

Factsheet 6

Neighbourhood management

Neighbourhood Renewal Strategy

The national neighbourhood renewal strategy focuses on improving the quality of life for people living in disadvantaged areas – including less crime, improved housing and physical environment, better health, better skills and lower worklessness. The aim is to narrow the gap on these measures between the most deprived neighbourhoods and the rest of the country, so that within 10 to 20 years no-one should be seriously disadvantaged by where they live.

Neighbourhood Management: A joined-up approach for improving services

Neighbourhood management is a valuable tool in delivering neighbourhood renewal. It enables residents and service providers to work together to improve and join up services to deliver better outcomes for local people and to make services more responsive to local residents' needs. Neighbourhood management can work anywhere but it is mainly focused in disadvantaged neighbourhoods where services and outcomes are poorer than more prosperous areas.

The Government funded Neighbourhood Management Pathfinder programme was established in July 2001 with the creation of 20 Pathfinders with a further 15 Pathfinders launched in December 2003. Funding for neighbourhood management schemes is included the Safer and Stronger Communities block of Local Area Agreements. In addition to the Pathfinders there are over 250 neighbourhood management initiatives, usually set up by local authorities or Local Strategic Partnerships and mostly funded by the Neighbourhood Renewal Fund.



Neighbourhood Management explained

1. The neighbourhood management approach was identified in 2000 by the Social Exclusion Unit's fourth Policy Action Team (PAT4) report as a potentially valuable neighbourhood renewal tool to *"enable deprived communities and local services to improve local outcomes, by making them more responsive to local needs"*. Neighbourhood management is an approach to delivering renewal at the neighbourhood level, by improving local public services, building local residents' capacity and raising the profile of local residents' priorities.
2. Neighbourhood management is about **change management** – change in the culture and organisation of service delivery agencies and other bodies, and in the way they relate to one another and the communities they serve. Its focus is on changing the way key mainstream services are delivered, tailoring them to the needs and priorities of neighbourhoods, and making one person (or team) responsible for making sure that those services are delivered. It requires effective participation by local residents and organisations, and commitment from local service providers, such as local authority housing and environmental services, police, health, education and local businesses, to work in partnership at the neighbourhood level.
3. Neighbourhood managers/teams offer a single point of contact for residents, agencies and businesses and should have the clout to negotiate with service providers about how services are delivered. This approach centres on changing the way existing resources are used and the operational focus and priorities of service delivery agencies, rather than putting in additional money.
4. Neighbourhood management tackles the problems at the neighbourhood level that are of most concern to local residents. Priorities vary in different neighbourhood management initiatives, but involve addressing issues around better management of the local environment and housing, increasing community safety, improving healthcare, job prospects and education.
5. Community engagement and development and creating more inclusive and cohesive communities are also important for successful neighbourhood management. Community involvement and leadership – with residents taking a hands-on part in making decisions to improve their neighbourhood – helps to build a sense of shared responsibility, and ensure that solutions are owned locally, rather than being imposed externally.

Seven key ingredients of successful neighbourhood management

Neighbourhood management can take many forms, and it would be inappropriate to be prescriptive. However, experience from the Neighbourhood Management Pathfinder programme indicates that the ingredients below are key to successful Neighbourhood Management.

1. A clearly defined neighbourhood	<p>Size will depend on local circumstances: A neighbourhood management area will cover a population of between 5,000 and 15,000. Costs per head of population will increase for areas below 5,000, and residents are unlikely to identify as a neighbourhood an area of more the 15,000 population.</p> <p>Some services will be located outside the area, some will deliver to larger areas than the defined neighbourhood and some may be delivered outside the neighbourhood.</p>
2. Resident involvement	<p>Resources are needed to support and sustain different levels of resident involvement:</p> <ul style="list-style-type: none">• to support residents' direct involvement on the local partnership board and in working groups,• to support community organisations,• to reach out to residents not involved in organisations and those for whom there are barriers to getting involved
3. A dynamic neighbourhood manager with clout	<p>It is vital that someone is vested with the authority to take an overview of service delivery, to co-ordinate the various activities and to negotiate for change both locally and at a senior level.</p> <p>The manager will need a team, preferably working from premises in the neighbourhood – local needs will dictate the size and composition. The team may include deliverers of services who may be employed by, loaned or seconded to the partnership.</p>

<p>4. A local partnership to provide strategic direction</p>	<p>Some form of partnership structure is needed to provide strategic direction and leadership for neighbourhood management. Ideally the partnership will bring together residents, councillors and key service providers. Those on the partnership executive will need the ability to think and act strategically, grasp the neighbourhood management concept, be committed to neighbourhood management, and have the authority to make strategic, policy and resource decisions.</p> <p>The Neighbourhood Management Pathfinders have all developed partnership Boards. A partnership Board may be unincorporated or incorporated – the latter is necessary if the Partnership is going to employ its own staff, own assets or let contracts.</p> <p>Some Neighbourhood Management Pathfinder boards have resident majorities.</p>
<p>5. Support and commitment from the local authority and LSP</p>	<p>The local partnership will need to develop good links with local authority-wide structures, particularly with the local authority and Local Strategic Partnership. In two tier authorities it will mean good links with both district and county authorities and LSPs. Developing good relationships with local councillors is very important.</p>
<p>6. Quality information</p>	<p>Information is needed about</p> <ul style="list-style-type: none"> • Good baseline and monitoring data on neighbourhood conditions. • Residents' needs and priorities • Evidence for change • Effects of interventions/doing things differently <p>A key task of the partnership will be to collect and analyse the information. Through this they can demonstrate needs, the short-term and long-term effects of interventions/different ways of doing things and prompt action where required.</p>
<p>7. Commitment of service providers and mechanisms for engagement between services and residents</p>	<p>Service providers need to be committed to the principles and aims of neighbourhood management, promote culture change and be receptive to new modes of thinking. This commitment needs to be demonstrated at local, middle and senior levels.</p> <p>Structures and mechanisms should be developed that provide residents with a means of challenging service providers, agreeing levels of service and holding service providers to account (e.g. theme groups, problem solving events, Service Level Agreements)</p>

Neighbourhood Management Pathfinders

The Government is supporting and testing the potential of neighbourhood management as a renewal and community engagement tool through the Neighbourhood Management Pathfinder programme. Neighbourhood Management Pathfinders, set up by the Department for Communities and Local Government, are designed to give residents a real opportunity to improve local services and make them more responsive to their needs.

There are two rounds of Pathfinders, each with seven year's funding which is now included in the Safer and Stronger Communities block of Local Area Agreements. The first round of 20 pathfinders was announced in July 2001. These represent a broad range of neighbourhoods – urban, semi-rural and seaside towns – to enable neighbourhood management to be tested out under a variety of conditions. The second round, announced in December 2003, includes both urban and rural areas and areas at risk of decline through low housing demand, and pockets of deprivation in areas of housing growth or pressure.

The approach modelled by the Pathfinder programme is that each neighbourhood management initiative develops its own identity and strategy to meet local needs, with the overriding aim of improving local public services through influencing how those services are delivered – but not taking on service delivery. This will typically involve:

- identifying local needs and priorities, analysing the underlying causes and setting targets to tackle services that are failing;
- providing local agencies and communities with a clear point of contact within the neighbourhood;
- helping to coordinate the activities of service providers on the ground;
- raising the standard of services in line with targets agreed with service providers;
- ensuring that service providers are held to account by the local community for the quality of service they provide;
- building the capacity of the local community to set the agenda for renewing their area;
- making the most of the resources available for services by helping to minimise administration costs;
- Aligning neighbourhood management activity and outcomes to help meet outcomes set out in the Local Area Agreement.

Other neighbourhood management initiatives

In addition to the 35 Pathfinders, there are over 250 other neighbourhood management initiatives, usually set up by local authorities or Local Strategic Partnerships using the Neighbourhood Renewal Fund. For example, in Wolverhampton and Liverpool the local authority and LSP have decided that neighbourhood management is key to improving services and quality of life in their most disadvantaged neighbourhoods.

Some of the non-Pathfinder neighbourhood management initiatives such as North Benwell, Haringey and Wolverhampton – like pathfinders – are explicitly seeking to influence service delivery and promote neighbourhood renewal in their target areas to narrow the gap between the deprived and affluent neighbourhoods.

Other neighbourhood management initiatives may operate on a bigger (area) scale and some initiatives may also deliver local services. For example, Poplar Harca in Tower Hamlets operates in deprived neighbourhoods, but also delivers services. Salford, Gateshead and Doncaster operate across the whole of their local authority areas, including both affluent and deprived areas. Gateshead seeks to influence service delivery whereas Doncaster and Salford also deliver services.

Costs

The average cost of a neighbourhood management scheme is £200,000 a year which is about £20 per head of population, though some are as low as £10 ranging up to £40 for the highest. The running costs (teams and overheads but excluding any project funds) per head of local population for neighbourhood management initiatives targeted at deprived areas, including the Pathfinders, are relatively well aligned around **£19-27 per head per year**, with the most typical cost being about **£23 per head**.

Neighbourhood Management National Evaluation

The pathfinder programme is being evaluated to ensure that the lessons are learnt and shared. The evaluation, being carried out by a consortium led by SQW Ltd, provides 'real time' feedback to participating partnerships to enable them to develop and adapt their strategies, as well as wider lessons. In addition to the evaluation of the Pathfinders SQW has also undertaken an evaluation of seven non-Pathfinder neighbourhood management initiatives.

The (2005-06) Pathfinder report confirms that neighbourhood management adds value by bringing residents and service providers together to improve and join-up local services, help strengthen the local community and voluntary sector, by providing an environment in which innovation is encouraged. It states that:

“The main benefits so far have been to make the deprived pathfinder neighbourhoods safer and cleaner and help shape services that are better joined up, more accessible and more responsive to local needs.

Neighbourhood management has 'struck a chord' with many organisations and people that have come into active contact with it. To many practitioners, residents, councillors and service providers, it has the hallmarks of a more intelligent and sustainable approach to neighbourhood renewal and public service improvement.”

Many local authorities are rolling out neighbourhood management, inspired by the pathfinder experience and the growth in interest in engaging with local communities. In addition to the existing 250 schemes, new neighbourhood management schemes are being established through the neighbourhood element, part of the Safer and Stronger Communities block of Local Area Agreements.

Evidence of the benefits of neighbourhood management

Community Safety

Pathfinders have been particularly effective so far in achieving both cleaner and safer neighbourhoods – often the key concern of local people – and have helped to improve residents' perceptions of their local area, boosting confidence.

The greatest change has been from the police – reflecting the importance of community safety as a concern for local communities. Analysis shows that recorded crime has fallen in three quarters of round 1 Pathfinders.

Common service improvements achieved are greater responsiveness of police to local needs, an increase in the scale of policing activities in Pathfinder areas and improved joint working between the police and other agencies.

Environmental services

The second greatest area of change so far has been in environmental services. There is evidence that those Pathfinders that have prioritised improving environmental services now have both cleaner neighbourhoods and have helped to change residents' perceptions of their local area.

The most typical, and most significant, changes secured have been to the operation of street cleansing, waste removal and grounds

maintenance services. Pathfinders have joined together these services to provide a more integrated and efficient approach, and sometimes also increased in scale, to provide a fuller service.

Housing

Pathfinders have successfully engaged with housing providers, including local authorities, Registered Social Landlords and the private sector, to promote both improved services and stronger resident involvement in decision-making, such as re-developments and stock transfers.

Health

Pathfinders have successfully engaged local health commissioning bodies and General Practitioners to re-shape services to improve their accessibility and take-up to ensure services are better targeted and more responsive to the needs of local people.

Education

Pathfinders have succeeded in forging close links with local schools and local education authorities, encouraging stronger links between schools and supporting them to become better integrated with other local services to provide more holistic support for children.

Neighbourhood Management Household Survey 2006

The 2006 household survey of round 1 Pathfinders provided evidence that Pathfinders are improving the quality of life for people compared with similar areas that do not have a Pathfinder.

Overall satisfaction with the neighbourhood management area as a place to live was up from 71% in 2003 to 75% in 2006, compared with a drop in similar areas from 82% to 81%.

NM areas are ahead of comparable areas in satisfaction with policing and street cleaning.

Satisfaction with the police service in Pathfinder areas was up from 47% in 2003 to 53% in 2006, compared with a drop in similar areas from 48% to 46%.

Satisfaction with street cleaning was up from 60% in 2003 to 68% in 2006, compared with a drop in similar areas from 63% to 61%.

National Network

The National Neighbourhood Management Network brings together a wide range of organisations from across the country interested in or already practising neighbourhood management. Its aim is to promote and share neighbourhood management experience and best practice, through organising events, study visits and action learning teams and through producing practical guidance. The Network also provides information sharing and updates through its bi-monthly NM newsletter and regular newswire updates.

The Network, which is run by Shared Intelligence, is in contact with more than 250 neighbourhood management partnerships.

Further information

Neighbourhood Renewal Unit

Neighbourhood Management Pages of

Website: www.neighbourhood.gov.uk

The following most recent evaluation reports can be found on the website:

- Neighbourhood Management – at the Turning Point?: Programme Review 2005/06
- Rolling out Neighbourhood Management
- Non-Pathfinder Neighbourhood Management Case Studies
- Neighbourhood Management Pathfinder Programme Full Baseline Report

Neighbourhood Management National Network

Telephone: 0207 837 3090 – Contact: Ben Lee

www.neighbourhoodmanagement.net

SQW Neighbourhood Management National Evaluation

Telephone: 020 7307 7153 – Contact: Tim Thorlby

<http://www.sqw.co.uk/nme/about.htm>

On 5th May 2006 the responsibilities of the Office of the Deputy Prime Minister (ODPM) transferred to the Department for Communities and Local Government (DCLG)

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