

Leicester
City Council

WARDS AFFECTED
All wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**LEICESTER PARTNERSHIP EXECUTIVE BOARD
CABINET
SAFER, STRONGER COMMUNITIES PARTNERSHIP**

**26th April 2006
15th May 2006
5th June 2006**

NEIGHBOURHOOD MANAGEMENT

Report of the Corporate Director of Housing

1. PURPOSE OF REPORT

This report seeks decisions to take Neighbourhood Management arrangements forward in the five priority neighbourhoods for neighbourhood renewal in Leicester.

2. SUMMARY

In November and December 2005 the Leicester Partnership and the Council Cabinet decided to use Government funding available through the Neighbourhood Element of the Safer Stronger Communities Fund to set up Neighbourhood Management arrangements in the five most deprived neighbourhoods of Leicester.

The arrangements will help to achieve some of the key outcomes in the Strategy for Leicester and Local Area Agreement to narrow the deprivation gap. And, alongside the development of Area Committees, they will make a key contribution to implementing the 'neighbourhood working' component of the Leicester Partnership's Improvement Plan.

In deprived neighbourhoods, currently no one has the job of pulling together the complex array of statutory service provision and voluntary and community activity to achieve key targets. So Neighbourhood Management is a model favoured by the Government for tackling deprivation, as a result of the success of a number of schemes elsewhere in the country.

Neighbourhood Management will form a key approach to implementing our Local Area Agreement 2006-2009, which includes the mandatory outcome: *to improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery.* (SSC. 13)

The Safer, Stronger Communities Partnership will act as the 'home' partnership for Neighbourhood Management, however Neighbourhood Management will help us to deliver outcomes in all the blocks of the LAA..

3. RECOMMENDATIONS

It is recommended that: -

- a) the boundaries of the neighbourhoods to be targeted for Neighbourhood Management shown in Appendix A of the appended draft plan are agreed;
- b) the staffing and budget plan in Section 3 is agreed;
- c) the potential mainstreaming costs of the project in years 3 and 4, i.e. of £103,200 in 2008-9 and £258,000 in 2009-10 to be met by partners are noted;
- d) the arrangements for Neighbourhood Boards in the five neighbourhoods and their relationship with Area Committees and Crime and Disorder Joint Action Groups described in Section 4 are agreed;
- e) the Leicester Partnership/Council note the arrangements set out in Section 5 for commissioning community engagement work to support neighbourhood management in the five areas from the Leicester Community Network and chooses one of the following options: -
 - 1. To not provide additional funding to SCP Team beyond the passported £166,700 and NRF funding of £90,050, for 2006-7, and to request support for Neighbourhood Management from these existing resources;
 - 2. To instruct Neighbourhood Managers in all 5 areas to commission any additional community engagement which they require from the SCPT and pay for it from their Neighbourhood Element budgets; or:
 - 3. To top slice some of the running costs allocated to the Neighbourhood Managers to be given at the outset to support the SCPT

Members are asked to note that Option 1 was recommended at the 26th April meeting of the Leicester Partnership Executive Board

- f) the plans described in Section 6 to develop the use of Neighbourhood Wardens in the priority neighbourhoods are noted.

4. FINANCIAL IMPLICATIONS

Leicester will receive, through the Local Area Agreement, 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 total forecast cost of the Neighbourhood Management initiative is £2,112,000 over the 4 years. In addition to the Safer, Stronger Community grant funding of £1,599,600, budget (in the form of contributions in kind) totalling £151.2k from within the Housing Department's existing budgets has been identified by the Director of Housing.

There remains a funding gap of £103,200 in year 3 and £258,000 in year 4, a total shortfall of £361,200. Should the project proceed in accordance with the current proposals, this sum would fall to be met by the partners to the Local Area Agreement, including the City Council.

In addition to the above, the Government has agreed to make direct payments totalling £166,700 from the Safer, Stronger Communities Fund to support the Single Community Programme Team working at Voluntary Action Leicester.

Andy Morley, Chief Accountant

5. LEGAL IMPLICATIONS

The Council has the discretion to set up Neighbourhood Boards as consultative forums, which can be flexible regarding their membership, and can include elected Members. Ultimate accountability for spending the Neighbourhood Element fund allocated to the neighbourhood will rest with the Council, through the Neighbourhood Manager. The Board can establish links with the local Area Committee.

To establish the Boards as sub committees of the Area Committees triggers a range of constraints regarding membership, remit and decision making powers. It is assumed that this is not required at this stage. *Peter Nicholls, Assistant Head of Legal Services*

6. REPORT AUTHORS

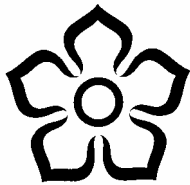
Cathy Carter, Policy & Performance Team, Chief Executives Office, x6719

Pat Hobbs, Service Director, ext 6803

David Taylor, Landlord Services Manager, ext 6806

DECISION STATUS

Key Decision	No
Reason	N/A
Appeared in Forward Plan	No
Executive or Council Decision	Executive (Cabinet)



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All wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**LEICESTER PARTNERSHIP EXECUTIVE BOARD
CABINET
SAFER, STRONGER COMMUNITIES PARTNERSHIP**

**26th April 2006
15th May 2006
5th June 2006**

NEIGHBOURHOOD MANAGEMENT

SUPPORTING INFORMATION

1. LEICESTER'S PROPOSAL FOR THE NEIGHBOURHOOD ELEMENT

In November and December 2005 the Leicester Partnership and the Council Cabinet decided to use the Neighbourhood Element of the Safer Stronger Communities Fund to set up Neighbourhood Management arrangements in the five most deprived neighbourhoods of Leicester.

The approach agreed was 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. It was also agreed to set up 'own grown' neighbourhood management, leadership and partnership working in the three other priority neighbourhoods of, St. Peters, New Parks and Beaumont Leys / Mowmacre building on the role of Neighbourhood Housing Managers.

The second draft plan for GOEM appended shows maps of the proposed neighbourhoods. These are centred on the Lower Super Output Areas in the bottom 5 % nationally, but also drawn to reflect the natural boundaries of the neighbourhoods.

Our proposal to take this approach was submitted to GOEM on 3rd February alongside the penultimate draft of the Local Agreement.

GOEM's response to the first draft was -

"We are pleased with the first draft. The strategy and rationale are fine and we are content with the proposed timetable for further activity. It was suggested that the document should refer to the LAA in the opening section, although we can discuss this when we next meet. We will look for more detail regarding targets/impacts for each area and more detail about how the community will be involved in the next draft".

The latest version of the second draft plan due for submission on 12th May is appended.

2. IMPLEMENTATION PLAN FOR 2006

Work Completed

There have been three key developments so far in taking forward this project: -

Draft Neighbourhood Element Plans – submitted to GOEM on the 3rd February and 12th May .

Community conference – held on the 23rd February at the Tigers Ground. Key community figures and service managers from each of the five neighbourhoods were brought together to hear about the neighbourhood element programme and to debate the best way to take it forward in practice in their neighbourhoods.

We are assimilating the issues and ideas put forward at the conference and will take them on board in the further development of the work in each neighbourhood.

Learning lessons and getting good ideas from Braunstone and from a successful Neighbourhood Management pathfinder in Staveley near Chesterfield.

Work Planned

Our timetable of work for 2006 is -

Spring Setting baselines for neighbourhood action plans in each of the five neighbourhoods

- carrying out further analyses of the data in the Index of Deprivation to bring it further up to date if necessary;
- where appropriate, gathering data for each neighbourhood against the relevant performance indicators in the Local Area Agreement; and
- assessing each neighbourhood in relation to NRF floor targets. This work is being carried out as part of the wider Floor Target Action Planning process for the Leicester Partnership.

Carrying out further community engagement in each neighbourhood to develop neighbourhood action plans

August Staff recruitment complete.

September Neighbourhood Boards set up.

October/November Neighbourhood action plans finalised.

3. BUDGETS AND STAFFING

Neighbourhood Element Fund

The Neighbourhood Element fund amounts to a total of £1,599,600 over 4 years. 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 Councils to sustain the approach once Government funding is withdrawn – assuming the arrangements are considered to be effective:

Year	Neighbourhood Element Taper	Neighbourhood Element Amount	Council Housing Contribution	Proposed LP / Council Contribution	Total
2006-07	80%	£412,800	£25,200	0	£438,000
2007-08	100%	£516,000	£42,000	0	£558,000
2008-09	80%	£412,800	£42,000	£103,200	£558,000
2009-10	50%	£258,000	£42,000	£258,000	£558,000
TOTAL		£1,599,600	£151,200	£361,200	£2,112,000

Towards 2010 the project will be further evaluated before the Council and Leicester Partnership decide on future arrangements.

An indicative budget plan is set out in Table 1 at the end of this report.

Accountability

As with most neighbourhood management arrangements nationally, the Neighbourhood Manager will be accountable to their Neighbourhood Board, but will be employed by the Council. The Council will also be the accountable body for the Neighbourhood Element Fund. However, although the Council is the employer and accountable body, it is intended that the Neighbourhood Board rather than the Council will have the key role of determining the work of the manager.

Staffing

The staffing costs for Year 1 are based on 60% of full year costs, assuming staff are in post from the beginning of September.

The Council and the Leicester Partnership agreed to use the fund to recruit **two Neighbourhood Managers for St Matthews / St Marks and Saffron**. We have carried out a survey of Neighbourhood Management pathfinders to get information on the factors that are

critical to having a successful Neighbourhood Manager – the key skills, remuneration and reporting arrangements. We are basing our process for selecting these personnel on that experience.

In addition, the Council and the LP agreed to **develop the role of Housing Managers in the three other priority neighbourhoods**. These staff will be selected from amongst current Neighbourhood Housing Managers and will receive an honorarium for acting as a Neighbourhood Manager for 35% of their week .

In both cases the purpose of these posts will be *to improve the quality of life for people in the neighbourhood, by joining up and bending mainstream resources to make them more responsive to local needs, and by involving residents, to achieve local aspirations and key floor targets in the area.*

It is critical that the neighbourhood managers have the support that is needed to work effectively. We are therefore planning to recruit three **Neighbourhood Management Assistants** to provide general support to the manager including policy, statistical analysis, arranging community events etc.

In addition there will be a need for additional **administrative and clerical support** that will be provided by two **Team Assistants**.

We aim to have staff in post by the end of August at the latest.

Running costs

The running costs have been allocated to reflect the Council and Leicester Partnership's decision to concentrate the Neighbourhood Element Fund in the two highest priority neighbourhoods of St Matthews / St Marks and Saffron. However, it is also recognised that the Housing based approach will also need some support, so £15,000 has also been allocated to each of those three areas. Along with the costs of the Housing Managers' time it must be noted that the Housing Department will provide other 'in kind' support in the form of the use of offices, IT, equipment and staff training.

A more detailed budget plan will be developed for each neighbourhood based on the master budget plan in the table below. The 'running costs' can be used to fund communications in the neighbourhood, community engagement, community grants to deliver agreed outcomes in the delivery plan for the neighbourhood, and leverage to enable neighbourhood managers to offer immediate funding for improving local services through pilot/demonstration projects; for example by experimenting with innovative approaches.

Mainstreaming and other funds

The key to the sustainability of the arrangements will be that the neighbourhood are able to bend mainstream funding through changing the way services are delivered to better achieve the agreed outcomes for that neighbourhood. Each neighbourhood will also be encouraged to seek additional funding from other sources where possible. In addition, they will work with groups and service providers to make the proposals for NRF funding to support the achievement of priority targets.

4. NEIGHBOURHOOD BOARDS AND LINKS TO AREA COMMITTEES AND CRIME AND DISORDER JOINT ACTION GROUPS

Neighbourhood Board links

The agenda for citizen involvement and local working agenda is developing fast, both for local government and for other key agencies such as the police and health. It is important that these arrangements are as coordinated and as understandable as possible, both for service providers and for local people themselves.

It has been suggested that the emerging Area Committees should provide the fulcrum for local working in the city, acting as the hub for political accountability and partnership working. As such, other neighbourhood arrangements – which are either neighbourhood based at a lower geographic level than the Area Committees, and / or thematic arrangements such as JAGs should work to Area Committees.

In the case of the Neighbourhood Boards, we propose that they link closely to their local Area Committee. In practice this could mean that the Area Committees could ask to support the final Neighbourhood Action Plan and ask for periodic reports on progress with its implementation.

In addition, Ward Councillors will also be key and / or lead members of the Neighbourhood Boards – directly providing an important level of political accountability and leadership to the scheme.

Neighbourhood Boards

Establishing close working relationships and good governance are key to making Neighbourhood Management work. In existing Neighbourhood Management schemes, a Neighbourhood Board usually coordinates and drives the Neighbourhood Management scheme, supported by task and theme groups that report in to it.

Neighbourhood Boards are normally formally constituted, and the NM pathfinders are usually unincorporated partnerships, with the Council acting as the accountable body.

Elsewhere nationally there are high levels of partner, Councillor and resident involvement in the existing schemes and boards vary as to whether residents are in the majority on the Board and / or chair it.

National evaluations also found that task or thematic sub groups working to the Neighbourhood Board are an important and effective way of getting things done. Some sub groups can consist of just residents.

Attached at Appendix A of the Draft Report to GOEM are proposals for terms of reference for Leicester's Neighbourhood Boards. These proposals are based on existing terms of reference being used in NM pathfinders.

5. COMMUNITY INVOLVEMENT AND LEICESTER COMMUNITY NETWORK

Community involvement is at the heart of the Neighbourhood Management model, and a range of work will be needed to develop and support residents to engage in the process – from resident board members at one end of the spectrum, through helping people engage in thematic or task groups and consultation, to ensuring that everyone in the neighbourhood is, as a minimum, informed about what is going on.

In 2006 the Community Empowerment Network underwent a successful Fitness for Purpose Assessment by GOEM. As a consequence, £166,700 will be passported from the Safer Stronger Communities Fund, which will pay for the costs of supporting the Single Community Programme (SCP) Team at VAL. On 26th April the Leicester Partnership Executive Board also agreed to provide a further £90,050 from the NRF fund for 2006-07, making a total of £261,750.

Government guidance says that community engagement is a key element of Neighbourhood Management. The Leicester Partnership and Council therefore have three options: -

- 1) To not provide additional funding to SCP Team beyond the already agreed passported £166,700 and NRF funding of £90,050, and to request support for Neighbourhood Management from these existing resources;
- 2) To instruct Neighbourhood Managers in all 5 areas to commission any additional community engagement which they require from the SCPT and pay for it from their Neighbourhood Element budgets; or:
- 3) To top slice some of the running costs allocated to the Neighbourhood Managers to be given at the outset to support the SCPT.

Option 1 was recommended at the 26th April meeting of the Leicester Partnership Executive Board

The role of the SCP Team will be to undertake work commissioned by the Neighbourhood Manager on behalf of the Neighbourhood Board and the Area Committees. The work will build capacity amongst residents and help them to engage at the appropriate level in the Neighbourhood Management arrangements. Its work will also help communities understand why there is a need to set local priorities, as it will be impossible to achieve everything residents would like to see.

Examples of the kinds of activity this could entail are:

- Identifying and supporting residents to work with Neighbourhood Boards
- Organising capacity building activities such as training
- Organising community engagement events such as meetings, workshops, patch walks etc,
- Communication and liaison with voluntary and community organisations in the area e.g. members of the Community Empowerment Network

The purpose of community engagement in the Neighbourhood Management areas is to make better decisions about how services are delivered and problems solved, to empower the community to take an active and responsible role themselves, and collaborate effectively with other sectors in achieving change. It will make us better able to achieve the outcomes set out in the Local Area Agreement in deprived neighbourhoods.

More specifically, the success of community engagement in these neighbourhoods will be measured by specific performance indicators in the Local Area Agreement that support the key agreed outcome *SSC4 – to empower local people to have a greater voice and influence over decision making and the delivery of services.*

6. NEIGHBOURHOOD WARDENS

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. The Council is currently examining this approach; hoping to coordinate existing resources and develop it in the near future. When implemented it will be an integral part of the Neighbourhood Management arrangements.

7. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

Financial Implications

Leicester will receive, through the Local Area Agreement, 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 total forecast cost of the Neighbourhood Management initiative is £2,112,000 over the 4 years. In addition to the Safer, Stronger Community grant funding of £1,599,600, budget (in the form of contributions in kind) totalling £151.2k from within the Housing Department's existing budgets has been identified by the Director of Housing.

There remains a funding gap of £103,200 in year 3 and £258,000 in year 4, a total shortfall of £361,200. Should the project proceed in accordance with the current proposals, this sum would fall to be met by the partners to the Local Area Agreement, including the City Council.

In addition to the above, the Government has agreed to make direct payments totalling £166,700 from the Safer, Stronger Communities Fund to support the Community Programme Team working at Voluntary Action Leicester.

Andy Morley, Chief Accountant

Legal Implications

The Council has the discretion to set up Neighbourhood Boards as consultative forums, which can be flexible regarding their membership, and can include elected Members. Ultimate accountability for spending the Neighbourhood Element fund allocated to the neighbourhood will rest with the Council, through the Neighbourhood Manager. The Board can establish links with the local Area Committee.

To establish the Boards as sub committees of the Area Committees triggers a range of constraints regarding membership, remit and decision making powers. It is assumed that this is not required at this stage.

Peter Nicholls, Assistant Head of Legal Services

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 improvements in neighbourhoods
Policy		
Sustainable and Environmental		
Crime and Disorder		
Human Rights Act		
Older People /People on Low Income		

8. BACKGROUND PAPERS

Neighbourhood Element of the Safer Stronger Communities Fund	
Leicester Partnership Coordinating Group	12 th October 2005
Local Area Agreement Leadership Group	17 th October 2005
Leicester Partnership	9 th November 2005
Cabinet	5 th December 2005

9. REPORT AUTHORS

Cathy Carter, Policy & Performance Team, Chief Executives Office, ext 6719
Pat Hobbs, Service Director, Housing ext. 6803
David Taylor, Landlord Services Manager, Housing ext 6806

TABLE 1 - NEIGHBOURHOOD MANAGEMENT BUDGET PLAN

	Year 1 (Sept) 2006 –07 £s		Year 2 2007-08 £s		Year 3 2008–09 £s		Year 4 2009-10 £s	
	NE Fund	Council / LP	NE Fund	Council / LP	NE Fund	Council / LP	NE Fund	Council / LP
2 Neighbourhood Managers for St Matthews / St Marks and Saffron at £40,000 pa plus 25% employment costs (LMSG grade 1).	60,000	0	100,000	0	100,000	0	100,000	0
3 Neighbourhood Managers for St Peters, New Parks and Beaumont Leys / Mowmacre using Neighbourhood Housing Managers for 35% of their time.	0	25,200 (Housing)	0	42,000 (Housing)	0	42,000 (Housing)	0	42,000 (Housing)
3 Neighbourhood Management Assistants at £24,000 pa plus 25% employment costs (SO grade).	54,000	0	90,000	0	90,000	0	90,000	0
2 Team Assistants at £16,000 pa plus 25% employment costs (Scale 3).	24,000	0	40,000	0	40,000	0	40,000	0
Neighbourhood Management programme running costs for St Matthews / St Marks and Saffron.	229,800 (114,900 each)	0	241,000 (120,500 each)	0	137,800 (68,900)	103,200 (51,600 each)	0	241,000 (120,500 each)
Neighbourhood Management programme running costs for St Peters, New Parks and Beaumont Leys / Mowmacre.	45,000 (15,000 each)	0	45,000 (15,000 each)	0	45,000 (15,000 each)	0	28,000 (9,333 each)	17,000 (5,666 each)
Total	412,800	25,200	516,000	42,000	412,800	145,200	258,000	300,000
Annual total	438,000		558,000		558,000		558,000	
Programme total	2,112,000							

[DRAFT 3rd May 2006]

Developing Neighbourhood Management in Leicester

Second draft plan for the Neighbourhood Element of the Safer Stronger Communities Fund in Leicester

12th May 2006



1. A brief strategy for the 'neighbourhood element' in Leicester

We will use the Neighbourhood Element of the Safer Stronger Communities Fund to create a shift in the development of neighbourhood management for Leicester's most deprived neighbourhoods.

Leicester's Local Area Agreement 2006-2009 includes the mandatory outcome: *to improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery. (SSC. 13)*

Under this outcome in our LAA document, we have identified a range of specific targets across the four blocks that we will particularly be able to impact on in priority neighbourhoods using neighbourhood management arrangements.

To develop our arrangements in Leicester, we firstly propose to split most of the Neighbourhood Element fund between St Matthews/ St Marks and Saffron Lane Estate in order to appoint and support a Neighbourhood Manager in each of those areas as part of setting up neighbourhood management along the lines of the Government's pathfinder model.

Secondly, we will also develop an innovative 'grow your own' approach to neighbourhood management in three other priority neighbourhoods – Beaumont Leys / Mowmacre, St Peters and New Parks. In these areas we will develop and support three Neighbourhood Housing Managers to become Neighbourhood Managers in their areas, with the help of dedicated support officers.

In each of the five areas we will create a neighbourhood board of Councillors, residents and agencies, supported by the work of the Leicester Community Network.

We want to use this Housing based approach to help us understand how far our current mainstream infrastructure can deliver change *without* major extra funding.

Our view is that a Housing based approach is particularly appropriate given that our priority neighbourhoods lie in predominantly Council housing estates, where experienced Housing Managers are already working closely with local partners and the community in neighbourhoods.

Finally, the Braunstone Community Association is recognised nationally as one of the most successful New Deal for Communities schemes. They are also planning to pilot an improved approach to neighbourhood management, and they will be a key partner in supporting our learning about what works in neighbourhood management in priority areas.

Taken together, these approaches to neighbourhood management will give us a comprehensive foundation for learning about and delivering change in deprived areas, to improve the quality of life for people who live there. We will develop plans to deliver on neighbourhood renewal targets and on community aspirations in each area, working with local people and local partners to understand the precise nature of deprivation in each area, and to develop tailored interventions to tackle them.

At the same time we will bring decision makers closer to communities through the development of our Area Committees, Crime and Disorder Joint Action Groups and support for community involvement.

In the next few years we want to have a clear idea of how to invest mainstream funds in creating a sustainable infrastructure for neighbourhood management when Government regeneration funding expires. We want to have an essentially three tiered approach to neighbourhood renewal – city wide, area (area committees), and neighbourhood management in priority neighbourhoods.

In each of the three tiers we want to develop appropriate arrangements for governance, and for the implementation of the Strategy for Leicester (which includes our Neighbourhood Renewal Strategy), through the implementation of our Local Area Agreement.

2. The chosen neighbourhoods and the rationale behind the process for selecting these areas

The Government's criteria for eligibility for the Neighbourhood Element funding uses a cut off point of Lower Super Output Areas (LSOAs) that fall in the bottom 3% nationally of the Index of Deprivation 2004.

However, in July 2005, the Leicester Partnership agreed that its Neighbourhood Renewal Strategy would focus on the bottom 5%; so it is largely at this level that we will focus our development of neighbourhood management.

The priority LSOAs in the bottom 5% fall into seven clusters: the St Matthews / St Marks estate, St Peters, the City Centre, Saffron Lane Estate, Braunstone, New Parks and Beaumont Leys.

Braunstone is an NDC area therefore it will not be subject to the new Neighbourhood Element arrangements.

The City Centre presents a number of unique issues. We believe that its ranking in the Index of Deprivation has to do with there being high levels of unemployment / low income amongst people registered as living in the city centre who are actually living in hostels. The data is also likely to have included refugees who were being temporarily housed in a city centre hotel at the time of data collection. These people are also more likely to experience poor health compared to other residents, and experience barriers to housing. It is possible that these factors, coupled with issues about traffic accidents, air quality and crime in the city centre have

contributed to the city centre's overall high ranking in the ID. Because of the unique nature of these issues, and because they are being tackled through other measures, we do not feel that neighbourhood management would add value to tackling these problems in this area.

This leaves five priority neighbourhoods. Of the five, our top two priorities are St Matthews/St Marks estate, which includes two of the two most deprived LSOAs in the city, and Saffron Lane Estate, which contains the biggest cluster of LSOAs (four) in Leicester in the bottom 5% nationally. In these two areas we will develop neighbourhood management along the lines of the Government pathfinder models, bringing in a new neighbourhood manager with support in each area.

Selecting two quite different areas as our main priorities - one inner city and one outer area - will 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 could be delivered.

The other three areas are St Peters, New Parks and Beaumont Leys.

In deciding our approach to choosing neighbourhoods we have aimed to get a good balance between making sure we are focussing on the most deprived LSOAs, but also reflecting the 'real geography' that exists on the ground. These 'real' areas better reflect current activities, to form sensible boundaries for community engagement, service innovations and interventions.

Appendix C shows the proposed boundaries of the five areas in which we intend to focus the development of neighbourhood management, including the priority LSOAs within those areas. We intend to ensure that the neighbourhoods chosen reflect the most deprived areas as evidenced by deprivation data. But over the next few months we would also like to further discuss these boundaries with people living and working in each of the areas, to make sure that they also reflect the perspectives of people who know those neighbourhoods best.

3. Activity already taking place in the chosen neighbourhoods to deliver LAA/SSCF outcomes, and an explanation of how these will align with the neighbourhood element activity

In all of the chosen neighbourhoods, there is a wide and complex range of activity being carried out by the public sector and the voluntary and community sector to tackle the issues represented by LAA outcomes.

Appendix B sets out an initial analysis of some of the key activities being undertaken in the chosen neighbourhoods beyond the core functions of the local authority and other key service providers such as the Police and NHS.

We believe that one of the main ways in which neighbourhood management can add value is in taking an overview of the full range of activity and intervention, and rationalising and pulling it together to create a more collaborative and purposeful drive towards achieving the relevant outcomes in our Local Area Agreement.

As part of this process, each neighbourhood manager will be required to undertake a more comprehensive audit of current activities that contribute to the priorities for that neighbourhood. They will identify whether those activities –

- address the areas of need
- are focussed where they should be; and
- are achieving what they should

This assessment will then inform Neighbourhood Action Plan for each area to address the gaps.

4. Community Involvement

Community involvement will be is critical to the success of our neighbourhood management schemes. The real added value of neighbourhood working is to get the insight and the potential power of the community on board with solving problems, and to develop the capacity of the community itself to take the key role in shaping the quality of life in their own neighbourhoods.

At one end of the spectrum, residents will be at the core of the arrangements as members of the Neighbourhood Management Board, alongside local politicians, and supported by key agencies. Residents will also be involved in developing and implementing the Neighbourhood Action Plan. Any consultation or research carried out in the neighbourhood will need to include properly representative samples. And every resident will, as a minimum, at least know about the scheme and know how they can use it or contribute.

We want the community to help us shape the neighbourhood management arrangements right from the start. To kick start this process we held a Community Conference on Neighbourhood Management in Leicester on the 23rd February 2006. At the conference, key community figures and service managers from each of the five neighbourhoods were brought together to hear about the neighbourhood element programme and to debate the best way to take it forward in practice in their own neighbourhoods.

We are assimilating the issues and ideas put forward at the conference and will take them on board in the further development of the work. Our next step will be to hold a separate event in each neighbourhood to engage a wider group of people, to help make more specific decisions about the arrangements in the area, and to start to develop the Neighbourhood Action Plans.

The Neighbourhood Managers will need support to carry out work such as communications, supporting residents to get involved, and holding events.

In 2006 Leicester's Community Network underwent a successful Fitness for Purpose Assessment by GOEM. As a consequence, £166,700 will be passported from the Safer Stronger Communities Fund, to support the costs of employing the Single Community Programme Team at Voluntary Action Leicester. An additional £95,050 will also be provided from the NRF in 2006-07

The SCP Team will support the Neighbourhood Managers in these areas to build capacity amongst residents and help them to engage at the appropriate level in the Neighbourhood Management arrangements.

Examples of the kinds of activity this could entail are:

- Identifying and supporting people to become involved in the Neighbourhood Boards
- Organising capacity building activities such as training and development
- Organising community engagement events such as meetings, workshops, patch walks etc,
- Communication and liaison with voluntary and community organisations in the area, for example through the Leicester Community Network

The purpose of community engagement in the Neighbourhood Management areas will be to make better decisions about how services are delivered and problems solved, to empower the community to take an active and responsible role themselves, and collaborate effectively with other sectors in achieving change.

More specifically, the success of community engagement in these neighbourhoods will be measured by specific performance indicators in our Local Area Agreement that support the key agreed outcome *SSC4 – to empower local people to have a greater voice and influence over decision making and the delivery of services*. Our Leicester Residents Survey (MORI 2005) has given us baseline data against the performance indicators that support this outcome.

5. Neighbourhood Management arrangements and other area based arrangements in Leicester

Since Autumn 2004, Leicester has been developing area based working through setting up Area Committees. The city has been divided into nine areas, based on groupings of 2-3 wards.



So far Area Committees have been set up in four areas – 2, 4, 6 and 7, and it is intended to set up the other five in the future.

The agenda for citizen involvement and local working is developing fast, both for local government and for other key agencies such as the Police and Health. So it is important that locally these arrangements are as coordinated and as comprehensible as possible, both for service providers and for local people themselves.

To help this, we propose that the emerging Area Committees should provide the fulcrum for local working in the city, acting as the hub for political accountability and partnership working in each area. As such, other neighbourhood arrangements – which are either

neighbourhood based at a lower geographic level than the Area Committees, and / or thematic arrangements such as Police Joint Action Groups (JAGs) or Housing Community Associations, should work to Area Committees.

In the case of the Neighbourhood Boards, we propose that they link closely to their local Area Committee. In practice this could mean that the Area Committees could ask to support the final Neighbourhood Action Plan and ask for periodic reports on progress with its implementation. In addition, Ward Councillors will also be key and / or lead members of the Neighbourhood Boards themselves– directly providing an important level of political accountability and leadership to the schemes.

Since October 2005, Leicester has also set up nine Joint Action Groups, based on the boundaries of the Local Policing Units in the city. JAGs are:

multi agency problem solving forums...brought together to speedily address community safety issues... caused by problem individuals and families that are disruptive to the community, as well as locations and issues that have become a cause for concern...

Source: Crime and Disorder Joint Action Groups Terms of Reference

As part of the current review of Policing boundaries, Leicestershire Constabulary is consulting on a proposal to restructure Local Policing Units (and therefore JAGS) in the city to match with the boundaries for Area Committees. If agreed, this arrangement will come into force on 1st April 2007, and will considerably strengthen joint working between the Area Committees and the Police. Community safety is one of the main areas that we know from Government evaluations of the Neighbourhood Management Pathfinders can be very effectively influenced by neighbourhood management arrangements. We therefore see JAGs as the key delivery mechanism for community safety for the Area Committees on an area basis, and for the Neighbourhood Boards in the priority neighbourhoods.

This is further strengthened by the wider development of neighbourhood policing in the city; currently the Police are implementing plans to strengthen the deployment of resources in the priority neighbourhoods, based on the experience of the Reassurance Policing project.

6. Neighbourhood Management arrangements and links with other service providers

The Neighbourhood Managers and Neighbourhood Boards will work closely with service providers in their neighbourhoods. The draft Terms of Reference for Neighbourhood Boards are set out at Appendix C. The precise relationships that will be needed will largely be determined by the priorities that are identified for each neighbourhood. For example where employment is identified as a top priority in a neighbourhood the Neighbourhood Manager and Neighbourhood Board will need to work with agencies such as Job

Centre Plus, Business Link, EMDA and / or the Learning and Skills Council. For education relationships will need to be forged with local schools and schemes such as Sure Start, the Youth Service, local youth forums, and the new Children's Centres.

The relationships will be developed in a number of ways, for example:

- the Neighbourhood Manager establishing a working relationship with the relevant service provider
- inviting service providers on to the Neighbourhood Board or a task / theme group
- commissioning projects or additional activity from service providers
- lobbying and influencing service providers – using evidence and intelligence from the community's experiences of service delivery

7. Next Steps for 2006

We want to make sure that priorities, targets and impacts for each neighbourhood are determined through a robust process of data analysis and discussions with key people and communities in the areas concerned.

To get us to the position of having five action plans containing the priorities, outcomes and targets in each neighbourhood, the main steps for 2006 will be -

Winter	First draft plan – 3 rd February Neighbourhood Management Conference held to raise awareness and kick start community engagement in the new arrangements- 23 rd February
Spring	Wider community engagement in developing neighbourhood action plans Leicester Partnership Floor Target Action Plans agreed Second draft plan -12 th May
Summer	Staff recruitment complete

Autumn

Neighbourhood Boards set up
Final neighbourhood action plans agreed

8. Setting baselines and identifying priorities for each neighbourhood

Establishing sound and appropriate baselines, and putting in place effective arrangements for ongoing data collection will be one of the keys to the effective performance management of our neighbourhood management arrangements.

One of our main points of reference will be the Index of Deprivation 2004.

Appendix D shows the ranking of each of the priority LSOAs in the chosen neighbourhoods in each of the seven domains of the ID: income, employment, health, education, housing, crime and environment.

In addition to the data listed above, we have also identified a number of other sources of baseline data. In particular we believe that it is important to recognise that the perceptions and attitudes of residents are often as equally valid in measuring the quality of life in a neighbourhood as so called 'hard' data. We will therefore use research such as a 2003–04 BVPI survey of tenants and other opinion research to establish baselines in public attitude.

We have also met with key staff at Braunstone specifically to learn lessons from them about baselines, to look at how the Braunstone Community Association's performance is measured, and what, with hindsight, they would suggest measuring from the start of any new arrangement. We have a number of ideas from these discussions, such as house prices, house insurance rates and the sustainability of tenancies. We will think about these further as potential performance indicators. We are also interested in key indicators that relate to the new Respect agenda, for example ASB reports, as Respect will be reflected in a new mandatory LAA outcome, and neighbourhood management will be one of the main mechanisms by which we could take it forward.

Our starting point for identifying priorities is to look at floor target data to identify the biggest gaps in each neighbourhood. In addition we know, for example from our own experience and from through the recent evaluation of Neighbourhood Management pathfinders (ODPM March 2006 *Neighbourhood Management - at the Turning Point?*) that neighbourhood management best lends itself to making improvements in community safety and environmental issues, so all five neighbourhoods will set targets on these issues, linking to the development of neighbourhood policing in those areas, the introduction of a Single Non Emergency Number for reporting problems, and the setting up of an Interagency Community Safety Bureau to analyse and map environmental and community safety problems in near 'real time'.

The Leicester Partnership is currently undertaking a Floor Target Action Planning process, and as part of this has identified the three biggest gaps for our priority neighbourhoods -

[further work to be carried out by block leads on floor targets action plans to be inserted here]

St Matthews / St Marks

- 1) Reduce gap between St Matthews / St Marks and City average for the numbers of residents in employment.
- 2) Improve environmental issues in St Matthews / St Marks area.
- 3) Bring private sector housing up to decency standard.

Saffron Lane Estate

- 1) Improve educational achievements at critical key stages in Saffron area.
- 2) Reduce gap between Saffron and the average for the rest of the City in life expectancy.
- 3) Reduce gap between Saffron and City average for the numbers of residents in employment, education and training.

St Peters Estate

- 1) Improve environmental issues in St Peters.
- 2) Bring private sector housing up to decency standard.
- 3) Reduce gap between St Peters and City average for the numbers of residents in employment.

New Parks

- 1) To reduce the fear of crime and improve community safety in New Parks.
- 2) Reduce gap between New Parks and the average for the rest of the City in life expectancy.
- 3) Reduce gap between New Parks and City average for the numbers of residents in employment.

Beaumont Leys / Mowmacre

- 1) To reduce the fear of crime and improve community safety in Beaumont Leys.
- 2) Reduce gap between Beaumont Leys and City average for the numbers of residents in employment.
- 3) Improve educational achievements at critical key stages in Beaumont Leys.

NOTE: - Much of the housing ranked worst in the Beaumont Leys super output area has been demolished and the site is being redeveloped.

This broadly cross-references the Floor Target Action Plans with the rankings of deprivation in each area. Further detailed work is being undertaken to the factors contributing to the levels of deprivation and this will be incorporated into the plan.

Neighbourhood Management Steering Group

Pat Hobbs	Service Director, Housing Management and Hostels Leicester City Council
Carol Varley	Director of Policy – Voluntary Action Leicester
Lorraine Proctor	Neighbourhood Renewal Officer Leicester Partnership Development Team
David Taylor	Head of Landlord Services - Leicester City Council
Mick O'Regan	Government Office for the East Midlands
Cathy Carter	Policy Officer - Leicester City Council

List of Appendices

Appendix A	Maps of the five chosen neighbourhoods for Neighbourhood Management showing priority LSOAs within them
Appendix B	Some of the key activities being undertaken in the five chosen neighbourhoods
Appendix C	Neighbourhood Boards
Appendix D	Ranking of the priority LSOAs in the five chosen neighbourhoods in each of the seven domains of the Index of Deprivation

Contact

Cathy Carter, Chief Executive's Office, Leicester City Council, 0116 252 6719, cathy.carter@leicester.gov.uk

APPENDIX A

Maps of the five chosen neighbourhoods for Neighbourhood Management showing priority LSOAs within them

APPENDIX B

Some of the key activities being undertaken in the five chosen neighbourhoods

ST PETERS ESTATE	GROUP	ACTIVITIES
Adhar Project 29 St Peters Road	Voluntary	Advice service for Asian people with mental health + carers
Care & Repair – 61 Evington Road	Voluntary	Older/disabled people – Housing repairs, improvements, adaptations for home owners and private tenants and benefit advice
Foundation Housing	Voluntary	Provides housing, hostel accommodation, care & advice for homeless people & support for Mental Health service users, especially those of African Caribbean origin.
Medway Bangladeshi Centre – St. Stephens Road	Voluntary	Targeting Bangladeshi Community – provides advice on employment, welfare rights
Akwaaba Ayeh – 40 Chandos Street	Voluntary	Advice and Info on general mental health and specific black mental health issues, services, diagnosis, treatments and rights. Age 18+
Leicestershire Ethnic Elder Advocacy Project 43 Chandos Street	Voluntary	Advice, assistance and support for older ethnic minority residents. Includes ESOL (English as a second language) classes.
Highfields Youth and Community Centre – Melbourne Road	Statutory	Youth activities for Highfields residents
African Caribbean Centre – Maidstone Road	Statutory	Activities for African community and black community
Shama Women's Centre- Sparkenhoe Street	Voluntary	Advice and assistance + support for Asian women + children provision of crèche facilities
Wesley Hall Community Centre	Voluntary	Advice and Assistance, immigration, welfare benefits, nationality, education and health Activities + rental for training and development
St Peters Health Centre	Statutory	Medical services to the community
Sure Start – Highfields	Statutory	Working with parents with children. As well as providing play activities, look at working with teenage mums, breastfeeding, and help during pregnancy, they have midwives, health workers,

ST PETERS ESTATE	GROUP	ACTIVITIES
		and play workers all working in the area.
Somali Development Services – 39 Abingdon Road	Voluntary	Offer a range of capacity building support to Somali groups in the area, youth services and education and ESOL.
Highfields Primary School	Statutory	Education Service
Medway Community Primary School	Statutory	Education Service
Moat Community College	Statutory	Education 11-16
Sparkenhoe Community Primary School	Statutory	Education
Uplands Infant School	Statutory	Education
Uplands Junior School	Statutory	Education
Highfields Library – Melbourne Road	Statutory	Provides reading material and services for all ages
Highfields Area Forum	Statutory	
HART – Residents & Tenants Association	Voluntary	Delivers improved community empowerment and involvement
Moat Residents Association	Voluntary	Delivers improved community empowerment and involvement
Pakistani Youth Centre – Melbourne Rd	Voluntary	Activities for the Pakistani community
Bangladeshi Youth & Cultural Shomiti	Voluntary	Provides education, recreation and cultural activities for people of Bangladeshi origin.
Muslim Khatri Association	Voluntary	Range of advice, support & activities for the local community – all age groups.
African Caribbean Citizens Forum	Voluntary	Provides various projects such as “Learning from our Elders” and ensuring that the views of the African Caribbean people are effectively represented and their cultural, economic, educational. Political and social needs are addressed.
Ward Councillors Surgeries	Voluntary?	Provides advice and assistance for residents in St. Peters/Highfields – conducted at St. Peters Housing Office

CHARNWOOD ESTATE	GROUP	ACTIVITIES
Charnwood Tenants Association	Voluntary	Delivers improved community empowerment and involvement
Charnwood Health Centre	Statutory	Provides medical services
Spinney Hill LPU – East Park Road	Statutory	Policing service in the Highfields and Charnwood
Spinney Hill Medical Centre	Statutory	Medical Services for the residents of Charnwood
Charnwood Housing Office	Statutory	Housing Services – Cash collection
Helena Roberts House	Statutory	Sheltered Housing for the Elderly
Hastings Nursery School	Statutory	Education

St MATTHEWS/MARKS ESTATE	GROUP	ACTIVITIES
St Matthews Tenants Association	Voluntary	Delivers improved community empowerment and involvement
Leicester Accident Prevention Scheme	Voluntary	Helps prevent accidents within the home.
Spence Street Leisure Centre	Statutory	Provision of leisure and sports facilities.
Belgrave Neighbourhood Centre	Statutory / Voluntary	Local community centre providing a wide range of services and classes incl anti natal classes, yoga and reflexology
Surestart – St Matthews / St Matthews Toy Library	Statutory	Working with parents with children. As well as providing play activities, look at working with teenage mums, breastfeeding, and help during pregnancy, they have midwives, health workers, and play workers all working in the area.
Healthy Income Project	Statutory	Provides benefit and income management advice with a focus on people with disabilities.
WERAS (Welfare and employment rights advice service)	Statutory	Provides advice and support to the whole community in relation to benefits and employment issues.

St MATTHEWS/MARKS ESTATE	GROUP	ACTIVITIES
Leicester Money Advice Service	Voluntary	Provides money advice services to the whole community
Connexions	Statutory	Advice and support service to young people. Includes education, training, employment and housing advice and support.
Adult Education Centre	Statutory	Further education facility for adults.
Environ	Voluntary	Provides recycled computers at a low cost. Undertakes environmental promotion activities.
STAR (Supporting Tenants and Residents) Malabar Road	Statutory	Provides Housing Related Support Services to a wide range of vulnerable people across all tenures.
Business 2 Business	Voluntary	Provides advice and support in gaining employment.
MOSAIC	Voluntary	Provides advocacy and support services to people with disabilities
Age Concern	Voluntary	Provides advice and support to older people.
St Matthews Library – Malabar Road	Statutory	Provides reading material and services for all ages
St Matthews Area Forum	Statutory	
St Matthews Housing Office	Statutory	Housing Services
St Marks Housing Office	Statutory	Housing Services
St Matthews Youth Project	Voluntary	Detached youth work project
The What Cabin	Voluntary	Detached youth work project
Taylor Road Primary School	Statutory	Education
Catherine Primary School	Statutory	Education
St. Matthews Community Solution Centre	Voluntary	Houses a number of Somali organisations delivering Youth & Sports activities.

St MATTHEWS/MARKS ESTATE	GROUP	ACTIVITIES
The Contact Project	Voluntary	Works with children & young people aged 5-19. Project supports excluded or at risk Children & Young people and liaises with schools & the LEA.
Minimum Wage Project	Voluntary	Advice project on working conditions/employment rights etc

NEW PARKS ESTATE	Group	ACTIVITIES
Youth Inclusion Project	Statutory	Preventative project working with vulnerable young people to undertake developmental and diversionary activities to improve school attendance and tackle problematic and anti social behaviour.
Targeted Youth Support Pathfinder	Statutory & Voluntary	Government pilot to co-ordinate and improve access to services for young people across the New Parks estate. Focusing on reducing anti-social and unacceptable behaviour.
New Parks Community Partnership		Made up of voluntary & community groups, residents, residents & tenants association, public sector (PCT & LCC) and local councillors.
Connexions	Statutory	Advice and support service to young people. Includes education, training, employment and housing advice and support.
Community Health Development Worker (Michelle Welland)	Statutory	Working on Healthy eating, smoking cessation and reducing unwanted teenage

NEW PARKS ESTATE	Group	ACTIVITIES
		pregnancy
SureStart	Statutory	Working with parents with children. As well as providing play activities, look at working with teenage mums, breastfeeding, and help during pregnancy, they have midwives, health workers, and play workers all working in the area.
Aikman Avenue Tenant and Resident Association	Voluntary	Looking after the interest of the tenants in the flats at Aikman Avenue.
New Parks Tenant & Resident Association	Voluntary	Delivers community empowerment and involvement
Hand in Hand Tenant & Resident Association	Voluntary	Offering housing advice for the tenants, councillor surgeries, mother & toddler groups, various youth activities, computers with internet access for community use, police surgeries also held at the office.
New Parks West Tenant & Residents Association	Voluntary	Delivers community empowerment and involvement
New Parks Local Policing Community Co-ordinator (Diane Jones)	Statutory	Neighbourhood Watch Schemes
Leicester Money Advice	Voluntary	Provides money advice services to the whole community.
Local Alchemy Project	NEF/ EMDA	A programme around shaping the work to integrate local economic actions – commenced April '05.
CEFET – Catalyst Fund (contact Noor)	Charitable	2 year funding awarded to NP working with the Leicestershire partnership in providing advice and funding to assist local people to start up their own

NEW PARKS ESTATE	Group	ACTIVITIES
		business. – commenced April '05
Princes Trust	Voluntary	Assisting local young (18-30) people to start businesses in local area ie. provide training (no funding providing)
Clockwise Credit Union	Voluntary	Savings schemes
STAR (Supporting Tenants & Residents) Aikman Avenue	Statutory	Provides Housing Related Support Services to a wide range of vulnerable people across all tenures.
New Parks Housing Office	Statutory	Housing Services
New Parks Community Centre	Statutory	
New Parks Adventure Playground	Voluntary	Provide service for 5-16 and under 5's accompanied.
Forest Lodge Primary School	Statutory	Education
Parks Primary School	Statutory	Education
Stokes Wood Primary School	Statutory	Education
New College	Statutory	Education

BEAUMONT LEYS/ MOWMACRE ESTATE	Group	ACTIVITIES
SureStart	Statutory	Working with parents with children. As well as providing play activities, look at working with teenage mums, breastfeeding, and help during pregnancy, they have midwives, health workers, and play workers all working in the area.
STAR (Supporting Tenants & Residents) Aikman Avenue	Statutory	Provides Housing Related Support Services to a wide range of vulnerable people across all tenures.
Beaumont Leys Housing Office	Statutory	Housing Services
Mowmacre Housing Office	Statutory	Housing Services
The Tudor Centre	Statutory	Community Centre providing a range of services and advice and support

BEAUMONT LEYS/ MOWMACRE ESTATE	Group	ACTIVITIES
Stocking Farm Community Centre	Statutory	Community Centre providing a range of services and advice and support
Babington Community College	Statutory	Provides education and training services.
Beaumont Leys Neighbourhood Centre	Statutory	Community Centre providing a range of services and advice and support
North West Leicester Community Forum	Voluntary	Networking – Service providers and local residents
Beaumont Leys Tenants and Residents Association	Voluntary	Delivers community empowerment and involvement
Stocking Farm Tenants and Residents Association	Voluntary	Delivers community empowerment and involvement
Mowmacre Tenants and Residents Association	Voluntary	Tenants association for the area.
Positive Streets	Voluntary	Detached youth work project
Junior Youth Inclusion Project	Statutory	Supports 8-12 years and their families with difficulties in home, social and school life.
Chaos Enterprises	Voluntary	Local renewal & regeneration project which empowers local people to improve their quality of life. Currently developing Greenacres Project to build £1.9m community centre at Mowmacre.
Local Alchemy	NEF/EMDA	Pilot for this programme in 2003.
Get connected	Voluntary	Organisation provides cheap reconditioned computers to local people & outreach IT support in their homes.
Soft Touch Community Arts	Voluntary	Citywide arts organisation, providing various activities.
Joint Action Group	Statutory	Local Policing

BEAUMONT LEYS/ MOWMACRE ESTATE	Group	ACTIVITIES
		Consultative and Planning Group

SAFFRON ESTATE	Group	ACTIVITIES
Education Advice Service (Saffron Resource Centre)	Voluntary	Advocacy and advice service – School admissions/exclusions appeals
Joint Action Group (Local Policing Unit)	Statutory	Crime reduction, Service improvement
Leicester Witness Cocoon	Voluntary	Support for witnesses to crime/ASB
Junior Youth Inclusion Project	Statutory	Crime reduction work with young offenders
Saffron Resource Centre/ Saffron Lane Neighbourhood Council	Voluntary	Resource base for local residents offering a variety of services
Feel Safe Project	Statutory	Burglary reduction initiative
Saffron Community Health Alliance	Voluntary	Range of health improvement programmes – e.g. Healthy eating, Under 11 obesity, Pregnancy testing.
STAR (supporting tenants & residents)	Statutory	Generic floating support service for vulnerable people - tenancy sustainment and resettlement work.
STOP (smoking) (Linwood Centre)	Voluntary	Health improvement
STOP SMOKING (Saffron Resource Centre)	Voluntary	Health improvement
Saffron substance and alcohol misuse	Voluntary	Health improvement
Gold Hill Adventure Playground	Voluntary	Youth Sporting Activities, Take up of sports 5-16
Kingfisher Youth Centre	Statutory	Youth Sporting Activities, Take up of sports 5-16
Southfield Drive Community Centre	Statutory	Youth Sporting Activities, Take up of sports 5-16
St Christopher's Church Football Club	Voluntary	Youth Sporting Activities, Take up of sports 5-16, JYIP, Kingfisher
Friar Lane Old Boys Football Club	Voluntary	Youth Sporting Activities, Take up of sports 5-16
Old Aylestonians Rugby Club	Voluntary	Sporting activities
Neston Action Group	Voluntary	Delivers community empowerment and

SAFFRON ESTATE	Group	ACTIVITIES
		involvement
Montrose Tenants & Residents Association	Voluntary	Delivers community empowerment and involvement
Saffron Area Forum	Statutory	Networking – Service providers and local residents
Area Committee	Statutory	Empower local People to have a greater voice.
Saffron Young Peoples Project (Saffron Resource Centre)	Voluntary	Outreach work with young people
Saffron Support for Elderly People	Voluntary	Support service for elderly people
Saffcare for Elderly People	Voluntary	Support for elderly people – referrals from SSD and others
Connexions	Statutory	Employment advice
Welfare Rights and Money Advice Service (Saffron Resource Centre)	Voluntary	Provide money and benefits advice.
SureStart	Statutory	Working with parents with children under 4 years old. As well as providing play activities, look at working with teenage mums, breastfeeding, and help during pregnancy, they have midwives, health workers, and play workers all working in the area.
Saffron Housing Office	Statutory	Housing Services
Saffron Enterprise Development Trust	Voluntary	Community owned & run company that works on a not for profit basis and is able to create funding streams through ownership of property etc.
Linwood Community Association	Voluntary	
Southfields Drive Community Association	Voluntary	
Marriott Primary School	Statutory	Education
Southfield Infant School	Statutory	Education
Newry Junior School	Statutory	Education
Sir Jonathan North	Statutory	Education
Lancaster Boys	Statutory	Education

Draft Neighbourhood Board Terms of Reference

Roles and Responsibilities of the Board:

The role of the Board is to oversee the further development and implementation of Neighbourhood Management in the area of Leicester. This will include:

- Overseeing of the policy and strategic direction of the Neighbourhood Management Initiative and its linkages with other initiatives.
- Overseeing the development, management and modification of the delivery plan on behalf of the Area Committee.
- Overseeing progress on actions (projects)
- Monitoring and evaluating the NMI's performance on behalf of the Area Committee.
- Overseeing the budget and any accounts ensuring the NMI remains within agreed budgets.
- Ensuring, with advice where appropriate, that the Neighbourhood Management Initiative affairs are conducted in accordance with accepted standards of best practice, propriety and codes of conduct.
- Assists with the recruitment of any Neighbourhood Management staff.
- Provides guidance to the Neighbourhood Manager and establishes a framework for the delegation of tasks and duties to staff and Board sub-groups.
- Motivates and encourages key stakeholders.
- Ensures the wide involvement of the community.

The Board will take extra care not to replicate or undertake any duties that are being undertaken by Area Committees. Area Committees and Neighbourhood Boards can reach local agreements where duplication of tasks arise. The aim is to work in the most effective manner to benefit the local communities, with particular attention to the areas of multiple deprivation and the Neighbourhood Delivery Plan.

Status of the Board:

The Neighbourhood Board exists as a decision-making sub-committee of the Area Committee and will have strong links to the Leicester Partnership. The Board will not pursue incorporation or legal status without the approval of the accountable body (Leicester City Council) through the Area Committee.

Board Membership:

The Board will comprise:

7 x non-councillor residents, if possible they should generally reflect the Neighbourhood population profile.

5 x Leicester City Councillors (at least 3 must be local ward members for the Neighbourhood Area and all must be from the Area Committee).

5 x Service Providers (nominated from the Service Providers Delivery Group, where possible the members should represent the five themed areas/sub groups)

- Health
- Community Safety
- Education
- Employment
- Housing, Transport and the Environment

1 x Voluntary Sector nominee.

All of the above Board members will have voting rights.

The Service Providers Delivery Group will advise the Board. The Board can request advice from all or individual members of this group as appropriate or on a regular basis. The Service Providers Delivery Group members have no voting rights (unless nominated Board members).

Method of election:

- Resident Board Members:

Existing constituted community groups in the area will elect 'Resident' members of the Board.

If there are more than 7 nominees a 'special' community meeting will be held and those present will be balloted on the resident nominees. In the event of this election, consideration will be given to the number of nominees from any particular community group and the need to achieve a population reflective of the population profile.

If there are less than 7 nominees a 'special' community meeting will be promoted and held. Nominations will be opened at the meeting and an election held if necessary. Consideration will be given to the number of nominees from any particular community group and the need to achieve a population reflective of the population profile.

- Elected Member Board Members:

The Area Committee will elect these.

- Service Provider Representatives:

The Service Provider Delivery Group will elect these.

- Voluntary Sector Member:

This member will be nominated by the local voluntary organisations.

Board members serve for a two-year period following election. After this they will be required to stand down but will be entitled to stand for re-election/nomination by their organisation.

Any vacancies will be filled using the normal election process.

Quorum and Voting:

The Board will be quorate if a third (6) of the Board are present. Two of the members present must be Resident members (including the Chair and Vice-Chair). There must be an elected member present.

A simple majority will determine any Board vote. The Chair (or Vice Chair) will have a casting vote in the event of a tied decision.

Officers:

The Board will elect a Chair and Vice-Chair at the Annual Meeting. The Board will elect its Chair from its non-councillor resident members and the Vice Chair from the local ward Councillor members.

Role of the Chair:

The role of the Board's chair will be to:

- Ensure the efficient conduct of Board meetings and general meetings.
- Ensure that Board members have the opportunity to express their views before important decisions are taken.
- Establish a constructive relationship with the Neighbourhood Manager and the Area Committee.
- In conjunction with other Board members participate in recruitment exercises to appoint new or replacement staff in an appropriate and timely manner.
- Ensure that the framework for delegation is working effectively and bringing problems to the Board's attention.
- Ensure that the Board receives the training and advice it needs, including professional advice when appropriate.
- In conjunction with other Board members appraise the Neighbourhood Manager.
- In conjunction with other Board members develop Board policies, procedures and guidelines for Board Members.
- Represent/publicise the NMI when appropriate.
- In conjunction with the Neighbourhood Manager represent the Neighbourhood Board and its work at Area Committee and other agency meetings as appropriate.

Role of Board Members:

The role of each Board Member is to:

- Support the values and objectives of the Neighbourhood Management Initiative.
- Contribute to Board decisions, drawing on personal skills and experience and sharing responsibility for decisions reached.
- Work constructively with other Board members, staff, service providers and the community.
- Attend Board meetings having read the papers and prepared for them.
- Respect the confidentiality of information.

- Represent the Neighbourhood Management Initiative in his/her organisation or community.

Meeting Protocols:

The Board will meet at least every two months. Special meetings may be convened to discuss particular items e.g. annual Delivery Plan. Meetings will last not more than two hours. The Chair or Vice-Chair should always be present for a meeting.

Meetings will be held in the NMI area where possible and will be accessible to people with disabilities.

A timetable of meetings for the whole financial year will be set in advance. Meetings will take place at times that maximise the number of participants. Subject to needs, crèche arrangements will be provided, if possible. Meeting dates will be published.

There will be an annual meeting open to the public.

The papers for meetings will be collated and distributed by the Neighbourhood Manager and will be circulated to Board Members in advance to give them at least three working days to read them. Reports to the Board will be written in plain English without jargon/abbreviations and kept as short as possible. The minutes will include decisions made, action points and record any declaration of interest.

Board members are expected to attend meetings on a regular basis or to ensure that a representative agreed by them attends on their behalf. If the named member does not attend for three consecutive meetings their membership of the Board will be reviewed by the Board.

Sub Committees / Sub Groups:

The Board may form five Sub-groups on the themes of crime and community safety, health, education, employment and housing/environment/transport to meet as required. The membership of Sub Groups will be approximately in line with the resident/agency split of the main Board. The Sub Groups will elect a Chair. The Chair will attend the Board meetings to report on the work of the Sub Group as appropriate.

The Executive will comprise 6 members of the Board with its membership reflecting the balance of membership of the Board as a whole i.e. 2 residents 2 Leicester City Councillors, 1 service provider and 1 other nominated by the Board. A resident representative will chair the Executive Committee. The Executive will meet monthly in between the Board meetings.

The role of the Executive will be to:

- Take necessary and appropriate action in between Board meetings
- Manage the routine business of the Board, in conjunction with the Neighbourhood Manager
- Action specific tasks referred to it by the Board

Membership of the Executive Committee and the Sub Groups will normally be agreed at the Annual General Meeting.

Co-options:

The Board or any sub-groups of the Board may co-opt any individual or representative from any organisation to assist it in any aspect of its work. Co-options may be on a short or long term basis. Co-optees may take part in any discussion at the invitation of the Chair but may not vote.

Delegation:

The Board will determine what powers and financial expenditure decisions it will delegate to the Executive Committee, the Chair/Vice Chair, the Neighbourhood Manager, and any others (subject to the agreement of the Area Committee acting for the accountable body).

Declaration of Interests:

The Board will produce guidelines for the declaration and recording of interests which all Board members must read and sign.

Expenses:

Board Members are entitled to claim out of pocket expenses incurred while representing the NMI provided that there is sufficient approved funding for this purpose. The Board has produced guidelines for expenses.

Annual General Meeting:

An Annual General Meeting will be held in of each year. It will be open to all members of the community in the Neighbourhood Management area of Leicester. The Annual General Meeting will represent a principal means of reporting to the community on progress in relation to the NMI. The AGM will also receive the Annual Report, annual accounts and auditors report. It will agree the membership of the Board. It will receive nominations and conduct the election of officers and Board members for which elections will have been conducted in membership organisations prior to the AGM.

Reporting:

At the Annual General Meeting the Board will produce an annual report. The report will be widely circulated within the community and Board members will attend community meetings to explain progress in relation to the NMI. The Board will regularly update the Leicester Partnership, the Area Committee and any other agreed bodies. Reporting times to be agreed with the respective organisations.

Financial Regulation:**Financial management/reporting**

The Board will

- approve expenditure
- approve projects

- receive reports from the Neighbourhood Manager, which will focus on any variations to the projected budget and action to bring any under or overspends into line.
- appoint and receive an annual report from the auditor at the Annual General Meeting.
- Present regular financial progress statement to the Area Committee.

Accountable Body Role:

Leicester City Council will act as the Accountable Body for the NMI and will receive and administer the Neighbourhood Management funding on the Board's behalf. Leicester City Council will receive up to 10% of the Management and Administration funding to cover the costs thereof. The Board will negotiate a service agreement with Leicester City Council to govern the basis upon which the Council performs the Accountable Body role. The agreement will be designed to minimise delays in the progression of requests by the Neighbourhood Manager to order and pay for goods and services and to maximise the sharing of relevant information to assist his/her financial reporting to the Board. The agreement will indicate clearly relative responsibilities for specific tasks between the NMI Board and Leicester City Council and will cover:

- Purchase of goods and services
- Orders, receipts and invoice handling
- Asset management and treatment
- Preparation and submission of financial and output/outcome monitoring returns to relevant funders
- Procedure for the selection of suppliers/service providers
- Dealing with any income due

The NMI will not hold its own chequebook but the Board will authorise all expenditure for payment by the Accountable Body. The Board will delegate to the Neighbourhood Manager the power to authorise expenditure within set guidelines.

The Accountable Body will undertake some of its responsibilities through the Area Committees.

Area Committee Role:

The Area Committee will act as a democratic agent for the Accountable Body (Leicester City Council). The Area Committee will oversee the work of the Neighbourhood Management Initiative and give final approval to the Neighbourhood Delivery Plan, giving consideration to the views and opinions of the Neighbourhood Board and the Leicester Partnership.

The Area Committee will consider regular reports on the progress of the Neighbourhood Management Initiative present by the Board and the Neighbourhood Manager. The Area Committee will monitor progress of the Neighbourhood Management Initiative in meeting its objectives, outcomes and targets.

The Area Committee will decide any amendments to the Terms of Reference of the Neighbourhood Board after they correct change process had been implemented.

Service Providers Delivery Group Role:

The Board will require the Neighbourhood Manager to draw together a group of key service deliverers in the Neighbourhood Management area. These providers will be key in working with the Board to deliver the outcomes and priorities in the Neighbourhood Delivery Plan. The Service Providers Delivery Group will be a resource for the Neighbourhood Board and can be called upon to act in an advisory capacity. The group will nominate voting members onto the Board.

Policies & Procedures:

The Board will adopt/develop a range of Policies and procedures in relation to specific areas of activity, which it will monitor and keep under review. These will include:

Equalities

The Board will adopt the equalities statement and policy of Leicester City Council, which will apply to the conduct of Board and Sub Group members and employees and the treatment of Board and Sub Group members, employees and all members of the community. Every individual involved in the Board or a Sub Group will receive equalities training as well as training appropriate to their role on the Board and/or Sub Group.

The Board will monitor to identify and resolve any gender, race or other unfair discrimination and consult with relevant minority groups so as to ensure that the Board's activities are appropriate and that access to them is open.

Employment:

The Board will agree a protocol/service level agreement with Leicester City Council, who will employ the Neighbourhood Management Team on behalf of the Board. The agreement will indicate clearly relative responsibilities for specific tasks between the NMI Board and Leicester City Council. The staff employed will be covered by the employment policies and procedures of Leicester City Council, which comply with employment legislation, provide safe places of work and reflect good practice. Staff will be recruited by Leicester City Council openly, fairly and systematically within a clear salary structure designed to attract and retain competent staff within the resources available to the NMI. Staff will be provided with clear job descriptions (agreed with the Board), contracts and appropriate induction, training, management, support and appraisal for them to carry out their roles. Any actions under the grievance and/or disciplinary procedures will be operated by Leicester City Council in consultation with the Board. The Board will periodically review the staff structure to ensure that it is still relevant to its circumstances and objectives. The Board will monitor relationships with staff and the protocol with Leicester City Council in order to identify and resolve any issues arising from it.

Complaints:

The Board will adopt the clear complaints procedure of Leicester City Council that is publicly available and sets out the way in which complaints can be raised, investigated and resolved. It will ensure, as far as possible, that complaints are not dealt with by those against whom they are being made and will contain an independent, external element for complaints, which cannot be resolved by the internal process.

Changes to terms of reference:

Any changes to the Board's term of reference will be agreed at the Annual General Meeting and submitted a month in advance for consideration at that meeting. Any agreed changes to the terms of reference will be submitted to the Area Committee for approval.

APPENDIX D

Ranking of the priority LSOAs in the five chosen neighbourhoods in each of the seven domains of the Index of Deprivation

Locality	Ward Name	LSOA Code	National IMD Rank	Local Rank	STREET NAME	Income Rank	Income LSOA Rank	Employment Score	Employment LSOA Rank	Health Rank	Health LSOA Rank	Education Rank	Education LSOA Rank	Housing Rank	Housing LSOA Rank	Crime Rank	Crime LSOA Rank	Environment Rank	Environment LSOA Rank
St Marks & St Matthews	Spinney Hills	E01013754	187	1	Calgary Road; Chester Close; Kashmir Road; Manitoba Road; Montreal Road; Kamloops Crescent; Wharf Street North; Ontario Close	54	2	188	1	1654	10	2210	14	12039	3	1659	7	1372	2
	Spinney Hills	E01013755	210	2	Ottawa Road; Brunswick Street; Kashmir Road; Manitoba Road; Edmonton Road	37	1	192	2	1359	5	4031	18	18264	12	2317	10	444	1
	Latimer	E01013720	1072	15	Keats Walk; Housman Walk; Dorset Street; Gibbons Close; Cobden Street; Munnings Close; Somerscales Walk; Stubbs Road; Constable Avenue	458	13	1359	10	1486	7	3486	17	16477	9	3782	16	5668	10
St Peters	Spinney Hills	E01013745	1037	13	Upper Chamwood Street; Madstone Road; Barners Street; Jupiter Close; Mensa Close	785	15	1753	15	3214	19	1335	12	13242	5	2324	11	3132	3
	Spinney Hills	E01013745	1102	16	Apollo Court; Guthlaxton Street; Sparkenhoe Street; Gopsall Street; Evington Street	109	4	1233	9	1723	11	7979	19	16900	10	5120	19	5253	7
Saffron	Freeman	E01013892	434	5	Meadow Gardens; Bumside Road; Neston Gardens; Babington Row	150	7	1140	7	1284	3	58	3	18208	11	4000	18	10510	15
	Freeman	E01013891	553	8	Boulder Lane; The Fairway; Neston Road; Elston Fields	300	12	1214	8	1577	8	142	6	19041	14	2692	12	11943	17
	Freeman	E01013893	669	11	Marnott Road; Southfields Drive	254	11	1986	17	1373	6	129	5	23061	18	2988	13	10326	14
	Eyres Monsell	E01013879	1462	19	Windley Road; Stonesby Avenue; Highgate; Schoolgate; Southfields Drive	945	17	3520	20	2482	15	352	7	24916	20	3019	14	6740	12
New Parks	New Parks	E01013725	895	12	Fosse Lane; Swannington Road; Pindar Road; Bateman Road; Bloxham Road; Stephenson Drive	698	14	2189	18	2172	13	526	10	21836	16	1174	8	5429	9
	New Parks	E01013726	1193	17	Letchworth Road; Perth Avenue; Aikman Close; Wood End; Mossgate; New Parks Boulevard; The Ridgeway; Aikman Avenue	1674	20	863	3	1317	4	2592	16	18399	13	2150	9	6311	11
Beaumont Leys & Mowmacre Hill	Beaumont Leys	E01013820	374	3	Beaumont Leys Lane; Fowler Close; Home Farm Close Grasington Close	133	5	1623	13	1198	2	439	9	14907	8	135	1	15148	19
	Beaumont Leys	E01013821	605	10	Oronsay Road; Bishoptdale Road; Aysgarth Road	104	3	1785	16	2916	18	869	11	11208	1	195	2	21158	20
	Abbey	E01013803	1039	14	Abbey Lane; Beaumanor Road; Thurstaston Road	1595	19	1054	6	2790	17	1433	13	12597	4	1162	5	4892	5
	Beaumont Leys	E01013822	1608	20	Beaumont Walk; Upper Temple Walk; Iona Close	987	18	1703	14	4197	20	2576	15	19321	15	854	4	12630	18
City Centre	Castle	E01013844	555	9	Charles Street; Rutland Street; Gallowtree Gate; Wharf Street South; Belgrave Gate; High Street; St Nicholas Circle; Friar Lane	164	8	882	4	666	1	16068	20	11983	2	398	3	3418	4
Braunstone	Braunstone Park and Rowley Fields	E01013832	402	4	Pikington Road; Woodshawe Rise; Bendbow Rise; Herle Walk; Didsbury Street; Pollard Road	168	9	975	5	1579	9	15	1	14772	7	3854	17	10916	16
	Braunstone Park and Rowley Fields	E01013838	480	6	Thornton Close; Hockley Farm Road; Hindkley Road; Hand Avenue; Golf Course Lane; Gallards Hill	188	10	1545	12	2214	14	71	4	13596	8	3527	15	5308	8
	Braunstone Park and Rowley Fields	E01013840	528	7	Hockley Farm Road; Gallards Hill; Wellinger Way; Wilmore Crescent	134	8	1521	11	2581	16	17	2	22350	17	2126	8	9895	13
	Braunstone Park and Rowley Fields	E01013837	1317	18	Winstanley Drive; Blackmore Drive; Gooding Avenue; Aylmer Road	874	16	2775	19	1946	12	420	8	23737	19	5131	20	5203	6