

APPENDICES

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FINANCIAL IMPLICATIONS**A. ISSUES FOR RESOURCING THE IMPLEMENTATION AND RUNNING OF AREA COMMITTEES**

FUNCTION / ACTIVITY	IMPORTANCE	EST. FULL YEAR COST	CURRENT POSITION	IMPLICATIONS
1. Area Committee Meetings (Clerking, Venues And Printing Etc)	Essential	Variable depending on frequency and level of support	NRF available up to 31.3.04 then £50,000 p.a. within RAD budget. (i.e. NRF mainstreamed).	<p>Funding of £50,000 available from 2004/5 will provide a minimum level of support for Area Committee meetings (limited to 4 meetings a year in each area with minimum support and consequently limits on activities undertaken).</p> <p>A bid for further NRF funds has been submitted (a general bid for £532,000 over 2 years to support Revitalising Neighbourhoods). If this were successful, support for Area Committee meetings could be provided at an optimum level for 2 years. However, a commitment will be needed to incorporate this higher level of support within the main programme from 2006/7 or revert to a minimum level of support.</p>
2. Top-Up Budgets (to include support for community engagement and 'quick fixes')	Desirable	Variable (any budget above £5,000 per area (i.e. £50,000 total) would add value to the work of an Area Committee) .	£500,000 (NRF) available up to 31.3.04 available then no provision.	<p>A bid for £750,000 over 2 years has been submitted to the NRF for top-up budgets. If successful, this could cover the cost of top-up budgets into 2005/6, but this would need to be incorporated with the main programme from this point or top-up budgets suspended.</p> <p>If the NRF bid is unsuccessful there will be no provision for top-up budgets. In this case Members may choose to place the emphasis on using devolved decision making to improve services in the area with budgets following these decisions.</p>

FUNCTION / ACTIVITY	IMPORTANCE	EST. FULL YEAR COST	CURRENT POSITION	IMPLICATIONS
3. Temporary Officer Support For Implementing The Setting Up Of Area Committees.	Desirable	<p>The 2003/4 budget for the existing Revitalising Neighbourhoods Team is £250,000.</p> <p>However, should Members support a temporary extension of it is estimated that a one off cost of £50,000 would provide adequate temporary officer support to implement the new arrangements.</p>	NRF up to 31.3.04 available then no provision.	<p>If successful, part of the bid for £532,000 submitted to NRF could cover the cost of the Revitalising Neighbourhoods Team at the current level for up to two years. This would allow for a <u>high</u> level of support to implement the new arrangements and ensure mainstreaming of RN as a whole.</p> <p>If this bid fails, It may be possible to secure a modest amount of NRF carry-forward to extend arrangements at a <u>reduced</u> level for a short time. Should this not be possible there will be no financial provision to support the implementation of Area Committees beyond April 2004.</p>

B. FINANCIAL IMPLICATIONS OF DECISIONS ON ROLES AND RESPONSIBILITIES OF NEIGHBOURHOOD CO-ORDINATORS

FUNCTION / ACTIVITY	IMPORTANCE	FULL YEAR COST	CURRENT POSITION	IMPLICATIONS
1. Neighbourhood Co-Ordination / Officer Support For Area Committees	Very Important	£0 - £505,000 depending on preferred option	£505,000 p.a. mainstreamed in CS&NR base budget from 2003/04 for Neighbourhood Co-ordinators	Members are asked to make decisions on neighbourhood co-ordination under Recommendation 9 of this report. This decision will have implications for the CS&NR budget.

APPENDIX B

AREA COMMITTEES: THE LOCAL GOVERNMENT ACT 2000

These are some of the key features of the legislation on Area Committees:

1. The Local Government Act 2000 says that the executive of a Council can arrange for its functions to be carried out by Area Committees.
2. The accountability for the functions of the Council still rests with the executive, even if the executive decides to delegate the function to Area Committees (or to officers).
3. Area Committees do not have to be politically balanced (because the responsibility for delegated functions still rests with the executive).
4. They must include all the elected Members who are Members for wards that are partly or wholly contained in the area.
5. They cannot include Members who do not represent wards contained within the area.
6. They must not have functions covering an area greater than two fifths of the area of the whole authority, measured either by geographical area or population.
7. They can include voting members who are not representing the authority for a limited range of functions (as determined by the 1990 Local Government (Committees and Political Groups) Regulations).
8. They are subject to Access to Information regulations.
9. Members of the executive can also be members of Area Committees
10. Members of Scrutiny Committees can also be members of Area Committees. But a member should not scrutinise his or her own decision. So if a member is sitting on a Scrutiny Committee that is considering specific decisions in relation to functions delegated to an Area Committee of which he or she is also a member; he or she cannot speak or vote on that item at the Scrutiny Committee unless given permission to do so by the Standards Committee before the scrutiny meeting.
11. However if the Scrutiny Committee is simply reviewing policy related to a delegated function, there is not considered to be a conflict of interest. So in that case the Member must declare his or her interest orally before the item and can remain and speak and vote on the item.

12. Arrangements will need to be made to ensure that Scrutiny Committees can hold the executive to account for both the decision to delegate and the outcome of that delegation.
13. Functions delegated to Area Committees must still be carried out in accordance with the policy framework of the authority, which is set by the full Council
14. Area Committees can also make decisions on non-executive functions such as planning and licensing. But this would have to be clearly distinguished on the agenda as non-executive business. It has been suggested that this measure is particularly useful for conurbations or metropolitan areas with separate towns. But cities such as Leicester would have to balance this against the needs for consistency in the award of planning consents.
15. A comprehensive scheme of delegations will have to be published, to include:
 - Which functions have been delegated; and
 - What the arrangements are for these delegations
16. The executive should set out the limitations on delegations. Examples of limitations include budget limitations, or protocols ensuring that the Area Committee does not make decisions that have an adverse effect outside the area covered by the Area Committee.
17. The person or persons who made the delegation arrangement (e.g. the Cabinet) has the ability to override the decisions made by Area Committees. But this is intended as an ultimate safeguard and it is not expected that he or she would generally do this.

APPENDIX C

FINANCIAL STANDARDS

These are the key financial standards that we will have to adhere to in developing financial systems to support Area Committees.

- **Budgetary control and responsibility** A single manager is appointed for each cost centre, to be responsible for monitoring income and expenditure for that area of the budget; even with pooled budgets, one named person has overall responsibility.
- **Accountability** Budget managers are accountable through a management framework right through to the highest level of the Council.
- **No overspends** A key principle within the Constitution is that overspending is not permitted, and must be managed within overall budgets.
- **Incentives and levers** No perverse incentives to overspend or spend up should exist. Budgets should be sufficiently large and diverse to enable budget pressures to be managed, and by permitting carry forwards as a tool to ease these pressures
- **Integrated financial framework** A single corporate system should exist for reporting and controlling the budget.
- **Responsibilities to be defined for area representatives** Those who are members of Area Committees, or have a say in how resources are spent, must sign up to an agreed set of personal obligations.

APPENDIX D

SEVEN ROLES FOR AREA COMMITTEES

It is proposed that Area Committees have seven roles and these are set out below. In reality there are close and complex relationships between these roles, for example neighbourhood renewal can be better supported by more local executive decision making and community engagement, and the performance management of services can be built into area community plans.

1. **Key role: Executive decision making** - Ward Councillors have delegated powers to make some decisions for their area. The purpose of delegated decision making would be to give Members more scope and freedom to respond directly to issues in their local communities. It is intended to help the Council make faster and more responsive decisions, tailored to local needs.
2. **Key role: Community engagement** - Area Committees could provide the Council with a major opportunity to involve the public in helping to decide local issues. There is a wide range of methods for doing this, from having public involvement at Area Committee meetings, having a consultative forum set up as part of or with links to the Area Committee, working with existing local groups and organisations and/or doing specific one off consultation exercises on specific issues in the area.
3. **Area Community plans** - Councils now have legal duty to develop a community strategy. Area Committees could help to make sure that the community strategy for Leicester is strengthened by asking Area Committees to develop community plans for their area which would link to the citywide Community Plan.
4. **Neighbourhood Renewal** - The National Strategy for Neighbourhood Renewal emphasises the importance of tackling deprivation on an area basis. This approach is recognised in Leicester's own Neighbourhood Renewal Strategy. There are a number of ways in which Area Committees could be given responsibilities to help contribute towards neighbourhood renewal in the city.
5. **Scrutiny** - Area Committees could be commissioned by Scrutiny committees to look at a local issue or specific problem. There is also the possibility of Area Committees hosting Scrutiny meetings where there are relevant local issues. They could also be invited to comment on Cabinet decisions affecting the locality.
6. **Best Value and performance management** - Area Committees could help the Council pursue best value by getting involved in best value reviews, consulting people in their area about services being reviewed, and challenging services from a local perspective.
7. **Working with local partners** - Area Committees could be a way of bringing partners in the area together to work jointly on local problems. By working more closely with ward Members, partners could be linked more closely to the democratic machinery of the Council and possibly be subject to Council scrutiny.

COMMUNITY ENGAGEMENT

Community engagement is about the structures and means by which communities are informed of and involved in decisions that affect them.

1. EXISTING INITIATIVES IN LEICESTER

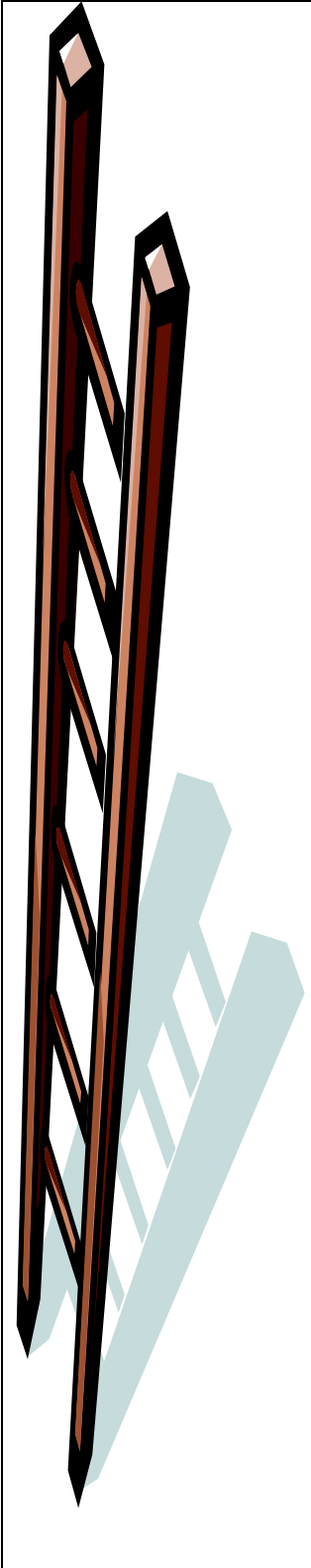
There are a range of initiatives and activities that are happening at the moment. The main ones are:

1. *Community Development Strategy Group:*
A multi-agency city-wide group has developed a Community Development Strategic Framework and are in the process of becoming a sub-group to the Leicester Partnership.
2. *Community Engagement Strategy:*
The Leicester Partnership has commissioned VAL to produce a Community Engagement Strategy that has resulted in the election of 20 representatives onto the Leicester Partnership board.
3. *Community Capacity Building:*
Leicester Housing Association is drawing up a programme of activities for future work for community engagement in and around the area committees.

There are a number of other discrete projects that are operating in more local areas or covering particular issues e.g. a proposed NIACE project "An Empowering Curriculum for Older People", the Local Action on Learning Plan, and Braunstone Pilot Capacity Building project. All of these initiatives have the potential to support community engagement in Area Committees.

4. *Community Development Audit:*
The Community Development Audit will map community development activities amongst organisations in Leicester City. This will lead to better support for the co-ordination of community development within an agreed management framework. This project is the subject of Neighbourhood Renewal Fund bid at the moment.
5. *Virtual Teams*
Networks of professional community development workers will be established. This was seen as an effective way of creating synergies and opportunities between City Council service areas and other agencies.

2. THE LADDER OF COMMUNITY ENGAGEMENT



COMMUNITY	ILLUSTRATION
Has control	The organisation asks the community to identify the problem and to make all of the key decisions regarding goals and means. It is willing to help the community at each step accomplish its own goals, even to the extent of administrative control of the programme.
Has delegated authority	The organisation identifies and presents a problem to the community, defines the limits, and asks the community to make a series of decisions, which can be embodied in a plan, which it will accept.
Plans jointly	The organisation presents a tentative plan subject to change and invites recommendations from those affected. It expects to change the plan at least slightly and perhaps even more subsequently.
Advises	The organisation presents a plan and invites questions. It is prepared to modify the plan only if absolutely necessary.
Is consulted	The organisation tries to promote a plan and seeks to develop the support, which will facilitate acceptance or give sufficient sanction to the plan so that administrative compliance can be expected.
Receives information	The organisation makes a plan and announces it. The community is convened for informational purposes; compliance is expected.
None	The community is told nothing

APPENDIX F

SOME OPTIONS FOR COMMUNITY ENGAGEMENT IN AREA COMMITTEES

Note: The Procedures Working Party did not support option 1.

- 1. No direct community engagement**
Uses ward Members' own extensive knowledge of local issues and can reflect issues raised with Members by the public through surgeries etc, but might not satisfy the desire for improved community engagement.
- 2. Area Committees carry out one off consultation exercises on specific issues that are relevant in the area.**
Could focus resources used on consultation on the most relevant issues. But may not help the community to develop the capacity for more sustained involvement in more complex or strategic issues.
- 3. Area Committees use the People's Panel to consult panel members in its wards.**
The People's Panel provides a relatively cost effective ready made consultation mechanism, involving people who have already said they are interested in putting forward their views. But it may not provide enough people in the area to get a broad view of opinion and might need to be supplemented with other approaches.
- 4. Area Committees involve the public in their meetings. There could be a slot for people to raise issues (a kind of surgery) or to ask questions, and/or provision in the agenda to ask the public what they think about the issues on the agenda.**
Asking the public to raise issues or have their say can provide people with a direct line to Members and to decision making. But many people would find committee meetings off putting, or difficult to follow, and may not have the skills to take part. This would have to be addressed through specific measures around the conduct of meetings.
- 5. Area Committees consult with existing local groups on local issues.**
This helps Area Committees to connect with the existing community infrastructure and benefit from the extensive knowledge and background that those groups have. However we have to be careful not to assume that the views of people in local groups are necessarily the views of the wider community.
- 6. Area Committees invite representatives from local groups to contribute/be co-opted onto them**
This helps Area Committees to connect with the existing community infrastructure and benefit from the extensive knowledge and

background that those groups have. However we have to be careful not to assume that the views of people in local groups are necessarily the views of the wider community. Most local authorities only co-opt others on a non-voting basis, indeed there is limited scope under legislation for any voting rights for non Councillors.

- 7. Consultative area mechanisms are developed in each area with along with Area Committees. These bodies consult local people, and debate and discuss issues, the Area Committee receives their views and makes decisions.**

These mechanisms could be designed specifically to be attractive and interesting to local people. There would be a clear separation of the mechanism for local decision making and political debate through the Area Committees on the one hand and public consultation and debate on the other. Key issues that would have to be decided are: who could be on the consultative bodies; what would the role of local Members be in relation to them; and how might partners and existing local groups fit in?

- 8. A combined Area Committee and consultative body is created in each area, with the committee at its core, so that committee members are all members of the wider body. Meetings could be divided into Committee business and consultation so that it is clear where decisions are being made by the Committee (with its delegated powers and the associated rules that apply) and where debate and discussion with the wider body is taking place. The wider element may have a less formal approach - with open sessions for members of the public to raise things.**

This would bring consultation and decision making into one place. But there are some disadvantages. In practice it would be difficult to swap from committee style to consultative style working in one meeting. Committee business could eat into consultation or vice versa, which could be frustrating. It is unlikely that the political decision making about a specific issue could happen in the same meeting as a wider debate about it. This is because Members will want to have time to discuss the issues raised by the public with their political colleagues in private before deciding on their position on the issue at the Area Committee.

- 9. Create a two-tier system, with consultative arrangements at a smaller, lower level than Area Committees, feeding into them. They could be based on areas that are closer to the definition of neighbourhoods**

This would bring the system closer to real neighbourhoods which would be more relevant to members of the public, but the Council does not have the capacity to set up and run what could be over 50 smaller neighbourhood bodies. If Area Committees are to be set up along ward boundaries, natural boundaries do not fit neatly into them. It may also be felt that given there are already a large number of community groups, setting up more would create too much complexity and confusion.

APPENDIX G

MAP OF CURRENT AREA BOUNDARIES



APPENDIX H

THE CITY CENTRE

1. In 2002, officers carried out a synergy review of the way the Council manages the city centre. As result of this review:
 - A new team of officers is being developed to ensure the Council's work on city centre issues is better coordinated and joined up;
 - Closer working with City Centre Management has been developed; and
 - Better approaches to community engagement are being developed, with a special emphasis on seeking the views of people who may be excluded from having a say in city centre issues. These approaches include developing the existing business based city centre forum led by the City Centre manager to include other stakeholders such as city centre residents.
2. This work is being carried out by the neighbourhood co-ordinator for the city centre, and there is good case for retaining this function in the Council in order to implement the work. The work is being done in partnership with City Centre Management. City Centre Management is a model developed in other cities and adopted in Leicester in 1994. Its main focus is to work with business interests in the city centre, attracting inward investment, and promoting Leicester to visitors.
3. City Centre Consultative Forum
 - 3.1 Decisions that are made about the city centre are far more likely to have an impact outside its boundary than decisions made about other areas.
 - 3.2 There are some conflicts of interest between residents and businesses in the city, and the PWP felt this is all the more reason to try to 'get them in the room together'. This view was also expressed by city centre residents when they were consulted over the application of the Revitalising Neighbourhoods project in the city centre last year.
 - 3.3 The city centre forum would include businesses, city centre residents, and other stakeholders in the city centre (who may or may not be physically located there).
4. The political leadership of the city centre
 - 4.1 At the heart of Members' desire to set up Area Committees is the desire to enhance the role of elected Members by giving them the machinery they need to make effective and well informed decisions at a

local level. The political leadership of the city centre is therefore important.

4.2 One of the ways in which this could be exercised is by giving the Councillors for Castle ward a key role in relation to the city centre forum, since the city centre is in their area.

4.3 There is another option, which could operate instead of or as well as the option above. This option is that, given the city centre issues extend well beyond the area concerned, there could be a case to identify a City Centre Cabinet lead Member.

5. *The boundary of the city centre*

5.1 For the purposes of this project the boundary of the city centre has been defined as the area lying within the inner ring road. This sits entirely within the northern end of Castle ward. There are always general problems with reconciling precise physical boundaries with much more imprecise judgements about the geographical impact of decisions, services and facilities. There are no services in the city centre that do not have an impact outside it. Even a service as physically specific as street cleaning is an issue that has a wide impact outside the city centre. This is because the cleanliness of the city centre matters not only to its residents and businesses, but also to people who go to work there, shop, or visit from outside Leicester.

5.2 One way to get round this problem is for the Council (and other service providers) to be aware that when consulting people about decisions all stakeholders need to be involved and not just the businesses and residents in the city centre.

APPENDIX I

ORGANISATIONAL IMPLICATIONS OF AREA COMMITTEES

1. Political management system

- 1.1 The Council will have to be clear about how Area Committees fit into the wider political management system of the Council. In particular, we need to be clear about the relationship between Area Committees and the Cabinet and full Council and the relationship between Area Committees and the Scrutiny function.

2. Finance system

- 2.1 Area Committees should be capable of operating within the Council's normal processes of budgetary control. However there area set of financial standards that operate in the Council and will need to be adhered to in arrangements for Area Committees and these are set out in Appendix C.

3. Service management systems

- 3.1 There may be implications for the way that a service is managed if significant elements of that service are to be made the responsibility of Area Committees. Once the areas for delegation have been agreed this can be looked at in more detail, but it is important to note potential implications at this stage.
- 3.2 Managing and delivering services on an area basis is not new to the Council. Many services have over the years have had some form of area management. However, they have not worked to the same boundaries as other services and have not been linked to area based decision making and consultative arrangements.
- 3.3 As part of Revitalising Neighbourhoods some services have, or are in the process of re-structuring on the basis of the ten areas.
- 3.4 Officers will have to consider service management implications in coming to conclusions about which functions meet the criteria for delegation described in section 2.3 of the main report. For example, criterion 3 "it would be cost effective to have different services in different areas" will require an analysis of the costs of redesigning service management arrangements in a way that would allow for different standards and arrangements to be made in the different areas.
- 3.5 The service management implications for devolved functions will be analysed as part of producing the draft list of functions that meet the criteria for delegation (see Recommendation 3 in the main report).

Officers will then identify specific service management issues for Members' attention as they emerge.

4. *Officer roles in relation to the Area Committees*

4.1 There are two broad categories of extra officer support that will be needed in all areas except the city centre (see Section 2.7 of the main report for a recommendation on officer functions required there):

- Committee secretarial support
- Area Committee management

4.2 Extra Committee Secretarial support will be needed to support Area Committee meetings. This is mainly a financial issue and is therefore covered in Appendix A.

4.3 Senior officer support for Area Committee management is covered in Appendix J.

APPENDIX J

CURRENT ROLES AND RESPONSIBILITIES OF NEIGHBOURHOOD CO-ORDINATORS AND OPTIONS FOR THE FUTURE

1. CURRENT ROLES

There are ten Neighbourhood coordinators, including one for the city centre. Their roles are to:

- a. Communicate and liaise with all the Council's partners, stakeholders, elected Members, Council Departments and representatives of renewal and regeneration programmes in their local area.
- b. Support Revitalising Neighbourhoods by consulting local residents and local service providers over the best way to achieve the goals of Revitalising Neighbourhoods in the local area.
- c. Help and equip groups of residents to get the best from neighbourhood management.
- d. Make sure that local services or initiatives are co-ordinated and delivered locally. Report on achievement against output and outcome targets.
- e. Be responsible for putting together and co-ordinating the virtual Neighbourhood Management Team, which brings together staff from the Council and other services (such as the police and health providers) to co-ordinate local services. This work includes helping the local community put together their local plan.
- f. Fundraise and help local residents and agencies fundraise for project that will benefit the local community.
- g. Manage some specific projects.
- h. Work with elected Members.
- i. Review, develop and improve the Council's systems, processes and services to give local people better services, including lining up regeneration programmes and mainstream spending to help meet community needs. This work includes problem solving complex local issues that need a co-ordinated response from different agencies and Council departments.
- j. Produce reports, correspondence, publicity and management information.

2. OPTIONS FOR THE FUTURE

2.1 When considering the future of Revitalising Neighbourhoods there are four options in relation to the neighbourhood co-ordinators:

Note: The Procedures Working Party do not recommend option 1, the status quo

- **Status Quo** - The same number of co-ordinators carrying out the functions listed above.
- The same, or a **modified** number of co-ordinators (depending on number and configuration of local areas) with a modified remit
- Finding **other ways** of delivering some or all of the tasks above
- **Stopping** altogether the work described above

2.2 Option 1: Status Quo

2.2.1 This option needs no particular exploration. The trick is ensuring that the work is done, and done to the satisfaction of Members and local communities.

2.3 Option 2: Modification

2.3.1 A different, or the same number of co-ordinators could have an additional, or different, role in supporting and servicing Area Committees. It would not be appropriate for staff at the level of coordinators to clerk for committees, but there may well be a policy or advisory role for Area Committees, as well as the high level co-ordination of neighbourhood management.

2.3.2 A modified role might, for instance, involve reducing the current level of staffing by half, with four staff supporting Area Committees and having a strategic role in ensuring the co-ordination of local services and one carrying out the city centre role described role in Appendix H.

2.3.3 A critical success factor in making the Area Committees effective has to do with the amount and quality of officer support they receive. This is a key lesson learnt from our five case studies of other Councils with area based arrangements. They all have (or intend to have) a dedicated senior officer post to support each Area Committee (above and beyond the committee secretarial function). The table below details these posts and their functions.

2.3.4 There is a range of work that will need to be done to help the Committees run effectively and to support them in their seven roles. This work is outlined below:

Possible Senior Officer Support for Area Committees:

- Follow through the executive decisions made by committees, make sure they are carried out and monitor progress with them
- Coordinate support for the Area Committees from Council services and other agencies;
- Develop and implement community engagement arrangements in the area. This could be a major area of work if the Area Committee wants to have a high level of good quality community engagement;
- Draft area community plans and other key documents
- Liaise with local partners and coordinate their input into Area Committees
- Support the Committee's work on neighbourhood renewal and make sure it is coordinated with other areas, and fits in with corporate and city wide neighbourhood renewal work
- Provide an information and research service for the Area Committee. This will be particularly important if the Area Committee wants to do scrutiny reviews or it wants to support the Council's performance management by looking at service performance in it's area;
- Manage any budgets delegated directly to Area Committees;
- Manage public communications about Area Committees meetings

2.4 Option 3: Other methods of delivery

2.4.1 It may be possible to transfer some of the co-ordinators current tasks to other staff, or other organisations. There are a number of options for doing this and they are outlined below. However, they all have disadvantages and are not recommended by officers.

2.4.2 Ideally, neighbourhood management, and the complex negotiations required to bring together local services and re-assign budgets, needs someone to manage and push the process. These current tasks (b, c, d, e, and i) could be carried out by other managers, but they do need someone to do them. The Procedures Working Party restated the Council's commitment to neighbourhood management, and re-designing the council to deliver services at a local level. If, however Members choose to move away from locally responsive delivery, back to professional service lead delivery there is no need to have someone to carry out these tasks.

- 2.4.3 The current communication task (a. above) could be carried out by officers passing information directly to local groups and interested residents (though this may result in patchy communication), and, of course, by Ward Members. The passing of local information from the community to officers, is, to some extent already carried out by Members on an informal basis, but a more formal method of analysis of case work and local issues, and the reporting of those issues could be carried out through the central policy unit, if they stopped doing some of the work they are currently doing, or created new posts to do the work.
- 2.4.4 Fundraising (current task f) could be carried out in other ways, and by other staff, but will risk being generic, and not specific to local needs.
- 2.4.5 Specific projects (current task g), such as the production of local plans, or overseeing short-term pieces of work, could be carried out by seconded staff as required. Though, obviously, their existing workloads would need to be deleted, or carried out in some other way.
- 2.4.6 The impact on existing workloads of transferring work from the Coordinators should be taken into account if Members wish to pursue this option.

2.5 Option 4: Stopping altogether

- 2.5.1 Deleting the work currently carried out by the Coordinators has implications for neighbourhood management and local service delivery. Without someone to co-ordinate and champion the work, the Council, and to some extent, partners may slip back into comfortable ways of working, some of which will frustrate local delivery.
- 2.5.2 The virtual team method of organising the Council's work to deliver community expectation was chosen over other ways of organising locally because it was cost effective. Without coordination and support through the coordinators, neighbourhood management may require a more expensive method of delivery.
- 2.5.3 Stopping altogether has implications for whatever form of local involvement democracy Members may wish to apply in the future, and for the co-ordination of interests in the City Centre.

3. SENIOR OFFICER ROLES IN RELATION TO AREA COMMITTEES – CASE STUDY AUTHORITIES

	DERBY CITY COUNCIL	NOTTINGHAM CITY COUNCIL	BIRMINGHAM CITY COUNCIL	CUMBRIA COUNTY COUNCIL	EASTLEIGH BOROUGH COUNCIL
• Job title	Area panel Manager	Area Co-ordinator	Ward Support Officer	Area Support Manager	Area Co-ordinator
• Grade	PO3	PO4/5	PO3	PO4/5	PO3
• Develop community engagement	No	Yes	Yes	Yes	Yes
• Draft area plans	Yes	Yes	Yes	No	Yes
• Info. & research	Yes	Yes	Yes	Yes	Yes
• Co-ordination of services	Yes	Yes	Yes	Yes	Yes
• Manage budgets	Yes	Yes	No	Yes	Yes
Help with communications	Yes	Yes	Yes	Yes	Yes
• Oversee changes	Yes	Yes	Yes	Yes	Yes
Other duties	<ul style="list-style-type: none"> • Manage staff • Support Neighbourhood Renewal, • Ensure Panel helps develop key Council and partnership strategies • Monitor progress and assess outcomes • Deliver training programmes 	<ul style="list-style-type: none"> • Ensure that local services and regeneration activities are co-ordinated • To initiate, lead and co-ordinate local regeneration projects • Manage staff • Exchange best practice 	<ul style="list-style-type: none"> • Contribute to Best Value • Monitor progress and assess outcomes • Support Neighbourhood Renewal • Manage local projects 	<ul style="list-style-type: none"> • Manage staff • Support and prepare service level agreements • Support the delivery of service programmes 	<ul style="list-style-type: none"> • Facilitate community leadership • Capital spending • Best Value role

APPENDIX K

REVITALISING NEIGHBOURHOODS: SUGGESTED POLICY DEVELOPMENT AND DECISION MAKING PROCESS

