



# Neighbourhood Management

A report from Overview & Scrutiny







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# Neighbourhood Management

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Further information regarding this report can be obtained from:

Lead Review Officer: Benita Wishart

0121 464 6871

[benita.wishart@birmingham.gov.uk](mailto:benita.wishart@birmingham.gov.uk)

Reports that have been submitted to Council can be downloaded from [www.birmingham.gov.uk/scrutiny](http://www.birmingham.gov.uk/scrutiny).



# Preface

**By Councillor James Hutchings,**

Chairman Local Services and Community Safety Overview and  
Scrutiny Committee 2010/11



## Summary

The review was conducted by the Local Services and Community Safety Overview and Scrutiny Committee, with evidence taken between February and November 2010 from a range of witnesses including Council officers, residents, West Midlands Police and the community and voluntary sector.


The final report has been delayed by the pressure of the Committee carrying out two further reviews within that timeframe. This means that the context of the topic is now somewhat different. Not only has the key funding stream supporting neighbourhood management ended (Working Neighbourhoods Fund), but the City Council has to make savings of some £330 million over the next four years, and many of the partners involved in neighbourhood management are also experiencing reduced funding. The changing context, however, offers opportunities for neighbourhood working and the report makes suggestions about how to progress this in both the short term and the longer term.

Neighbourhood management is:

“An approach that enables local communities and service providers to work together at a neighbourhood level to improve services and quality of life. It does this by joining up local services and making them more responsive to local needs.”

Within Birmingham the approach taken between 2009 and 2011 was to have a Neighbourhood Manager for each of 24 priority neighbourhoods and six neighbourhood clusters. Local governance arrangements were developed, with reporting up to Constituency Strategic Partnerships and the Be Birmingham Neighbourhoods Board which had overall responsibility for the delivery of the programme. We have identified at least three models of neighbourhood management in the city, with variations to suit local circumstances. The most common approach was that the Neighbourhood Manager was managed by the Constituency. In Selly Oak neighbourhood management was rolled out across more neighbourhoods by having existing staff carry out Neighbourhood Manager roles in addition to their mainstream jobs. Finally, neighbourhood management in four of the areas were contracted out and these were managed by Balsall Heath Forum, Castle Vale Community Housing Association and Bromford Group.

Community engagement was a strength of many neighbourhood management projects. We heard about annual surveys of residents to identify priorities, involvement of residents on Neighbourhood Management Boards, and projects involving the community. There were many successes within the cleaner, greener, safer agenda and we heard of dramatic improvements to derelict sites and crime in some areas through Neighbourhood Managers co-ordinating responses with communities, West Midlands Police, the Council's Fleet and Waste Management team and other partners. Neighbourhood Managers were also required to work on other aspects of the Community Strategy too and we saw examples of them leading on and supporting a range of initiatives such as those countering worklessness and improving heath.



During 2010/11 work was undertaken to explore options for sustaining neighbourhood management projects once the Working Neighbourhoods Fund had ended. Whilst progress was made, the majority of Neighbourhood Managers have not been able to continue in post.

Neighbourhood Management has seen many successes within the most deprived parts of the city, both in terms of strengthening partnership working and in delivering improvements to residents as a result. It clearly helps to meet the Council's strategic outcomes and some of the principles set out in the Council Business Plan 2011+.

There were challenges faced including inconsistent partnership working across the city and the variety of administrative boundaries of organisations involved. Whilst the programme was felt



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# 1 Introduction


## 1.1 Introduction

1.1.1 This Overview on Neighbourhood Management has been undertaken by the Local Services and



# Neighbourhood Management

1.3.2 Between May 2010 and May 2011 the Committee consisted of Councillors James Hutchings



It includes a whole set of unifying approaches - breaking state monopolies, allowing charities, social enterprises and companies to provide public services, devolving power down to neighbourhoods, making government more accountable.<sup>4</sup>



## 2 History, Aims and Funding of Neighbourhood Management

### 2.1 National Neighbourhood Management Pathfinders

2.1.1 In 2001-02 the Department for Communities and Local Government (DCLG)<sup>7</sup> established a neighbourhood management pathfinder programme to develop and test how neighbourhood management might be used as a tool to tackle disadvantage. Nationally 35 pathfinder areas were set up in two rounds: twenty initially with a further fifteen launched in 2003. Birmingham was not one of these pathfinders.

2.1.2 An evaluation of the programme, conducted by SQW Consulting for the DCLG demonstrated that neighbourhood management can make a significant impact in deprived neighbourhoods, particularly around crime reduction and environmental issues. This is reflected by the Flanagan<sup>8</sup> and Casey<sup>9</sup> Reviews, which both recommended aligning neighbourhood policing more closely with neighbourhood management to achieve joint outcomes.<sup>10</sup>

2.1.3 Although Birmingham was not one of these pathfinders, Birmingham was later awarded Neighbourhood Element (NE) funding and this is discussed below (section 2.31).

### 2.2 Neighbourhood Management Beyond Birmingham

2.2.1 Since Birmingham City Council is the largest council in Europe and covers the largest population in England it is not always easy to make comparisons with what is happening elsewhere. For the purpose of this Overview we received evidence from the Comprehensive Area Assessment and six neighbouring metropolitan councils were contacted. Details are in Appendix 3. It demonstrates that there is no single approach to neighbourhood management. That data was collected in May 2010 and although changes will have occurred it was felt that this still provides evidence of possible approaches.

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<sup>7</sup> Formally the Office of the Deputy Prime Minister (ODPM)

<sup>8</sup> Sir Ronnie Flanagan's 'Independent Review of Policing' in 2008

<sup>9</sup> Louse Casey's review for the Cabinet Office 'Engaging Communities in Fighting Crime' in 2008

<sup>10</sup> <http://www.official-documents.gov.uk/document/cm74/7448/7448.pdf>



## 2.3 Neighbourhood Management in Birmingham

### Neighbourhood Management 2005 - 2009

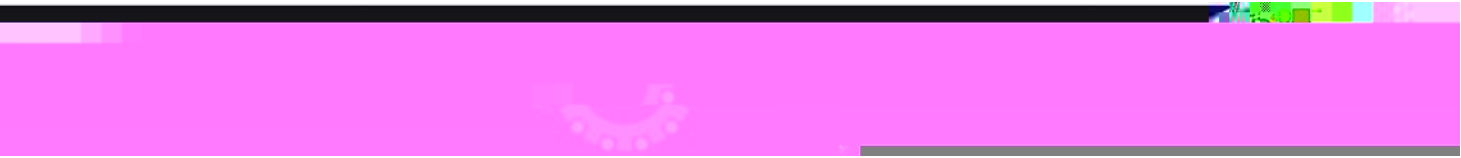
2.3.1 In 2005–06 Birmingham was awarded £4.8 million<sup>11</sup> Neighbourhood Element (NE) funding. This Government funding was designed:

To improve the quality of life for people living in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery.<sup>12</sup>

2.3.2 The City Council used the Neighbourhood Element funding to pilot neighbourhood management in ten of the most disadvantaged areas. Five Wards were eligible for Neighbourhood Element funding, covering ten neighbourhoods. The pilot adopted a phased introduction. Phase 1 consisted of six neighbourhoods in 2006–07<sup>13</sup>. Phase 2 consisted of four neighbourhoods in 2007–08<sup>14</sup>. A Neighbourhood Manager was assigned to each neighbourhood. The City Council acted as the accountable body with strategic management being the remit of Be Birmingham (the Local Strategic Partnership).

2.3.3 Each priority neighbourhood was allocated £100,000 per year for two years to fund the Neighbourhood Manager's post and the posts of any support staff. Each neighbourhood was also able to submit applications for project funding from the Innovations Fund (up to £90,000 over two years per neighbourhood). In addition, Members in each Constituency could match NE funding with Neighbourhood Renewal Fund (NRF).

2.3.4





## 2.5 Setting and Monitoring Local Priorities

- 2.5.1 A detailed analysis of the performance of each priority neighbourhood / cluster against key Local Area Agreement targets was completed by Be Birmingham and a wide range of socio-economic data used to produce 31 individual Neighbourhood Strategic Assessments to inform planning and delivery of interventions at a neighbourhood level.
- 2.5.2 Neighbourhood Managers used the Neighbourhood Strategic Assessment and local consultation to formulate a Neighbourhood Plan for each priority neighbourhood which set out the partnership priorities for improving the neighbourhood. This was agreed with stakeholders and endorsed by the local Constituency Strategic Partnership and the local Neighbourhood Partnership. Quarterly progress reports were produced against these plans which were then summarised at a Constituency level. These Constituency reports then formed the basis for a quarterly progress report to the Neighbourhoods Board.
- 2.5.3 Some examples of this approach from the Handsworth Neighbourhood Management Plan March 2010 - March 2011 are shown overleaf in Table 1. The plan itself was 40 pages long, so the table provides a flavour of the range of issues tackled through neighbourhood management. In total 85







# Neighbourhood Management

- The Neighbourhood Intervention Fund (Early Win Fund) was a dedicated fund (£500,000) that could be 'bid' into by Neighbourhood Managers to support the delivery of small scale, short-term interventions. Interventions supported by the fund needed to reflect neighbourhood priorities and have evidence of need or partnership working.<sup>19</sup>
- The Successful Neighbourhoods Fund was part of the Social Capital and Enterprise Programme, with the allocation of an additional £40,000 WNF to each priority neighbourhood and cluster. The funding was managed through Constituencies by their respective Neighbourhood Managers who were responsible for assessing applications and supporting local community and voluntary organisations to deliver their individual projects in line with Be-Birmingham guidance.

2.6.3 Additional resources, such as Future Jobs Fund trainees, were aligned to this programme.

2.6.4 It proved difficult to find evidence about some key areas of finance. First, how much, if anything, did partners contribute in cash or in kind to the programme? This does appear limited, but there were some examples. The West Midlands Police indicated that additional internal funds were successfully bid for in Perry Barr as a result of neighbourhood management. In Selly Oak the West Midlands Police contributed £1,700 to a community event.

2.6.5 Second, how much additional funding was levered in due to the neighbourhood management approach? We received evidence about many examples of additional funding. The Handsworth neighbourhood management area was delivering an additional £49,000 of projects (at the time of the Committee visit, September 2010) which included environmental projects, community engagement, social media and health and heritage projects. In addition, bidding for funding has been an explicit role for some Neighbourhood Managers. The Neighbourhood Managers within the Selly Oak Constituency, for example, made 18 bids to gain an additional £160,000 of external funding.

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<sup>19</sup> Progress towards LAA Targets: Neighbourhoods Approach and Community Engagement report to this Committee on the 26<sup>th</sup> January 2010



# 3 Structures and Partners

## 3.1 Introduction

### 3.1.1



- Provide strategic direction to the neighbourhoods agenda and steer the working of the Neighbourhoods Board;
- Provide a deliberative forum for partner agencies and sector representatives to share and test ideas for taking forward the neighbourhoods agenda; and
- Receive reports from the Neighbourhoods Board on progress towards targets.

## Be Birmingham Neighbourhoods Board

3.2.3 The Be Birmingham Neighbourhoods Board had overall responsibility for the delivery of the neighbourhood management programme, whilst programme delivery was managed by Constituencies.

3.2.4 The Neighbourhoods Board (part of Be-Birmingham) met quarterly and was made up of the following organisations and partnerships:

- Birmingham City Council;
- Constituency Strategic Partnerships (CSPs);
- Be Birmingham (including representatives from the Be Birmingham partnerships);
- City-wide organisations (including BVSC and West Midlands Police); and
- Co-opted organisations.

3.2.5 The Neighbourhoods Board's key priorities were monitoring delivery plan progress; strengthening effective partnership working; and planning for the future.

## Constituency Strategic Partnerships

3.2.6 Constituency Strategic Partnerships (CSPs)<sup>20</sup> were responsible for the programmes in their area, with the responsibility for agreeing the Neighbourhood Plans and monitoring performance.

## 3.3 Neighbourhood Management Models

3.3.1 We have identified at least three models of neighbourhood management in the city:

- Neighbourhood Managers managed by the Constituencies;
- The Selly Oak model; and
- Contracted out to third sector organisations.

3.3.2 Beyond that there are many variations, as there was a degree of flexibility at a neighbourhood level to suit local circumstances.

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<sup>20</sup> Constituency Strategic Partnerships





3.3.10 Although the Constituency is involved in a reorganisation they are hoping to include responsibility for a neighbourhood in all middle management (GR5 and GR6) job descriptions.<sup>21</sup>

## **Commissioned Neighbourhood Management**

3.3.11 Five of these priority neighbourhoods / clusters were to be commissioned through partner organisations that had an established track record and significant experience in developing and delivering neighbourhood and community initiatives in partnership with local stakeholders. The process was successful fo

## 4 Case Studies

### 4.1 Introduction

4.1.1 This chapter outlines the approaches taken by three neighbourhood management areas and also provides examples of how Neighbourhood Managers addressed issues such as worklessness and health.

4.1.2 To underline the variety and breadth of issues tackled by Neighbourhood Managers a range of achievements for just one quarter (Quarter 3 of 2009/10) are included below to provide a snapshot of the progress that has been made across the city. Individual Neighbourhood Managers and their partners:

- Established a new domestic violence abuse forum with partners and agreed its terms of reference;
-



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The Neighbourhood Management Board secured £16,000 from Be Birmingham to secure the site and to create a nature area, with key access for residents.

- 4.2.11 The local Youth Centre had a big outdoor area that was little used, although there was a local demand for football facilities. The Neighbourhood Manager pulled together a working group which identified that glass on the field was a key use for its underuse. The Neighbourhood Manager supported the Centre Manager in tackling this.
- 4.2.12 Neighbourhood Managers managed to see through projects which other officers had not had time to do. One example given was of an estate which had challenges (including shootings), but had been given little attention. At the time of our visit problems were being resolved and the estate was short listed for the Homes and Communities Awards 2010.
- 4.2.13 The Chair of the Neighbourhood Management Board felt that neighbourhood management was

some aspects of the work previously carried out by Neighbourhood Managers have inevitably come to an end.

## 4.3 Case study 2: The Selly Oak Model

4.3.1 In the Selly Oak Constituency the aim of Neighbourhood Management has been to improve neighbourhoods and address areas of greatest needs, although not focusing just on the most deprived areas. They divided the Constituency into 34 neighbourhoods and neighbourhood management is operating in 22 areas. Just two of these neighbourhoods were eligible for Be Birmingham Neighbourhood Management funding: Billesley and Druid's Heath. These two areas had to follow the reporting procedures of Be Birmingham's Neighbourhood Management Programme.

4.3.2 There has been no prescriptive form of governance in each area. Examples include regular partnership meetings to review action plans and formal Board meetings with memorandums of understanding. In most cases Councillors have taken the lead role and in all cases work has been reported back to the Ward Advisory Board. One focus has been to work with partners such as Housing Liaison Boards and Police and bring this expertise into the Boards and Forums. There were Ward Advisory Boards prior to Neighbourhood Management. They still exist, but their importance has diminished. Neighbourhood Managers have also attended a lot of other community meetings.

4.3.3 The approach taken has been for officers working in the Constituency to take on duties in addition to their normal duties. A variety of mechanisms have been found to provide an increment (worth around £800 per annum) for this. In one case the additional duties were written into the job description. Each person volunteering for the role has been responsible for a patch. It was suggested that this concentrates officers' minds and makes them accountable to local residents. They took this approach as they had seen Neighbourhood Managers parachuted into other areas and they did not want that. They felt there should not be a prescriptive approach and wanted to be able to develop a local model. It was pointed out that the Neighbourhood Managers have done a lot more than the additional payment might require as they have invested a lot of their own time and they are passionate about their roles.

4.3.4 Each Neighbourhood Manager has maintained their own specialist role. They felt this substantive role helps them bring something additional to their patch and that, therefore, this is an effective delivery model. For example, the Street Scene Officer felt he was well placed to deal with graffiti in the neighbourhood.

4.3.5 The essential elements of a Neighbourhood Manager have been:

- Achieving 5-10 locally agreed improvements each year;
- Submitting two funding bids;



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- Carrying out an initial resident survey to establish a baseline and carrying out an annual residents' survey (e.g. at community events);
- A litter-pick with residents; and
- A monthly walkabout with partners and residents.

4.3.6 Collaboration and support has been enabled by many Constituency staff being based at the Constituency Office. They found that an advantage of this local base is that when residents phone up with queries they can identify easily who is best placed to resolve these.

4.3.7 In addition to the costs of the honoraria, each Neighbourhood Manager had a £500 budget and there was an additional budget which they could bid into. The relationship with partners could also bring in additional resources. For example, the cleansing team for the annual student clean up scheme 'In Waist Deep' went beyond what they were contracted to do. Partners contributed financially: West Midlands Police, for example, contributed £1,700 for an event. Overall, the Neighbourhood Managers raised over £160,000 in additional external resources in 2009/10. As noted in 3.3.8, although the WNF funding does not now exist, the Constituency Director hopes to be able to continue the principles above.

4.3.8 Having Neighbourhood Managers who know the patch well have made it possible to respond quickly. For example, they were able to use the Government's 'Connecting Communities' funding to effectively address local needs within a very short time scale.

4.3.9 Most neighbourhoods have an annual community

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- The development of a voluntary code of conduct for letting boards in the student areas (the first of its kind in the city) and regular meetings with landlords and agents.

4.3.10 Many of these projects have had longer term outcomes. For example, in Masefield the inter-generational work means the young people have become more respectful. The Police Community Support Officer suggested that this rubs off on the peer group and if one or two people are polite



# Neighbourhood Management

- 4.4.6 The community based housing model ensures financial strength. CVCHA's cash flow support between funding programmes prevents the problems of 'stop – start' funding so often associated with programmes operated by third sector organisations.
- 4.4.7 Castle Vale does offer an alternative model. Firstly the NPB in Castle Vale is an independent not for profit company. The members of the NPB are also Directors and therefore take a position of responsibility and accountability. The statutory agencies also understand the level of commitment they are giving to Castle Vale when joining the Board. The benefit of limited company status also enables the Board to commission work on behalf of the community and it is also able to attract external funding.
- 4.4.8 The funding and support arrangements between the NPB and CVCHA mean there is a long-term future for the NPB. This enables the NPB to develop longer term plans. For example, the first Neighbourhood Plan covered the period 2005 to 2010. The new plan covers the period 2010 to 2020. This brings confidence to the community that the NPB will support the sustainability of Castle Vale in the long-term. It also enables statutory agencies to work together to achieve an aspirational vision that requires long term delivery. Even post WNF funding it is largely business as  
4.4.8

**Table 2: Birmingham Opinion Survey 2009**

<b>Indicator</b>	<b>Castle Vale</b>	<b>Ranking (sample 31)</b>	<b>Best N'hood</b>	<b>Worst N'hood</b>	<b>City Average</b>
Overall satisfaction with the local area	95%	1 <sup>st</sup>	95%	61%	86%
Different backgrounds getting on well together	91%	1 <sup>st</sup>	91%	53%	78%
People who agree the Police and agencies successfully dealing with ASB & Crime	70%	2 <sup>nd</sup>	73%	18%	43%
People feeling they can influence decisions	56%	5 <sup>th</sup>	64%	11%	46%

## 4.5 Theme 1: Community Safety

4.5.1 A Neighbourhood Policing Inspector described the close working relationships in Perry Barr between West Midlands Police and the three Neighbourhood Managers within the Constituency.



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I am proud of the success achieved within Perry Barr Constituency, however critical areas of Birmingham with a history of challenge, deprivation and historically high crime will no longer have additional support from WNF. Whilst the clear aim of all partners is to continue the good work, e







## 5 Conclusions

### 5.1 Structures

5.1.1 The key question we have sought to answer is:

Does neighbourhood management help “decrease the differential” between the worst and best performing neighbourhoods in Birmingham, is it an effective way of doing this, and if so, what are the options for sustaining it after March 2011?

5.1.2 As noted in Chapter 1 the context of the Overview has changed since its inception in January 2010. Not only did the dedicated funding stream (Working Neighbourhoods Fund) come to an end as anticipated in March 2011, but the budget now has to be set against the £330 million savings that the City Council is required to make. The ongoing discussions about localisation and the future of Constituencies also have a potential impact on neighbourhood management. In terms of changing national policy, the concept fits well within the Government’s championing of Big Society.

5.1.3 There were at least three models of neighbourhood management in the city:

- The Neighbourhood Managers managed by Constituencies;
- The Selly Oak model; and
- The commissioned organisations.

5.1.4 We note that there are benefits to each of these approaches. Constituency level management made much sense as Neighbourhood Managers could be a key tool to helping Constituencies making positive changes. It also facilitated partnership working to occur around agreed priorities.

5.1.5 The added benefit of Selly Oak model was said to be value for money, as staff are already familiar with the area, and bring their specific expertise to the neighbourhood. There are challenges to this too. The impact on Neighbourhood Managers’ day jobs needs to be kept under review, as does the build up of time off in lieu and flex due to evening and weekend meetings and events. A loose framework and limited management has meant that the impact on the neighbourhood has varied according to a range of local circumstances, such as time, local support and involvement. It needs to be noted that this was a light touch approach to neighbourhood management and would not have been adequate in areas of high deprivation where there are greater challenges.

5.1.6 Where there are existing local organisations with the capacity to manage staff and to effectively deliver the outputs required for a formal contract the contracted model made much sense. In Castle Vale, for example, CVCHA was the obvious organisation to have this role.

## 5.2 Governance and Accountability

5.2.1 The overall direction of travel was set by Be Birmingham, in that it required all five areas of quality of residents' lives to be addressed:

- Succeed economically;
- Stay safe in a clean, green neighbourhood;
- Be healthy;
- Enjoy a high quality of life; and
- Make a contribution.

5.2.2 Most of the Neighbourhood Managers provided support to a Neighbourhood Management Board (or other such structure) which set the direction of travel and priorities. The process of developing an annual neighbourhood action plan and reporting back to Be Birmingham quarterly led to agreed



ordinators. Rather, that good relationships with those stakeholders were important in making progress on issues identified.

- 5.3.3 We feel, however, that the title “Neighbourhood Manager” was slightly misleading as the Neighbourhood Managers did not manage services; rather they acted as co-ordinators and facilitators of services in the area.

## 5.4 Community Engagement

- 5.4.1 For most Neighbourhood Managers community engagement and capacity building underpinned the work carried out. The range of activities undertaken were wide with some activities (such as fun days) being used as mechanisms to ascertain residents’ views or impart information such as about health, domestic violence, training and gaining work. Other community engagement activities, such as some of the inter-generational activities noted in Selly Oak, were designed to achieve specific outcomes.

## 5.5 Outcomes and successes

### Evaluation

- 5.5.1 5 on.1(4-)-5a8.-14-55nmes.181.e 77f5



## Assessment against National Indicators


5.5.4 Two national indicators have been used when evaluating and monitoring the success of



## **NI 4 Percentage of residents who agree they can influence decisions affecting their local area**

- 5.5.6 Community engagement and empowerment are part of the work of all public agencies and there are many mechanisms through which it is undertaken, many of which have been operating for some time.
- 5.5.7 NI 4 was also measured nationally on a bi-annual basis through the Place Survey. The Birmingham Opinion Survey (a face to face survey) can also be used as a proxy for this indicator.
- 5.5.8 The data indicates that although there were increases to this performance indicator between 2008 and 2009 that this trend reversed in 2010. The decrease since 2008 has been 10% city wide and 14% in priority neighbourhoods. The differential between the two has, therefore, increased. Again the picture in individual priority neighbourhoods is more mixed with overall increases being seen in Lozells; Small Heath and Bordesley; and Ward End and Pelham, although all three did see some decrease between 2009 and 2010.
- 5.5.9 Given the decrease across the whole city, the decrease in the priority neighbourhoods should not be taken as an indication that the programme has failed. The wider economic situation in the city may be having an impact on residents' feelings of being in control.

**Table 4: Birmingham Opinion Survey 2010 - Ability to Influence Decisions Affecting Local Area**



5.5.11 There are hundreds of activities and outcomes which have been reported to Be Birmingham (such as those at the beginning of Chapter 4). Questions raised are “what would have happened anyway in neighbourhoods?” and “what has come about or had a much better outcome due to the neighbourhood management approach?” Evidence provided to us included the examples of value-added activities in Quarter 3 of 2010-11, which are varied, but provide an illuminating snap shot. There are a number of examples about obtaining additional funding for a neighbourhood to enable activities to be undertaken. They also include:

- The formulation and development of a Regeneration Trust in Kingstanding as a succession vehicle for neighbourhood management;
- Multi-agency responses to anti-social behaviour in Druids Heath;
-



5.6.5 Boundaries, whether they were administrative, financial or service delivery ones, often did not match the neighbourhood being managed. It was suggested that a difficulty for citizens and partner agencies was understanding the organisational structures in place at a neighbourhood level.

## 5.7 Options post 2011

5.7.1 Working Neighbourhoods Funding ended in March 2011. The Neighbourhoods Board received a report on possible options for sustainability at its meeting on the 4<sup>th</sup> May 2010, which acknowledged that it was highly unlikely that one strategy alone would secure the future of the



- Loss of confidence in the Police and City Council due to Project Champion.

## 5.8 Looking to the Future

5.8.1 Our findings have led us to the conclusion that neighbourhood management can make a difference. We saw examples of valuable neighbourhood working that had been successful.

5.8.2 Neighbourhood management clearly fits within the Council's strategic outcomes:

- Making a contribution – it supports the aim to encourage community resilience through partnerships with neighbourhood groups and voluntary organisations;
- Stay Safe In Clean Green Neighbourhoods – key areas of work have related to reducing crime and anti-social behaviour and securing cleaner, greener, sustainable neighbourhoods empowering citizens to make their neighbourhoods better places to live;
- Succeed economically – it can address poverty, access to training and jobs, and encourage low waste and low carbon living; and
- Be Healthy – examples were given of addressing health inequalities and healthy lifestyles.

5.8.3 Neighbourhood management also helps to meet some of the Council's principles set out in the Council Business Plan 2011+ in particular:

- Reducing dependency and enabling self sufficiency – a success of many of the neighbourhood management schemes has been engagement with local residents to ascertain local priorities; and
- Collaborating effectively across service areas and public agencies – Neighbourhood Managers have been at the forefront of achieving local collaboration across Council directorates and with external agencies.

5.8.4 We welcome and would request progress reports on the statement in the Council Budget 2011+ that:

“At local level, we will enhance the ability of local people to engage with, influence and scrutinise services and actively to contribute to delivery. We are piloting the use of neighbourhood budgets and neighbourhood management to develop a local commissioning process to achieve local priority outcomes.”

5.8.5 The Achieving Excellence with Communities Cabinet Committee report of 2<sup>nd</sup> February 2011 'Taking forward the Localism Agenda' set out four policy work strands. We suggest that neighbourhood management is considered during this process. For example:


- Governance – ensuring effectiveness of local partnership meetings and the appropriate range of meetings for officers, partners and residents;



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- Local Services – any lessons learnt relating to customer focus and setting service standards; and
- Better outcomes locally – opportunities and expectations relating to neighbourhood working and neighbourhood tasking.

5.8.6 One concern we heard was that a single model of neighbourhood management, as developed by Be Birmingham, had been imposed upon the majority of neighbourhood management areas. We understand the argument that the programme objectives were, in part, around improving performance against specified indicators in neighbourhoods where performance was below the city average, and that the programme that was put in place was shaped by a body of evidence both nationally and locally. The scale of the programme covering 31 designated priority neighbourhoods (a population of around 350,000) required a degree of co-ordination and standardisation of approach. Nonetheless, the degree to which the approach felt inflexible at the beginning of the programme was unfortunate.



the Selly Oak model was also funded in part by WNF contribution, but the model illustrates how local capacity can add value and how such a model could be applied without external funding



# Neighbourhood Management





# Neighbourhood Management

# Appendix 1: Map of Priority Neighbourhoods







## Appendix 2: Witnesses

Organisation	Names	Written	Verbal
Birmingham City Council – Elected Members	Five Responses to initial notification of the Overview		
Be Birmingham	Jackie Mould, Chief Executive Ian Ellis, Special Projects Manager		
Birmingham City Council – Development Directorate	Shilpi Akbar, Assistant Director Employment		
Birmingham City Council Housing and Constituencies Directorate	Ifor Jones, Director of Constituencies; Jacqueline Branch, Ladywood Constituency Director Fiona Hughes, Acting Constituency Director Yardley Chris Jordan, Selly Oak Constituency Director		
Birmingham City Council: Neighbourhood Managers	Neil De-Costa, Winson Green, Brookfields & West Summerfield Neighbourhoods; Sue Smith, Northfield Cluster; Tracey Thorne, Handsworth Neighbourhood.		
Contracted Organisations	Dick Atkinson, Chief Executive, Balsall Heath Forum Peter Richmond, Chief Executive Castle Vale Community Housing Association		



## Appendix 3: Examples Beyond Birmingham

### Tower Hamlets and Westminster

5.8.20 The Comprehensive Area Assessment (CAA) examined how well councils were working together with other public bodies to meet the needs of the people they served. It was a joint assessment made by a group of six independent watchdogs<sup>27</sup> and replaced the Comprehensive Performance Assessment (CPA). The current Government intends to reduce local gove

## **Metropolitan Councils in the West Midlands**

5.8.25 In May 2010 data was collected from each of the seven metropolitan Councils in the West Midlands, and although changes will have occurred this does provide evidence of a range of possible approaches to neighbourhood management and neighbourhood working.

### **Coventry**

5.8.26 Neighbourhood management in Coventry was managed through three geographical areas and supported by a central team. It was part of the Regeneration Service. The 'Your Neighbourhood Matters' worked in six of the most deprived areas of the city and worked with partners and residents to develop neighbourhood agreements to ensure neighbourhood change.

### **Dudley**

5.8.27 Dudley had seven Area Community Renewal Officers that covered all Wards, although their work programme tended to focus on the areas which suffer from inequality of outcomes. Operationally the team was hosted within the Adult Community and Housing Directorate and they reported through the departmental management structure, and were also accountable to the Community Partnerships and the Area Committees. Neighbourhood Management in Dudley cost £420,000 per annum and was main-stream Council funded.

### **Sandwell**

5.8.28 Sandwell is split into six Towns which each had a Neighbourhood Manager, apart from West Bromwich which had two. They had had Neighbourh



## Extra Capacity Funding<sup>30</sup>

- 5.8.31 There was also a pot of money called 'Grot Spots' which all service areas, including Neighbourhood Managers could benefit from.
- 5.8.32 Sandwell had a tasking structure across the Borough with three levels of tasking. The tasking process brought together West Midland Police, Sandwell Homes, West Midland Fire Service as well as other organisations, to work together to address anti-social behaviour, crime and other community problems. Neighbourhood tasking addressed low level community problems such as fly tipping and graffiti. Town tasking addressed the more persistent problems with a focus on long term solutions. Borough Tasking was the strategic group which challenged the Town tasking activity and ensured action was being taken promptly and effectively to deal with issues.
- 5.8.33 Any issue a Ward Member had which involved the environment, anti-social behaviour or crime went directly to the Neighbourhood Manager who liaised with the appropriate service providers.

## Solihull

- 5.8.34 Solihull had three Neighbourhood Management Teams. Each had a Neighbourhood Manager and a number of Neighbourhood Co-ordinators.

## Walsall

- 5.8.35 Nine Local Neighbourhood Partnerships (LNPs) had been operating in Walsall since 2004 to help local people become more involved in matters that affect them.<sup>31</sup> In 2008, Walsall Partnership

