

NORTH YORKSHIRE STRATEGIC PARTNERSHIP - EXECUTIVE

26 JUNE 2008

Developing a Neighbourhood Management Structure

1.0 Purpose of Report

1.1 To seek the authority of the NYSP to establish a Neighbourhood Management Board under the direction of the NYSP to develop and deliver enhanced partnership structures and accountability with the strategic aim of producing efficiencies across agencies and enhanced service delivery.

2.0 Background

- 2.1 There are a number of significant drivers for the development of neighbourhood management, including The Local Government and Public Involvement in Health 2007, the new Comprehensive Area Assessment process, the 'Crime and Disorder Act 1998, The Sustainable Communities Act 2007 and others.
- 2.2 The home office guide to effective partnership working outlines a number of 'Hallmarks for effective partnership working', these are:
- Empowered and effective leadership
 - Visible and constructive accountability
 - Intelligence-led business processes
 - Effective and responsive delivery structures
 - Engaged communities: and
 - Appropriate skills and knowledge.
- 2.3 In addition to the many existing drivers for the strategic partnership there are significant opportunities for the identification of service duplication and the delivery of efficiency gains through enhanced collaborative working, resulting in improved value and quality of service delivery.
- 2.4 Neighbourhood Management structures build on the lessons learnt through the development and delivery of the Safer Neighbourhoods agenda through the crime and disorder reduction partnerships. This has shown that effective neighbourhood management could deliver effective strategic guidance to draw together the following:
- Strategic outcomes to inform development in preparation for the Comprehensive Area Assessment (CAA) and Local Area agreements (LAA).
 - Neighbourhood management training opportunities.
 - Joint strategic intelligence assessments.
 - Joint collation and production of neighbourhood profiles.

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- Enhanced community access. Joint planning and organisation of community engagement events and activities. Shared public access points.
- Enhanced community influence. Identification of neighbourhood priorities. Local Leadership guiding local area neighbourhood management plans and effectively targeted funding to support community cohesion. Formulation of Key Individual Networks (KIN's) and Independent Advisory Groups (IAG's).
- Enhanced community interventions. Management of problem solving plans with community involvement and clearly defined accountability.
- Targeted use of joint surveys to support and inform local decision making.
- Community Tension monitoring across all partners.
- Co-location of neighbourhood management teams.
- Enhanced community answers. Joint communication and feedback structures.
- Data capture, mapping and analysis to support each element of neighbourhood management and to further support CAA and LAA performance reporting in conjunction with partnership management information (MI) reporting.

2.4 It is recognised that significant development work has already been completed, or is underway in respect of many of these areas within partner organisations. This paper does not seek in any way to replace or take ownership of these groups, but to recognise the potential links and additional opportunities that may be afforded by drawing them together within a Neighbourhood Management framework.

2.5 In delivering neighbourhood management there would be significant benefits for partners in adopting a unified approach to profiling, community engagement, problem solving and service delivery across North Yorkshire and the City of York.

3.0 Strategic focus

3.1 There is a clear strategic role for the NYSP in guiding the development of neighbourhood management.

3.2 Comprehensive Area Assessment will look at how partners are working together across their area to provide services for, and engage with, the community. With the duty on all agencies to work together to provide effective service provision, this structure would ensure that North Yorkshire can demonstrate that this is being done with a co-ordinated focus.

4.0 Existing Structures

4.1 Existing local partnership structures within North Yorkshire are primarily focussed within the Crime and Disorder Reduction Partnerships (CDRP's).

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4.2 Within the Scarborough Borough Council area, the priority area of Eastfield has developed a Neighbourhood Management programme, currently in the early stages of delivery. Another pilot site is also under consideration.

4.3 Selby Borough Council has also been developing a new engagement structure, which as it has progressed has increasingly met the wider needs of neighbourhood management.

5.0 Proposed area for joint working – a NYSP Neighbourhood Management Framework

5.1 Having regard to the 'duty to co-operate' on organisations under The Local Government and Public Involvement in Health 2007 and the new Comprehensive Area Assessment process, the Executive is recommended to implement a Neighbourhood Management Board under their governance, to oversee the identification, strategic alignment and implementation of joint services on behalf of the NYSP.

5.2 It is recommended that The Neighbourhood Management Board be implemented in two phases.

5.3 Phase 1 to appoint a Chair [at Chief Officer / Chief Executive level] of the Neighbourhood Management Board, supported by a strategic task group [until phase 2 commences] to consider and recommend Neighbourhood Management Board membership, and to identify appropriate Task and Finish groups to deliver the different strands of neighbourhood management. Recognition will need to be made of the linkages to existing groups within the NYSP, eg the Data Intelligence Group within the YNYSCF.

5.4 Phase 2 to commence on the direction of the chair reporting to the NYSP, formally convening the Neighbourhood Management Board and commencing the task and finish groups.

5.5 Learning should be taken from the neighbourhood management projects already underway or in development.

5.6 Existing structures and processes should be clearly identified and their merits recognised within any future developments that are to be considered.

6.0 Summary of Benefits

6.1 Neighbourhood management will provide a strategic overview of joint service delivery.

6.2 Joint service delivery will provide significant service improvements for the communities of North Yorkshire.

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6.3 Significant efficiencies can be realised through neighbourhood management by the NYSP and City of York partners.

7.0 Recommendations

7.1 The NYSP Executive is recommended to:

- Agree the need for joint working on neighbourhood management
- Agree the development of a NYSP Neighbourhood Management Board
- Appoint a chair of the new Neighbourhood Management Board
- Agree the formation of a Task group to progress this work.
- Agree the extension of a formal invitation to the City of York partners to join the Neighbourhood Management Board and Task and Finish Groups.

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Appendices:

- 1 Neighbourhood Management Delivery Board structure.
- 2 Draft Neighbourhood Management Process.

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