



**WARDS AFFECTED:
NORTH BRAUNSTONE
ROWLEY FIELDS**

CABINET

15 JANUARY 2000

BRAUNSTONE NEW DEAL – MANAGEMENT BOARD

REPORT OF THE DIRECTOR OF HOUSING

1. PURPOSE AND SUMMARY

The purpose of this report is to establish a Neighbourhood Management Board in partnership with New Deal and other service providers to replace the existing Statutory Agencies Group.

The Government recently issued draft guidance on the conditions of the neighbourhood renewal fund which, require the City Council to adopt a much more community centred orientation in it's decision making processes, commissioning and delivery of services and discharging its statutory responsibilities.

The New Deal for Communities initiative is the Government's neighbourhood renewal pathfinder but the initiative will meet with limited success if mainstream services and the New Deal programmes do not join up from a very early stage. The changes emerging through the Braunstone Community Association have made redundant the previously anticipated role of the Statutory Agencies Group, which was agreed by Policy and Resources Committee in March 1999. All partners agree that the proposals of this report will provide a better framework for progressing a more community focused service delivery. The Neighbourhood Management Board will comprise of two Ward Councillors (one from each ward), two elected residents and three non-elected residents. Five special advisors will also be appointed to the group in a non voting, advisory capacity, these will be senior officers from Health, the Police, the City Council, the Working Age Agency and New Deal, more details are at appendix 1.

2. RECOMMENDATIONS

It is recommended that:

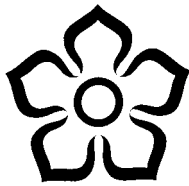
A Neighbourhood Management Board (as set out in this report) be set up to replace the Statutory Agencies Group in Braunstone.

3. FINANCIAL AND LEGAL IMPLICATIONS

There are no financial implications other than minor disbursements for meetings which will be met from existing budgets.

5. AUTHOR/OFFICER TO CONTACT

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Tel. 2483471



Leicester
City Council

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SUPPORTING INFORMATION

1. BACKGROUND

In March 2000 Policy and Resources Committee agreed a report establishing a Statutory Agencies Group and a multi agency Service Co-ordination Team in Braunstone to support the activities of Braunstone New Deal. No plan of action was agreed between agencies but the report advocated an organic approach highlighting flexibility and developmental processes.

At the time the intention was to support the anticipated New Deal structure comprising of three small teams that would commission projects for Braunstone using the New Deal funds. Since March the New Deal Director (appointed in the Spring of 2000) has developed New Deal structures in a completely new way. The New Deal for Communities Initiative has two clear themes, firstly using New Deal programmes to regenerate and secondly through existing agencies to make lasting improvements to mainstream services. In Braunstone, both New Deal and the Statutory Agencies have realised the opportunities to optimise the social regeneration of Braunstone will be greatly increased if these resources are integrated, and each can have a positive impact on the other. The challenge for the City Council and the other statutory agencies is to develop our services in partnership with New Deal making them much more responsive to community needs, wants and aspirations.

Also over the last few months more and more has become clear about the Neighbourhood Renewal Strategy and Fund, Neighbourhood Management is continually highlighted as an appropriate path to achieving service improvements. The Social

Exclusion Unit's PAT 4 report on Neighbourhood Management identifies this as a viable approach.

2. REPORT

Leicester's approach to modernisation has three main aims, which this report seeks to extend in the Braunstone New Deal area. These are:

- i) Increased accountability
- ii) Improved service quality and efficiency
- iii) Innovation and learning in service design and delivery

A Neighbourhood Management Board for Braunstone will positively contribute towards reaching these aims in Braunstone and could provide a model for other areas.

Increased Accountability

The Neighbourhood Management Board (NMB) for Braunstone will consist of twelve members, two ward Councillors, two elected residents, three other residents and five non voting special advisors or co optees (as detailed in the summary). A range of officers from across the different agencies would support it, the City Council (including Housing, Social Services, Education, Leisure, Environment and Development and Commercial Services), Health, the Police, the Benefits Agency, the Employment Service, Inland Revenue, the Learning and Skills Council, the Careers and Guidance Service and the Braunstone Community Association.

The NMB will report to the Local Strategic Partnership, the Braunstone Community Association Board and Housing Scrutiny Committee. The NMB will be recognized as the Neighbourhood Renewal vehicle for the purposes of the NR fund and bidding for pilot Neighbourhood Management status.

Improved Service Quality and Efficiency

Braunstone is highlighted in the Index of Multiple Deprivation 2000 as Leicester's most deprived ward. This index is the basis for the Neighbourhood Renewal Fund eligibility from which Leicester has been provisionally allocated £16.7 million over three years.

Further consideration will need to be given to the resources required to support the NMB to enable agencies to provide more jointly focused services. A further report will be made on this once the conditions of the Neighbourhood Renewal Fund are finalised, the National Action Plan for Neighbourhood Renewal is published and local initiatives for Braunstone have been developed.

The NMB would also be responsible for deciding the priorities in consultation with the Local Strategic Partnership of the allocation of funding through the NR Fund to Braunstone.

The NMB would be responsible through the service providers for delivering the key outcomes of the National Action Plan once their detail is known, relating to jobs, crime,

health, housing and education. More specifically the service providers' involvement would be at two levels:

- i) **Participation** – all service providers will sign up to the NMB strategy and Action Plan, and also to agree to deliver relevant parts of the neighbourhood action plan.
- ii) **Performance** – service providers will need to deliver on what they have agreed.

Agencies would also carry out regular citizen satisfaction feedback exercises to ensure their claims meaningful to the community and to make sure that service quality is measured through peoples experiences.

Innovation and Learning in Service Design and Delivery

Neighbourhood Management is primarily about co-coordinating and influencing how main public services do their jobs, rather than actually doing their jobs for them. Large quantities of public sector resources are already spent year on year in Braunstone, one of the main focuses of the NMB would be to ensure this money is spent better.

There are four broad innovative approaches available to the NMB if this model is followed:

- **Agreements with local service providers** – these range from informally negotiated to SLAs to contractual agreements. Main public services will always be the best available tool in enabling renewal.
- **Devolved budgets, service delivery and purchasing**
- **Ability to put pressure on higher levels of agencies and authorities**
- **Spending special resources** – the emphasis here would be on using small amounts of additional resources from across agencies, but in the first instance from the NR fund, to co-ordinate joint working between services to help them in achieving targets set by the NMB and agreed by the LSP, the Braunstone Community Association and scrutinized by the Housing Scrutiny Committee.

The terms of reference for the NMB in the appendix details what agencies including the City Council would be signing up to, but two important preconditions are necessary if success is to be achieved. Main public services will have to place a higher priority on services in Braunstone and the Board will require a high degree of leverage over service providers.

3. THE NEIGHBOURHOOD MANAGEMENT MODEL

Many of the positive changes that the government believe will lead to greater co-ordination of services reflecting local priorities and needs are already well underway in Leicester. There will be challenges that Support Services will face that will have to service the needs of this new way of working, including collecting information differently, dealing with the demands of re-orientated services and greater community involvement.

Although the whole report of PAT 4 is dedicated to this subject the Social Exclusion Unit argue that three key elements are needed if neighbourhood management is to be cost

effective; prevent problems; empower residents; and press mainstream services to deliver better.

- Each identified neighbourhood would ideally have **someone in charge**, a neighbourhood manager who would have the power to resolve the problems raised by residents and ward councillors and to effect change.
- **Community involvement and leadership**, local people having more power to influence the services that affect their lives, a renewed partnership between ward councillors and other community leaders.
- **Applying a toolkit of solutions in a systematic and planned way.** Options could include
 - Making agreements with service providers about how services are run (neighbourhood service level agreements).
 - Running services locally, e.g. housing management, environmental services, libraries etc.
 - Using the LSP to put pressure on higher up to reduce blockages.

Further reports would be required before any of these options were introduced for Council services.

4. EQUAL OPPORTUNITIES IMPLICATIONS

The Index of Multiple deprivation 2000 has identified North Braunstone as the most deprived ward in Leicester and the 57th most deprived ward in the Country. The introduction of a NMB with outcome based targets to work in partnership with the Braunstone Community Association and agencies will assist in the sustainable regeneration of Braunstone.

5. CONSULTATION

Consultation on the proposals in the report have taken place with:

Benefits Agency
Braunstone Community Association
Careers and Guidance
Directors Board
Employment Service
Inland Revenue
Learning and Skills Council
Police (West Area)
Primary Care Trust – City West

Further consultation is needed with the Braunstone and Rowley Fields Ward Councillors.

6. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

- a) New Deal for Braunstone, Update – March 2000 and Proposals for Co-ordination of mainstream services, Policy and Resources Committee, March 2000.
- b) PAT 4 neighbourhood management report, The Social Exclusion Unit
- c) Neighbourhood Renewal Strategy for Leicester – Directors Board Away Day report 31.10.00
- d) Neighbourhood Renewal, Local Decision Making and Community Involvement – Cabinet Away Day 23.11.00
- e) Neighbourhood Renewal, New Approaches to Managing Neighbourhood Services – Cabinet Away Day 23.11.00

7. LEGAL IMPLICATIONS

There are no direct legal implications arising out of this report.

8. SUSTAINABLE AND ENVIRONMENTAL IMPLICATIONS

It is anticipated that implementing this report will have positive effects on the sustainability of Braunstone and the environmental services delivered to the area.

9. CRIME AND DISORDER IMPLICATIONS

Continued partnership working with the Police would be a strong feature of the proposals within this report. The Board would not only seek to meet the PSA target for burglaries but also some of the local targets within Leicester's strategy.

10. HUMAN RIGHTS IMPLICATIONS

None

11. AUTHOR/OFFICER TO CONTACT

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BRAUNSTONE NEIGHBOURHOOD MANAGEMENT BOARD

TERMS OF REFERENCE

INTRODUCTION

The Braunstone Neighbourhood Management Board (NMB) has been set up in response to the prolific disadvantage experienced in Braunstone. The NMB aims to contribute to the social and economic regeneration of Braunstone by working within the Braunstone Community Association and with service providers to effect improvements to the responsiveness and quality of services on Braunstone.

AIMS

The main aim of the board will be to reorientate service providers to ensure that not only are services better co-ordinated but that they truly reflect the needs, wants and aspirations of the local community and that residents have a greater influence in the design, commissioning and delivery of local services.

Neighbourhood Management is primarily about co-coordinating and influencing how main public services do their jobs, rather than actually doing their jobs for them. Large quantities of public sector resources are already spent year on year in Braunstone, one of the main focuses of the NMB would be to ensure this money is spent better.

Specifically the aims of the NMB will be to:

- Enable and engender joint working across mainstream services in the New Deal area.
- Support and compliment the work of new deal through partnership, collaboration and joint work in relation to specific projects and programmes.
- Actively promote and negotiate joined up solutions within and across service providers to combat the intransigent and complex problems and issues facing the Braunstone neighbourhood.
- Consider how new and innovatory approaches developed in the New Deal area might work in other parts of the City.

MEMBERSHIP

The board shall have a total of 12 members, seven voting and five non voting co-optee places.

The seven voting members are allotted as follows

1. Two ward councillors
2. Two resident directors
3. Three other resident members

The non voting members will be a senior officer from Health, the Police, the City Council, the Working Age Agency and New Deal.

The quorum for the Group will be one ward councillor one resident director and one other resident. In the first year a resident will chair the Group and the board will decide subsequent chairing arrangements.

The following agencies will be invited to relevant meetings:

Benefits Agency
Careers and Guidance
Education Department
Leisure Services Department
Environment and Development Department
Commercial Services Department
Housing Department
Housing Associations with homes in the area
Inland Revenue
Learning and Skills Council
Social Services Department

The role of the agencies attending are to work with the Board, negotiate their own action plans and look at future resourcing of services in Braunstone..

The NMB will report to and consult the Local Strategic Partnership regarding its targets and outcomes. Agencies will use their own internal reporting mechanisms to ensure decision making and monitoring of progress occurs. The NMB will be recognized as the Neighbourhood Renewal vehicle for the purposes of the NR fund and bidding for pilot Neighbourhood Management status.

WORKING ARRANGEMENTS

The NMB would be responsible through the service providers for contributing to the delivery of the key outcomes of the National Strategy relating to jobs, crime, health, housing and education. More specifically the service providers' involvement would be at two levels:

- **Participation** – all service providers will sign up to the NMG strategy, and also to agree to deliver relevant parts of the neighbourhood action plan.
- **Performance** – service providers will need to deliver on what they have agreed.

Agencies would also carry out regular citizen satisfaction feedback exercises to ensure their claims are meaningful to the community and that quality is measured through peoples' experiences.

There are four broad innovative approaches available to the NMB:

- **Agreements with local service providers** – these range from informally negotiated to SLAs to contractual agreements. Main public services will always be the best available tool in enabling renewal.
- **Devolved service delivery and purchasing**
- **Ability to put pressure on higher levels of agencies and authorities**
- **Spending special resources** – the emphasis here would be on using small amounts of additional resources from across agencies, but in the first instance from the NR fund, to co-ordinate joint working between services to help them in achieving targets agreed with the NMB, the LSP, the Braunstone Community Association and scrutinized by the Housing Scrutiny Committee.

Main public services will have to place a higher priority on services in Braunstone and the Board will require a high degree of leverage over service providers.