Subject: Neighbourhood Management   **Status:** For Publication

Report to: Cabinet   **Date:** 6th June 2007

Report of: Head of StreetScene & Liveability

Portfolio Holder: Clean and Green Rossendale

Key Decision: YES

Forward Plan X   General Exception ☐   Special Urgency X

1. PURPOSE OF REPORT

1.1 The report outlines, our proposed approach to Neighbourhood Management in Rossendale. Developing this model will strengthen the Community Strategy and focus on improving the quality of services to the community by developing a more local, integrated approach to delivery in key service areas. It will also promote leadership of partnership and place, supporting our place shaping and neighbourhood engagement agendas.

1.2 This approach will mean changing the way we work - to enable local partners to respond more flexibly to local needs; and to enable residents and communities to play their part. The approach will also help improve communication and understanding between the Council and the neighbourhoods of the borough, translating wider objectives in meaningful activity.

1.3 Our approach also recognises the vitally important contribution of partners to the enhancement of the quality of life for the people of Rossendale and proposes to strengthen the model of Neighbourhood Environmental Action Teams (NEAT) taking a multi agency problem solving approach together with Police & Community Together (PACT) that enable locally elected members, the community and partners to work together to ensure that the needs of local communities are properly met. The report also details some of the neighbourhood environmental improvement work carried out within the neighbourhoods.

2. CORPORATE PRIORITIES

2.1 The matters discussed in this report are linked to and support the following corporate priorities:

   o *Delivering quality services to customers (Customers, Improvement)*

o *Delivering regeneration across the Borough (Economy, Housing)*

o *Keeping our Borough clean and green (Environment)*

o *Promoting Rossendale as a cracking place to live and visit (Economy)*

o *Improving health and well being across the Borough (Health, Housing)*

3.   RISK ASSESSMENT IMPLICATIONS

3.1   N/A

4.   BACKGROUND AND OPTIONS

4.1   The Community Strategy was introduced in 2005 and Rossendale has been developing ways in which to improve local service delivery and engage with communities. The borough has an established structure of Area Forums that provide opportunities for local people to improve service delivery. During 2007 the Community Strategy will be reviewed by the Rossendale Partnership and a Sustainable Community Strategy produced. This will provide a vehicle for improved, integrated service delivery that will result in a better quality of life for the people of Rossendale.

4.2   This paper sets out proposals, therefore, to develop a sustainable Neighbourhood Strategy (2007 – 2010) focusing on three key areas:

- Developing a neighbourhood management approach to service delivery within Township/Town Council areas by focussing on those services that are the priorities for local people.

- Reviewing and developing the existing structure of Area Forums to produce and oversee delivery of a Neighbourhood Area Plan, manage devolved budgets, strengthen community groups and support capacity building.

- Strengthening the role of elected members as community leaders and working with local people and partners providing a delivery mechanism through NEAT and PACT to drive the agenda within their communities.

INTRODUCTION

4.3   The Borough is made up of 14 wards currently split into four Neighbourhoods:-

- Haslingden
- Rawtenstall
- Bacup
- Whitworth

4.4   Each Neighbourhood has towns and villages within it and is served by an Area Forum which provides a mechanism for discussion and debate within the community itself and with the Council and partners about the services that are provided or desired to improve quality of life in neighbourhoods. The NEAT team has recently been expanded to enable three teams to be formed to cover the four neighbourhoods each lead by a NEAT Manager. The NEAT Managers

attend the area forums to provide feedback on service activities and facilitate debate on service delivery and improvement.

4.5 The Governments White Paper 'Strong and Prosperous Communities' aims to give local people and local communities more influence and power to improve the quality of their lives. It sets out a vision of revitalised local authorities, working with their partners, to reshape public services around the citizens and communities that use them. People no longer accept the 'one size fit all' service models of old. They want choice over the service they receive, influence over those who provide them, and higher service standards, as a way of involving and consulting we wish to introduce such Charters.

4.6 The paper calls for Councillors to be champions for their local community being able to speak out on all issues affecting their local area and able to sort things out on the ground.   Leadership is considered to be the single most significant driver of change and improvement in local authorities. The councils 2007-2010 Corporate Plan sets out the Council's continued journey of improvement and development of which a central theme is that of championing the borough and its people – locally, regionally and nationally.

4.7 Communities need strategic leadership to help bring together local partners to improve the service citizens receive and the local quality of life. Local authorities are already under a duty to prepare a Sustainable Community Strategy which sets the strategic vision for an area. The Neighbourhood Plans and Local Area Agreements will be the means of delivering this strategy.

4.8 Diversity within neighbourhoods brings enormous economic benefits but change and migration creates great challenges. Stronger local leadership, greater resident participation in decisions and an enhanced role for community groups can help develop trust and mutual respect, build community identity and pride in place and develop relationships between citizens within a locality local areas ensuring community cohesion is a central principle in our neighbourhood agenda.

4.9 Neighbourhood management is a term that has a different meaning to different people. The model proposed in this paper, seeks to build on the basic structures of our Area Forum areas. These areas serve similar populations and focus on services which already delivered or have the potential to be delivered more effectively by having a stronger geographical and neighbourhood perspective. It is an evolutionary model, therefore, with the potential for future developments, informed by the experience of partners and Directorates.

4.10 The paper does not seek at this stage to provide all of the detail on every aspect of how the model might work. Rather, it seeks to outline, in broad terms, a model that will strengthen and improve the delivery of integrated services to communities. The detail must be developed through consultation across the Borough and with partners in order to ensure that the model is rooted in the experience of and has ownership by as wide a constituency as possible.

OBJECTIVE

4.11 The overall aim is to create a vehicle for improved delivery of services, improved leadership of place, improved delivery of services, improved

community ownership/engagement that will enhance the quality of life for people in their communities by:

- A structured approach to problem solving by the councils Neighbourhood Environmental Action Teams (NEAT) and other agencies providing a multi agency approach to problem solving, with identified leads for key service areas that the community regards as most important for determining its quality of life, for example
  - o Environment
  - o Community Safety
  - o Young people

- Improving access to and the quality of services through a more integrated approach to service delivery at a neighbourhood level.

- Engaging the community in service development and delivery

- The establishment of a multi agency delivery group to drive forward these developments.

4.12 The measures of success will include improved access to services by communities together with the development of new and improved services. We will focus on whether residents feel their neighbourhood is an area where people get on well together, is a good place to live, and if people feel safe in their community. We must ensure that people are happy with opportunities to be involved in decision making and how satisfied they are with communication. Achievement of these objectives will require the input of not only the Borough Council, but County Council and other partners.

4.13 It is proposed that an Area Plan will be developed for each Neighbourhood through consultation with key partners, elected members and the community which brings together strategic plans for the area with local priorities. These plans will link to the Sustainable Communities Strategy.

4.14 A neighbourhood charter will be developed for each neighbourhood to monitor how the council performs in a number of service areas and drive forward further improvements in service delivery.

4.15 The charters will be used as a tool to formally capture the collective agreement of partners within a neighbourhood to deliver services in a particular way. It will include general information specific to each neighbourhood but will also ultimately set out an agreed set of commitments, standards and prioritises by service providers, negotiated with communities through Area Forums and existing links with community organisations. This will enable communities to influence service planning, the further development of neighbourhood standards and tailored actions in response to localised concerns. The process will be underpinned by an appropriate performance management framework.

4.16 The charter will outline how the council makes decisions and how local people can influence decisions which affect their neighbourhood. This approach also requires a commitment from residents to take ownership of their neighbourhood in the form of say a Community Agreement, by which residents give a commitment to work with the council and its partners to not just improve their neighbourhood but sustain that improvement over time. This could mean taking

part in activities such as a community clean-up or setting up a Neighbourhood Watch Scheme, which actively demonstrates resident's commitment to the future of their area.

AREA FORUMS

4.17 A review of Area forums is currently underway. The governance arrangements need to be revised to enable community participation and the development of participatory budgeting. There is currently a proposal to devolve funding to each Area Forum to be distributed in grant form to local community groups to spend on local priorities. A report is to be presented to Cabinet for consideration.

4.18 It is proposed that this be administered through the Legal & Democratic Services direct to the area forums where decisions can be made through the existing structure. The model involves adopting a multi agency approach to providing and shaping services within each neighbourhood.

4.19 The multi agency team will have identified leads for the following service areas:

- Street scene issues, including environmental maintenance
- Community Safety
- Young people
- Housing and regeneration, in those areas neighbourhoods where regeneration is occurring.

4.20 This is not an exhaustive list of services received by communities. However, they are a starting point of services that the community identifies as most important for its quality of life and where the providers are already showing an interest in developing a greater community focus in order to improve service delivery. Over time the team will evolve and grow to ensure that lead officers are represented from each service area and agency and responsible for tackling the key issues within the neighbourhoods.

Their role will be to:

- To provide the link between the community and their home Directorate or agency and the wider Council.
- To work collaboratively with other agencies to maximise the opportunities for joined up services to the community.
- To understand local concerns and to identify opportunities for improved service delivery to Directorates and partner agencies.
- To contribute to the development and implementation of Neighbourhood Plans.

4.21 The team will be a virtual team who will meet together on a regular basis in order to ensure effective joint working and problem-solving in the area forum areas.

5.   COMMENTS OF THE HEAD OF FINANCIAL SERVICES

5.1 No comments from Head of Financial Services

6. COMMENTS OF THE HEAD OF LEGAL AND DEMOCRATIC SERVICES

6.1 No comments from Head of Legal and Democratic Services

7. COMMENTS OF THE HEAD OF HUMAN RESOURCES

7.1 No comments from Head of HR

8. CONCLUSION

8.1 This paper sets out, in broad terms, a model for the further development of locally based, integrated and responsive services that promotes leaders of partnership and place and encourages place shaping and neighbourhood engagement.

8.2 It builds on the expertise of services and developments that have already taken place whilst introducing significant changes in service delivery to create better services and places to improve the quality of key services to local communities. It also provides tools to capture the strength and talents of citizens and communities and achieve their full potential.

9. RECOMMENDATION(S)

9.1 That the Cabinet comments on the outline proposals for the development of a Neighbourhood Management approach to service delivery and, after a period of consultation, receive a more detailed implementation report.

10. CONSULTATION CARRIED OUT

10.1 An outline of the report has been presented to both the LSP Executive and Overview & Scrutiny Committee. The approach was endorsed by both groups.

Contact Officer	
Name	Carole Todd
Position	Head of StreetScene & Liveability
Service / Team	StreetScene & Liveability
Telephone	01706 252551
Email address	caroletodd@rossendalebc.gov.uk

Background Papers	
Strong & Prosperous Communities Local Government White Paper	www.communities.gov.uk

Equality Impact Assessment Form

Name of Strategy/Policy:	Neighbourhood Management
Officer Name(s):	Catherine Taylor
Job Title & Location:	NEAT Officer, Stubbylee Hall, Stubbylee Lane, Bacup
Department/Service Area:	NEAT Team, Streetscene & Liveability Department
Telephone & E-mail Contact:	01706 252541 catherinetaylor@rossendalebc.gov.uk
Date Assessment:	**Commenced: 17/5/07** **Completed:**

1. Impact Assessment – Policy and Target Outcomes

a) Summarise the main aims/objectives of the strategy, policy, procedure or project (refer to "**Notes for Guidance**" for details).

The report is intended to outline for approval by members, the council's approach to neighbourhood management. The report details proposals to:-

1. Embark on consultation to Focus identify those services seen as important to residents;

2. Review and develop the existing structure of Area Forums to produce and oversee delivery of a Neighbourhood Area Plan

3. Engage in a multi-agency approach to neighbourhood management

All of the above are with a view to improving access to and the quality of services for local people.

b) Is the policy under review (please tick)

New/proposed [X]   Modified/adapted [ ]   Existing [ ]

c) Who will be the main beneficiaries, targets or users of this strategy, policy, project or procedure?

- ✓ Customers/citizens of the district
- ☐ Targeted/specific groups of customers/citizens (indicate below in [d]).
  - ✓ Elected Members/Councillors
- ☐ Internal colleagues/customers or other public authorities e.g. government agencies
  - ✓ Community Groups/voluntary sector groups or campaign/interest groups
- ☐ Staff/employees (in their contractual position) and/or potential employees/trainees.
  - ✓ Any other stakeholder e.g. trade unions, contractors, suppliers, district partners, public agencies (not directly under Council control), intermediaries representing interest groups e.g. tenants, developers, legal agencies or third parties.

Specify in box below:
Partners including the police, Whitworth Town Council, Greenvale Homes, as there is a focus on multi-agency approaches to service delivery.

d) Please detail below specific equality groups – for example disabled citizens, elderly or infirm/female or non-traditional users who are seen as intended beneficiaries from this policy/strategy/project/procedure (see "**Notes for Guidance**").

Key equality groups as intended beneficiaries (where appropriate):
Young people - the report seeks to set in place a structures approach to problem solving in key service areas including young people in particular.

e) To assist with the assessment you may need to consider collecting the following information you require, before completing the table in Section 2:

- ☐ NATIONAL DATA eg surveys, reports, statistics, etc which point up specific areas/issues.
- ☐ LOCAL DATA eg demographics, service mapping studies & relevant research.
- ☐ MANAGEMENT INFO eg data collected for operational/financial or other purposes.
- ☐ MONITORING DATA eg information already available or collected. For example: disability type, age band, gender, location. (ref existing BVPIs).
- ☐ CONSULTATION/CONTACT DATA eg user group feedback, representations, specific consultation events etc.
- ☐ CUSTOMER COMPLAINT/FEEDBACK eg results of investigations, inquiries, elected member cases, normal complaints/compliments etc.
- ☐ Views of LSP Officers, independent externals, contractors/suppliers, partners and academia (if relevant).
- ☐ OTHER eg frontline employee feedback, other research, experiences of other agencies/local authorities, councillors mailbags/surgeries.

f) Is further consultation, data collection or research still required?

Yes ☐   No ☒

(If yes then complete Action Plan)

Key Actions (note responsible officer(s)):
The report is a proposal at this stage. Monitoring data, consultation data, local data and customer feedback will need to be obtained if the proposals are approved and are being implemented. These actions will need to be completed by the officer(s) leading on the implementation of the proposals.

4. Impact – Evidence

a. Using the table below please tick whether you have evidence that the policy/strategy has a negative, positive or neutral impact on any of the equality groups listed below

		Positive Impact – it could benefit	**Negative Impact** – it could disadvantage	**Reason**	**Neutral Impact (Neither)**
Gender	Women	X		Positive – the report is intended to benefit all residents by improved service specific to neighbourhoods.	
	Men	X		As above	
Race (Ethnicity or Nationality)	Asian or Asian British people	X	X	Positive – as above

Negative – report focuses on consultation to identify key service areas, service development and delivery. Consideration will need to be given to engaging with all members of the | |

		Positive Impact – it could benefit	Negative Impact – it could disadvantage	Reason	Neutral Impact (Neither)
				community including those for whom English is not their first language.	
	Black or black British people	X	X	As above	
	Chinese or other ethnic people	X	X	As above	
	Irish people	X		Positive – the report is intended to benefit all residents by improved service specific to neighbourhoods.	
	White people	X		As above	
	Chinese people	X	X	Positive – as above

Negative – report focuses on consultation to identify key service areas, service development and delivery. | |

		Positive Impact – it could benefit	Negative Impact – it could disadvantage	Reason	Neutral Impact (Neither)
				Consideration will need to be given to engaging with all members of the community including those for whom English is not their first language.	
	Other minority communities not listed above e.g. traveller/European (please state below):	X	X	As above	
Disability	Physical/learning/mental health	X	X	Positive – the report is intended to benefit all residents by improved service specific to neighbourhoods. Negative – report focuses on consultation to	

		Positive Impact – it could benefit	Negative Impact – it could disadvantage	Reason	Neutral Impact (Neither)
				identify key service areas, service development and delivery. Consideration will need to be given to engaging with all members of the community including those who have a disability or impairment which may affect their ability to contribute or even be aware of the consultation process. Also need to ensure not excluded from any community initiatives which flow from the charter e.g. clean ups.	
Sexuality	Lesbians, gay men and bisexuals	X	X	Positive – the report is intended	

		Positive Impact – it could benefit	**Negative Impact** – it could disadvantage	**Reason**	**Neutral Impact (Neither)**
				to benefit all residents by improved service specific to neighbourhoods. Negative – report focuses on consultation to identify key service areas, service development and delivery. Consideration will need to be given to engaging with all members of the community and ensuring no groups feel excluded or without a say.	
Gender Identity	Transgender people	X	X	As above	
Age	Older people (60+)	X	X	Positive – the report is intended to benefit all residents by	

		Positive Impact – it could benefit	Negative Impact – it could disadvantage	Reason	Neutral Impact (Neither)
				improved service specific to neighbourhoods. Negative – report focuses on consultation to identify key service areas, service development and delivery. Consideration will need to be given to engaging with all members of the community and ensuring the consultation process is accessible including for older people who may live in residential accommodation, have an impairment or be limited with their mobility.	

		Positive Impact – it could benefit	Negative Impact – it could disadvantage	Reason	Neutral Impact (Neither)
	Younger people (17-25), and children	X	X	Positive – the report is intended to benefit all residents by improved service specific to neighbourhoods. Younger people are specifically mentioned in the report.

Negative – report focuses on consultation to identify key service areas, service development and delivery. Consideration will need to be given to engaging with all members of the community including younger people and this may need to take a | |

		Positive Impact – it could benefit	Negative Impact – it could disadvantage	Reason	Neutral Impact (Neither)
				different format to that for adults to ensure younger people feel able to contribute and that their opinions matter.	
Belief	Faith groups *	X	X	Positive – as above\n\nNegative – report focuses on consultation to identify key service areas, service development and delivery. Consideration will need to be given to engaging with all members of the community including those for whom English is not their first language.	
Other Groups					

		Positive Impact – it could benefit	Negative Impact – it could disadvantage	Reason	Neutral Impact (Neither)
(e.g. carers, rural isolation)					
Equal opportunities and/or improving relations	Note impact on group relations <u>between</u> and any effects on social cohesion.	x	x	Positive - All residents should benefit from an improved service delivery Negative – need to ensure that each neighbourhood feels they are getting an equivalent standard of service to other areas	

Notes:

* Faith groups cover a wide range of groupings, the most common of which are Muslims, Buddhists, Jews, Christians, Sikhs, Hindus. Consider faith categories individually and collectively when considering positive and negative impacts.

b) If the table above is not fully completed, what further information does the Assessor need?

No further information required at this stage.

c) Based on a summary of the evidence obtained, are there specific equality groups more affected than others by this policy/project etc area? If so indicate briefly below.

No – the potential effect of the proposals has an impact on all.

5. Impact – Nature/Type

a) Could you further improve the strategy, project, policy or procedure's <u>positive</u> impact?

YES [X]   NO [ ]

If "Yes", briefly summarise below how the positive impact could be improved upon.

Key Actions:

1. Ensuring the consultation process is open, available and accessible to all.
2. Ensuring the outcomes and resulting neighbourhood charter is accessible by all
3. Ensuring the service improvements are publicised and accessible by all
4. Information should be sought about each individual area to determine whether there are specific issues which should be dealt with which relate to equalities as part of the consultation and service delivery
5. Need to consider equalities monitoring at any consultation sessions
6. Need to ensure that any buildings where consultation is held is accessible to those with a disability, translation facilities are available, or information is readily understood e.g. by photos

b) If you indicated that there is <u>neutral</u> impact, could this be changed to become positive?

YES [ ]   NO [ ]

If yes, briefly summarise below how this impact could be minimised or removed:

Key Actions:
n/a

c) You need to think about how you can mitigate any adverse or <u>negative</u> impact or use the policy to promote a positive impact. If the proposed policy or project has a:

High Impact – you have identified that the policy or project will have a high, negative impact i.e. that it may be or is unlawfully discriminating against some groups, you will have to take immediate action to mitigate this.

Or:

Lower Impact – if you have identified that the policy would have a negative or adverse impact (that may not be lawful) you will also need to consider what changes you could make to remove this impact.

If you have identified adverse impact you must determine whether you will recommend that the Council should:

- Change the policy, stating what the changes should be
- Revise the policy, stating the revisions
- Consult further if you feel that you do not have enough information

Actions arising from the impact assessment should form part of the Service Planning Process.

Key Actions:

1. Ensuring the consultation process is open, available and accessible to all with a variety of different types of media, forums, etc..
2. Ensuring the outcomes and resulting neighbourhood charter is accessible to all
3. Ensuring the service improvements are publicised and accessible to all
4. Information should be sought about each individual area to determine whether there are specific issues which should be dealt with which relate to equalities as part of the consultation and service delivery
5. Need to carry out equalities monitoring at any consultation sessions
6. Need to ensure that any buildings where consultation is held is accessible to those with a disability, translation facilities are available, or information is readily understood e.g. by photos

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6. Impact Assessment - Summary

a) Key Findings

Please list the major outcomes/results/findings of this assessment in relation to equality which require <u>action</u> by the Council:

Key Findings:

1. Information about residents in neighbourhoods should be sought prior to consultation to ensure that the process can be tailored to those neighbourhoods;

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2. Tailoring the process of consultation to ensure all residents are able to participate
3. Ensuring the information gathered and the charters developed are available and accessible by all
4. Ensuring the service improvements are available and accessible to all
5. Ensure that all members of the community can, where possible, get involved with the resultant commitments of the community to the neighbourhood charter e.g. community clean ups and ensuring anyone with a disability is not automatically excluded – litter pickers provided, flat land etc..

b) "Public Duty" Issues

Refer to "**Notes for Guidance**". Given the three strands of legal duty, please identify which particular issues are essential for the Council to address:

> The need to eliminate unlawful disability discrimination.
> To encourage participation by disabled people in public life.
> To take steps to meet disabled people's needs.

7. Impact Assessment – Further Action

a.　　As a result of collecting evidence (including consultation) have any changes been made, or are planned, to this policy, strategy, procedure or project?

Yes | | No | x

(If yes then complete Action Plan)

> Key Actions (note responsible officer(s) or political body as required):

b.　　Has a monitoring/evaluation/review process been set up to check the successful implementation of the policy/strategy including improved outcomes?

Yes | | No | x

If yes, briefly summarise below:

> The resulting policy which comes out of the proposals, if approved, will have a monitoring and review process.

[blank box]

    c.   Please briefly describe how the above monitoring/evaluation will ensure the policy/strategy will be reviewed/monitored for impact (indicate timescale):

[blank box]

Please complete the Action Plan overleaf

    d.   If <u>no further action</u> is to be taken as a result of this assessment:

    1. Are you convinced that no discriminatory action is evident in the implementation of this policy, procedure, etc?

    Yes | x | No   [ ]

    2. Have you weighed up and considered any negative impact and the options to change, alter or adapt?

    Yes | x | No   [ ]

    3. Do you intend/recommend a further review? If yes, indicate timescale.

    Yes   [ ]   No | x | (Timescale:…………………..)

IMPACT ASSESSMENT ACTION PLAN

Please list below any recommendations for action that you plan to take as a result of this impact assessment (refer to Sections 3 & 4).

Issue	Action required	Lead officer	Timescale	Resource implications	Comments

Equality Impact Assessment

Checklist & Signature Sheet

Name of Strategy/Policy:	Neighbourhood Management

Please check the following steps have been completed before signing below:

- ✓ Sections 1 to 4 completed
- ✓ Action Plan completed (n/a)
- ✓ Notified all relevant Officers/Service Areas/Partners

Signed: ……………Catherine Taylor………………………………………..

Job Title:…NEAT Officer…………. Department: …………SS & L…………………

Date commenced Assessment:………17/5/07…… Date completed: 17/5/07…………..

_____

Date received in HR:…………………………………………

Received in HR by:……………………………………………...

Please sign the EQIA as indicated above, retain a copy and send a copy of the full EQIA, including the Action Plan, to:

Liz Murphy
Head of Human Resources
Kingfisher Business Centre, Futures Park
Bacup
OL13 OBB
lizmurphy@rossendalebc.gov.uk

MANAGEMENT ACTION REQUIRED (to be completed by the Head of HR)

- ☐ Referred back to Assessor for amendment …………………………..(date)
- ☐ Refer to Committee ……………………………. (specify committee & date)
- ☐ Considered by Corporate Equalities Implementation Group….……… (date)
- ☐ Published/made publicly available on ………………… (date)

Signed:………………………………….. (Head of HR) Date:…………………………

Date of Review:…………………………………