



**Haringey** Council

Agenda item:

**[No.]**

**Cabinet**

**25<sup>th</sup> January 2011**

Report Title: Future of the Neighbourhood Management Service

Report of: Niall Bolger, Director of Urban Environment

Signed :

Contact Officer: Jean Croot, Head of Safer Stronger Communities

Email: [jean.croot@haringey.gov.uk](mailto:jean.croot@haringey.gov.uk)

Wards(s) affected: **All**

Report for: **Cabinet 25 January 2011**

**1. Purpose**

1.1 To propose recommendations for the future of the Neighbourhood Management Service and its key functions.

**2. Introduction by Cabinet Member (if necessary)**

2.1 Frontline Services and Neighbourhood Management have been key in supporting the Council in achieving its priorities, particularly those regarding improvements to the environment and access to Council services. However, we now face a number of critical decisions to be made in light of challenging budget issues. The reality is that we are unable to sustain the existing level of services and we have to identify new ways of working that joins up frontline environmental services better. The development of a Single Frontline Service will engage with the community to understand its priorities and needs, then address those needs. It will also lead to implementation of our manifesto commitments prioritised in this area of work. Whilst recognising that the Neighbourhood Management Service (NMS) has played an important role in the past, we now need to ensure the key activities carried out by the NMS are maintained, whilst achieving the significant savings required.

### **3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

#### **3.1 Council Plan Priorities are:**

- A Greener Haringey – Becoming one of London’s greenest boroughs
- A Better Haringey – cleaner, greener & safer places
- A Thriving Haringey – encouraging lifetime well being at home, work, play and learning.
- Driving change, improving quality – customer focussed, cost effective services achieving high levels of satisfaction.

### **4. Recommendations**

4.1 That the Neighbourhood Management Service (NMS) is dis-established.

4.2 That the key functions currently carried out by the NMS and requiring to be maintained are transferred to other Council departments/teams where appropriate to facilitate their continuation, within existing resource limits and financial envelopes for these services.

4.3 That buildings currently managed/utilised by NMS to be transferred to Property Services or HfH (according to ownership).

4.4 That the General Purposes Committee consider the staffing changes arising from these recommendations.

### **5. Reason for recommendations**

5.1 Given the current need to identify and achieve the biggest cuts to Council funds and resources experienced by local government, it is no longer viable to maintain the Neighbourhood Management Service, which is neither a statutory nor essential service.

5.2 Certain key functions will need to be maintained and therefore transferred to other Council departments/teams.

5.3 Buildings utilised by Neighbourhood Management Service will need to be managed by Property Services or HfH, according to ownership of these buildings.

### **6. Summary**

#### **6.1 Introduction**

6.1.1 Given the current need to identify the biggest cuts to Council services experienced in local government, it is no longer viable to maintain the Neighbourhood Management Service which is neither a statutory nor an essential service. This recommendation is a tough one, but is offered due to recognition of other Council services being more important to ensuring the Council can both support its most vulnerable residents and deliver on the Administration’s manifesto pledges, and due to both the size and speed of the reductions to funding required following the reductions in local authority funding introduced by the Coalition Government.

6.1.2 A review of the Neighbourhood Management Service (NMS) has been undertaken to consider the work of the current NMS, what key functions of the

service would need to be repositioned to ensure these would be appropriately delivered, and what functions are no longer viable given the significant cost reductions required of non-statutory services.

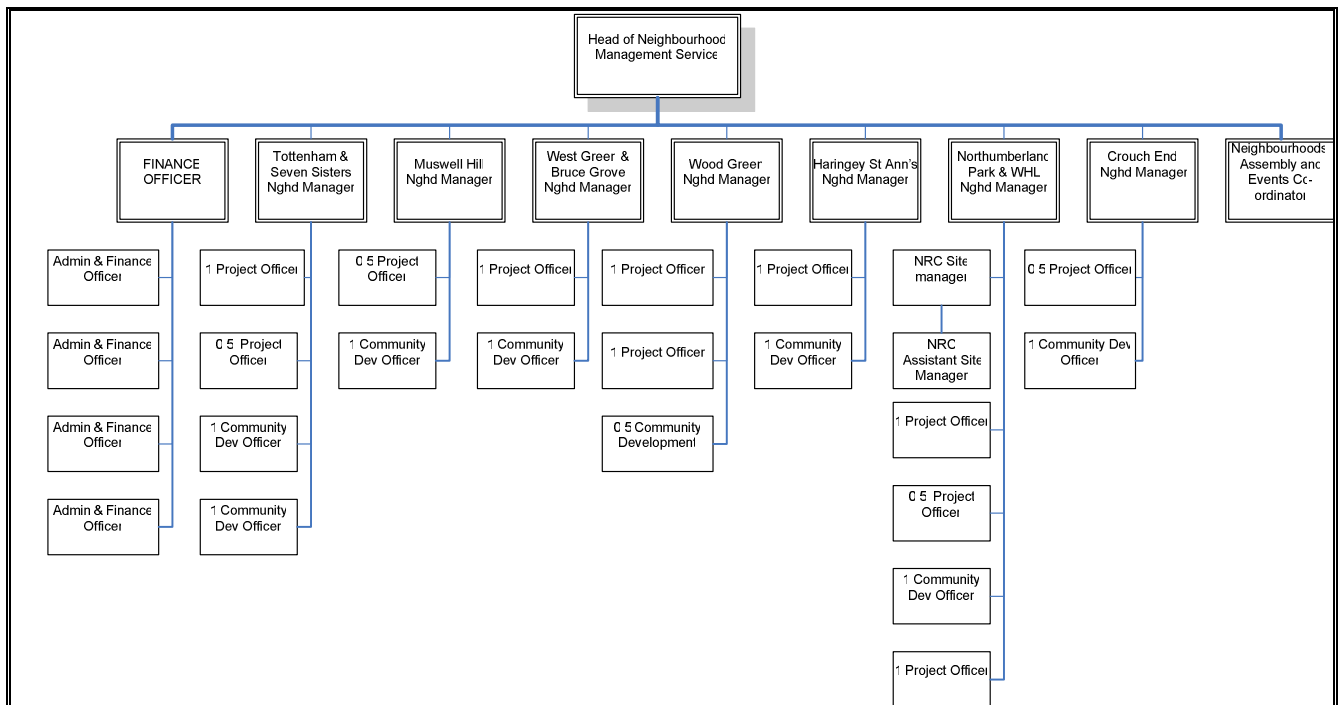
6.1.3 Although national consideration is being given as to how communities can be self-enabling, the Council will need time to consider how best it can support this new agenda and position itself to develop the delivery of this agenda alongside its residents. The long term aim will be to enable our communities to work as active citizens with the Council and our partners to shape future services and influence change in their neighbourhoods, and the development of a Single Frontline Service in the Urban Environment Directorate will begin to carry this work forward.

## **6.2. The Current Service Offer**

6.2.1 The current Neighbourhood Management was developed within the ethos of neighbourhood renewal and supported by Neighbourhood Renewal Funding. As a consequence the service focussed upon :-

- Building the capacity of communities in Haringey to enable local people to be part of local decision making processes.
- The facilitation of seven Area Assemblies four times a year, encouraging local residents and partners to raise issues of concern.
- Local Area Based Working, bringing residents and partners together to find solutions to local issues and problems.
- Facilitation, delivering and monitoring of Making the Difference projects put forward by local communities and residents.
- Designing and undertaking mechanisms to ensure 'new' and 'hard to reach' communities are able to access Council services.

**6.2.2** The current service structure is displayed in the chart below:



6.2.3 The revised 2010/11 Neighbourhood Management budget (excluding corporate overheads) is a gross cost of £2.738m. This includes certain buildings (e.g. the Neighbourhood Resource Centre) and related staff that will remain required whilst the Council owns those buildings. The currently agreed staff establishment is 28 FTE costing £1.435m. The detail is set out in the table below:

<b>2010/11 Revised Neigh'd Mgt Budget (excl. corporate overheads)</b>	<b>Core Funding</b>	<b>ABG Grant</b>	<b>Total Budget</b>
	£	£	£
Employees	1,024,300	487,000	1,511,300
Premises	161,500		161,500
Transport	5,000		5,000
Supplies & Services	180,400		180,400
Third Party Payments	352,700	195,000	547,700
Contingencies	332,100		332,100
<b>Total Expenditure (excl. overheads)</b>	<b>2,056,000</b>	<b>682,000</b>	<b>2,738,000</b>
Government Grants		-682,000	-682,000
Customer & Client Receipts	-64,900		-64,900
Recharges			0
<b>Total Income</b>	<b>-64,900</b>	<b>-682,000</b>	<b>-746,900</b>

Net expenditure (excluding overheads) is therefore **£1,991,100**.

6.2.4 An analysis of key activities of the service is shown in the table below:

<b>Area of activity</b>	<b>Brief description</b>
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Area Assemblies	Planning, preparation, co-ordination and delivery of AA's including liaison with partners, members and services.
Area based working	Planning, preparation and delivery of ABW meetings; chasing up activity and maintaining action plans.
Access to Services	Contribution to events
Making the Difference	Processing applications, assessing suitability, advising Members, monitoring implementation, financial management, project managing and delivering schemes.
Neighbourhood activity	Day to day neighbourhood management, including facilitating partnership responses to local issues as they occur/are received. Often as a result of a phone call/ email requiring immediate action.

6.2.5 A high level evaluation on the service has been undertaken, and the following conclusions have been drawn:

- The Neighbourhood Management Service (NMS) was established in 2005 in the era of neighbourhood renewal and has delivered some key successes underpinning the Council's relationship with residents and communities. The service at that time was developed in part to ensure that services were appropriately coordinated and focussed in local areas. Through the models developed by neighbourhood management, these area based approaches are now mainstreamed. Responsive services are now part of the core business of the Council.
- Some good area based working is undertaken, bringing partners together to problem solve at a local level, though stronger and more developed in some neighbourhoods than others.
- There has been success in engaging hard to reach and emerging communities through the access to services programme and general community capacity building.
- The process of engagement of local residents and communities in the development of Area Priority Plans proved beneficial and popular. However there is still a disconnect with the overall business planning process of the Council and partners. This way of working has increasingly become a core part of the way that the Council delivers services and its status as mainstream activity will be formalised under the new structures for delivering Council services.
- The Area Assembly process has been part of the Governance Review, which has acknowledged that currently Area Assemblies have attendance that varies from area to area, has some examples of good practice and community engagement but that there is no "obvious and transparent mechanism by which issues raised in Area Assembly discussions are fed into the Council's policy and decision making process". The Governance Review report therefore recommends that Area Assemblies continue as a means for local councillors to engage with local people and where local priorities will be set. This Report suggests these are called Area Forums. The Governance Review report also recommends Area Committees to enable devolved decision-making, covering the same geographical area as the Area Forums. This report suggests these Area Forums/Committees are both held three

times per year. This would enable the Area Forums to be held in June, October, and February, with the Area Committees being held 3 – 4 weeks later in July, November and March, thereby providing a real opportunity to take the issues of importance for local people to be discussed with decisions made by the Area Committees.

- There will be an important relationship between Area Forums and proposed Area Committees. Not least because of the opportunities to empower local residents to raise issues and become involved in their local forums as there will be a more direct connection between this activity and influencing decisions.
- NMS facilitates and administers the Making the Difference (MtD currently £50k per assembly area) programme which is described in the Governance Review report as “being popular with some residents and councillors is expensive to operate and can be divisive.” The current process requires vast amounts of officer time to administer; does not operate strategically and becomes very piecemeal with limited impact. Products of MtD have traditionally been projects around planting and greening; gating; community events and trips; park signage; schools nature and greening.

### 6.3. Proposed Future of Neighbourhood Management

6.3.1 There will no longer be a requirement for the continuation of the Neighbourhood Management Service in its current format.

6.3.2 Certain key elements would need to be retained and could effectively be delivered through other parts of the organisation, none the less, substantial savings would be achieved

6.3.3 An exit strategy will be developed to ensure that buildings currently managed by NMS are transferred according to ownership (mainly council buildings which will require transfer to Property Service, plus one building to be transferred back to HfH). Likewise, some longer term project work will require transferring to mainstream services for continuation/completion beyond 2010/11.

Element	Facilitated by	Cost	Rationale
Area Forums and Area Committees	The Governance Review will determine the terms of reference for these bodies (which will come under Single Frontline Service and Democratic Service)	£40k	Officer time plus venue, publicity and other related costs x 21 meetings.
Making The Difference	Administered in line with agreed Council criteria/priorities.	£175k	Reduce to £25k per Area Forum (7 x 25 = 125)
Area Based Working	Mainstream work in Urban Environmental Director and Police.	No additional costs	Officer time and Council buildings
Community Engagement	Mainstream into new Single Frontline Service	£165k	4 officers to maintain and develop community

Given the above costs of £380k, there would be a saving of approximately £1,400k.

- Elements of the service which are properly part of the apparatus for local democracy, to be more appropriately placed within Democratic Services, including Area Assemblies and Area Committees. The Governance Review will determine appropriate terms of reference for these bodies.
- Area based working can continue through mainstream delivery, with added strength through the new Single Frontline Service, aiming at speedy resolutions through joined-up and partnership working.
- Making The Difference will be advertised to bona-fide residents' groups/forums prior to the start of the financial year through an annual bidding process against commissioning intentions agreed by Cabinet and linked to achieving Council priorities. Projects would be delivered on a 'by you, for you' basis whereby community/voluntary groups would need to demonstrate the capacity to deliver and manage both project and the funds.
- The Single Frontline Service will need a small number of community engagement officers (3 – 4) to ensure this element of local engagement is fully covered in the new service.
- An exit strategy will be developed to cover any outstanding projects/areas of work that will need to be continued. One such example is the **Living Under One Sun** healthy living project, which was set up to help reduce crime at the local adventure playground, bringing mothers and local women of different ethnicities to meet and cook and share stories of their lives. This project has been very successful and therefore work has begun to transfer this into a social enterprise which would enable it to be independent from requiring Council support (officers and finance).
- There are several buildings that the NMS currently has responsibility for or utilises. The chart below identifies these buildings and future plans for these.

<b>Building</b>	<b>Ownership/ Management</b>	<b>Comments</b>	<b>Future Responsible Service</b>
10 <sup>th</sup> Floor, Alexandra House	Haringey Council (Property Service)	Space is allocated to NMS	Property Service (Corporate Directorate)
Shropshire Hall	Haringey Council (Children & Young Peoples Service)	Space is currently rented to NMS	Children's Centre (C&YPS)
West Green Learning Centre	Park View Academy	Space is currently rented to NMS	Park View Academy
Milton Hall	Homes for Haringey	Plans underway to rent out to a community group	Homes for Haringey

Aspire Base	Homes for Haringey	Discussions taking place re future use, with HfH and Youth Service.	Homes for Haringey
Neighbourhood Resource Centre	Haringey Council (Property Service)	Is included in the Community Buildings Review	Property Service (Corporate Directorate)

#### 6.4 Conclusion

The closure of the current Neighbourhood Management Service, even allowing for the resources recommended above to enable key functions to be maintained, will achieve a saving of around £1,400k after the costs at 6.3.3 above, plus Area Based Working funding of £682k has been deducted from the savings.

#### 7. Chief Financial Officer Comments

This report proposes dis-establishing the Neighbourhood Management service as part of a move to a Single Front Line.

It is estimated that the savings achievable are around £1.4m, although there will be significant redundancy costs associated with this. The exact level of savings will be dependent on the exact level of resources transferred to other areas for functions such as Area Forums and Making the Difference and the level of resources that need to be retained in the Single Front Line.

The total savings envisioned in the Single Front Line concept are around £3m, it should be noted these are not additional to the savings in this report. The Neighbourhood Management related saving forms a significant part of the overall £3m.

#### 8. Head of Legal Services' Comments

The Head of Legal Services has been consulted on the content of this report. The proposals regarding the position of the employees identified in the report should be carried out in compliance with the Council's policies concerning restructuring, redeployment and redundancy. Meaningful consultation should commence on the proposals and should be completed before any final decision is made concerning whether it is necessary to issue notice of termination of employment in respect of any employee. Consideration must be given to whether or not to carry out an Equalities Impact Assessment of the proposals, which, if carried out, must be completed before any final decision is made on these proposals. Since the proposals affect more than 20 staff, any decision on them, whether final or made in principle, comes within the remit of the General Purposes Committee.

### Appendix A Timetable (Dates to be completed once decision is given)

Action	Date	Leads
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Report to CAB	23/12/10	NB/Cllr Canver
Report to Leader's Conference	4/1/11	NB/Cllr Canver
Cabinet	25/1/11	Cllr Canver
Inform staff & unions in face-to-face meeting		Head of Service
Prepare formal consultation pack Staff and trade unions consultation <a href="mailto:employeeside@haringeyunison.co.uk">employeeside@haringeyunison.co.uk</a> <a href="mailto:branchsecretary@haringeyunison.co.uk">branchsecretary@haringeyunison.co.uk</a> <a href="mailto:hara1@blueyonder.co.uk">hara1@blueyonder.co.uk</a> <a href="mailto:gmbtradeunion@ealing.gov.uk">gmbtradeunion@ealing.gov.uk</a>		Head of Service; HR Business Partner
Negotiation with Property Services and HfH Including timetable for transfer		Strategic Manager
Negotiation with Corporate Voluntary Sector grants including timetable for transfer		Strategic Manager
Negotiation with Democratic Services Including timetable for transfer		Strategic Manager
Deadline for receipt of staff/TU comments on consultation		NM staff/TU's
Response from management to staff		Head of Service; HR Business Partner
Exit strategy regarding longer term projects/work/info and data		Head of Service;
Development of Single Frontline Service		AD Frontline Service / Head of Service;

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