



Haringey Council

Agenda item:

**[No.]****Cabinet****On 18 November 2008**

Report Title: <b>Cabinet Response to Scrutiny Review of Neighbourhood Management</b>	
Forward Plan reference number (if applicable):	
Report of: <b>Sharon Kemp, Assistant Chief Executive</b>	
Wards(s) affected: <b>All</b>	Report for: <b>Non-Key Decision</b>
<p><b>1. Purpose</b></p> <p>1.1 To set out the Cabinet's response to the report of the Scrutiny Review of Neighbourhood Management.</p>	
<p><b>2. Introduction by Cabinet Member</b></p> <p>2.1 This has been a very helpful and thorough review and will assist us enormously in improving and developing our service. I would like to thank the Scrutiny members and the various officers and members of the public who took the time to contribute their views and ideas.</p> <p>2.2 We will be accepting the vast majority of the recommendations. We have already started to review Area Assemblies (recommendation 5) and I would welcome any comments or suggestions.</p>	
<p><b>3. Recommendations</b></p> <p>3.1 That the Cabinet welcomes the Overview and Scrutiny Review of Neighbourhood Management Service.</p> <p>3.2 That the Cabinet agrees the attached response and proposed action plan as set out in Appendix one</p>	
Report Authorised by: <b>Sharon Kemp, Assistant Chief Executive</b>	

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#### **4. Chief Financial Officer Comments**

4.1 The Chief financial officer has been consulted on this report and has no additional comments to make at this time.

#### **5. Head of Legal Services Comments**

5.1 There are no specific legal implications in this report

#### **6. Local Government (Access to Information) Act 1985**

#### **7. Strategic Implications**

7.1 The Panel recognised that community engagement and community development is crucial if the Council is to continue to be in the forefront of providing local services. The Government White Paper 'Communities in Control: Real People, Real Power' builds on the "strong and prosperous communities" agenda and makes further recommendations around empowerment, engagement and participation. Neighbourhood Management Service was selected for in-depth review by Overview and Scrutiny Committee given the challenge of numerous new polices and the new legislation on community engagement and empowerment.

7.2 The scrutiny review contains 13 recommendations in all. Of the recommendations 10 have been agreed in principle and 3 have not been agreed.

7.3 The responses to these recommendations can be broken down into the following categories:

- Role of neighbourhood Management Service
- Organisational Issues
- Area Assemblies
- Partnership working
- Budget Issues
- Making the Difference Funding

#### **8. Financial Implications**

8.1 The implementation of the scrutiny review recommendations that have been agreed by the Cabinet will be contained within contained with Neighbourhood Management Service budget.

## **9. Legal Implications**

9.1 There are no specific legal implications in this report.

## **10. Equalities Implications**

10.1 The Neighbourhood Management Service will ensure that community engagement and empowerment is targeted and designed to be accessible to all residents. Particular efforts will be made to provide the opportunity for hard to reach communities to engage with the Council and its partners.

## **11. Consultation**

11.1 The Panel consulted with a wide range of community groups and individual residents, Members, and the Young Foundation.

11.2 Where the agreed recommendations involve changes to service delivery or policy, consultation will be conducted as appropriate.

## **12. Background of scrutiny review**

12.1 The review aimed to assess the perceptions and value of the Neighbourhood Management Service from Members, internal stakeholders and external organisations. The Neighbourhood Management Service was selected for in-depth review by Overview and Scrutiny Committee given the challenge of numerous new polices and new legislation. The review sought to ensure the service could meet the demands of:

- Local Government and Public Involvement in Health Act placing new duties to develop a story of place with 35 improvement targets, development of systematic opportunities for involvement, consultation and engagement and new statutory duties for partners to participate within the Local Strategic Partnership.
- Place shaping roles identified through the Lyons Review.
- Extended schools and children's networks from the Department of Children and Families.
- Neighbourhood Policing from the Home Office
- Our Health, Our Choice, Our Say from the Department of Health.
- The Government has just published its White Paper on community empowerment.

## **13. Scope of the review**

13.1 The Neighbourhood Management Scrutiny Review addressed the following key areas:

- **Role of Neighbourhood Management Service**
- **Views on the performance of Haringey's Neighbourhood Management Services.**
- **Organisational Issues**
- **Partnership working**
- **Area Based Working**
- **Involvement and Engagement of Local Residents**
- **Area Assemblies**
- **Making the Difference Funding**

**14 Conclusion**

14.1 This scrutiny review has provided a valuable examination of the current arrangements for Neighbourhood Management. Through this scrutiny review there has been an opportunity to;

- consider how Neighbourhood Management service is currently set up to deliver
- think about what the future challenges are for the service, both in a national and local context;
- to consider the ongoing challenges of delivering Neighbourhood Management in the fast changing environment new polices and the new legislation to build enduring community engagement with Haringey and its partners.

**15 Use of Appendices / Tables / Photographs**

15.1 Appendix one: Action Plan for implementing the Scrutiny Review on Neighbourhood Management



**Action Plan for implementing the recommendations of the Scrutiny Review on Neighbourhood Management Service**

No	Recommendation	Cabinet response	Proposed action	Timescale
<b>Role of neighbourhood Management Service</b>				
1	<i>That the roles, purpose and tasks of Neighbourhood Management (including ensuring that these are linked into appraisal objectives) be defined and that guidelines be produced which clearly specify the role and responsibility of Neighbourhood Management in relation to other Council services and to Ward Councillors, especially in the light of the Council's plans to extend area based working and that the local area agreement targets be taken into account re appraisal objectives</i>	<p><b>Agreed.</b> This recommendation provides an opportunity to refine and clarify the role of the Neighbourhood Management Service and to strengthen the positive aspects of this way of working and improve the effectiveness and value for money delivered. It is important that the review ensures that resources are being focussed for maximum impact on the improvement of services and the actions in the Council plan.</p> <p>Neighbourhood Management Service aims to provide one of the Council's frameworks for community participation in service planning and development, community capacity building and budget planning. It works with partners to target resources at a neighbourhood level with locally based teams working in priority wards. The main focus is to improve services and 'making things happen' at a local level through engagement between local residents, Council services, partner agencies, local businesses and voluntary groups aimed at collaboration, mutual learning and problem-solving.</p>	<p>To clarify the role of the Neighbourhood Management Service and to strengthen the positive aspects of this way of working and improve the effectiveness and value for money delivered.</p> <p>The Area Assembly Priority Plans will be aligned with the Community Strategy, Council Plan and LAA outcomes. Progress against the priorities would be provided through regular updates to Area Assembly Chairs and Ward Councillors and within the new localised editions of Haringey People, thus reaching a wide range of residents.</p>	Ongoing
No	Recommendation	Cabinet response	Proposed action	Timescale

<b>Organisational Issues</b>				
2	<i>That whilst the functions and structure of Neighbourhood Management needed to be reviewed in the light of recent developments, this should be done sensitively with relevant staff being consulted and where possible given assurances about their future employment.</i>	<b>Agreed.</b> All reviews of the structure of the Neighbourhood Management Service will be undertaken sensitively and appropriately in line with Haringey Council's best practice and in compliance with agreed consultation procedures.	Undertaken reshape of Neighbourhood Management in line with Haringey Council's best practice complying with agreed consultation procedures.	November 2008
3	<i>That area work programmes involving all relevant Council services and partners be shared with Ward Councillors and further developed with links to local area agreement's targets and outcomes and that departments' business plans take into account any concerns raised by Neighbourhood Management when developing their work programmes".</i>	<b>Agreed.</b> Neighbourhood Managers currently develop annual work programmes in conjunction with the Area Assembly Chair and approved by the Cabinet Member for Community Cohesion and Involvement against the Community Strategy and Council Plan objectives. With the development of the area profiles these can be used alongside more localised community intelligence provided by the Area Assembly Chair, Councillors and various groups and networks to demonstrate a systematic way of developing the neighbourhood management work programmes. These work programmes would in effect form an Area Assembly Priority Plan which Neighbourhood Managers would have the responsibility to co-ordinate and support the achievement of, through the work delivered by the various groups and networks operating within the area.	Underpin area work programmes with area assembly priority plans. Adopt area assembly priority plans	March 2009
4	<i>That regular review of each area's staffing levels and workloads, bearing in mind the advantages to be gained through staff stability and their local knowledge be undertaken".</i>	<b>Agreed.</b> This is an ongoing function of managing and supporting staff and resources with in the Neighbourhood Management Service in line with the agreed Business Plan for the service. This recommendation supports the management of the service to effectively develop and support staff in their role.	Ongoing	Ongoing
<b>No</b>	<b>Recommendation</b>	<b>Cabinet response</b>	<b>Proposed action</b>	<b>Timescale</b>
<b>Area Assemblies</b>				

5	<i>That a review be carried out of the way in which area assemblies and Neighbourhood Management contribute to council's consultation processes".</i>	<b>Agreed.</b> The council is currently drafting its community engagement and consultation framework in line with the Government's policy framework for community empowerment and engagement. A component of the framework will relate to how tools such as area assemblies and Neighbourhood Management contribute to council's consultation processes.	To ensure that area assemblies form part of the Council's policy framework for community empowerment and engagement.	June 2009
6	<i>That a reassessment of the size of Area Assemblies be carried out to ensure proper engagement with each area and that Making the Difference funding be split evenly across the Borough on a 'per ward' basis". (£18.4K per ward)</i>	<b>Not Agreed.</b> The Council will continue to resource Neighbourhood Management to deliver community empowerment and engagement across the borough. However, building community capacity is key to revitalising our most deprived neighbourhoods and we will continue to target resources at a neighbourhood level with locally based teams working to improve the quality of services in areas of deprivation and in priority wards.	N/A	N/A
7	<i>That the role and operation of area assemblies be reviewed to ensure that they are achieving the desired objectives and link into the Council's corporate priorities".</i>	<b>Agreed.</b> Reviewing the role, operation and delivery of Haringey's Area Assemblies is a current priority for the Neighbourhood Management Service. Ensuring that the objectives of the Area Assemblies are aligned with the Council's corporate priorities is a priority for the Council.	Review the role, operation and delivery of Haringey's Area Assemblies	June 2009
8	<i>That the names of Area Liaison Officer and their precise duties be further developed and advertised"</i>	<b>Agreed.</b> Ensuring the clarity in role and duties of Area Liaison Officers is important for the effective management of Area Assemblies and Neighbourhood Management. Area Liaison Officers are critical to communicating between services in support of Neighbourhood Management Services and to enhance relationships between partners agencies and services.	Clarify the role and duties of Area Liaison Officers - advertise the roles and names	March 2009
<b>No</b>	<b>Recommendation</b>	<b>Cabinet response</b>	<b>Proposed action</b>	<b>Timescale</b>
<b>Partnership working</b>				
9	<i>That Homes for Haringey be asked to appoint</i>	<b>Agreed</b> The Council's approach to area	Neighbourhood Management	October 2008

	<i>a designated officer to link with Neighbourhood Management on joint initiatives and that Neighbourhood Management compile a list of issues causing concern with Housing Associations which may be taken up by the Council at its regular meetings with Housing Associations”.</i>	<p>based working is built around monthly meetings in each of the neighbourhoods bringing together a range of front line staff and partners who together are responsible for providing a clean, well cared for and safe external environment. Each neighbourhood is championed by a senior manager (2nd and 3<sup>rd</sup> tier) who works closely with the Neighbourhood Manager to ensure the monthly meetings are effective in identifying, tasking and prioritising areas of work.</p> <p>These operational meetings have nominated officers present from a range of partners and agencies. There are clearly nominated officers from Homes for Haringey present at each of the neighbourhood area based meetings. Where there are operational or strategic issues that cannot be addressed at this level area are escalated to quarterly manager meetings that bring together service managers from the Urban Environment Directorate, Adult, Community and Cultural Services, Homes for Haringey and Neighbourhood Managers.</p>	will approach Homes for Haringey to ask them to designate an officer	
10	<i>That Neighbourhood Management and each service directorate it deals with nominate one of their existing officers to have specific responsibility for joint liaison”.</i>	<b>Not Agreed</b> This recommendation aligned to the ongoing evolution of area based working and will be further consolidated as area based working becomes mainstreamed. However in relation to area based working neighbourhood management works with Directorates and partners in targeted geographic areas.	N/A	N/A
<b>No</b>	<b>Recommendation</b>	<b>Cabinet response</b>	<b>Proposed action</b>	<b>Timescale</b>
Budget Issues				
11	<i>That consideration be given in next year’s budget process to reinstating at or near the</i>	<b>Not agreed.</b> Seed funding of £300,000 for Neighbourhood areas in 2007-08 was	N/A	N/A

	<i>previous level the devolved budget (formerly £50k) for each Neighbourhood Management team used to facilitate local solutions or for small local projects”.</i>	funded from the NRF. In 2008-09 the NRF was replaced by area based grant and the amount for this activity was reduced to £106,000. Neighbourhood Areas currently receive approximately £28,000 but see answer to recommendation 12 below.		
12	<i>That serious consideration be given to maintaining or increasing the funding for community engagement and community development projects”.</i>	<b>Agreed.</b> The head of Neighbourhood Management will continue to make every effort to maintaining or increasing the funding for community engagement and community development in Haringey	Ongoing	Ongoing
<b>Making the Difference</b>				
13	<i>That residents whose Making the Difference bids are rejected be advised of alternatives and given support where possible”.</i>	<b>Agreed.</b> In relation to unsuccessful bids Neighbourhood Management Service does, where possible inform applicants of alternatives and provide support and assistance. This may be an area for improvement and activity will be reviewed in this area.	Neighbourhood Management Service will inform applicants of alternatives and provide support and assistance where appropriate	Ongoing

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