

Leicester
City Council

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Leicester Partnership Coordinating Group	12th October 2005
Local Area Agreement Leadership Group	17th October 2005
Leicester Partnership	9th November 2005
Cabinet	5th December 2005

NEIGHBOURHOOD ELEMENT OF THE SAFER STRONGER COMMUNITIES FUND

REPORT OF THE DIRECTOR OF HOUSING

1. SUMMARY AND RECOMMENDATIONS

Leicester is eligible for the new 'neighbourhood element' of the Government's Safer Stronger Communities Fund.

The purpose of this report is to seek agreement to Leicester's approach to developing Neighbourhood Management in priority deprived areas, and in particular to seek agreement to how we use this funding as part of that approach.

The report recommends option 5 – as a result of discussions at the Leicester Partnership Coordinating Group and Local Area Agreement Group and Leicester Partnership.

It is **RECOMMENDED** that Members -

- a) Choose option 5 from the supporting information: To set up Neighbourhood Management in two priority areas along the lines of the Government NM model in St Matthews and St Marks as one area and in Saffron Lane Estate as another,

And fund better 'own grown' neighbourhood management, leadership and partnership working in three other priority neighbourhoods. Beaumont Leys / Mowmacre, St. Peters and New Parks.

- b) Give delegated powers to the Corporate Director of Housing in consultation with the Cabinet Lead for Strategic Community Renewal and Safety to act on the development of proposals for the neighbourhood element of the Safer, Stronger Communities Fund and on the implementation of Leicester's neighbourhood management arrangements for the Cabinet.

The recommended option involves concentrating most of the fund in two areas. We would bring in two new senior Neighbourhood Managers into St Matthews / St Marks to set up Neighbourhood Management Boards in each area to achieve our targets in those areas. The approach would follow that taken by the Governments 35 Neighbourhood Management pathfinders. The fund would help to support the work of the Community Empowerment Network in those areas and possibly funding further neighbourhood wardens and community development workers as needed. The Neighbourhood Manager will work with partners and the community to develop and implement a delivery plan for the area to meet key floor targets and to take forward community aspirations.

The report also recommends that we use some of the Neighbourhood Element money and some NRF money to support Housing Managers in three other areas - Beaumont Leys / Mowmacre, St Peters and New Parks to develop 'home grown' Neighbourhood Management arrangements in those areas to deliver against targets. This would work by creating a local compact team and supporting the work of the Community Empowerment network in those areas through NRF (and possibly other sources of funding – to be determined through the Local Agreement). The three Housing Managers would act as Neighbourhood Managers, and each would be given a support officer.

If these recommendations are agreed we would then have three broad approaches to Neighbourhood Management in our priority neighbourhoods (the bottom 5%) in Leicester over the next four years:

- 'own grown' – using Housing Managers in three areas (8 SOAs)
- Government Neighbourhood Management model in two areas (7 SOAs)
- New Deal for Communities in one area (4 SOAs)

During, and at the end of the four year period, we will be able to evaluate what works in the three approaches to help inform our continuing approach to Neighbourhood Management in the city in the future.

The neighbourhood arrangements would sit below and work with the emerging Area Committees, essentially representing a three tiered approach – city wide, area, and priority neighbourhood - to governance and to the implementation of the Strategy for Leicester and Local Area Agreement.

2. HEADLINE FINANCIAL IMPLICATIONS

Leicester is eligible for the neighbourhood element of the Government's Safer stronger Communities Fund, and this funding amounts to a total of £1,599,600 over 4 years. The profiling of this funding is prescribed in separate guidance and is summarised in the table overleaf. The funding is tapered in year 1 (80%) in recognition that it will take a few months to start up, and then tapered in years 3 (80%) and 4 (50% to encourage Authorities to sustain the approach once Government Funding is withdrawn – assuming it is considered to be effective.

The Government has devised a model showing the suggested components and costs of an annual budget. This amounts to £516,000 per annum, for each full year of the project (years 2,3,and 4), with an expectation that only 80% of this level of expenditure (£412,800) will occur in year 1. This amounts to total Local Authority expenditure of £1,960,800 over the 4 years.

There is, therefore, a gap over the 4 years to be funded by the Local Authority totalling £361,200. The Director of Housing has identified funding "in kind" arising from relevant work being undertaken by 3 of the Neighbourhood Housing Managers and 3 Community development Officers. This funding totals £292,800 over the 4 years and the net funding gap is thereby reduced to £68,400

In addition, however, under Option 5 it is proposed to fund 3 new posts to support Housing Managers at cost of £30,000 each in a full year - £90,000 in total, p.a. In year 1 the cost would only be 80% of this figure (ie £72k) to reflect that it is likely to take around 3 months to get staff in post. It is envisaged that half of this cost can be met from within the annual budget of £516,000 and, under option 5, it is proposed that in years 1 and 2, half of the cost is sought from the NRF. No contribution from this source can be assumed for years 3 and 4 as NRF is due to end in March 2008. However, the funding for years 3 and 4 is uncertain throughout as the guidance makes it clear that the continuation of this funding package is dependent on the outcome of the Government's spending review.

TABLE: Costs and funding for the proposals

Year	Taper %	Govt funding £'000	Budgeted spend £'000	Less: NRF £'000	Net Spend £'000	Budget Shortfall £'000
2006/7	80	412.8	448.8	(36.0)	412.8	0
2007/8	100	516.0	561.0	(45.0)	516.0	0
2008/9	80	412.8	561.0	N/a	561.0	148.2
2009.10	50	258.0	561.0	N/a	561.0	303.0
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		1,599.6	2,131.8	(81.0)	2,050.8	451.2

Less:		Contribution in kind: (Hsg staff)	(292.8)

		Net funding shortfall over 4 years	158.4

The funding shortfall could be commissioned through the Local Area Agreement process.

Andy Morley, Chief Accountant

3. HEADLINE LEGAL IMPLICATIONS

Under the proposed arrangements the Council will be the accountable body for how the money will be spent, with agreement from partners. Consideration needs to be given the ODPM conditions for use of monies received and whether a formal agreement needs to be entered into both with the ODPM and partners

Peter Nicholls, Head of Financial Services

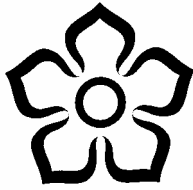
4. REPORT AUTHOR / CONTACT

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DECISION STATUS

Key Decision	Yes
Reason	Significant effect on one or more wards
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)



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NEIGHBOURHOOD ELEMENT OF THE SAFER STRONGER COMMUNITIES FUND

REPORT OF THE DIRECTOR OF HOUSING

SUPPORTING INFORMATION

1. CONTEXT

1.1 City, area and neighbourhood

Citywide, the Leicester Partnership as a whole needs to deliver the Strategy for Leicester, and from April 2006, the outcomes in Leicester's Local Area Agreement (LAA). GOEM's assessment of the Leicester Partnership in August 2005 said that one of the things that needed to be done was to strengthen neighbourhood focus.

On an **area** basis, there is a current and evolving infrastructure of neighbourhood delivery arrangements that include:

- proposals to roll out *Area Committees* across the city, currently being developed, They will take a local approach to neighbourhood issues through area planning, with the increasing inclusion of local stakeholders and with future potential for devolved powers.
- Crime and Disorder *Joint Action Groups* – lead by police
- Voluntary and community sector activity, some forming part of the *Community Empowerment Network* and feeding into the LP decision

making process. Capacity is being developed through the Single Community Programme.

In July 2005, the Leicester Partnership decided that in Leicester the 20 Super Output Areas that fall into the bottom 5% nationally will be the priority areas for **neighbourhood** renewal in Leicester. They decided that the Neighbourhood Renewal Fund (worth £15.4m over 2006-2008) would be used to commission action to deliver agreed outcomes in those neighbourhoods, and that these areas would also represent a priority for targeting the other funding streams included in the LAA and mainstream funds.

This report proposes using Government Neighbourhood Element funding to develop our approach to meeting citywide outcomes at a neighbourhood level.

1.2 Community Cohesion

Community cohesion is a key element of the Strategy for Leicester, and the central element of the Local Area Agreement. Deprivation and community cohesion are closely intertwined issues and many of the actions we will need to take to develop community cohesion are neighbourhood based. In the neighbourhoods chosen for the neighbourhood element the arrangements we set up could form part of the delivery mechanism for community cohesion work.

2. THE NEIGHBOURHOOD ELEMENT OF THE SAFER STRONGER COMMUNITIES FUND

2.1 Eligibility

Leicester is eligible for £1.6m over four years of the Neighbourhood Element of the Government's Safer and Stronger Communities Fund.

Leicester is eligible for the Neighbourhood Element because 12 of our Index of Deprivation Super Output Areas (SOAs) fall into the bottom 3% nationally. As can be seen from the map at Appendix A, these SOAs form five clusters – in St Matthews/ St Marks, Saffron Lane Estate, Beaumont Leys / Mowmacre, New Parks, St Peters and Braunstone. However, Braunstone is exempt from receiving Neighbourhood Element money because it is already a New Deal for Communities area.

The initiative is a recognition that deprivation is largely neighbourhood based, and that to tackle deprivation across the city we have to focus on deprived neighbourhoods – as there is often a big gap between those areas and the city or UK as a whole.

2.2 Process

We are required to follow the process outlined below:

October 2005 – February 2006

- Agree the selected neighbourhood(s) with GOEM
- Audit existing arrangements, strategies and baseline performance in the chosen neighbourhood
- Agree priorities to focus on in the neighbourhood (eg education, employment etc)
- Agree local arrangements to manage the delivery of those priorities

February 2006

- Sign off the arrangements with GOEM as part of the Safer Stronger Communities Block of the LAA

February 2006 – April 2006

- Staff recruitment and detailed delivery planning

April 2006 onwards

- Start up of neighbourhood arrangements

2.3 After 2009-2010

Whichever option is chosen, we need to set it up as a learning exercise so that as it runs we are able to judge whether we would want to continue it beyond years 3 and 4 or whether to develop something different. Towards 2010 the project would be evaluated before deciding whether or not to continue with it or whether to develop something different. This in turn will affect the costs and funding arrangements.

2.4 Accountability

The Council will be accountable for how the money is spent, with agreement from partners. However the Council would not be penalised for taking reasonable risks, eg testing new approaches that might be expected to work. In a wider sense, we will also be accountable to local people in the chosen neighbourhood/s.

3. NEIGHBOURHOOD MANAGEMENT

3.1 Choosing Neighbourhood Management

The Government recognises that there is a wide range of mechanisms and structures for improving the local management of services and neighbourhoods, they also point out that we should balance that with doing what really works.

They say that the Neighbourhood Renewal Unit's evidence and experience is that Neighbourhood Management (NM) is 'what is needed'.

In addition, the guidance says that it is not acceptable to do 'more of the same' if the existing approach is not demonstrating clear progress.

The NM model was developed by the Social Exclusion Unit in 2000 and it formed part of the National Strategy for Neighbourhood Renewal 2000.

Since then, evidence that it works has come from the 35 Neighbourhood Management pathfinders sponsored by the Government and also from a national network of over 150 other NM initiatives. A further national evaluation is due to report in October.

3.2 The characteristics of Neighbourhood Management

Neighbourhood Management can take different forms according to each neighbourhood's unique characteristics.

But one of the main principles behind NM is that effective change will not be made to happen by simply 'throwing money at the problem'. Considerable resources already exist in the form of the mainstream funding that areas receive from central and local Government in the area.

What needs to happen is that these resources are marshalled much more effectively to tackle the unique way in which deprivation exists and solutions can be found in each area. Therefore NM seeks to support the development of better leadership and coordination in the neighbourhood. The Neighbourhood Manager is key – in areas where otherwise it would be no-one's job to take overall responsibility and to tackle the difficult problems.

Despite the differences between areas, all NM arrangements share the following seven ingredients:

- A clearly defined neighbourhood
- Resident involvement, neighbourhood champions
- A dynamic and highly skilled neighbourhood manager with clout
- A local partnership to provide strategic direction
- Support and commitment from the Council and LSP

- Quality information
- Commitment of service providers and mechanisms for engagement between services and residents

Experience shows that an area of 5,000 – 12,000 people is a workable size for Neighbourhood Management – large enough to facilitate the effective coordination of services, but small enough to remain responsive to the need and priorities of communities.

In addition, the use of neighbourhood wardens has proven to be very successful. In areas of the UK with neighbourhood wardens there has been a 27.5% fall in crime vs 4.7% fall in other areas. Neighbourhood wardens provide a highly visible, approachable interface between local people on the street and agencies, with the aim of reducing crime and fear of crime; deterring anti-social behaviour; fostering social inclusion and caring for the environment. Their overall purpose is to improve quality of life and contribute to the regeneration of an area. The wardens can have a number of roles depending on local needs.

4. OPTIONS FOR USING THE MONEY

There are five suggested options for using the fund:

Option 1: Spreading the fund across all areas in the bottom 3% by supplementing the NRF

From 2006 the Leicester Partnership has agreed to focus the Neighbourhood Renewal Fund (NRF) on the 20 SOAs that fall into the bottom 5% nationally.

The level of the NRF for the next two years in Leicester will be:

2006-7	£7,692,824
2007-8	£7,727,806

Under this option, the nine SOAs that give us eligibility for the neighbourhood element could receive one ninth of the neighbourhood element in addition to NRF money.

The process for helping us to target NRF and other funds to achieve LAA outcomes in the 20 priority neighbourhoods is currently being developed. It is unlikely that this would lead to each priority area receiving exactly one twentieth – but for illustrative purposes we can model the difference that adding neighbourhood element money would make to an SOA in the bottom 3% as follows:

Indicative effect of adding NE to NRF money in bottom 3% SOAs

	NRF ÷ 20	NE ÷ 9	% increase given by NE
2006-7	£384,641	£45,867	11.9%
2007-8	£386,390	£57,333	14.8%

The case for this option is that

- it might be seen to be fairer;
- it could put money straight into existing initiatives without further management costs; and
- it could be operated using the system for managing NRF.

However, there are also risks:

- using the money to supplement existing programmes over a wider area would be a 'more of the same' approach – we should be seeking to make a real difference. It would be contrary to Government guidance which supports greater targeting of the Neighbourhood Element money; and
- it might not make a sufficiently greater difference to the funds available to the 9 SOAs.

Option 2: Use the money to grow our own better leadership and partnership working in the bottom 5% areas;

The option argues that rather than bring in a Neighbourhood Manager we should identify a professional already working in each of the neighbourhoods and give them the remit and support to work on delivering agreed outcomes in the neighbourhoods in partnership with others and the local community. An example of such a person would be the Housing manager. The money would be used to give that person staff and money to do the job. In each area the resource would be used to work with and develop the infrastructure that already exists. The five suggested areas – which fall into the bottom 5% - would be Beaumont Leys/ Mowmacre, Saffron Lane Estate, New Parks, St Matthews /St Marks and St Peters. Although St Peters is next to St Matthews we suggest it would need separate arrangements because it's a very different area, with a different existing community infrastructure.

In effect, each of the nine SOAs would get:

2006-7	£45,867
2007-8	£57,333
2006-9	£45,867
2009-10	£28,667

Many of the nine SOAs are clustered together – so Saffron- where there are three SOAs in the bottom 3%- would get three lots, but would only need to set up one set of staff and running costs.

Each of the clusters would need to develop a delivery plan to say how it will achieve the agreed outcomes identified in the neighbourhood(s).

More detail about how this would work is set out in Option 5. The difference here is that all of the money would be used to implement the 'grow your own' option in all the 3% areas, providing a greater pot in each area to take action. whereas option 5 suggests using a much smaller amount in four areas.

Key element of the case for this option are set out below and expanded under option 5:

- There are people already working in the areas who know the issues;
- The potential ingredients for change are often already there (eg community development workers, schemes and projects, wardens); and
- Rather than spending money on a Neighbourhood Manager, more money could go into services and new initiatives.

Risks are:

- Using the money to supplement existing work would be a 'more of the same' approach – we should be seeking to make a real difference. It would be contrary to Government guidance which supports greater targeting of the Neighbourhood Element money;
- The people available may not have the necessary skills; and
- There would be a need to back fill posts that the selected people occupied which would have an impact on the service they worked in.

Option 3: Concentrating the fund in one area – neighbourhood management in St Matthews and St Marks

This option suggests that we focus a Neighbourhood Management initiative of the type proposed by the Government on one area consisting of 3 SOAs, approximately 5,000 people - St Matthews and St Marks. The SOAs are shown at Appendix B. However, in practice the lines can be drawn a little further out to reflect the real geography of the area.

Neighbourhood Management is explained in Section 3.

The case for this option is:

- According to the IMD **the two most deprived SOAs in Leicester are in St Matthews**, and St Marks is also the priority top 20 list (15th). This

would give an area of approximately 5,000 people, a natural community of a feasible size for neighbourhood management;

- The Government says that in areas with large numbers of SOAs a decision will have to be taken on where to concentrate efforts rather than spread over all the SOAs;
- If we want Neighbourhood Management according to the Government model, the budget model put forward by the Government – Appendix D - assumes setting up Neighbourhood Management in one area (and to be supplemented as it tapers off in years 3 and 4);
- Other priority areas will get more from next year from other sources. From this year, the Leicester Partnership is taking a more focussed approach to Neighbourhood Renewal by commissioning funds such as NRF and mainstream services to deliver outcomes more targeted more precisely in the top 20 SOAs. In addition, it is intended that the new Area Committees will work on bending other mainstream resources to achieve outcomes in the priority neighbourhoods that fall into their areas; and
- Most of the ingredients for success may already be in place in the neighbourhood – including people with the capability to pull it together.

The risks are:

- It may be difficult to find an appropriate person at the £50,000 level
- It may be difficult for a relatively highly paid outsider to be accepted by the community.
- Choosing only one area may seem divisive – and could be felt to be contrary to our community cohesion strategy.

Option 4: Set up Neighbourhood Management in two areas – St Matthews and St Marks as one area and Saffron as another.

In this option we would appoint two new Neighbourhood Managers. One would focus on the St Matthews /St Marks neighbourhood discussed in Option 3 and the other in Saffron Lane Estate. There are four SOAs in Saffron that fall into the top 20 – ranking 5th, 8th, 11th and 19th, and together they have a population of approximately 5,600 people. The SOAs map is shown at Appendix C. If two neighbourhood managers were appointed there would be less money for the other costs of the project. However, the two neighbourhood managers could share some resources such as policy and data support and administration, and other new posts such as community development workers and or neighbourhood wardens could be brought in to fill the gaps in what is already available in the two areas.

The arguments for this option are –

- Saffron has more priority SOAs than any of the other eligible SOAs in the bottom 5%;
- Selecting two quite different areas - one inner city and one outer area- could support our policy of community cohesion – the central theme of our LAA. It would allow us to explore and learn from ways in which neighbourhood management could take forward community cohesion on the ground in two different areas with different cohesion issues. It could provide a mechanism in those areas through which community cohesion interventions (funded in part through our community cohesion fund) could be delivered;
- It's a compromise between the dangers of achieving no impact by spreading the resource to thinly but getting the some of the advantage of neighbourhood management in more than one area;
- Both areas have an existing infrastructure of partnership working and community involvement to support the work;
- Sharing posts achieves some economies of scale; and
- Increased learning through having two projects.

The risks are:

- It may be difficult to find appropriate people at the £50,000 level;
- It may be difficult for relatively highly paid outsiders to be accepted by the community;
- Even spreading the resource between two areas dilutes the potential impact too much; and
- Although there are enough priority SOAs in Saffron Lane Estate to support a neighbourhood management approach (and more than any other single area) there are other SOAs higher up the priority list.

Option 5: A hybrid of options 2 and 4 above - Set up 'full' Neighbourhood Management in two areas – St Matthews and St Marks as one area and Saffron Lane Estate as another. Also, fund better 'own grown' neighbourhood management, leadership and partnership working in the three remaining priority neighbourhoods.

In this option most of the the Neighbourhood Element money would be split between St. Matthews and St. Marks as one area and Saffron as another, as described in option 4. This would be to deliver a new level of Neighbourhood Management as the Government describes in its guidance.

But at the same time alternative methods of Neighbourhood Management would be set up in the remaining three priority areas for Neighbourhood Renewal:

- Beaumont Leys / Mowmacre
- New Parks
- St. Peters

In these three priority areas the Neighbourhood Housing Manager would become the Neighbourhood Manager with the support of three new full time officers costing £30k each and the existing Community Development Officers

Adopting the hybrid approach will provide the opportunity to compare the Government model of Neighbourhood Management with our local 'grow your own' model and also with New Deal in Braunstone.

This would mean in four years time it would be possible to make an evidence based decision on the most cost effective way forward for Neighbourhood Management in Leicester.

In practice, this approach would mean empowering and supporting local Neighbourhood Housing Managers to address the wider issues of the most deprived neighbourhoods by making them responsible and accountable for co-ordinating the delivery of services in the neighbourhood and working with other service providers to prepare an action plan called the 'Local Support Compact'. Co-ordinating the delivery of the compact would be through a 'Local Support Team'. Accountability would happen through the relevant Area Committee who would approve the 'Local Support Compact Action Plan' and regularly monitor achieved outputs and outcomes to ensure successful delivery.

The top 5% most deprived neighbourhoods would be funded and managed as per the following options:

Leicester Rank	Indicative Housing Area	Option for Funding Improved Neighbourhood Management
Output areas in top 3% most deprived nationally		
1	St Matthews / St Marks	Govt NM model
2	St Matthews / St Marks	Govt NM model
3	Beaumont Leys	'Grow your own' model
4	Braunstone	New Deal
5	Saffron	Option 5

6	Braunstone	New Deal
7	Braunstone	New Deal
8	Saffron	Option 4
10	Beaumont Leys	'Grow your own' model
11	Saffron	Govt NM model
12	New Parks	'Grow your own' model
Output areas in top 5% most deprived nationally		
13	St Peters	'Grow your own' model
14	Mowmacre / Stocking Farm	'Grow your own' model
15	St Peters	'Grow your own' model
16	St Peters	'Grow your own' model
17	New Parks	'Grow your own' model
18	Braunsone	New Deal
19	Eyres Monsell	Govt NM model
20	Beaumont Leys	'Grow your own' model

The approach in the 'grow your own' areas would be to develop three local support plans and create three Local Support Teams to utilise the experience and resource already in existence.

The Housing Manager would have the support of three new posts at £30,000 each.

The local support model for each area is shown in Appendix E.

The case for this option is -

Concentrating provision of support in one or two areas with the highest deprivation has clear merits. However it would still leave 3 areas (out of 12) in the top 3% and 9 areas (out of 20) in the top 5% without support.

Most of the top 3% and top 5% most deprived areas of the city are centred around social housing and neighbourhoods where the Council, specifically the housing department, are major stakeholders. This is because the customer base for the housing service usually consist of the most deprived and vulnerable people in the city.

Using Neighbourhood Housing Managers in this wider role has two clear advantages:

- They already have excellent neighbourhood management skills.
- They are already housing representatives on local community groups such and resident forums and joint action groups.
- They are aware of the issues impacting on the quality of life in the most deprived areas of the city and have excellent links with local services.

However an increase in empowerment and support is required for them to be responsible for delivering improvements and particularly the framework and support mechanisms to deliver co-ordinated services.

The Housing Department has a proven track record on delivering good Neighbourhood Management beyond the boundaries of Housing when this is facilitated. A key example of this is the SRB5 programme in Beaumont Leys. The housing department was key driver for many community projects including the Safer Neighbourhood project, Leicester Anti-Social Behaviour Unit and the Beaumont Leys Independent Support Service (Advice and support service). These projects all had a significant impact in improving the quality of life for many residents in the neighbourhood.

This option could represent a cost effective way of providing good neighbourhood management that utilises existing management resources in a different way. This in effect provides match funding to the monies being made available through the Governments Safer, Stronger Communities Fund. This will enable strong and robust neighbourhood management whilst maximising the amount funding available to directly facilitate improving the quality of life in the local area.

The risks are –

- Housing managers may not have sufficient skills or clout compared to the more senior Neighbourhood Managers in St Matthews/St Marks and Saffron
- They may not have sufficient support or resources

5. FINANCE

5.1 Level of Funding

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Less:		Contribution in kind: (Hsg staff)				(292.8)

		Net funding shortfall over 4 years				158.4

The funding shortfall could be commissioned through the Local Area Agreement process.

Leverage resources made available by the Housing Department would be the three Neighbourhood Housing Managers (35% of time) and three Community Development officers (35% of time).

Total match funding from Housing is estimated as £73,200

Funding per annum:

Area	Number of super output areas in 3% most deprived	Number of super output areas in 5% most deprived	New Funding	Cost of NHM (Hsg)	Cost of CDO (Hsg)	Total Funding
Beaumont Leys / Mowmacre	2	2	30,000	14,000	10,400	54,400
St Peters	0	3	30,000	14,000	10,400	54,400
New Parks	1	1	30,000	14,000	10,400	54,400
Total	3	6	£90,000	£42,000	£31,200	£163,200

This funding does not include costs for recruitment of new posts or any training requirements, which would be borne by the Housing Department.

5.2 Suggested budget

Appendix D shows the Government’s suggested annual budget breakdown for one full Government style neighbourhood management set up in one area.

If we choose the neighbourhood management model we can be flexible about how to do it, and adapt it to suit local circumstances. But, the essential ingredient is a neighbourhood manager with sufficient skill and influence to create change. The salary and level of support staffing for the Government’s NM model as proposed for St Matthews / St Marks and Saffron may seem high in this model – but the Government say that if the manager does not have the range of skills needed – leadership, advocacy, negotiating, needs analysis, community development etc. - and they are not supported adequately – they will not be effective.

The level of other staffing needed, such as community development workers or neighbourhood wardens would depend on the gaps in current provision in the chosen neighbourhood/s.

7. OTHER IMPLICATIONS

OTHER IMPLICATIONS	Yes/No	Comment
Equal Opportunities	Yes	Neighbourhood Management is intended to shape policy on a wide range of services and issues to achieve
Policy		
Sustainable and Environmental		
Crime and Disorder		

Human Rights Act		improvements in neighbourhoods
Older People /People on Low Income		

8. LEGAL IMPLICATIONS

The Council will be accountable for how the money is spent, with agreement from partners. However the Council would not be penalised for taking reasonable risks, eg testing new approaches that might be expected to work. In a wider sense, we will also be accountable to local people in the chosen neighbourhood/s.

[to be agreed by legal services]

9. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

The Safer and Stronger Communities Fund: The Neighbourhood Element Implementation Guidance
 OPDM : July 2005

Delivering Neighbourhood Management – a practical guide
 Neighbourhood Renewal Unit: 2005

Neighbourhood Management – Report of Policy Action Team 4
 Social Exclusion Unit: April 2000

10. REPORT AUTHOR / CONTACT

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 0116 252 6719

David Taylor, Housing Department, Leicester City Council
 0116 252 6806

Appendix A

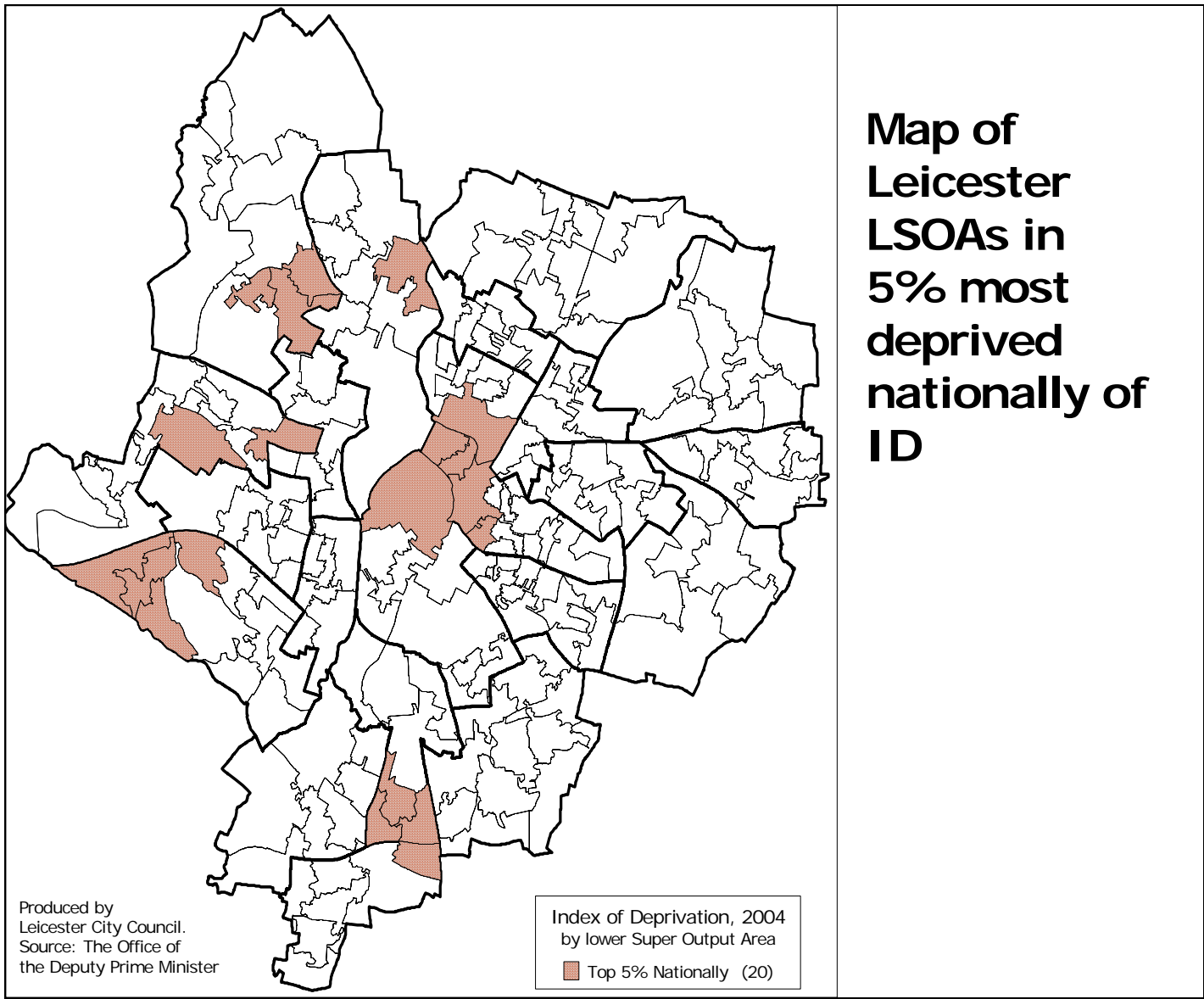
12 Leicester SOAs in 3% Most Deprived Nationally



Leicester Rank	IMD Score	IMD Rank	Indicative Street References
1	73.12	187	Calgary Rd; Chester Close; Kashmir Rd; Manitoba Rd; Montreal Rd; Kamloops Crescent; Wharf Street North;
2	72.22	210	Ottawa Rd; Brunswick Street; Kashmir Rd; Manitoba Rd; Edmonton Rd
3	68.07	374	Beaumont Leys Lane; Fowler Close; Home Farm Close Grassington Close
4	67.51	402	Pilkington Rd; Woodshawe Rise; Bendbow Rise; Herle Walk; Didsbury Street; Pollard Rd
5	66.91	434	Meadow Gardens; Burnside Road; Neston Gardens; Babington Row
6	66.15	480	Thornton Close; Hockley Farm Rd; Hinckley Rd; Hand Avenue; Golf Course Lane; Gallards Hill
7	65.28	526	Hockley Farm Rd; Gallards Hill; Wellinger Way; Wilmore Crescent
8	64.83	553	Boulder Lane; The Fairway; Neston Rd; Elston Fields
9	64.82	555	Charles Street; Rutland Street; Gallowtree Gate; Wharf Street South; Belgrave Gate; High Street; St Nicholas Circle;
10	64.13	605	Oronsay Rd; Bishopdale Road; Aysgarth Rd
11	63.28	669	Marriott Rd; Southfields Drive
12	60.48	895	Fosse Lane; Swannington Rd; Pindar Rd; Bateman Rd; Bloxham Rd; Stephenson Drive



Index of Deprivation 2004 - ODPM



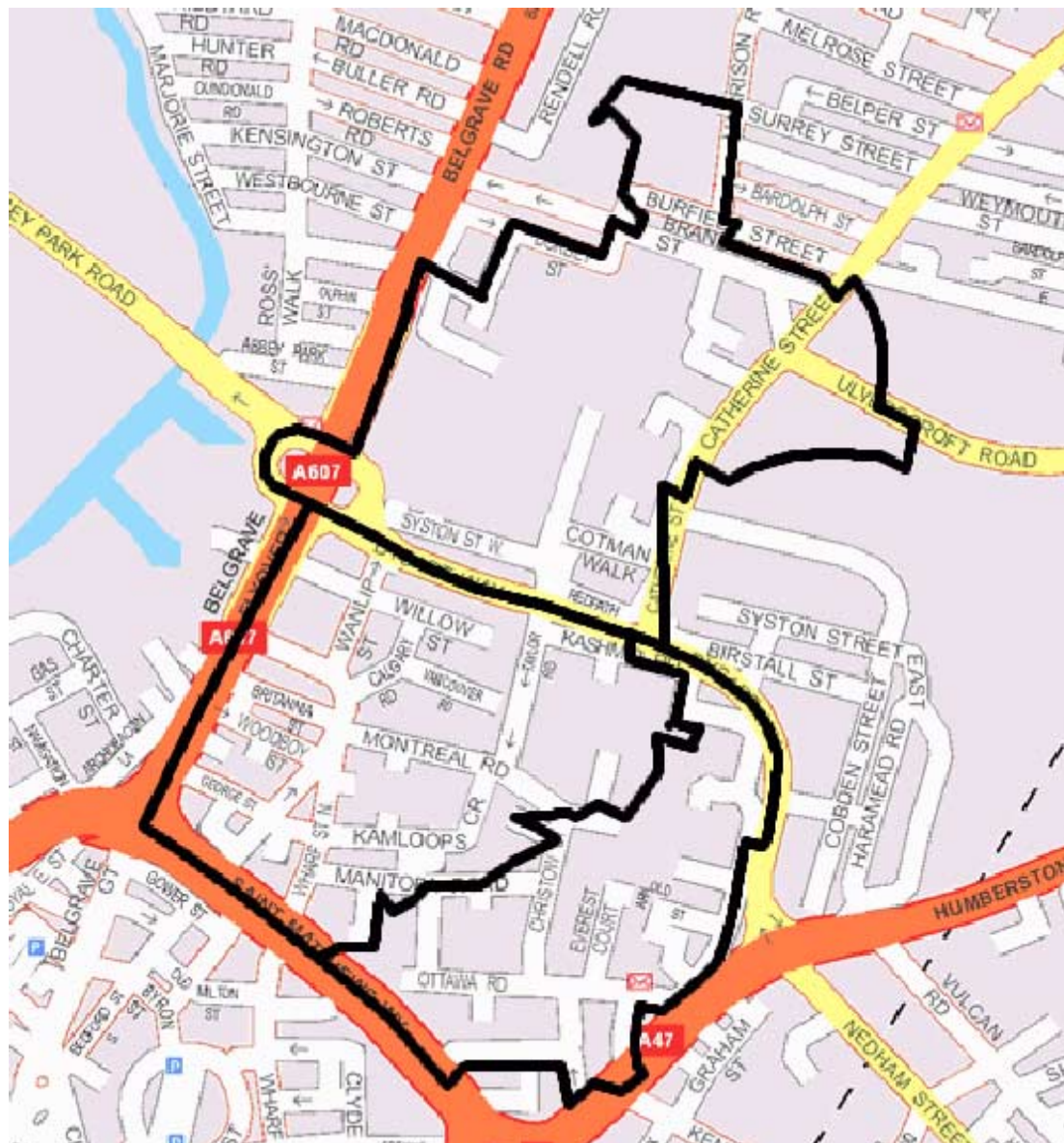
Indicative Street References for Leicester LSOAs in 5% Most Deprived Nationally on ID

Leicester Rank	Overall IMD S	Overall IMD R	STREET NAME	Ward Name
1	73.12	187	Calgary Road; Chester Close; Kashmir Road; Manitoba Road; Montreal Road; Kamloops Crescent; Wharf Street North; Ontario Close	Spinney Hills
2	72.22	210	Ottawa Road; Brunswick Street; Kashmir Road; Manitoba Road; Edmonton Road	Spinney Hills
3	68.07	374	Beaumont Leys Lane; Fowler Close; Home Farm Close Grassington Close	Beaumont Leys
4	67.51	402	Pilkington Road; Woodshawe Rise; Bendbow Rise; Herle Walk; Didsbury Street; Pollard Road	Braunstone Park and Rowley Fields
5	66.91	434	Meadow Gardens; Burnside Road; Neston Gardens; Babington Row	Freemen
6	66.15	480	Thornton Close; Hockley Farm Road; Hinckley Road; Hand Avenue; Golf Course Lane; Gallards Hill	Braunstone Park and Rowley Fields
7	65.28	526	Hockley Farm Road; Gallards Hill; Wellinger Way; Wilmore Crescent	Braunstone Park and Rowley Fields
8	64.83	553	Boulder Lane; The Fairway; Neston Road; Elston Fields	Freemen
9	64.82	555	Charles Street; Rutland Street; Gallowtree Gate; Wharf Street South; Belgrave Gate; High Street; St Nicholas Circle; Friar Lane	Castle
10	64.13	605	Oronsay Road; Bishopdale Road; Aysgarth Road	Beaumont Leys
11	63.28	669	Marriott Road; Southfields Drive	Freemen
12	60.48	895	Fosse Lane; Swannington Road; Pindar Road; Bateman Road; Bloxham Road; Stephenson Drive	New Parks
13	59.03	1037	Upper Charnwood Street; Maidstone Road; Berners Street; Jupiter Close; Mensa Close	Spinney Hills
14	59.01	1039	Abbey Lane; Beaumanor Road; Thurcaston Road	Abbey
15	58.73	1072	Keats Walk; Housman Walk; Dorset Street; Gibbons Close; Cobden Street; Munnings Close; Somerscales Walk; Stubbs Road; Constable Avenue	Latimer
16	58.45	1102	Apollo Court; Guthlaxton Street; Sparkenhoe Street; Gopsall Street; Evington Street	Spinney Hills
17	57.6	1193	Letchworth Road; Perth Avenue; Aikman Close; Wood End; Mossgate; New Parks Boulevard; The Ridgeway; Aikman Avenue	New Parks
18	56.57	1317	Winstanley Drive; Blackmore Drive; Gooding Avenue; Aylmer Road	Braunstone Park and Rowley Fields
19	55.24	1462	Windley Road; Stonesby Avenue; Highgate; Schoolgate; Southfields Drive	Eyres Monseil
20	53.97	1608	Beaumont Walk; Upper Temple Walk; Iona Close	Beaumont Leys

Appendix B

St Matthews and St Marks Priority SOAs ranking 1, 2 and 15

Note – the precise area for Neighbourhood Management could be extended beyond the SOA boundaries to fit the actual physical and community geography of the area.



Appendix C

Saffron Lane Estate

Priority SOAs ranking 5, 8, 11 and 19

Note – the precise area for Neighbourhood Management could be extended beyond the SOA boundaries to fit the actual physical and community geography of the area.



Neighbourhood Management – Government’s suggested annual budget

	£
Neighbourhood Manager	
1 Neighbourhood Manager @ £50,000 + 22% on costs	61,000
1 policy research & monitoring post @ £28k +22% on costs	34,000
Administrators @ £16k and 14k + 22% on costs	37,000
Leverage funding	100,000
Neighbourhood wardens	
4 wardens@ £19k + 22% on costs	93,000
1 warden supervisor @£25k + 22% on costs	30,500
Warden uniforms and equipment	10,000
Warden project costs (graffiti clearance etc)	5,000
Community empowerment	
1 community development worker @ £25k + 22% on costs	30,500
3 resident outreach workers (p/t)	15,000
Small grants Community Chest	40,000
Other associated direct costs including training programme	25,000

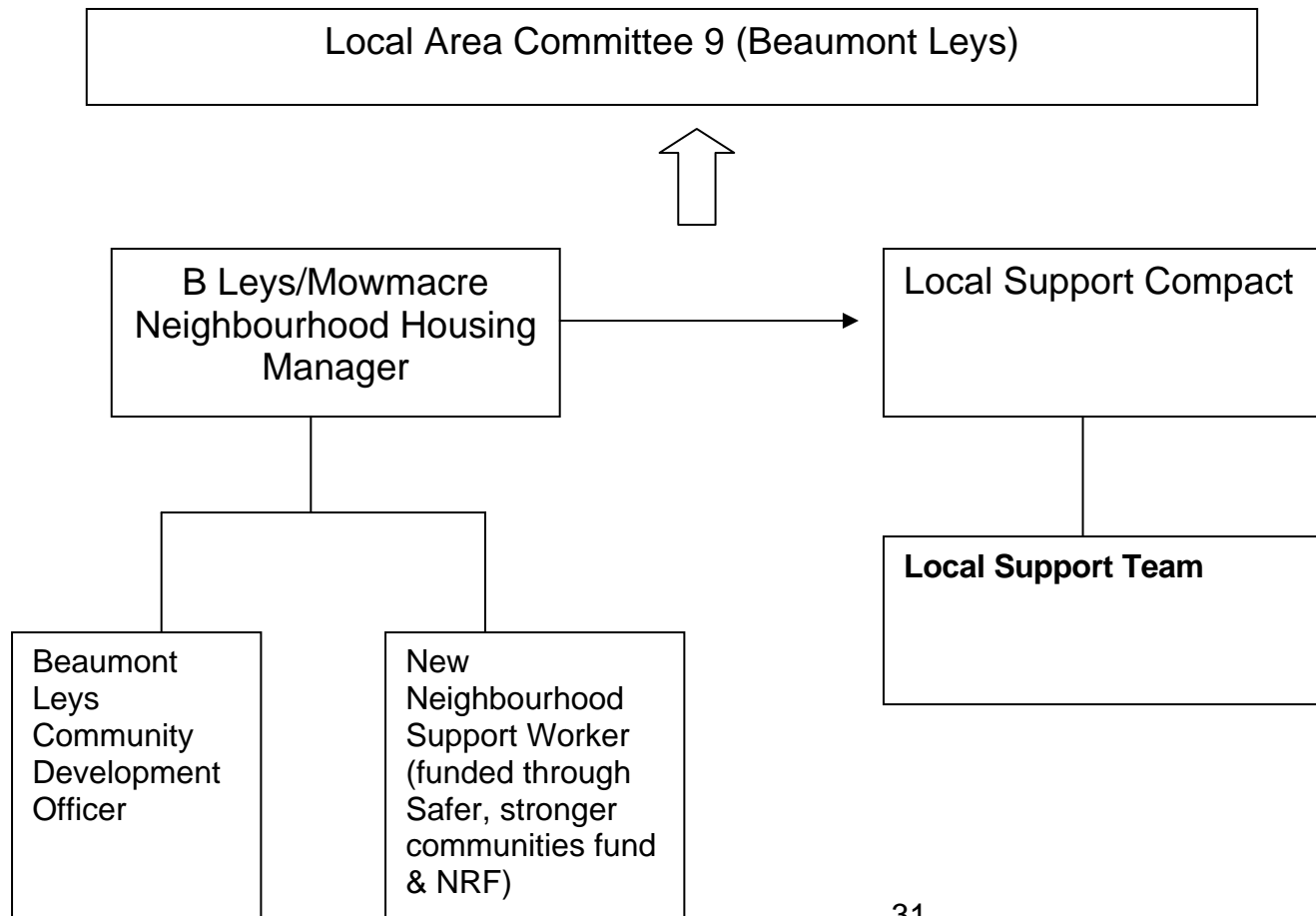
Overheads

Premises and running costs	5,000
Consultancy training, finance, monitoring etc	30,000

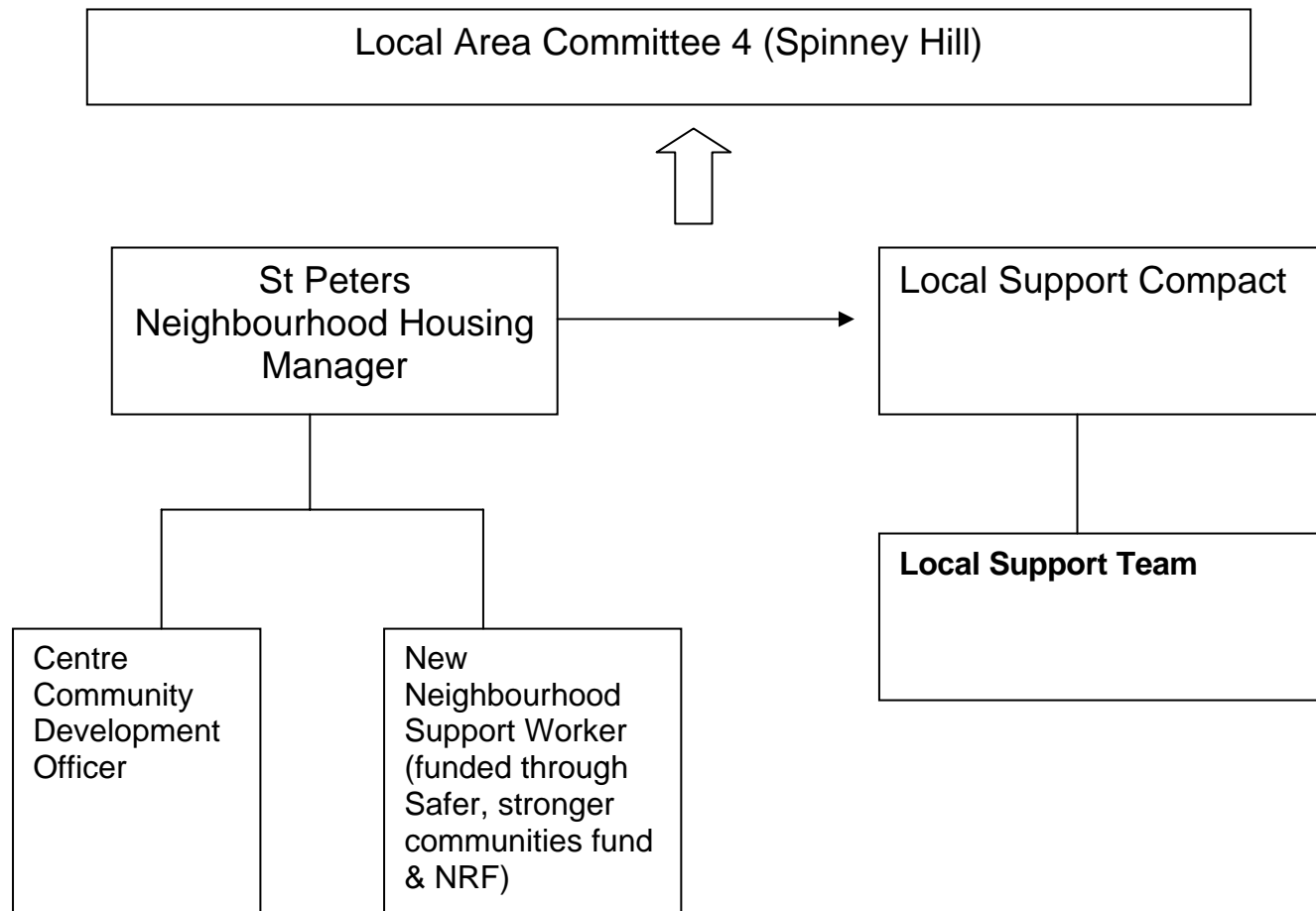
Total annual full project cost per scheme 516,000

Options 2 and 5 – ‘Grow your own’ in Beaumont Leys, Mowmacre, New Parks and St Peters

a) **Beaumont Leys / Mowmacre – 4 super output areas in the 5% most deprived neighbourhoods.**

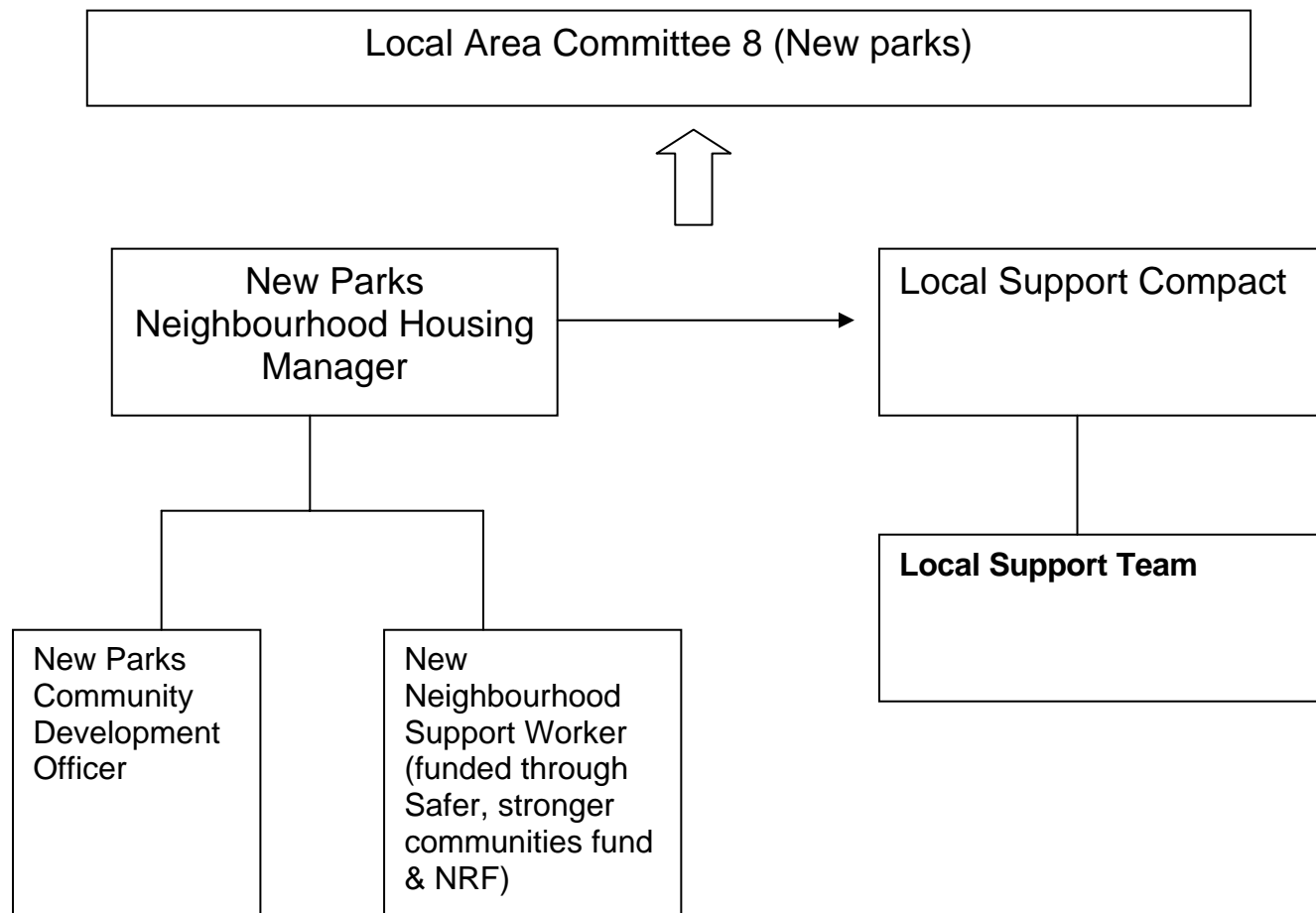


b) St Peters – 3 Super output areas in 5% most deprived neighbourhoods.



Local Support Team
Each local support team will consist of key service providers and agencies operating in the local area. These are likely to include:

c) New Parks – 2 Super Output Areas in 5% most deprived neighbourhoods.



Local Support Team
Each local support team will consist of key service providers and agencies operating in the local area. These are likely to include:

