



Scrutiny Review of Neighbourhood Management Services

**A REVIEW BY THE OVERVIEW AND SCRUTINY COMMITTEE
JULY 2008**

Panel Members:- Councillors Davies (Chair), Bevan and Weber

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Reasons for the Review

- 1.1 Since its inception Neighbourhood Management has played an important part in the delivery of local services which meet Government's intentions and achieves Council objectives.
- 1.2 Initially established in 2001, to implement the Government's national strategy for neighbourhood renewal, Neighbourhood Management was restructured in 2005 and 2007. This was necessary to meet an evolving local and national agenda which placed community involvement and engagement as central to the revitalisation of local communities. There have been numerous policy initiatives from Government since 2001 trying to strengthen community engagement and involvement within public services such as:
 - 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.
- 1.3 The Government has just published it's White Paper on community empowerment.
- 1.4 Perceptions of the Neighbourhood Management Service were thought to vary between Members, internal stakeholders and external organisations. With the numerous new polices and the new legislation it was opportune to review activity and direction to ensure fitness for purpose. This is the reason why it was selected for in-depth review by Overview and Scrutiny Committee.

The Way in Which the Review was Undertaken

- 2.1 The initial terms of reference are attached as Appendix A. As the review progressed it was realised that it needed to concentrate and make general recommendations on the way Neighbourhood Management could best contribute to the work of the Council and its partners in improving local area working.
- 2.2 The Panel met four times. They heard from:-

- The Young Foundation on how Haringey's Neighbourhood Management was perceived nationally
- Safer Communities in relation to the Safer Neighbourhoods Police Teams
- The Primary Care Trust.
- The Directors of Urban Environment and Children and Young Peoples' Service and the Assistant Chief Executive Policy, Performance, Partnerships and Communications.
- Homes for Haringey
- Those councillors who responded to a general invitation to submit comments
- The Cabinet Members for Community Cohesion and for Environment and Conservation
- Area Assembly chairs
- The Head of Neighbourhood Management
- Neighbourhood area managers.

2.3 The Council's Consultation Manager was also engaged to run a focus group specifically with residents who did not attend area assembly meetings and to conduct telephone interviews with residents who were involved in the work of Neighbourhood Management.

Role of Neighbourhood Management

3.1 Neighbourhood Management identifies "one person or a small team of people to co-ordinate at a neighbourhood level to act as champion and trouble shooter for the area". With the development locally of area based working and the Council's re-shaping exercise the Neighbourhood Management's role has evolved into that of an "enabler" and "facilitator". Neighbourhood Management's main roles within Haringey are:

- Developing and promoting the seven Area Assemblies and their 'making the difference' budgets.
- Building community capacity and creating engagement and participation
- Helping new and harder to reach communities to access services.
- Initiating and developing community programmes within the Area Based Grant (such as the reaping the benefit employment initiative and community empowerment seed corn funding).
- Managing the Neighbourhood Resource Centre and the Broadwater Farm Community Centre.
- Supporting local service improvements with other Council services and partners,
- Acting as a broker and enabler and supporting members, colleagues and partners
- Advising assembly chairs and ward councillors on local issues and helping to improve consultation with local residents

- 3.2 Neighbourhood Managers told the Panel that they saw themselves as a crucial link working for Members, council services and external partners to enable the Council to better meet community needs. They quoted, as a good example of this, the Green Lanes Strategy Group which had brought together businesses, residents, external partners and officers to identify key objectives.
- 3.3 Attached at Appendix B is a paper from the Head of Neighbourhood Management which sets out more information about the service and what he considers the successes and benefits of the service.

Views on the performance of Haringey's Neighbourhood Management Services

- 4.1 Neighbourhood Management is seen as a central part in the way in which local services were delivered and the Young Foundation testified that Haringey's service was seen as a "trail-blazer" and was carrying out some excellent work.
- 4.2 The Directors of Urban Environment and Children and Young People's Services considered that Neighbourhood Management provided local intelligence, identified local priorities, and facilitated community engagement and participation. Additionally Neighbourhood Management was good at co-ordinating multi-agency working. As the Director of Children and Young People's Services said they were seen by other services "as the eyes and ears on the ground".
- 4.3 The Panel agreed with the two directors that it was not the role of Neighbourhood Management to be responsible for service delivery or to be seen as an operational delivery/reporting service getting involved in activities such as personally patrolling to identify dumping spots. The Assistant Chief Executive Policy, Performance Partnerships and Communications emphasised the Neighbourhood Management role of supporting Council Services and Partners to deliver good services within neighbourhoods through working with communities.
- 4.4 There was concern joint working between Neighbourhood Management and other departments did not always keep to a coordinating role for Neighbourhood Management and also needed to be responsive to other departments' work programmes. The Panel considered that there was a need for greater clarity as to the roles and tasks of the Neighbourhood Management Service along with clear guidelines which should be shared across the Council. This view was supported by the research undertaken with local residents who attended Area Assembly meetings, the results of which are set out in Appendix C.

The Panel's views

Organisational Issues

- 5.1 The Panel appreciated that Neighbourhood Management would continue to be an area of rapid change and that staff structures and duties needed to be flexible if the service was to continue as it is. However staffing stability would help to maintain continuity in service knowledge and delivery. The efficiency savings and forthcoming restructure were noted and the need for this to be delivered professionally, sensitively, transparently and within Council Policy. It was also accepted that effective neighbourhood working required staff to build up a wide knowledge of local issues and priorities and to secure the confidence of local residents.
- 5.2 It was felt that the structure for managing and monitoring Neighbourhood Management could be improved. There were particular concerns regarding area based working (see also later section) with regard to the clarity of which service was leading – Neighbourhood Management or Urban Environment. It was felt that greater clarity was required and improvements in accountability both between the services involved and the Members.
- 5.3 Neighbourhood Management have a work programme which is developed in conjunction with assembly chairs and endorsed by the Cabinet Member. However, care needed to be taken to ensure that workloads for all Neighbourhood Management areas are consistent and that some areas do not end up with excessive workloads, which could led to expectations not being achieved. Greater links, evidence and transparency between the Neighbourhood Management priorities within the work programmes, local priorities and the Council and Partnerships Plans was highlighted as an area for improvement.

Partnership Working

- 6.1 The Panel heard about the various initiatives that Neighbourhood Management was involved in, such as “the health in mind” project with the Primary Care Trust and “living under one sun” initiative which involved the Council, Mental Health Trust, Primary Care Teaching Trust, Metropolitan Police Safer Neighbourhoods Team, Lee Valley Authority and many others. However the links with Homes for Haringey and with housing associations did not seem to be as well formed or positive. Some neighbourhood managers found working with Homes for Haringey staff particularly difficult. The Primary Care Trust also wished to develop further their working with Neighbourhood Management, particularly on community based care.

Area Based Working

- 7.1 In January 2006 the Urban Environment Directorate set up an area based working pilot in Northumberland Park working in close collaboration with Neighbourhood Management. The purpose of the project, which is now being extended to all neighbourhoods, was to explore how environmental services could work more effectively with the neighbourhoods, other directorates and key partners to improve the overall effectiveness of services and to 'join up' services on the ground. The remit of the project was the 'cleaner, safer, greener agenda'. The over-arching objectives of the pilot were to:
- Improve service delivery and promote 'one Council'
 - Improve efficiency (by removing duplications etc)
 - Improve resident satisfaction
- 7.2 The pilot has begun to develop and to report some area based performance data on environmental issues and consideration is being given as to how they can be used to more clearly inform service improvement priorities, both within the Council's Business Plans and the Local Area Agreement. Commissioning and procurement of front line services is also likely to be in force by the end of 2009.
- 7.3 The Panel heard from the Director of Children and Young People, that three children's networks have been established. Each children's network was divided into two network learning community of schools whose aim was to deliver integrated services to children and young people as close to the family as possible, creating 'the team around the family'.
- 7.4 Neighbourhood Management was already helping to operate area based working. Another advantage was that the safer neighbourhoods policing was rolled out, the police used the same framework as Neighbourhood Management, hence maximising joint working opportunities.
- 7.5 The Panel considered that there was a need to develop better information at the neighbourhood/area assembly level which would inform the production of priorities and work programmes. These would need to be considered and included within business planning processes and plans across Council Services. The need to clarify the role of Neighbourhood Management in relation to area based working is detailed above particularly the lead service as Urban Environment and Adults, Culture and Community Services all participate. It was noted that Neighbourhood Management was already involved in facilitating and chairing monthly meetings across several partners but its role could be developed further to be the central co-ordination point. It was proposed that more effective systems were required to ensure good working relations between Neighbourhood Management and other services. One suggestion was that Neighbourhood Management should have a pivotal co-ordinating role for area based working taking into account the local area agreement targets.

Involvement and Engagement of Local Residents

- 8.1 It is envisaged that the White Paper due in Summer 2008 will build on the “strong and prosperous communities” agenda and make further recommendations around empowerment, engagement and participation.
- 8.2 Neighbourhood Management has already carried out extensive work to engage with local communities, had achieved Beacon status in 2005 and been short listed this year for a transforming services: citizen engagement and empowerment award.
- 8.3 Involving local people in planning and shaping local services is fundamental to the work of Neighbourhood Management, and is carried out in a number of ways e.g. area assemblies, making the difference projects, liaison with councillors, businesses and residents, and supporting community groups. The Head of Neighbourhood Management informed the Panel that he hoped that local people felt that Neighbourhood Management staff facilitated access to service delivery staff; the service supported Members in their Ward Councillor role and provided opportunities for resident involvement and engagement.
- 8.4 There were numerous examples of successful schemes involving community engagement which is set out in detail in Appendix B.
- 8.5 Additionally Neighbourhood Management supports various community groups, local businesses and other initiatives including residents associations, young people, faith groups and safer neighbourhood police teams. The Panel recognised that community engagement and community development projects were crucial if the Council was to continue to be in the forefront of providing local services. It was also suggested that further development work could be undertaken such as engaging with voluntary work, encouraging self help groups, or setting up community groups but that, depending on the cost of this work, it might need to be funded from compensatory savings. The Panel wished to see funding for these projects maintained or improved.

Area Assemblies

- 9.1 Area assemblies are seen as one way of developing accountable local services. Each area assembly is chaired by a ward councillor and give residents an opportunity to contribute ideas on how their areas can be improved. Meetings are held quarterly and topics of local interest are discussed both there and in smaller discussion groups. Cabinet Members attend each of the area assemblies to answer questions and provide information across a range of subjects. The role profile for chairs of area assemblies is attached as Appendix D.

9.2 Evidence from local residents indicated that assemblies were not always as effective in obtaining residents views as they could be. The logo “You talk we listen” was cited as a method of operation for assembly meetings, but at times meetings were too business like and used too extensively as a consultation mechanism for both the Council and its partners. This gave the impression that meetings were too controlled by the Council and residents had insufficient opportunity to express their views. This view was supported by the residents consultation exercise as comments received included:

- “I’ve stopped going to them because I prefer to raise issues rather than listen to a lot of speakers”
- “Generally residents are outnumbered by councillors, officers and the police”

9.3 This problem might be resolved if the Council gives further consideration as to how and when area assemblies should be used for consultation purposes and seek each assemblies views on this issue. However the Panel was informed that both the Primary Care Trust and the new Community Based Justice Programme had expressed an interest in using Area Assemblies as part of their wider consultations.

9.4 Also there was a need for the resources allocated to each area to be monitored. Following completion of projects Neighborhood Management should monitor service delivery to completion, and keep residents and ward councillors informed. Additionally it was suggested that a central register of all external agencies should be kept so that each Area Assembly does not have waste time finding contacts etc.

9.5 Each area assembly had a designated Chief Officer known as the Area Liaison Officer (formerly Neighbourhood Champion) to assist area assembly chairs and ward councillors. Their specific role is attached at Appendix E, but the duties include:

- assisting and advising area assemblies,
- being the budget holder for “making the difference” funding,
- being a signpost for strategic partners
- being an escalation point in turning feedback into action.

9.6 However the Panel felt that these duties needed to be clarified and awareness of the position better promoted and advertised to residents.

9.7 The Cabinet Member for Community Cohesion and Involvement suggested that area assemblies should have better links with corporate priorities and other Council services. Once again the Panel felt that this and improved communication between services could be better achieved if there was greater clarity of the Neighbourhood Management Services role and the relationships between departments. Additionally the Panel felt that a central register of external agencies

and contact details between the Area Assemblies would be helpful, although it was recognised that this could have financial implications.

Making the Difference Funding

- 10.1 Each Area Assembly is allocated £50K per year for one off small improvements to make a difference in their local area and around 500 possible projects are considered annually. This is a form of participatory budgeting and the process confirms a commitment to local involvement. The sort of projects that have been approved include improving open spaces, better youth activities, better street lighting, planting of trees and community events. Projects have to be completed within the specific financial year.
- 10.2 Some Neighbourhood Managers stated that there were difficulties with residents' expectations being raised when proposed projects had involved considerable time in terms of detailed research and costings were not selected for implementation. It was considered that there was a need for greater transparency and clarity in terms of projects eligible for "making the difference" funding or for which mainstream Council funding might be possible. Furthermore there should be clearer guidance as to the purpose of the funding i.e seed funding, one off projects etc and there was a need to ensure that residents were kept informed of progress on their applications, including those that were not pursued. Also information should be provided to residents on what happens to bids that are rejected such as whether there are alternative routes and who takes responsibility for follow through.
- 10.3 The Panel noted that a review of the "making the difference" programme was being carried out by the Cabinet Member for Community Cohesion and Involvement (now completed); so this area was not the subject of detailed consideration in this report. However, the Panel also noted that the Area Assemblies have different sizes – from two to four wards each – meaning that in some parts of the borough the Making the Difference funding equalled £12.5k per ward and in others £25k per ward.

Support to Members

- 11.1 The Head of Neighbourhood Management told the Panel how the service supported ward councillors to carry out their role as community champions. This support included providing briefings on ward issues, supporting area assembly chairs, responding to members' enquiries and attending meetings with councillors. This was to support ward councillors in their roles of engaging with local residents and partners.
- 11.2 Whilst it is clear that new Ward Councillors needed help and support as they grew into their roles, the need for such support should diminish over time. It was evident to the Panel that there needed to be clarity in the respective roles of Councillors and Neighbourhood Management

staff so as to avoid any confusion. The Panel also considered that the briefings provided to Ward Councillors needed to be improved and that there should be regular liaison and updates with local councillors and the sharing of priorities for the annual work programme to ensure that priorities are transparent for each ward.

Funding

- 12.1 The overall cost of Neighbourhood Management was being reduced from £3.255.million in 2007/8 to £2.975 million in 2008/9, i.e. a £280,000 reduction. This was due to efficiency savings and reduction in external funding. In 2008/9, 2.055.million was from Haringey's mainstream funding and the rest from Area Based Grant. Details of the Neighbourhood Management expenditure and grant income for 2007/08 and 2008/09 is set out in Appendix F
- 12.2 The Panel was advised that Neighbourhood Management was getting better at using data for identifying issues around income and employment deprivation, which helped in bidding for extra funding. Opportunities were always being sought to lever in extra funds and to ensure external income was maximised. As the cost of service improvements have to be met from existing budgets it is essential that administration and other costs are kept to a minimum. This can only be achieved with lean and efficient structures which work harmoniously together to provide "joined up" services. The Panel considered that it was the use of essential resources by Neighbourhood Management are clearly monitored with regular reports to management.
- 12.3 The Panel understood that £50k previously used/delegated to each Area Manager for each neighbourhood management team to facilitate local solutions and for small local projects had been substantially reduced in this year's budget but they felt that this should be re-instated in next year's budget to at or near its previous allocation.

Performance

- 13.1 The Local Government and Public Involvement in Health Act 2007 provide a new performance framework for Council's with 198 indicators replacing the previous best value performance indicators. Five of these targets relate directly to the work of Neighbourhood Management and they are:
- % of people who felt that they can influence decisions in their locality
 - Fair treatment by local services
 - Environment of a thriving third sector
 - %of people who believe people from different backgrounds get on well together in their local area
 - Participation in regular volunteering

- 13.2 This year's audit and inspection letter states that "Neighbourhood Management services is responsive to local needs and allows residents to influence how services are delivered". This echoes the finding from the Annual Residents survey where the percentage of residents that feel involved in decision making has increased from 36% in 2004 to 48% in 2007 and the number of residents who consider that the Council keeps them informed has risen from 61% in 2004 to 74% in 2007.
- 13.3 One possibility worth pursuing is to try out a "secret shopper" test of how neighbourhood management works.
- 13.4 It would also help if the targets relating to neighbourhood management were reflected in their area work programmes and part of the appraisal process for all neighbourhood staff.

RECOMMENDATIONS

1. 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.
2. 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.
3. 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.
4. That a review be carried out of the way in which area assemblies and Neighbourhood Management contribute to council's consultation processes.
5. That regular review of each areas' staffing levels and workloads, bearing in mind the advantages to be gained through staff stability and their local knowledge be undertaken.
6. 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.

7. 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.
8. That the names of Area Liaison Officer and their precise duties be further developed and advertised.
7. That Homes for Haringey be asked to appoint 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.
8. That Neighbourhood Management and each service directorate it deals with nominate one of their existing officers to have specific responsibility for joint liaison.
9. That consideration be given in next year's budget process to reinstating at or near the previous level the devolved budget (formerly £50k) for each Neighbourhood Management team used to facilitate local solutions or for small local projects.
10. That serious consideration be given to maintaining or increasing the funding for community engagement and community development projects .
11. That residents whose Making the Difference bids are rejected be advised of alternatives and given support where possible.

APPENDIX A

SCRUTINY REVIEW NEIGHBOURHOOD MANAGEMENT SERVICES

Terms of Reference

To consider:

1. Government policy and the national position relating to Neighbourhood Management
2. How Neighbourhood Management is perceived nationally and by other Local Authorities.
3. The overall cost of Neighbourhood Management, whether it is meeting Council targets, its successes and the benefits it has delivered.
4. The way in which Council Services and external partners provide a local, holistic, cost effective service to residents.
5. How Neighbourhood Management involves local people in planning and shaping local services.
6. The support provided to Ward Councillors by Neighbourhood Management to assist them in their role as community champions.

Possible Outcomes of the Review

1. To identify best practice and how it can be adopted in Haringey where appropriate.
2. To assist in the continual development of holistic, cost effective local services.
3. The potential identification of indicators for measuring performance.

Scrutiny Process

Meeting One

To receive presentations from:

- the Young Foundation and the Department for Communities and Local Government on, government policy on Neighbourhood Management, how other local authorities have responded, the identification of, best practice and central and local government's perception of Haringey's service;

- Neighbourhood Management on its budget, how it is allocated, its successes to date and proposed future developments.

Meeting Two

To consider the views of:

- Head of Partnerships,
 - Assistant Director, Policy, Performance, Partnership and Communications,
 - the Directors of Urban Environment and Children and Young People,
 - External partners including Safer Neighbourhoods,
- on the provision of a holistic, cost effective service to local residents;

Meeting Three

- Discussion with Cabinet Member, Chairs of Area Assemblies and Neighbourhood Managers on the way in which the Service operates.
- Report from Corporate Head of Performance and Policy on possible indicators for measuring performance
- Presentation from Policy Studies Institute on research in Haringey on effectiveness of Neighbourhood Management

Additionally

- To hear from local residents on the ways in which they are involved in planning and shaping local services.
- To seek views of all Councillors on Service provided

APPENDIX B

Neighbourhood Management's successes and the benefits it has delivered.

Haringey's Neighbourhood Management is driven by community participation, engaging with service users and seeking out non users. This working style is becoming firmly embedded within the Councils' formal framework and driven by Neighbourhood Management.

Involving people in transforming and shaping services is a significant cultural shift for public services, requiring leadership and strong strategic direction. Neighbourhood Management has learnt that this involvement and changed relationship depends on building trust with our communities, making change and being seen to deliver.

Neighbourhood Management supports local Councillors as they understand that strong community engagement drives service improvement. The Neighbourhood Managers are able through their local knowledge and contacts to connect members with active and committed residents, to drive change.

Our Area Assemblies form the framework for Haringey's seven neighbourhoods with the explicit intention of aligning service planning and accountability to these areas. As formal Council bodies, assemblies are chaired by ward Councillors acting as champions and advocates for their communities. Assemblies are integral to our political landscape, linking community expectations for involvement to Members' commitment to accountability. 'Making the Difference', where local people propose and vote on community projects, promotes 'participatory budgeting'. With some 500 projects submitted and an annual budget of £350k this process confirms commitment to local involvement. We produce four newsletters a year for each neighbourhood (28 in total) to correspond with each of the Area Assembly meetings so that residents are aware of our achievements, how they can become involved or give us feedback.

The decision to divide into seven neighbourhoods, with the explicit brief to engage people and broker service improvements, underpinned strategic planning across Council services and influenced partners in their thinking and approach. The Neighbourhood Management structure has provided the foundation for area based working. When the Safer Neighbourhoods policing was rolled out, the police used the same framework, maximising joint working opportunities, planning together with residents through ward panels, community strategy and steering groups, setting local priorities and driving delivery.

Neighbourhood Management is the channel through which a number of key Haringey Strategic Partnership and Local Area Agreement objectives are implemented, particularly around narrowing the gap between the deprived east and relatively prosperous west of the borough.

The neighbourhoods are also the focus for work addressing the complexities of our diverse borough. Some examples are:

- “Access to Services” days for our Polish, Kurdish and Somali communities, backed up with translated material and ongoing community development work;
- Founding a Somali Forum, with 200 people at the launch event, and ongoing two way communication established;
- Project work with our Orthodox Jewish community transforming service provision for this significant but hardest to reach community;
- Regular targeted communications, for example our Turkish community, with specially translated newsletters and business packs for local traders;
- “Living Under One Sun” project which brings together families from all backgrounds together in Tottenham
- A full programme of local engagement activities, from seasonal parties and trips out for elderly people to our successful “Bling your Dog” events which combine a dog show with responsible dog ownership advice.

We were awarded Beacon status in 2005 for Community Involvement and were short listed in 2008 for Transforming Services: Citizen Engagement and Empowerment.

Examples of Our Work in Neighbourhood Management: Community Engagement & Shaping Services

How Neighbourhood Management involves local people in planning and shaping local services.

Possibly the most significant long-term impact of effective Neighbourhood Management is in the role of catalyst. Neighbourhood Managers rely completely on developing good relationships across service departments, external agencies and within the various communities.

The prime purpose of neighbourhood working is to act as a change agent for the local authority and partner agencies – focusing on improving services and delivery where our communities shape and influence service planning. In the longer term neighbourhood management is a tool for implementing organisational and cultural change where services work together, share their professional and technical knowledge and see residents as important partners in delivering excellent services.

Delivering effective neighbourhood working requires neighbourhood managers to build up a very wide ranging understanding of performance issues that matter locally. They are required to create the environment where services welcome challenge and positively respond to identifying ways to improve performance and solve long standing service problems. The role

requires seeing things from several different angles and supports services to bring fresh thinking and ideas to solve long term problems. Being the broker, negotiator and enabler means not being tied to traditional service demarcations, but using other skills to support services, partners and residents in:

- a) Determining what the problems actually are and
- c) Balancing the demands of service users
- b) Coming to shared solutions.

Neighbourhood Managers have been successful in using small amounts of additional funding, to achieve many small but significant results. It has also provided an effective vehicle for securing new sources of funding that can be brought to bear in the most effective way, to tackle seemingly intractable problems and provide new models that can be used to demonstrate to our partners, communities and to Government better ways of dealing with problems.

A core function of neighbourhood Management is to develop effective and sustainable ways to engage with communities and businesses, particularly those in disadvantaged areas, on local decision making for planning and delivering key services. This includes shaping service priorities and delivering quality services.

Neighbourhood Management provides support to council services and partner agencies to measure local service performance and service excellence. This is an important tool to help manage conflicting demands, to prioritise targeted resources to disadvantaged areas. The service has an important role in building effective partnership working with community organisations, the voluntary and community sector, through developing active participation in local governance structures. Neighbourhood Managers support existing residents associations and encourage the formation of new groups.

Involving local people in planning and shaping local services is key to the work of Neighbourhood Management. We ensure that there is a flow of information and intelligence from residents up to those delivering services in our area and back down. We use Area Assemblies, conversations with councillors and residents, residents' meetings, cross-service open meetings and area based working meetings to facilitate this process. The Making the Difference programme is an important mechanism for local people to have their say in what improvements they would like to see in their area. We use the information received from applications and the projects we deliver to make changes happen.

I would like to think that local people feel that they can talk to Neighbourhood Management staff in any number of ways and settings about service delivery in their area; and that Neighbourhood Management would take forward points that have been raised to the appropriate place to seek action as appropriate as well as encouraging these residents to become more involved in the local democratic process.

Neighbourhood Management supports community groups and initiatives at various levels, including:

- Resident Associations
- Community Association
- Strategy Groups eg Green Lanes & Myddleton Road Strategy Groups
- Friends of Parks Groups
- Faith Groups
- Allotment Groups
- All 19 Safer Neighbourhood Police Team panels
- Consultation with local residents

The support provided to Ward Councillors by Neighbourhood Management to assist them in their Community Champion Role.

Neighbourhood Management works with and supports local ward councillors in their role as community champions. They brief members on local service and policy issues, facilitating successful community engagement through focus groups, community forums and neighbourhood focused meetings.

The team supports ward councillors in a number of ways and through various channels. We assist them with resident engagement through meetings and events and open up channels of communication between services and agencies. It is important that councillors are aware of current and future initiatives in their area so that they can refer their constituents to these as appropriate. Neighbourhood Management is well placed to be able to give an overview of what is being delivered by various services. All the different teams work closely with councillors in the promotion of local democracy through Area Assemblies and the Making the Difference programme.

- The Neighbourhood Managers provide regular written updates for councillors on the work of Neighbourhood Management in their wards. These updates provide councillors with information that should assist them with queries from residents and about the services being provided in their wards, information that they can promote with residents as appropriate.
- Neighbourhood Management provides support to ward councillors on an *ad hoc* basis to help them respond effectively to issues raised by residents. Although councillors do often know who to speak to within services and departments, they also see Neighbourhood Management as being able to work across services and knowing who to work with in the council and other agencies to resolve issues.
- The Neighbourhood Manager attend meetings with ward councillors as requested to give updates on the current and planned work of the team. These are good opportunities for councillors to use their knowledge of their ward to contribute towards the design of local projects and initiatives and influence the delivery of local services

Examples of Our Work in Neighbourhood Management: Community Engagement & Shaping Services

- **Resident engagement** - various community participatory forums have been established to enable resident involvement in influencing decisions in their area. Examples include the West Green / Bruce Grove Better Places Theme Group, a bi-monthly meeting brings together representatives from local Residents' Associations, Friends of Parks groups, councillors and service providers to discuss local problems and consider solutions for the West Green and Bruce Grove area. The West Green Road and Philip Lane Strategy Group, a bi-monthly forum bringing together businesses and residents and service providers to focus on improving businesses in the area and tackle specific problems (like crime and waste) on these important shopping roads. A nationally recognised example is of Area based Working is the Green Lanes Strategy Group. Myddleton Road Strategy Group has emulated this model with some good examples of joined up delivery on the ground.
- **Resident Consultation on key areas of concern** - - Carried out consultation with community regarding future of Log Cabins Playcentre and Fairfax/Falkland Open Space where it was located. Following an open day (80 people attended) a local working group has been set up which meets bi monthly and is well attended, consisting of local ward members, community representatives, and key council officers working in partnership with other agencies. The working group is overseeing a master plan for a phased programme of works to improve the open space.
- **Working in partnership with local businesses** - working with local business in Green Lanes and Turnpike Lane to improve parking provision for more pay and display bays and reviewing business parking bays. Following the recent consultation to review the current CPZ the council will be reducing times and days of operation that will assist the commercial viability in the area. Working with Street Scene residents and local businesses we piloted "Timed Waste Collections on Green Lanes. This model is now borough wide. Also piloted the provision of cigarette butt bins situated at key locations along Green Lanes to address the amount of cigarette butts on the pavement following the recent introduction of the "No Smoking Ban".
- **Engaging Young People:** - Set up an inter faith youth group representing a number of faiths within the local communities. Working with partner agencies and community representatives to assist this group to develop their constitution.
- **Anti Social behaviour** - we have successfully engaged young people hanging around James Place, Selby Road and Tower Gardens Estate. These areas have had a long history of young people just hanging about and more recently issue of anti social behaviour and drug

dealing. Joint working with Homes for Haringey, ASBAT, Youth Service, Crime Prevention and both SNTs to address these problems and seek local solutions. We have been successful in developing the use of neighbourhood facilities to respond to this challenge and have started *from where young people are and not where we wish them to be*. Another multi agency approach to address anti social activity in Colina Mews which is an un-adopted stretch of land that encourages fly tipping, prostitution, vagrants, illegal car repairs, dumped vehicles and crime related issues. Some issues have been addressed and we will be monitoring the situation to develop a sustainable solution.

- **Capacity Building:** Working with Tiverton Greek Elders Group to support them in strengthening their group and assisting them to relocate following the temporary closure of St Ann's Library Hall; A number of meetings held with local residents and community representatives to discuss local priorities and issues to agree/develop sustainable solutions; The White Hart Lane and Northumberland Park neighbourhood now has more Residents' Associations, Tenants' Associations and Neighbourhood Watches than a year ago.
- **Area assemblies in 7 neighbourhoods** – involve and inform residents of local initiatives, local decision making and local strategy and service priorities. Within the last six months 14 area assemblies have been delivered. These meetings are chaired by ward councillors in their community leadership role. The first cycle of meetings in each of the neighbourhoods invites the community to identify key issues that they would like discussed at future meetings – these themes are being used to determine the agenda items for future meetings. In Tottenham and Seven Sisters they have piloted a successful community cohesion initiative where one new community comes to each Area Assembly meeting to speak about their community. They speak about their culture, how they came to the UK, the issues facing the community etc. They also bring traditional food and music to the meeting. This has brought better understanding between the different communities living side by side. The following communities have taken part in this initiative: Somali Community; Sierra Leonean Community; Colombian community; Polish community, Kurdish community and Orthodox Jewish Community
- **NRF Seed Money** - This budget is used to address/supplement local projects and initiatives raised by local ward councillors through local intelligence as priority areas in their wards.
- **Community Leadership Training** - Neighbourhood Management Service is working with the Young Foundation to train 20 youth Leaders in 2008. The education department is going to train 10 youth volunteer school mentors. Working with Westminster University we have delivered two community leadership courses for active residents with a third planned for March 2008. This has involved adult learning 30 people.

- **Citizenship** -Tottenham and Seven Sisters Neighbourhood has piloted a new project to run English language classes essentially using citizenship as the vehicle for the English language teaching. Working with partners from the College of North East London we set out to recruit a minimum of 40 people from the major language groups in Tottenham, aiming to get a spread of ages and with a reasonable balance between men and women. This an innovation project funded externally through the CLG Innovation Forum.
- **Love in the Community/Parents Working To Silence The Violence:** Working in partnership with the Safer Neighbourhoods Teams, Youth Offending Service, Youth Service, Peace Alliance, Voluntary Sector and the Anti-Social Behaviour Action Team, two well-attended events (80 residents at each event) have taken place in White Hart Lane (“Love In The Community”) and Northumberland Park (“Parents Working To Silence The Violence”). These community led initiatives are aim at building the capacity of our communities to safely challenge anti social behaviour and violence.
- **Living Under One Sun: (LUOS)** is a community cohesion initiative which has attracted national and international attention. The project continues to meet on three days each week and now encompasses a programme of healthy eating, exercise (including walking to Tottenham Marshes, dance and shiatsu). The project provides information and advice on accessing services and has invited a range of guest speakers drawn from the voluntary sector and partner agencies. LUOS is delivered in partnership with the PCT and the voluntary sector. This ground-breaking project, brings together women and families from diverse backgrounds, has an average weekly attendance of 50 residents and has received many visitors from the UK and Europe to share in the LUOS experience.
- **Strengthening Families, Strengthening Communities:** have developed form Living Under One Sun. These projects are run for local parents who need help and support with parenting skills. Each training programme runs for 13 weeks and is for parents with children over the age of 5. They are being delivered in partnership with Children’s Services, the National Race Equality Unit and the voluntary sector. Parents who have attended the first two programmes are now working together to provide parenting support.
- **Haringey Somali Forum** - Haringey Council’s Neighbourhood Management Team has worked with partners to establish a borough wide forum which brings together all the Somali voluntary organisations and community leaders working and living in the borough. The Forum provides a strong unified voice for the Somali community and assists in tackling the various problems the community faces. The forum has undertaken a range of activities and projects which include: Working with the Local Education Authority: A research project to examine why

Somali students are underachieving in school; Training for Somali school mentors to help tackle the issue of underachievement; Facilitated a regular dialogue with the education department and Somali parents and community advocates; Working with the police, YOT and probation service: The forum has organised a meeting between the above services and members of the Somali community. From that meeting came the need for a wide awareness day to be organised in the beginning of December 2007; working with Housing.

- **The Polish Community** - The Polish community represents one of our fastest growing new communities in Haringey. Neighbourhood Management has facilitated meetings between the community and the Marcus Garvey Library which has led to setting up a Polish Drop in provision at the library. The object of this work has been to support the Polish community to more effectively network with key services, partners and the voluntary sector. This work has developed invaluable links with the voluntary sector supporting the Polish Community as well as a play group.
- **The Charedi Community** - Neighbourhood Management has also undertaken ground breaking work with the Charedi community (orthodox Jewish community). Although a presence in the Borough for over 80 years this is a very isolated community that had previously had very little to do with the local authority. For the past 2 years Neighbourhood Management has worked with the Charedi community to their improve access to services and to build community capacity within this community. This work has been used as a case study by The Young Foundation.
- **Summer University**
Last summer over 2000 young people participated in a wide range of youth activities over the summer months in the Haringey and across London. This is a partnership initiative with Safer Communities Teams, Haringey Youth Service, Sports and Leisure Service and voluntary sector. The Summer University attracted £66,000 of external funding to develop and sustain summer activities for young people in Haringey and providing access to activities by young people pan London. 72 young people from Haringey have signed up to take part in The Festival of Sport which took place in Tower Hamlets in August. As a mark of its success many courses were oversubscribed.
- **Off the Street, Less Heat**
This project was a joint partnership with the Metropolitan Police, Safer Communities Teams, Haringey Youth Service and voluntary sector. Haringey Council successfully delivered the Off the Street Less Heat Summer programme 2007. The activity-based youth crime reduction initiative targeting mainly young people at risk between the ages of 14 and over was delivered in Campsbourne Estate, Milton Road Community Centre, Broadwater Farm Estate and Northumberland Park. The locally-based partnership diversionary project incorporated a

variety of crime prevention initiatives, general youth work, workshops and mentoring approaches to address a need or problematic issues concerning local young people which affected the wider communities.

- **Reaping the Benefits for Haringey Residents**

This a joint project with Haringey Council and Haringey Citizen's Advice Bureau started in March this year to offer benefit checks, debt counselling and employment advice to hard to reach communities. This project targets communities in the three priority areas. Residents have benefited by nearly £100,000 of extra benefits and/or debts written off. In six months they have dealt with 636 enquiries and directly contributing to fulfilling Local Area Agreement targets in the Well Being Theme and tackling poverty.

The project was funded until March 2008 and has advised residents by:

- preventing bailiff recovery action
- debt renegotiation
- engaging more with council services
- referrals to Employment and Training Officers
- accessing services provided at the outreach services such as English and IT classes.

- **Employment Network**

This project is funded through the Stronger Communities Fund under the Worklessness Theme. The project provides employment support and advice to a wide spectrum of residents who qualify for The Haringey Guarantee and live in the priority neighbourhoods. Advice and support is provided from the West Green Learning Centre, Wood Green Library and the Neighbourhood Resource Centre at Northumberland Park. The centres provide local and easy access to all our communities. This supported route to work is promoted and targeted through local Children Centres, schools, youth service and neighbourhood networks and local contacts. This service also receives referrals and works closely with our "Reaping the Benefits" project which is provided welfare benefits and debt counselling advice.

Examples and evidence of how Neighbourhood Management supports Members in their Community Champion Role in Tottenham & Seven Sisters Neighbourhood.

Supporting Members work to improve Tottenham Hale Station and the steps and grass verge area. Keeping Members abreast of developments and maintenance issues at the station so that she can feed back to her constituents, including the Ferry Lane estate residents association

Supporting members on community engagement work on the Chestnuts estate and with the residents of Campbell Court sheltered housing. Ensuring that a Making the Difference project on Campbell Court to extend the communal kitchen, which he had championed, was completed by Homes for Haringey after lengthy delays.

Responding to Member's concerns and issues of anti-social behaviour, drug dealing and prostitution on Ashdown Court and to drug dealing at the entrance to Campbell Road; issues highlighted, in the first instance by Cllr Stanton. Successfully bidding for funds to implement 'Designing Out Crime' projects on these estates.

Supporting Members to improve the situation of residents at Horsham and Dorking Court – working with enforcement to ensure that the estate managing company fulfil their obligations.

Working to support Members in community engagement with residents on Bleinheim Rise to set up a residents association (unsuccessfully), however, succeeding in implementing two Making the Difference projects on the estate to improve the communal garden area and the community room.

Residents groups and community groups that you have established and supported in Tottenham and Seven Sisters Neighbourhood.

Tottenham Hale:

- Ashdown Court Residents Association
- Protheroe House Sheltered Housing Scheme
- Campbell Court Sheltered Housing Scheme
- Ferry Lane Action Group
- Chestnuts Area Residents Association
- Supreme Athletic sports development organisation
- Higher Heights sports development organisation

Tottenham Green

- Fountain Area Residents Association
- Clyde Road Area Residents Association
- Tynemouth Road Residents Association
- Lomond Close Residents Association

Seven Sisters

- Plevna Crescent Residents Association
- Bournes House residents

Groups established:

- Friends of Down Lane Park

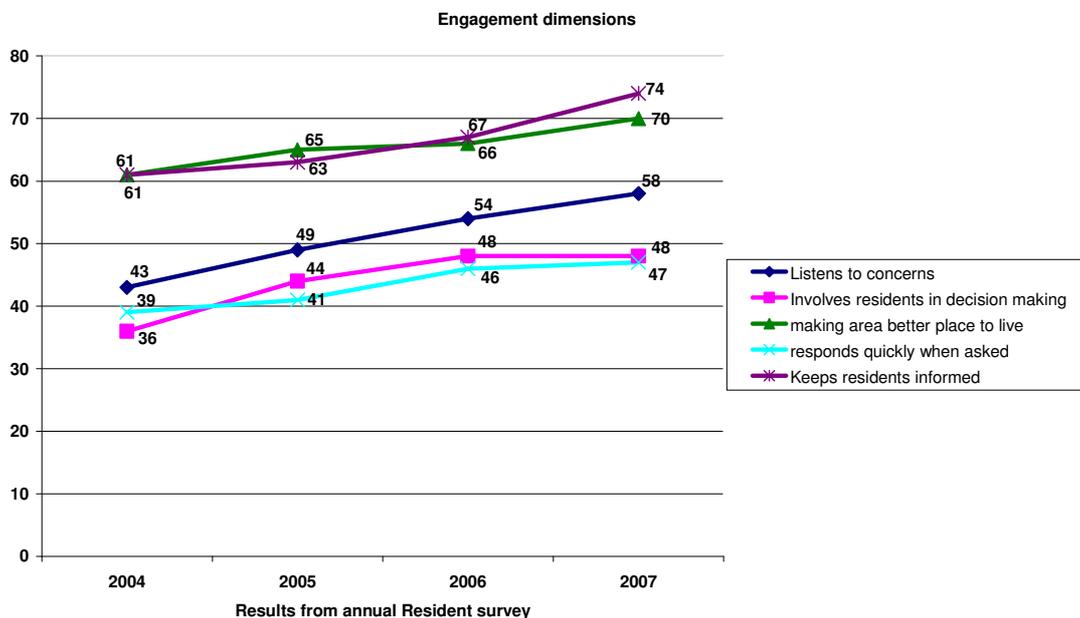
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Report of the Consultation Unit

In February 2008 overview and Scrutiny team asked the Consultation unit to undertake some research into the amount of knowledge that residents have and the effect that Neighbourhood Management activities have had on resident perception.

Our desk research has shown that residents have improved perceptions of being involved, being informed, listening to concerns, responding quickly when asked and making the area a better place to live since 2004 when Neighbourhood Management was launched in Haringey. (Source Annual Survey of Residents)



Further research was commissioned to identify opinions from both 'uninvolved' residents and 'involved' residents. The team undertook structured interviews with a selection of residents who have been involved with area assemblies, since that would be the prime contact with residents and with a group of randomly selected residents.

It was felt that awareness of Neighbourhood Management as a name may not be very high since their role is not to promote themselves but it would be more rational to investigate the effect of activities which they have initiated.

Findings

The findings of this research are reported in detail in the body of this report. A brief summary follows:

Overall the contact with Area Assemblies and, specifically, with Neighbourhood Management team members has been viewed as a positive approach from the council.

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Suggestions included encouraging more attendance by giving more notice for meetings and more thought about the venue and the promotion of the meetings via leaflets and invitations.

Residents at focus group sessions appear keen to receive more information local to their area. Focus group participants made many suggestions for content they would like to see included in local newsletters.

The information from the focus groups suggested that many 'uninvolved' residents have limited knowledge about activities and channels for accessing and receiving information or making complaints. By their own admission some will not read Haringey People in good time.

Some useful information about the council web site has been fed into the group reviewing that facility.

Focus group and interviews are reported in detail below.

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Resident Involvement Focus Groups Wood Green Library, Thursday 13 March 2008

The people attending this group were drawn from a list of people who originally been randomly selected for interview for the Resident Survey in November 2007. They had agreed to give their names to take part in further research. All the people who took part are residents of the borough and they were a reasonably representative cross section of age/gender/ethnicity/area of their dwelling/tenure

The focus group took place in the gallery room at Wood Green library; this being a centrally-located and accessible venue and also 'neutral' in the sense of being more of a community building, rather than a council office.

Topics Covered

- What involvement have people had to date?
- What is the nature of their Involvement?
- Have they ever attended a public meeting?
- What would help get them to public meetings?
- What's the best way for the council to give them information?

Exercise:

What information should be in a Newsletter?

Responses:

1. Have they ever attended a public meeting?

What would help get them to public meetings?

Attendees were initially asked what meetings they had attended. Answers included for CPZs, Planning re secondary schools, and community safety matters. More than half had never attended a public meeting.

Responses to the main question of what would encourage more people to attend meetings were:

Bigger venues

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Something that particularly affects me

Safety on the streets

Posters

Leaflets

Intensive coverage which also needs to be eye-catching

Provision of information is important and meetings are also a source of information.

Haringey People (12 out of 18 persons present had seen the latest issues)

Several people (c5) commented that Haringey People provided information which was out of date because it appeared too late or because the information was out of date by the time they got around to reading it.

Some people commented that it would also help to have meeting dates clearly set out on the website; with any changes updated clearly and in large font. A problem was identified in relation to venues. These appear to be subject to change with very little warning.

Area Assemblies:

Consider changing the name to something more inviting.

The name Area Assembly is a turn-off – I've never heard of Area Assemblies despite living here for 31 years.

Engender a belief that the council actually wants to hear what residents say and think.

Candidly I don't want my son to grow up in South Tottenham. The council really needs to be aware of the problems and no-go areas on the estates which interfere with deliveries of papers like the Independent and the Advertiser.

2. What's the best way for the council to keep you informed about things?

Worked in groups of 3 or 4 to come up with ideas and suggestions:

Have a suggestion area on the website

Update the web more frequently

The way the website search works is bizarre.

Have a better functioning website with improved search facilities and more regularly updated, and much more visible, key dates (this point raised by two of the small working groups)

Make the website easier to use and navigate through

E-mail alerts related to people's specified areas of interest

The website 'update me' service doesn't work I've been registered for several years and never received an email.

Area Assembly notice boards are rarely changed

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Like to point out that Black Boy Lane is kept tidy because residents complain immediately anything goes wrong. (There is a resident association)

Provide much better advance notice in Haringey people; which often lists things after the date they took place.

Have a better system for informing residents about planning applications – don't rely on Royal Mail. Consider hand delivery for some leaflets.

When using the mail, post well in advance.

Keep mailing lists fully updated

Leaflets through the door (mentioned several times)

Information/notice boards

We need leaflets to tell us what is going on locally

Information is not supplied to us in South Tottenham – why don't we get leaflets?

What else is out there that we don't know about?

Some seem not to have seen the area leaflets – these are only delivered to people who've expressed an interest.

Invitations should be sent out with council tax bills [11 out of 18 agreed with this] We would be more likely to turn up if we had these leaflets.

Have a better system for informing people about public meetings.

Use a colour coded calendar for different types/topics of meetings

Have more visible up to date information about dates and venues of public meetings – have details available in libraries as well as other forms.

Have designated areas in the libraries and use large posters

Advertise in such places as library/Shopping City/Community centre/ schools/ clinics

Post offices/ sports centres/ surgeries, and parks

Consider advertising on buses and tubes, in Post Offices, and doctors' surgeries

Also advertise on Adshels (bus shelters) and use banners across the road.

Schools were also suggested as a point to pick up information; although the point was also made that not all are parents.

Information boards are very effective.

Schools information boards

Can you assure the public that they will have both Independent & Advertiser delivered regularly?

Apex House & Customer Services make people wait too long in order to make comments – it would be a good idea to have a suggestion box within council buildings

Also the existing complaints and compliments system is too complicated and tries to focus too much on 'feedback' when people just want to complain.

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3. What sections should we have in the Area Newsletter?

Area Assemblies report progress on:

Noise issues, fly –tipping, policing, waste & recycling

SNT report (police)

New developments in your area: Retail; Housing; Leisure - include a short summary and have additional information if required.

Children's events,

School and nursery fundraising events

Public events

Upcoming meetings

Children's activities (free for low income families)

Events, activities and festivals

Date of next meeting

Planning issues – specifically details of applications, and what have been given permission.

Significant planning applications coming up

New laws and regulations

Things happening elsewhere in the borough

Homes for Haringey issues - property swaps

People's Corner – suggestions, comments, soapbox

Residents' soapbox

Residents' comments and questions page

Address to write to with suggestions, and a Freepost envelope

Local gossip for each area

Local notices e.g. on issues like forming a residents association

Examples of inspiring, community-led events and projects, e.g. street parties

Section for personal ads e.g. 'wanted'.

Local artists work displayed, cartoons

Refuse and recycling section (times and any changes)

Useful information section – GPs, councillors, council tax, benefits, CABx

The general 'aim' of the council to be stated – could be the same across each of the 7 areas.

Development updates on the regeneration of each area

Better presentation e.g. 'Have your Say about issues which affect you: Come to your Area Assembly On (date and day).... At... (time)

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4. What is the nature of your Involvement? (Post-It Stickers)

None – other than having pest Control in on one occasion

Contacting Apex House regarding council tax, housing, housing benefits, repairs, rubbish removal and meetings

I'm in touch about repairs, housing, internet, doorstep interview about council. Residents meetings also keep me informed
Questionnaires, council walk-about, community meetings, planting raised flower beds, short life coop secretary

I go to Public meetings including AGMs local to my area. I give written feedback at times. Try to read monthly newsletters; I've attended Area Assemblies Leaseholder Forums

I protested about CPZ, campaigned relentlessly until it was stopped. I went to all the meetings and sometimes councillors were present
(4) CPZ campaign meetings, Concrete factory campaign
Hornsey Library art gallery
Website
Recycling for voluntary organisations
Community Safety

Meeting with the leader at the civic centre.
Repair office.
Apex House at Seven Sisters.
Temporary Accommodation office.

Meeting re Crowland Primary School temporary buildings after a fire.

Area assemblies: making the Difference. Observing meetings including Scrutiny and Planning Panels. I represent a residents association and am a Conservation Planning Officer with trees and parks.
Planning – secondary schools
Hornsey High St regeneration meetings
Cllr Brian Haley – environment, assembly, meetings

Doorstep survey, childcare assessment survey, campaign to protect under-5s provision. Red Gables & Stonecroft & Noel Park CC – volunteer organiser
Have your Say Haringey – secondary school Consultation

Local councillor visits at election time
Consultation meetings on parking issues

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Various school meetings

Face to Face Interviews (in-home)

Interviewees were told that the purpose of the study is to obtain a snapshot view of how Area Assemblies and associated activities. It was explained that the council is interested in how these are perceived and valued by residents who attend the sessions.

Interviews were conducted with a total of nine residents – all of who have participated in Area Assembly meetings. Names of residents, who had previously indicated their willingness to engage in discussions, consultations or other activities, were supplied to the Consultation Team who then chose a random selection to be interviewed.

A total of nine interviews have been conducted with residents in both the East (4) and West (5) regions of the borough:

- 1: Avenue Road (Crouch End)
- 2: Fortis Green (Muswell Hill)
- 3: Lancaster Road (Crouch End)
- 4: Coldfall (Muswell Hill)
- 5: Stroud Green (Muswell Hill)
- 6: Waltheof Gardens (W Hart Lane & Nthumbld Park)
- 7: Burgoyne Road (Harringay & St Ann's)
- 8: Tower Gardens Road (W Hart Lane & Nthumbld Park)
- 9: Green lanes (Harringay & St Ann's)

The interviews were conducted by Haringey Council's Consultation Team and took place during the period 13 – 20 March 2008. All interviews were tape-recorded, and responses were also entered into questionnaires. Interviewees were asked to sign the questionnaire to indicate their agreement to a recording being made. There were no objections to this request. Respondents were initially contacted to arrange suitable times and locations for the interview. Two chose to call in at River Park House for the interviews; six others requested home visits and one chose to meet at a café near Green Lanes station.

Responses to Questions

Q What lead you to first start attending Area Assemblies?

- As secretary of local residents' association, I thought it would be appropriate.

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- It was the issues that attracted me to get involved and I then subsequently started going to Area Assemblies
- I suggested a Neighbourhood Watch scheme and was then notified of the Area Assemblies by the council. I also felt it was a duty to get involved.
- I've lived here for 70 years - seen the area go down and would like to see it come back up. It depresses me. I joined to work with HVC and the Audit Committee
- They replaced the old style meetings held near the Hornsey area housing office.
- An interest in community affairs and I'm a member of the local residents association
- Just a desire to be informed about the local area and to see what contribution I could make
- I was invited to go and I was told they were very good. They also offered the chance to raise issues
- To tackle the many problems in the area and contribute to people working together to solve them - this includes police, residents, mixed communities and traders.

Q What has your level of involvement been? [Attending, Making the Difference grants]

- Mostly attend all meetings - Crouch End & Hornsey plus Muswell Hill. I report back to committee and have been involved with Making a Difference applications.
- Attending, seeing officers before the meeting part starts. They are useful for networking.
- I attend whenever I can.
- I am generally advised by letter. The last meeting was at Bruce Castle. I attend and say how I feel.
- I'm on the Tenant Participation Panel which meets monthly at the Civic Centre. I talk with Jason and Errol on an ad hoc basis to obtain advice and information.
- I am involved with Making a Difference grants and I try to get to the Area Assemblies in both Muswell Hill and Crouch End areas.
- I'm a regular attendee, and chair of panels including 'Ladder CSP'. Also put in bids under MaD to plant trees. Because max size of bid is £3k we've broken down the bid into 3 annuals.
- Attending as a resident I tend to find that AAs are overly managed by the council and residents are more likely to be expected to listen, rather than air their views. Generally, residents are outnumbered by councillors, officers and the police.
- Attending and contributing to debates and issues. I have lived here for 50 years and run a shop for 40. I spend a lot of my time at meetings and my son and daughter run the salon.

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Q How did you find out about Area Assemblies?

- I've no idea!
- Someone told me about them so I signed up and get the mailing. It works well. Often there is not enough notice (less than 2 weeks) so we need more time. This is because we often need to 'pin down' officers in advance. Venue details are invariably finalised late.
- I was notified by the council. Currently there is lack of notice by Stroud Green so details of meetings were not put in Newsletter
- By letter from Sue Grant. She invited me to the audit committee and Park Lane
- Through Home Zone and by direct notification as well as through Haringey People
- Sorry but it's lost in the mists of time!
- Can't really remember - maybe through residents group; or possibly through Haringey People - which is useful despite its focus on smiley faces and relentless good news!
- I think it was by post. Maybe it was Haringey People. I've now stopped going to them because I prefer to raise issues rather than listen to a lot of speakers.
- Because I'm already involved with groups and committees - in fact it would be very helpful to have one of your 'go anywhere' parking badges.

Q Are other people involved in the issues/projects (that you raise at meetings)

- Myself, secretary and one other - generally about 3 or 4.
- Colleagues on the association. We have lots of projects e.g. recycling initiatives to discuss. Other projects include regeneration of parks, pathways and beds etc.
- I relay AA reports to NW monthly meeting. People only tend to go if there is something topical going on - such as the proposed post office closures.
- To the extent that the main issue is a neighbour who stores 12 old bangers on his front lawn (council well aware of this but does little or nothing). Churned up grass etc gives a bad impression and lets down the neighbourhood.
- My committee colleagues. Currently we're looking at 'Intergenerational' contact between current and former pupils. There is no funding for this from MaD.
- I'm transport officer of my local association so am interested in transport issues. I've also got to know a number of councillors as a result of this.
- Yes when I am speaking on behalf of LCSP or similar and we have an agreed stance. No, if I'm giving my own opinions. Originally LCSP focused on crime issues but Safer Neighbourhoods has made a significant impact, and crime has reduced.
- In part yes. Recycling and rubbish dumping are issues now. Antisocial behaviour was a problem but Neighbourhood Management has been brilliant in sorting it out by coordinating all the agencies to take action.

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- Yes. I represent the local traders and quite a few of us go together. The trouble is that always the same people turn up at AAs to talk about the same issues they talked about last time. We need some new and a wider range of people.

Q What difference has working with them made in your area? (What is achieved?)

- Partly the ease of getting information and in part the MaD grants. There is a clear advantage of the Area Assemblies in the opportunity for two-way dialogue. Maybe we can influence the council's policy - I don't know! But it's all part of the democratic process.
- I think they've made a big difference and helped build good relationships with Neighbourhood Management.
- Information is useful. Too much self-praise by the council can be annoying. It would help if locals could be warned about parking restrictions on match days as many locals are ticketed for parking outside their houses.
- De Haven Day Centre is wonderful. Staff have wonderful manners. Children occasionally climb on the roof of the centre and/or engage in vandalism. There is excellent traffic calming arrangement at the end of the road.
- Neighbourhood Management have provided funding for the Intergenerational project. They have been really helpful.
- They are a useful channel of contact for raising issues - for those who want to make use of them. Of course, being retired, I have more time than many. Younger people don't always want to come out after a hard day's work, especially if they have a family.
- £10k from MaD made the biggest difference. This is truly a bottom-up, grass roots initiative which is owned by residents as something genuinely local.
- Neighbourhood Management have had tremendous impact on eliminating antisocial behaviour. They have also worked to set up a friendship club for elders and helped us to set up a residents' group.
- Enormous difference made by Neighbourhood management - particularly in terms of cutting crime and antisocial behaviour. Five years ago this was really bad area but all the trouble has now gone away thanks to NM. Area is also cleaner, has flower baskets and there has been no major crime incident in the last four years.

Q What do you know about the work of Neighbourhood Management?

- I'm not aware of them in terms of what their formal duties are. I do know they are the organisers of the Making a Difference projects. I also know Bob's team who run it.
- But for my projects I would know nothing about the work of NM. As an individual I would not relate AA to NM- the links are not obvious.
- NM does provide good information and I see this as joined-up thinking- the Saturday AA in Albert Recreation Ground was good – as it encouraged youth involvement.

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- I meet Bob Goldsmith regularly and the ward councillors and hear what is going on. I'm not impressed. Problems exist which managers are either unaware of or are unwilling to take action about.
- Not very much. Once they tried to close down the day centre. The dustmen do a wonderful job as does the road sweeper (he has a beard) who picks everything up in spite of the litter louts who leave fast food wrappings and empty their car ash trays
- Not a lot, really. I assume they run things like Bingo clubs for seniors.
- I've worked with managers on a Living Streets audit. I met Errol who was very helpful. Neighbourhood Management help with local issues and provide a point of liaison with the council.
- More than most I expect! Have a lot of contact with Dasos & colleagues regarding various issues ranging from lighting to dog mess. I'm a fan of NM - they are active and accessible, they get back to you. They're a good group.
- I say that their good work is not recognised enough and that they are spread too thinly for all the work they have to deal with. It is only recently that Neighbourhood Management have been organisationally linked to Area Assemblies.
- We work closely with Dasos Maliotis who is good. I report things to him - anything suspicious or dumped rubbish etc. We've achieved lots: the Clean Sweep anti graffiti work, we cleaned the railway bridge.

Q How could we make it easier for you to get involved in community projects?

- Nothing obvious - as your question comes out of the blue. Clearly AA attendees are a self-selecting group, so you are not getting a range of people attending. The last time I went, wheelchair access was not good and I couldn't use the toilet.
- MaD has certainly made a difference! This initiative has really taken off. I use AAs to get feedback on possible future projects. Relationships depend on a good chair, someone who knows the area and can foster good links. Councillors are important, too.
- I don't want it any easier! I'm involved in too many already.
- Invite us to more committee meetings and listen to grass roots views. Often our views don't seem to count. Mr Ayer is the best person - he makes sure action is taken.
- More publicity, better publicity! Muswell Hill area is often forgotten about for funding and we do wonder if we'll see any of the Better Homes money. Nothing about Coldfall on the list but we've been told to expect new kitchens and bathrooms.
- This is not an issue. Residents' association projects are often ably assisted by the council - a good example being Priory Common. My view is that the council has an important support role to play.
- I'm already fully involved.
- Actually it's not that easy. The council is supportive if it approves of the project you want to get involved in. To some extent I think they want token people - and I'm talking here about the council in general and not Neighbourhood Management. Neighbourhood management are great.

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- It's already easy. However, Enfield Area Assemblies do leaflet distribution while Haringey just sends letters to attendees only. Can Haringey do leaflets? I can help you with advertising in Turkish papers and Turkish is also spoken by Kurds and Turkish Cypriots

Q What involvement do you think you could have in the future?

- MaD projects are useful - not sure what else we could do. In part it's about helping Haringey to work more efficiently.
- Much the same - taking photos of those areas which could do with development, and then submitting proposals.
- Less and less! Often, 50% of attendees are from the council; which then claims it is well-attended. Look at the attendance sheets and strike out the names of council staff, councillors, caretakers and speakers and you'll see what I mean.
- I want to remain involved. We campaigned to save the day centre.
- The same as at present, although I have thought about joining the Homes for Haringey board and that remains a possibility.
- I haven't thought of any other role we could carry out
- I'm currently at the maximum limit - could not devote any more time.
- Our area needs a lot more money. In spite of the fact that there are few flats, it's actually an economically poor area with a high proportion of council housing.
- I need a parking permit as I'm on 9 different committees as well as a governor of CONEL

Any other points you would like to have noted?

Neighbourhood Management have been incredibly successful in making Green Lanes area virtually crime free. They got the police to arrest the two gangs, prosecute them and send them to prison. This solved what had been a major problem and one which had even got the attention of the national press.

Neighbourhood Management is a frontline service and a real ambassador for the council. They are essential to handle the many difficult residents that are encountered. Dasos goes to all meetings as do many of his colleagues. This is commitment which should be valued.

AA are a good means of providing info even though I am often in direct touch with departments. Having said this, I could easily contact a local councillor directly.

Too much time given to LBOH blowing its own trumpet - AAs should be more of an opportunity for engagement. They need a good chair who can give more time to questions from residents (some of who admittedly can't stop talking), our group can also act as focal point for putting in bids to MaD. One man has already asked us.

In the old days, Tottenham Council were brilliant. They had a man going round on a bicycle checking the state of front gardens and ensuring the tenants looked after

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them properly. The council also trimmed the hedges. The area now looks a bit neglected - several shops have closed.

Although we were told about new kitchens and bathrooms, my home has yet to be surveyed despite a letter in January advising us of a surveyor's visit

The council will often put its foot in it by actually saying it has a statutory duty to consult - thereby implying that it has no desire to consult, but is being forced to by the government.

We felt the council resented our original group because we got Home Zones money direct from the government. We had little doubt that specific councillors were being petty and vindictive.

Appendix D

Role profile for Chairs of Area Assemblies

Area Assembly Chairs must operate within the framework of Council policy at all times. The Cabinet Member for Community Cohesion and Involvement has overall responsibility for Neighbourhood Management and the Area Assemblies.

Area Assembly chairs should act to:

- improve Council and other services and make them more sensitive to local needs;
- strengthen links locally between the various Council services and other agencies;
- involve local people and improve the Council's relationships with local communities;
- promote community cohesion;
- assist Ward Councillors in exercising their community leadership role
- help Ward Councillors to work together to represent their areas more effectively;
- ensure the Council's Cabinet is aware of issues of concern to local residents; and
- build good links with the Overview and Scrutiny Committee.

Specific duties

Area Assembly meetings: set the agenda and the format of the meeting, in consultation with neighbourhood management officers and the Cabinet member for Community Cohesion and Involvement; chair Assembly meetings, ensuring opportunities for local residents to engage with the Council and question Cabinet Members; ensure meetings start and finish on time and that there is an opportunity for all sections of the community to take part; ensure that meetings are conducted in a democratic manner.

Making the Difference programme: work with the neighbourhood manager to encourage a broad range of groups and individuals make applications; convene meetings of ward members to check applications against the agreed criteria; ensure appropriate consultation takes place; make recommendations to the Area Liaison Officer; monitor the delivery of the programme to time and to budget and raise any concerns to the neighbourhood manager, escalating to the Head of Service as required.

Area Assembly chairs' meetings: attend meetings to share information and experiences, to set dates and to consider criteria for the Making the Difference programme.

Community Leadership: as appropriate, and as the budget allows, assist ward councillors to engage with local residents, partners and services through setting up forums, strategy groups, theme groups etc. Ensure issues of concern are fed back to the appropriate Cabinet member.

Working with officers: attend briefing meetings with Neighbourhood Managers, work closely with the Area Liaison Officer.

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Appendix E

Role description for Area Liaison Officers (ALO)

Introduction

Each of the seven areas has a designated chief officer to assist the Area Assembly Chair and the Ward Members in carrying out their responsibilities. The role is to add value to, rather than cut across, routine Member/officer relationships and has four key responsibilities:

- Assisting with Area Assemblies
- Being the budget holder for Making the Difference
- Being a signpost for strategic partners
- Being an escalation point in turning feedback into action.

Area Assemblies

Area Assemblies are key, public facing meetings of the Council. The role of the ALO is to provide advice to the Area Assembly Chair to assist in:

- Agenda planning
- Management of the meeting
- Answering questions about the Council and its activities
- Follow through on issues.

This will require a meeting with the chair of the assembly, the Neighbourhood Manager and the area liaison officer prior to each Assembly meeting.

As formal meetings of the Council, the Council's rules and procedures need to be followed. The ALO will advise Members on these. On rare occasions the ALO may need to step in to assist with or intervene in the management of the meeting.

Budget holder for Making the Difference

The arrangements for the administration of the Making the Difference programme was agreed by the Executive on 16 April 2004, where it was agreed that:

“Budgets are held at officer level by 'Area Champions' designated from the Chief Executive's Management Board, to be spent with the concurrence of the relevant Area Assembly Chair, based upon the advice of the relevant assembly.”

Clear guidance is available and a standard process has been set up. The role of the ALO is to support members through the process and to authorise the final programme.

Signposting

Partners and agencies can find their way into the Council confusing. The role of the ALO is to assist in the right connections being made.

Escalation point and turning feedback into action

The purpose of Area Assemblies and community involvement is to generate constructive and useful feedback on Council services. The feedback and issues so generated are normally dealt with using line management arrangements but occasionally the assistance of the ALO, which could be at the request of either the Neighbourhood Manager or the Area Assembly chair, may help to unblock an issue or generate a different way of thinking about the problem.

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APPENDIX F

Neighbourhood Management Budget	Revised Budget' 2007/08	Revised Budget '2008/09 @ Period 4	Variance 2007/08 v/s 2008/09
	£'000	£'000	£'000
EXPENDITURE			
Head of Partnership:	276	18	-258
Employees	82	7	-76
Support Services	1	11	10
Third Party Payments	57		-57
Contingencies	135		-135
Neighbourhood Mgt Support:	1481	1052	-430
Employees	679	388	-291
Premises	31	46	15
Transport	5		-5
Supplies & Services	63	18	-46
Third Party Payments	142	22	-120
Support Services	549	577	28
Capital Charges	-66		66
Contingencies	79		-79
Area Assembly Admin:	2476	2232	-245
Employees	1580	1634	55
Premises	120	127	7
Transport	9	5	-4
Supplies & Services	334	271	-63
Third Party Payments	206	195	-11
Contingencies	228		-228
BWF:	316	382	67
Employees	189	156	-33
Premises	143	207	64
Transport	1		-1
Supplies & Services	59	19	-40
Third Party Payments	12		-12
Contingencies	-88		88
Making the Difference:	350	350	0
Third Party Payments	350	350	0
TOTAL EXPENDITURE	4899	4034	-865
			-865
OTHER INCOME			
Head of Partnerships		18	18
Area Assembly Admin	102	63	-39
BWF	53	54	1
GRANT INCOME ***			
Head of Partnerships	135		-135
Neighbourhood Mgt Support	273	48	-225
Area Assembly Admin	1081	876	-205
TOTAL INCOME	1644	1059	-585
			-585
NET BUDGET	3255	2975	-280
			280

GRANT INCOME ***	2007/08 £'000	2008/09 £'000
Head of Partnership		
NRF	135	
Neighbourhood Mgt Support		
NRF	66	
ERDF	144	
SSCF	63	
	273	48 ABG
Area Assembly Admin		
NRF	578	
SSCF	453	
Joint Funding Income - Police	50	
	1081	876 ABG