borough Council Private Housing, Eaga, nPower and Neighbourhood Watch, have agreed a complete ‘start & finish’ service.

These key partners have teamed up through an approach developed by the neighbourhood management pathfinder to have one simple referral method for free assessment of needs and grant support or free provision of improvements to homes for local residents identified as in need, for instance the elderly, infirm and more vulnerable resident population

This scheme improves residents’ living accommodation, making them

- less vulnerable to health problems through inadequate heating
- less vulnerable to falls in the home through installation of grab rails, stair rails, etc.; and
- less vulnerable to crime through target hardening of property.

BENEFITS –

- easier access to key services for the elderly, infirm, vulnerable, both reducing crime and health inequalities
- cost-effective, cost benefit programme, potentially saving £19k each year, per patient to the NHS who enters hospital following a major fall, has a serious operation and long-term ongoing care and support costs over 2 years.

WHERE DOES NEIGHBOURHOOD MANAGEMENT FIT WITH NATIONAL POLICIES AND INITIATIVES?

Neighbourhood management is integral to government’s emphasis on making services more locally accountable, devolving more influence and power to local communities and, in the process, forging a modern relationship between state, citizens and services.

It has a particularly important role to play in Local Area Agreements (LAAs). Indeed, in an increasing number of local areas, neighbourhood management has been identified as an important vehicle for engagement in and delivery of LAAs. Section 5 will discuss in more detail what neighbourhood management can contribute to LAAs, what LAAs can offer neighbourhood management, and how neighbourhood managers can influence them.

Neighbourhood management is also used as the method for delivery of the Neighbourhood Element in about 60% of recipient authorities, at the time of writing, and has been recog-

nised as an effective means of delivering a range of other national policies designed to deliver effective local services, neighbourhood renewal and civil renewal. These include:

- Respect Agenda and Action Plan
 - Increasing self-respect, respect for others and respect for community; enforcement and preventative action on anti-social behaviour
 - Citizen Engagement and Public Services: Why Neighbourhoods Matter
 - Participation in the democratic process
 - The 'neighbourhoods agenda'
 - Better service design and innovation, more closely matched to local circumstances.
- Diversity (Equality and Human Rights)
- Community Cohesion
 - A common vision and a sense of belonging for all communities;
 - Valuing diversity;
 - Similar life opportunities for all and;
 - Strong and positive relationships between people from different backgrounds and circumstances – in the workplace, in the school and within neighbourhoods.
- Firm Foundations
 - Building capacity for neighbourhood engagement.
- Together We Can Action Plan
 - Individuals and public bodies working together to allow more people to have a say in decisions that will improve quality of life.
- Sustainable Communities
 - A programme of action for economic, social and environmental development in both urban and rural areas in England, tackling low demand in the North and Midlands and housing shortages in the wider South East.
- Mixed Communities
 - Aiming to create socially inclusive mixed communities, including affordable housing.
- Cleaner, Safer, Greener
 - Improving the quality of planning, design, management and maintenance of public spaces and the built environment
 - Government's Liveability Fund aims to trial innovative approaches to management and maintenance of public space, and invest in the physical improvement of public space.

Links to the Respect Action Plan

At the 2005 annual NMP/NDC Conference, Neighbourhood Management Pathfinders were challenged to play a leading role in driving forward the Respect agenda. The response to this challenge has been rapid, with NMPs driving innovation, using the Respect agenda to support their aims and vice versa.

The following case study shows how this has been done in one pathfinder.

CASE STUDY – STANLEY GREEN CORRIDOR NEIGHBOURHOOD MANAGEMENT PATHFINDER

“I Respect, We Respect” Campaign

For some time the Green Corridor Neighbourhood Partnership has been looking for ways to build on its work supporting community cohesion and participation. It felt that options such as Community Charters and Estate Agreements might be difficult for residents to own and feel part of. As a result, in January 2006, the Chair, Vice Chair and Neighbourhood Manager designed a campaign based on the principles behind the word “Respect”.

This was primarily because the word respect is perceived as a “good word” and one that all ages, genders, cultures and ability use – residents in the Green Corridor often comment that, “there is no respect”, “people don’t give respect for anyone’s property” or “no-one gives me respect so why should I give them it”.

The Partnership feels that “We all have a responsibility to respect everyone, regardless of their faith, age, colour, culture, sexuality or ability”. As a result it has designed seven principles of respect which underpin the campaign, these are:

1. Everyone has a right for their opinions and ideas to be heard
2. Everyone has a right to be treated courteously
3. Everyone has a right to be treated equally
4. Everyone has a right for their property to be treated with respect
5. Everyone has a responsibility to look after their neighbourhood
6. Everyone has a responsibility to look out for their family, friends and neighbours
7. We should all treat others in the same way as we would expect to be treated ourselves

The Partnership felt however that merely producing principles would not be enough to embed the ethos of respect in the Green Corridor area, so a marketing campaign has been launched, which includes:

- A letter, “We Respect” window stickers and a ‘principles’ poster sent to all households
- Personal contact with local shops and businesses to support the campaign
- Active involvement of the local voluntary and community sector and the public sector (District and County Councils, Primary Care Trust, Police, Fire Service, Job Centre Plus, Local Strategic Partnership, Community Empowerment Network, Faith Groups, disability groups and other communities of interest)
- Active involvement of the regional agencies (Government Office for the North East)
- Targeting local schools and youth clubs
- Active involvement of the local and regional media.

For service providers, the Police, shop keepers and the voluntary and community sector this means displaying the poster of the seven principles in their offices and reception areas, staff wearing either an “I Respect” ribbon or lapel badge and vehicles displaying the window stickers. A prize will be donated to the organisation which integrates the seven principles most effectively and secures the most support.

For schools and youth clubs and organisations this means working with teachers and support staff to build the principles of Respect into the curriculum and general day-to-day schooling or operation. Schools have been provided with wristbands and thumb rings, window stickers, badges and ribbons and posters. A list of prizes for pupils showing good work in supporting the principles has been drawn up and young people have been actively involved in supporting the campaign through art works, poems and projects.

A community award has also been created and this will be open to all residents of the area.

The campaign has attracted great attention already, with window stickers appearing in households and offices in the area.

Among the organisations already signed up to promoting and supporting the campaign are:

Durham Constabulary, Durham County Council, ASDA, Derwentside District Council, the Co-op, all eight Green Corridor Schools, JobCentre Plus, Derwentside Leisure, Derwentside District Council, Derwentside Community Empowerment Network, Derwentside MIND.

Other services and businesses will be targeted over the coming twelve months and a series of Respect events, linked into community environmental work and the schools are planned.

If the campaign is to work, the media also have a crucial role to play in supporting and covering positive respect stories. Close contact has been made with, and regular press releases are provided to, BBC North East, BBC Radio Newcastle, Tyne Tees Television, independent radio and local and regional newspapers.

The campaign has also attracted further attention:

- Durham County Council is considering the roll-out of the campaign county wide.
- Other Neighbourhood Management Pathfinders are keen to come on board or have already done so.
- The Government Office for the North East intends to promote the campaign as best practice.
- The Neighbourhood Renewal Unit supports the campaign, ministers working on the Respect Action Plan have been provided with details and the Prime Minister has written offering his support.

SUPPORTING ROLL-OUT THROUGH THE LAA

A local area agreement (LAA) is a three-year agreement that sets out the priorities for a local area as agreed between central government, through the government office, and a local area, through the Local Strategic Partnership (the local authority and partners). By April 2007, all upper tier local authority areas will have developed LAAs.

The role of Neighbourhood Management

Neighbourhood management has an important part to play in the delivery of Local Area Agreement outcomes. Outcomes that must be reflected in LAAs include building respect in communities, and empowering local people to have a greater choice and influence over decision-making.

Achieving a better quality of life for people in the most disadvantaged neighbourhoods and more responsive, improved service delivery are aspirations in relation to the Safer and Stronger Communities Fund (SSCF), which now contains neighbourhood pathfinder and neighbourhood element funding. Neighbourhood Renewal Fund floor targets are also included where these funds are pooled in the LAA.

These all give opportunities for neighbourhood management pathfinders and other neighbourhood management initiatives to show how they can contribute and what they can offer to a Local Area Agreement.

What neighbourhood management offers the LAA

- *Integrated working*: neighbourhood management can show how to remove 'silos' and acts as a practical expression at neighbourhood level of what LAAs could achieve; it gives LAAs an opportunity to get ahead of the game on the emerging neighbourhoods agenda
- *Providing expertise and a model* for neighbourhood delivery and governance
- *Ability to innovate*: can pilot new approaches, e.g. local commissioning of services
- *Working with communities*: demonstrates an understanding of genuine community engagement; offers an opportunity for service providers to develop stronger links with communities; provides a mechanism for community engagement at neighbourhood level
- *Better use of data*: improves neighbourhood data collection and measures interventions using cross-partnership data
- *Tackling complex issues*: demonstrates ways of dealing with complex cross-cutting issues and their impact on each other
- *Working with the voluntary and community sectors (VCS)*: provides a link with the VCS and can add strength to the VCS voice
- *Stronger block*: reinforces the 'stronger' element of LAA
- *Communication and engagement*: builds effective communication and engagement processes that can contribute to successful delivery of LAA outcomes
- *Delivering outcomes*: contributes to delivery of a range of LAA outcomes across all four blocks.

Neighbourhood management initiatives should also think about the benefits for them of getting involved with the LAA process at an early stage.

What the LAA offers neighbourhood management

- **Shared outcomes:** ability to develop shared outcomes with service providers
- **Funding flexibility:** pooling resources to develop a more effective approach to delivering cross-cutting targets; reallocating funding with ability to use it outside area boundaries; opportunity to draw in additional funding
- **Influence:** ability to influence way that services are delivered
- **Targeting:** targeting intervention in other areas of greatest need and advocating for areas of disadvantage and deprivation
- **Promotion and communication:** opportunities to share good practice and to take neighbourhood management messages to wider audience e.g. across district or county wide, across different blocks (not just safer and stronger block)
- **Raising the profile:** opportunity to raise the profile of neighbourhood management, build alliances and generate greater understanding of neighbourhood management; promote the value of neighbourhood management with a wider audience
- **Skills development:** opportunity for residents to develop strategic skills and a broader understanding among service providers
- **Piloting:** opportunity to pilot new ways of working.

In some areas LAA development has helped to strengthen the neighbourhood management approach/activities and its potential roll-out across an area. Examples include:

- An integrated neighbourhood management model for delivery of the LAA (County Durham); developing a neighbourhood management model for the area (Rotherham)
- Developing the use of neighbourhood element funding to extend neighbourhood approach/area (Calderdale)
- Closer integration between neighbourhood management and other local arrangements/structures to deliver LAA targets and as a potential mechanism for future commissioning of services (Wolverhampton).

Neighbourhood Management Pathfinders have sometimes been invited to get involved in LAAs, elsewhere they have taken the initiative to invite themselves into LAA discussions. They have been able to offer experience, knowledge and practical examples of neighbourhood working.

Some ideas of how neighbourhood management initiatives have engaged with LAAs are set out below.

How can NM Pathfinders and other NM initiatives contribute to developing an LAA ?

- Sit on LAA working groups – general or block specific. Most NMPs have been involved in the safer and stronger block although not exclusively. NM can help achieve outcomes in all LAA blocks (e.g. Wolverhampton NM is involved in the Economic block)
- Lead on specific elements e.g. community engagement and local delivery of services (Derwentside); certain outcomes/targets e.g. ‘improve quality of life in disadvantaged communities’ (Basildon), improvement in resident satisfaction, and the ability of residents to influence decisions (Wirral); supporting delivery of the reward element
- Input ideas and proposals, drafting/writing sections, suggesting indicators, negotiating targets and actions, bringing partners together (Stockton, Basildon, Derwentside).

Neighbourhood management initiatives, however, should also be aware of some potential pitfalls from the LAA process:

- Potential loss of funding: neighbourhood management may be seen as an externally funded pot that can be redistributed
- Potential loss of board/programme autonomy and local decision-making
- Co-ordination of LAA at a county level can take the focus away from the neighbourhood
- Size and definition of local: loss of focus on those most in need and potential for failure to narrow the gap in smaller areas. Larger areas can mask deprivation and dilute effectiveness of neighbourhood targeting – more difficult in two-tier areas
- Potential dominance of the statutory sector leading to exclusion of the voluntary and community sectors
- Short-term and knock on effect on staff teams and programmes
- Potential to be subsumed into other structures with prominence given to their priorities rather than local neighbourhood priorities.

The role of Government Offices

Government Offices (GOs) have in the past adopted a number of ways of supporting and advising Neighbourhood Management Pathfinders and promoting neighbourhood management more generally with LSPs and their partners. With the arrival of LAAs and with neighbourhood management funding merged into the LAA Safer and Stronger Communities Fund, direct GO support for the Pathfinders will change and reporting and monitoring will take place via the GO six-month LAA review.

GOs continue to have a major role to play in championing the ‘narrowing the gap’ agenda and, linked to this priority, in promoting neighbourhood management as a tool to achieve neighbourhood renewal.

GO staff, either through locality managers or neighbourhood renewal / communities teams, are now promoting neighbourhood management during LAA development and negotiations, making sure there is evidence of neighbourhood management outcomes in LAAs and that the neighbourhood element (NE) guidance is followed. Evidence from pathfinders has been used as best practice. Some GOs are working with the Pathfinders to make sure they promote themselves effectively and are ‘at the table’. Others will continue to play a critical friend role and attend board meetings.

GOs want to continue to bring stakeholders together, disseminate good practice, and use study visits and regional and national neighbourhood management networks to promote neighbourhood management. They also want to support emerging neighbourhood element funded initiatives, establish more co-ordinated support of these (NE) initiatives and keep the momentum of neighbourhood management going with local authorities via LAA discussions.

Good relationships with LSPs, using LSPs to develop a wider understanding of neighbourhood management, are an important aspect of this work; and neighbourhood management pathfinders and initiatives should talk with their GO contacts about how they can work together to keep neighbourhood management on the (LAA) agenda.

GLOSSARY OF ABBREVIATIONS

| | |
|------|---|
| CEN | Community Empowerment Network |
| CPA | Comprehensive Performance Assessment |
| DCLG | Department for Communities and Local Government |
| GO | Government Office |
| IMD | Index of Multiple Deprivation |
| LA | Local Authority/Local Authorities |
| LAA | Local Area Agreement |
| LSP | Local Strategic Partnership |
| NDC | New Deal for Communities |
| NE | Neighbourhood Element (funding) |
| NM | Neighbourhood Management |
| NMP | Neighbourhood Management Pathfinder |
| NNMN | National Neighbourhood Management Network |
| NRU | Neighbourhood Renewal Unit (in the DCLG) |
| ODPM | Office of the Deputy Prime Minister |
| PAT | Policy Action Team (SEU) |
| PCT | Primary Care Trust |
| PR | Public Relations |
| SEU | Social Exclusion Unit |

