



Public report For Consultation

Report of Chief Executive

Title Neighbourhood Management in Coventry - Proposals for Further Development

1 Purpose of the Report

- 1.1 To present proposals for consultation, on the further development of Neighbourhood Management in Coventry including proposals for warden services and neighbourhood consultation and engagement.

2 Recommendations

- 2.1 To restructure Area Co-ordination and linked services to create a Neighbourhood Management Service based on the current three areas of the West Midlands Operational Command Units (as set out in section 4 of this report), and to agree the policy statement in paragraph 3.3.
- 2.2 To agree in principle the proposed Neighbourhood Warden and Community Support Officer arrangements set out in section 5 of this report.
- 2.3 To agree the proposals on Neighbourhood Consultation and Engagement set out in section 7 of this report i.e. a framework of neighbourhood, ward and constituency forums.

3 Information/Background

- 3.1 This paper has been written in response to a series of related issues:
- *Consultation with the Council's new Conservative administration following the elections in June 2004*
 - *Acknowledged need to review the Council's Area Co-ordination Service, both as a result of the appointment of a new Head of Area Co-ordination and in line with the Council's 2005/06 budget-setting process (Policy Priorities and Resources – PPR)*
 - *Developing proposals originally put forward in 2003 to integrate more closely the Area Renewal and Capacity-building roles*
 - *Progress of the restructured City Services Directorate in relating more closely to neighbourhoods, particularly on street services issues*
 - *Review of Neighbourhood Wardens across the city*
 - *Deferral of proposals from the Area Forums Working Group and Supporting Democracy Best Value Report*

- *Drawing on the work of the Neighbourhood Working Best Value Review Group*

3.2 This report is seeking to present options for consultation which:

- Increase the impact of neighbourhood working in the city in line with national good practice
- Take the opportunity to review the current Area Co-ordination Service
- Make proposals for the city's Neighbourhood Warden Service
- Increase the integration of street services with neighbourhood management
- Make proposals for new neighbourhood consultation structures which take into consideration the views of Members and local communities and new approaches to neighbourhood management.
- Support the policies of the city's Community Safety Partnership in terms of reducing crime, fear of crime and anti-social behaviour, vandalism and graffiti
- Make some savings to contribute to the council's overall budget strategy.

3.3 The Best Value Review on Neighbourhood Working produced a description of the process as follows " Neighbourhood Working is the way in which the Council works to reflect needs and preferences in local neighbourhoods to improve its services and the quality of life of local people". In recent times the term Neighbourhood Management has become the term most used nationally to describe neighbourhood working and it is proposed that the policy statement the Council should use to describe what Neighbourhood Management is all about is:

" Neighbourhood Management is the way in which the Council works to reflect needs and preferences in local neighbourhoods to improve its services and the quality of life of local people"

This should be supplemented by the detail in paragraph 4.7 of this report which highlights Problem Solving, Leading on Community Engagement and Consultation and Strategic Planning of Neighbourhood Working.

Implementation of that statement requires Council Members and Officers to:

- *Work in a way which makes them accessible and approachable*
- *Agree variations in policies and services between different areas where appropriate*
- *Demonstrate to local communities that their views and input can influence the environment and services in specific local areas*
- *Do everything possible to empower local communities to take action to improve their neighbourhoods*
- *Prioritise the least well-off neighbourhoods to help bring their prosperity and quality of life up to those of the highest in the city.*

4. FROM AREA CO-ORDINATION TO NEIGHBOURHOOD MANAGEMENT

4.1 Area Co-ordination was set up in the early 1990s to:

- Co-ordinate work at a local level to achieve seamless integrated services
 - Focus on deprived neighbourhoods to tackle poverty and to support local regeneration
 - Empower residents through community participation
 - Develop local planning in response to local needs
- Later its objectives were widened to:
- Support the Council and its partners in "joining up" their services and working with citizens in the wider, more affluent areas of city.

4.2 In 1998 the City Council identified 31 priority neighbourhoods with the highest levels of

multiple deprivation. This was developed further in 2000 with the decision to produce neighbourhood plans for each of these areas. Significantly in the year 2000 a policy decision was taken to extend the Area Co-ordination Service to support activity across the whole city. Short-term resources were allocated to support this. Area Co-ordination was one of the earlier developments of a neighbourhood focus to be adopted by councils in England. Neighbourhood working is now accepted good practice nationally and different authorities have developed different interpretations of it. The terminology that has been adopted nationally is Neighbourhood Management.

- 4.3 In the year 2000, the Government's Social Inclusion Unit produced a report on Neighbourhood Management which said:

"Our vision for neighbourhood management ..., is for the role of neighbourhood management to enable deprived communities and local services to improve local outcomes, by improving and joining up local services and making them more responsive to local needs"

The report went on to say that the advantages of neighbourhood management were that it could:

- *"Identify with precision the nature and scale of the problems*
- *Ensure solutions are sufficiently fine-tuned to be effective*
- *Secure community commitment, participation and leadership*
- *Maintain momentum*
- *Oversee progress and monitor impact"*

- 4.4 The Government's National Strategy for Neighbourhood Renewal 2002 refers to the important roles of both Local Strategic Partnerships (like The Coventry Partnership) and Neighbourhood Management functions, in improving the quality of life in neighbourhoods. Neighbourhood management is seen as being able to tackle a range of 'liveability' issues including local environmental problems, community safety and community development. It is well-rehearsed that it can only work if supported by a strategic approach to neighbourhood planning linked to the Coventry Partnership's Community Plan and to the strategic plans of the main agencies in the city. In Coventry the foundation of this already exists and is essential that the link between neighbourhood planning, the Community Plan and individual agency corporate plans is retained in terms of ensuring that local communities' objectives are paramount in local services.
- 4.5 In Coventry the key components of Area Co-ordination have been Area Co-ordinators, the senior managers for co-ordination of services on neighbourhoods, Capacity Building Officers, Area Services Officers from City Services, Community Safety Officers from the Chief Executive's Directorate and Area Renewal Officers and Community Economic Development Officers from City Development, supplemented by a range of externally funded specific posts including neighbourhood wardens. The definition of the budget for the service depends on how it is presented but for 2004/05 is £1,574,000. This covers the structure of Area Co-ordination Offices i.e. Area Co-ordinators, Capacity Building Officers, Officers Managers etc. It does not include wardens (specifically funded) or all the elements of Area Co-ordination which are in other Directorate budgets eg Area Services Officers (City Services), Community Safety Officers (Chief Executive's), Area Renewal Officers (City Development) etc.
- 4.6 Given the history of Area Co-ordination in Coventry and the objectives outlined in paragraph 3.2 the focus needs to be on ensuring a clear focus for Neighbourhood Management, ensuring optimum use of the resources available to the Council. A key feature of Area Co-ordination to date has been the work it has done with other key partners in the city at a neighbourhood level, a vital part of successful neighbourhood

management. This needs to reflect the strategic partnership working which takes place through the Coventry Partnership. The proposals below are intended to set out a clear framework and agenda for Neighbourhood Management, both as a local catalyst for improved quality of life for local people, and as a driver of a more strategic approach to neighbourhood working within the Council and with other partners.

- 4.7 It is proposed that Area Co-ordination should move towards **Neighbourhood Management** in line with current thinking and practice nationally.

The key tasks for Neighbourhood Management should be:

- a) **Problem Solving** – the council's front line staff for responding to/dealing with "liveability" problems, and sometimes crises, at a local level. This work is very much with local communities, dealing with situations themselves where they can and involving other council services or other agencies eg Primary Care Trust, West Midlands Police where necessary. At the heart of this will continue to be work on Community Safety and Street Services.
- b) **Leading on Community Engagement and Consultation** both locally and strategically– it is vital that the council engages with local communities to:
 - *Help build social and community structures in historically less well-off areas where those structures have been either non-existent or less strong*
 - *Work with residents and community groups on a preventative basis in areas which might be seen as at risk of decline*
 - *Hear the views of local people city-wide in order to make services more responsive locally*
 - *Work closely with the voluntary sector*
- c) **Strategic Planning of Neighbourhood Working** – Neighbourhood Management should play a more significant role in developing neighbourhood working across the Council by taking responsibility for cross-service neighbourhood planning to shape, influence and respond to corporate targets as part of the corporate planning cycle, not only within the council, but also with other agencies such as the PCT and Police. This will ensure bottom up influence in the planning process from neighbourhood plans and top down implementation of the Corporate Plan and key City Council strategies into neighbourhood working. In addition to this forward planning role Neighbourhood Management should also be taking a leadership role, reporting to the Chief Executive, in terms of driving and co-ordinating different parts of the council to respond to neighbourhood sensitivities and to deliver parts of the neighbourhood plans.

- 4.8 It is proposed that:

- **There should be 3 Neighbourhood Management areas based on police Operational Command Units, rather than the current 6 Area Co-ordination areas**
- **The existing 5 Area Co-ordinator posts and the North East Regeneration Manager Post should be deleted and 3 new Neighbourhood Manager posts created – Neighbourhood Manager (North West), Neighbourhood Manager (North East) and Neighbourhood Manager (South)**
- **The existing roles of 6 Capacity Building Officers (Area Co-ordination, CXD) and 6 Area Renewal Officers (Regeneration CDD) should be deleted and a new post of Neighbourhood Development Officer (6 posts) created encompassing both roles**

- **Neighbourhood management should encompass Community Safety Officers (Chief Executive's Directorate) but reduced from 6 to 3 and retain 6 Area Services Officers (2 per area) (City Services Directorate) (renamed Neighbourhood Services Officers)**
- **The neighbourhood warden service should be directly managed by an Operations Manager within Neighbourhood Management as currently**
- **There would be adjustments to the administrative support in the three area model**
- **The current post of Head of Area Co-ordination should be redesignated Head of Neighbourhood Management.**

4.9 There will need to be further discussions about the most sensible location for the team members of each of the Neighbourhood Management areas. This would need to accommodate a number of factors including areas of greatest need, "footfall" in local areas and other service developments both at the Council and with other partners. Attached are diagrams of the existing six Area Co-ordination areas (Appendix A) and the proposed three areas based on OCU boundaries (Appendix B). In moving from the existing six area structures to a three area Neighbourhood Management function it would be important to ensure:

- a) the retention of a focus on the existing priority neighbourhoods and the work on their neighbourhood plans
- b) internal clarity about responsibilities for work in particular neighbourhoods, as inevitably some priority neighbourhoods will cross the new boundaries
- c) internal clarity about the responsibilities between different Neighbourhood Management areas, Democratic Services and managers in the rest of the Council, for the new neighbourhood consultation and engagement proposals in Section 7
- d) Effective communication of the new arrangements to the voluntary and community sectors in neighbourhoods
- e) Intelligent deployment of resources across the three areas, according to need.

4.10 The proposals above would:

- a) *Refocus Neighbourhood Management in the city with a clear brief as set out in Paragraph 4.7*
- b) *Reduce expenditure on area renewal and capacity building, reducing the numbers of workers available to work with local groups*
- c) *Make some savings on expenditure on community safety officers but retain the focus of 6 Neighbourhood Services Officers to be deployed across the city to ensure strong links between Neighbourhood Management and the City Services service supervisors responsible for different services at a neighbourhood level*
- d) *Support the commitment to neighbourhood wardens and provide a responsive Community Support Officer Service financed by the Council and linked to the Police, to focus on low level anti-social behaviour*

The proposals contained within this report take into consideration the views of local people about the priority they attach to local community safety and local environmental issues. They strongly reinforce the importance of Neighbourhood Management to the Council's thinking but move financial resources in the direction of practical action on the streets. The important role of the new Neighbourhood Manager posts as problem-solvers and local co-ordinators of service should not be underestimated. These posts will be key to the Council's service in delivering neighbourhood management. They will be supported in this by Neighbourhood Development Officers and Neighbourhood Services Officers. It has to be recognised that there will be fewer dedicated workers to work with local groups, and this will reinforce the importance of many more council staff

in a range of professions being trained in how best to work with groups and individuals within the community so that the whole council becomes more neighbourhood orientated.

- 4.11 In terms of the number and format of geographic areas for neighbourhood management there are clearly different possibilities, each with advantages and disadvantages. The issues which will impact on those structures – the boundaries of existing priority areas; the boundaries of council organisational structures and those of other agencies; the perception of the effectiveness of different boundary options, and the numbers of staff available in relation to the geographical size of each area; will change over time, and no boundaries are ever perfect. Possible options in addition to aligning areas with the three Operational Command Units, include alignment with parliamentary constituencies (three areas), alignment with the Education and Libraries schools federation model (four areas), or maintenance of the existing six area structures.
- 4.12 The proposal to move to three areas in line with OCU boundaries would achieve closer working with West Midlands Police in line with neighbourhood management objectives and seeking to achieve the objectives of the Community Safety Partnership which we know are amongst the top priorities of local people. It does not mean that these issues are the only ones of concern to residents and businesses. It is also important that street and warden services, problem-solving and community consultation objectives are fulfilled effectively.

5. WARDEN SERVICES AND NEIGHBOURHOOD MANAGEMENT

- 5.1 Warden schemes have existed in Coventry since 2000. The schemes have been developed in an ad hoc way in response to the requirements of a range of different external funding regimes. Although precise roles and responsibilities differ between the various schemes in Coventry, they are generally credited with providing reassurance, improving the environment; and acting as the eyes and ears of the City Council and its partners in addressing neighbourhood issues. Feedback from residents and agencies show that neighbourhood wardens have made a real difference to their quality of life. The main impact has been in making residents feel safer and in getting early attention to problems of street scene issues, rubbish, abandoned cars and damaged street furniture.
- 5.2 The schemes were originally funded entirely from external finance, some of which fell out in March 2004. As part of the 2003 PPR process it was decided that the existing number of wardens should be retained in their existing areas in 2004/05, pending a decision about the long-term development of a citywide scheme. Additional funds of £660,000 were made available for this purpose - £450,000 from NRF and £210,000 from the City Council.
- 5.3 In order to introduce some consistency across the existing schemes, some interim management arrangements have been put in place for those schemes that are now supported by Council funding, i.e. Canley, Longford and South East. Each of these schemes has a Team Leader. The Team Leaders report directly to the Warden Operational Manager, who in turn reports to the Head of Area Co-ordination. The remaining schemes are managed through other arrangements, in line with their external funding requirements.
- 5.4 There are now four schemes operating in the City:
- City Centre Street Crime Wardens
 - Hillfields Neighbourhood
 - Neighbourhood Warden Team (operating in Willenhall, Willenhall Wood, Stoke Aldermoor, Ernesford Grange and part of Binley Village, Canley and Longford)
 - New Deal for Communities Wardens (WEHM area)

The current status of these schemes is shown in Appendix C.

- 5.5 Following extensive consultation with residents and partners, the Neighbourhood Warden Team now operates between 8.00 a.m - 8 p.m from Monday to Friday. Previously, some wardens worked on Saturdays but a review demonstrated that there was very little demand for a warden service at the weekend, especially as a number of partner agencies that wardens may need to contact were unavailable then.
- 5.6 Generally speaking, the existing schemes have been funded by Government provided funding at a level that would be difficult to sustain or extend across the city on a long term basis. The challenge for the Council and its partners is to ensure the continuation of warden services in a way which learns from the experience of the existing schemes and maximises their impact. In some neighbourhoods the teams have developed a level of cover and a range of duties that are over and above what might be expected from a warden role. This has inevitably raised expectations locally and there will obviously be strong feelings in those communities in relation to any future changes in their roles.
- 5.7 In addition to the street wardens, eight Police Community Support Officers (PCSOs) work in Coventry city centre. Their role is similar to that of wardens, in that they provide a visible presence, but they also have limited police powers, including fixed penalty notices for offences of dog fouling, littering and riding on the footpath. In certain circumstances they can request name and address, seize alcohol or confiscate cigarettes, as well as stop vehicles. The number of PCSOs in Coventry as part of this scheme, is set to increase to 12 in the near future.
- 5.8 Experience shows that if minor incidents, e.g. graffiti, abandoned vehicles, vandalism, etc., go unchecked, this can progress to higher level disorder, fear of crime and, in the longer term, serious criminal activity. Wardens can help to prevent this escalation by acting as referral agents, reporting incidents to the appropriate agencies and ensuring that they are swiftly dealt with.
- 5.9 Warden services tend to encompass one or more of the following roles:
- **"Eyes & Ears of the Community"** - patrolling streets and public places, advising people how to access services, informing the Police and other agencies of specific problems.
 - **The 'Super Caretaker'** - patrolling the streets and also helping to keep neighbourhoods clean and tidy by helping pick up litter and clean graffiti and other similar 'caretaking' duties
 - **The Enforcement Officer** - patrolling the streets and issuing fines and enforcement notices for low level crimes like dropping litter, flyposting or dog fouling.

A consultation exercise was carried out in June/July 2004 in relation to Neighbourhood Wardens. A total of 360 people responded. These responses were representative of all wards in Coventry, but were mainly concentrated in wards where warden schemes already exist.

- 5.10 Over 60% of the responses favoured the role of 'Eyes & Ears of the Community' which was defined as 'patrolling the streets and public places, working with the community and local agencies such as RSLs, the City Council and Police to improve the environment and deter anti-social behaviour'. The potential benefits identified included feeling safer; reductions in anti-social behaviour; arranging for the removal of rubbish; a "useful source of advice"; etc.

Future proposals for Neighbourhood Wardens

5.11 Given the results of the consultation and discussion with the Member Advisory Group on this issue, proposals for the future of the warden schemes need to consider:

- the role of the wardens
- the intensity of the service ie how many wardens will be needed to provide a visible and effective presence in an area
- the geographical spread of the service
- how wardens will be deployed within these areas
- the days and times when they would operate
- current provision in the City Centre, taking account of the other patrolling staff there (Police Community Support Officers, Customer Care Assistants and Evening Ambassadors)
- affordability vs sustainability.

5.12 The kinds of issues which need to be taken into consideration in terms of any future geographical location of neighbourhood wardens are priority neighbourhoods, Police Spectrom areas, analysis of anti-social behaviour levels and feedback from Local Community Safety Officers based in Area Co-ordination. Day to day deployment would again be based on information regarding levels of crime and anti-social behaviour, but the roles of wardens would be integrated with inspectors and other area based staff to provide a seamless service regarding the removal of refuse, maintenance of street lighting, grounds maintenance and other liveability issues. The aim would be to provide a visible and reassuring presence to local communities, provide quicker response times to service requests, tackle issues before they become customer complaints and increase customer satisfaction overall. This objective could be assisted by ensuring that wardens and other employees working in neighbourhoods, including street cleansing staff, wear similar uniforms and are able to call on rapid response teams to deal with issues outside their own capability. The key success factor for wardens is the relationships that they can build up with local communities. Some areas will therefore have a continuous presence, whilst others will be served as and when needed. Within this framework, it is recommended that the warden service would normally be available between 8.00 a.m. and 8.00 p.m on Monday – Friday as consultation indicates that these are felt to be the most important hours of coverage. For planning purposes, a city wide scheme will cost about £30,000 per warden p.a. This will include supervision costs, accommodation, clerical support etc. More detailed and precise costings will be prepared for a final scheme. The numbers required will depend on where and how wardens were deployed e.g. whether they would primarily patrol defined geographical areas, what hours they would work and how "visible" agencies wish them to be. Attached at Appendix D is a summary of the current numbers and locations of wardens

5.13 **It is proposed that:**

- **Funding should be made available to ensure the sustainability of provision of up to 75 neighbourhood wardens in the city (there are currently 56). The total cost of this will be in the region of £2.28 m depending on detailed financial implications. In 2005/06 the new finance required will be £1.120m**
- **Neighbourhood Wardens will have a common job description ensuring flexibility both in types of work and the ability to work in any part of the city if required to (except those wardens residually funded by specific funding streams such as New Deal for Communities). There should be a corporate approach to uniforms and radio systems**
- **Neighbourhood Wardens will, as now, be based in the Neighbourhood Management Service (currently Area Co-ordination) in the Chief**

Executive's Directorate. They will report to an Operations Manager who will manage the wardens across the city, as is the case currently

- **Wardens will patrol the streets and public places, advising people how to access further services, inform the police and other agencies of specific problems, carry out routine inspection work and ensure effective responses to street issues. They will be trained and provided with the necessary equipment immediately to remove discarded needles and syringes, remove other environmental hazards and deliver minor community repairs. They will have enforcement powers in relation to litter, fly posting and dog fouling, but not car parking.**

Future proposals for an Anti-Social Behaviour (ASB) Warden Service

5.14 In Community Safety surveys and in many consultations with local people anti-social behaviour, by a range of definitions, is identified as a key concern. The Community Safety Partnership (part of The Coventry Partnership) has an Anti-Social Behaviour Strategy, and Coventry has recently become one of the Home Office's Anti-Social Behaviour Action Areas. Councillors and officers continue to receive many complaints about anti-social behaviour. In the light of this Members have requested that officers look at what can be done to respond to public concern about the issue and provide supplementary support to the Police and joint working with other partners in the city.

5.15 It is proposed that:

- **Funding of £300,000 annually be provided to fund up to a dozen Anti-Social Behaviour Community Support Officers (ASB CSOs) and make a contribution towards transport and support**
- **The ASB CSOs will be located directly within the management structure of the West Midlands Police Occupational Command Units, distribution to be agreed in conjunction with their police**
- **The role and function of the CSOs will be discussed and finalised between the Council and the Police. This will require careful discussion on prioritisation and tasking to ensure that the CSOs provide added value to Police and other partner activity across the city, enable a visible challenge to low level anti-social behaviour in neighbourhoods.**

Indicators of how this will be measured will be agreed before the setting up of the scheme, between the Council, local residents and the Police.

6. LIVEABILITY, STREET SERVICES AND NEIGHBOURHOOD MANAGEMENT

6.1 Over the last two years, in the context of a larger reorganisation of the whole City Services Directorate, the Council's street services function has been reorganised to have more of a neighbourhood emphasis. Throughout that time the role of the Area Services Officer in Area Co-ordination (proposed to be retitled Neighbourhood Services Officer in the revised neighbourhood management structure) has been critical to making street services more responsive to the priorities of local residents.

6.2 Currently there are 6 Services Supervisors (Cleansing and Grounds Maintenance), 2 Services Supervisors (Lighting), 4 Service Supervisors (Highways) and 3 Services Supervisors Domestic Waste (including Abandoned Vehicles). It is proposed:

- i) These posts would be aligned to have geographical responsibilities relating to the three neighbourhood management areas

- ii) There would be further work on clarifying the roles, responsibilities and communication lines between the newly titled Neighbourhood Services Officers and the Service Supervisors
- iii) There would be continued development of the emphasis of Service Supervisors interacting with local consultation and community engagement mechanism (currently Area Forums), in the context of the new proposals for consultation and community engagement in section 7 of the report.

6.3 All of these proposals are directly in line with the philosophy being created within City Services of greater efficiency and more responsiveness to neighbourhood priorities. The links between neighbourhood environmental action and community safety activity will be strengthened even further with the new arrangements for the Government's Safer and Stronger Communities Fund and the pilot Local Area Agreement in which the Council is participating.

7. NEIGHBOURHOOD CONSULTATION AND ENGAGEMENT

7.1 On 6 April 2004 the Member review of Area Forums was considered by Cabinet. The review discussed three options:

- Option 1 Improving the Working of the Area Forums in a variety of ways
- Option 2 Making the improvements as mentioned above in Option 1 but also introducing very small delegated budgets to give the forums some delegated powers
- Option 3 Adopting proposals from the Best Value Review on Supporting Democracy to introduce a two tier structure with ward forums for each of the 18 wards and a structure of constituency forums to address more strategic issues across a wider area of the city.

7.2 Many of these conclusions were drawn from perceptions that the existing six Area Forums related to each of the Area Co-ordination areas "fell between two stools" - on the one hand trying to be part of the governance mechanism of the City Council, and on the other hand trying to be neighbourhood consultation mechanisms, but in areas on too big a scale to be successful. The reality is that neighbourhood and community consultation is taking place across the city in a variety of venues with the support of elected members and Area Co-ordination, but that Area Forums themselves are mixed in their success in terms of involving local people or providing useful consultation forums.

Proposals

7.3 It is proposed that:

- a) **Consultation and engagement set up using the building blocks of the Supporting Democracy BVR recommendations ie using the framework of wards and parliamentary constituencies.**
- b) **This would accommodate the principles of:**
 - **Ward forums being based on a single ward, or, if circumstances were appropriate on a two or three ward basis. The recommendation on what approach should be followed would need to be agreed by council. It might be for example that some wards eg., Bablake, Binley and Willenhall might be single ward forums, while other areas which had issues in common eg., New Deal for Communities in the North East, might lend themselves to a multi-ward model. In this way both the democratic structures and local variations could be accommodated.**

- **Ward forums meeting at frequencies which suited them and focusing on the issues of importance with in their neighbourhood although the requirements of sufficient officer resource to support them would need to be taken into consideration.**
- **Constituency forums meeting twice a year, to make the link with MPs.**

7.4 Relationships between the proposed three Neighbourhood Management areas and the ward and constituency forums should be agreed following consultation with MPs, local elected Members and local people, on ideal ward forum areas.

7.5 The purpose of the ward forums (of whatever size) would be to:

- Enable local people to influence local services
- Increase the accountability of councillors and officers to local people
- Provide a focus for problem resolution in local neighbourhoods.

7.6 The purpose of constituency forums would be to link with parliamentary structures in taking a wider view of city issues. Some considerable further discussion will be required with the city's three MPs to hear their views on the approach to these.

8. FINANCIAL IMPLICATIONS

Impact of move from Area Co-ordination to Neighbourhood Management

8.1 We currently have six Area Offices and the total cost p.a. of the Area Co-ordinator and the Office Manager are 6 x £64914 = £389484. Premises overheads vary from area to area both in terms of what services are recharged and the level of the charges. Once decisions have been made about office location the financial implications would need to reviewed.

8.2 Fewer areas would lead to fewer Area Co-ordinators and office managers. But a change of posts from 6 Area Co-ordinators to 3 Neighbourhood Managers will create new posts managing larger areas and with new responsibilities and therefore potentially higher graded posts. This would not mean any reduction to existing administrative staff below the level of Office Manager and there might be a need for additional junior administration staff to support the 3 office managers. The figures below show the costings of Area Co-ordinator and Office Manager posts at the newly evaluated rates of pay under single status. On-costs of employers' national insurance and pension contributions are not included.

Staffing costs at single status rates

Area Co-ordinator	38976
Office Manager	25938
Total	64914

8.3 Newly created Neighbourhood Managers could be graded up to the bottom of the Hay payscale (about £45,000). An additional senior admin officer would cost a maximum of about £21000 and an additional clerical officer about £15000. On this basis possible costs could be approximately:

**Current costs of Area Co-ordination Management Structure
(Areas Co-ordinators and Office Managers)**

Posts	Costs
Area Co-ordinators x 6	£233,856
Office Managers x 6 (No costs shown for rest of administrative and clerical support)	£155,628
TOTAL	£389,484

Proposed Costs of Neighbourhood Management Structure 1 (no costs shown for rest of administrative and clerical support)

Posts	Costs
Neighbourhood Managers x 3	£135,000
Office Managers x 3	£ 77,814
Senior Admin Officer x 3	£ 63,000
Clerical Officer x 3	£ 45,000
TOTAL	£320,814

This would give a net saving of £68,670.

There are corporate charges allocated to Area Co-ordination currently for a range of internal services such as finance, legal, HR, IT services (ITNET), and postal services. Further work needs to be done to assess whether savings of any significance would be made on these costs if there were a reduction in the number of Area Offices. Like every other service in the council, Area Co-ordination have already had to make savings in order to underpin the new arrangements for management of ICT budgets.

- 8.4 The financial implications of deleting the existing 6 Capacity Building Officer posts (Area Co-ordination) and 6 Area Renewal posts (Regeneration) and creating 6 Neighbourhood Development Officers, and reducing the numbers of Community Safety Officers from 6 to 3 would be as follows:

Costs of Current and New Neighbourhood Management Structure

Current Costs of Area Renewal Officers, Community Safety Officers and Capacity Building Officers

Posts	Costs
Capacity Building Officers (CXD) x 6	£155,628
Area Renewal Officers (CDD)	£155,628
Community Safety Officers (CXD) x 6	£155,628
TOTAL	£466,884

Proposed Neighbourhood Management Structure 2

Posts	Costs
Neighbourhood Development Officers x 6	£155,628
Community Safety Officers	£ 77,814
TOTAL	£233,442

There is a net saving of £233,442.

In accounting terms this saving would need to be divided between City Development Directorate and the Chief Executive's Directorate.

Impact of Neighbourhood Warden and Anti-Social Behaviour Community Support Officer Posts

- 8.5 Appendix C shows how the existing neighbourhood warden schemes are funded and the distribution of wardens. Some of this is specific to the scheme and cannot be used in any other way e.g. the NDC funds can only be used in the NDC area and Hillfields are confined to the boundaries for European Funding. NRF funding of £450,000 is available to support wardens schemes in high priority neighbourhoods in 2004/05 and 2005/06 only. City Council funding has already been agreed as follows:

2004/05	£0.21m
2005/06	£0.71m
2006/07	£1.36m

This can be used flexibly, although NRF rules would require us to demonstrate that we are not substituting NRF funds for existing council funds. The 2004 Spending Review signalled additional Home Office funding for the provision of 15,000 Community Support Officers and wardens. It is not yet clear whether this is new or existing funding or whether Coventry will be eligible to apply for the funds.

- 8.6 The existing and proposed additional Police Community Support Officers are funded by West Midlands Police and the Home Office. This funding is considered to be secure up to 2006, in anticipation of Police mainstream funding. External funding for City Centre Street Crime Wardens runs out in March 2006. A funding bid has been submitted to Government for an extension to this service. The City Centre is currently served by 8 Police Community Support Officers, 1 Sergeant and a Crime Fighting Team (x12), 4 Evening Ambassadors and x Customer Care Assistants. There will be an additional 4 Police Community Support Officers allocated to the City Centre in November.
- 8.7 The proposals in this report are for the provision of mainstream funding for neighbourhood wardens of £1.5m and the provision of funding for up to a dozen Anti Social Behaviour Community Support Officers including some costs towards vehicles and support would be £300,000. The table below illustrates total costs.

Wardens and CSOS – New Expenditure

	2005/06	2006/07
Neighbourhood Wardens (up to 75)	£1,120,000	£920,000
Anti Social Behaviour Community Support Officers	£ 300,000	
TOTAL	£1,420,000	£920,000

9. HUMAN RESOURCES IMPLICATIONS

- 9.1 There are significant Human Resource implications for the proposals in this report. There needs to be consultation with employees affected and implementation would be under the Council's Security of Employment procedures.

10. NEXT STEPS

10.1 This report would need to be progressed as follows:

- a) Report to be circulated for consultation to employees, trades unions, the Coventry Partnership, voluntary sector, community sector, residents' groups etc.
- b) Report to be submitted to Scrutiny Co-ordination Committee (as requested on 11 August in relation to progress on Supporting Democracy BVR recommendations) and Scrutiny Board 1.
- c) Further work to be progressed on possible configuration of ward forums, constituency forums and the support implications.
- d) Further work to be progressed on detailed financial implications.
- e) A formal Equality Impact Assessment to be undertaken in line with race equality requirements.

11 CONCLUSIONS AND RECOMMENDATIONS

11.1 These proposals are put forward for consultation. They are designed to:

- Make a clear statement about the role and purpose of neighbourhood working in Coventry
- Make it clear that there is strong political and managerial leadership behind the principle and practice of neighbourhood working through a neighbourhood management function
- Engage the views of employees, stakeholders and local people in how that should be carried out.
- Make sure there are savings to contribute to the Council's budget challenges.

11.2 The recommendations are as follows:

11.2.1 To restructure Area Co-ordination and linked services to create a Neighbourhood Management Service based on the three areas of the West Midlands Police Operational Command Units (as set out in section 4 of this report) and to agree the policy statement in paragraph 3.3.

11.2.2 To agree in principle the proposed Neighbourhood Warden and Community Support Officer arrangements set out in Section 5 of this report.

11.2.3 To agree the proposals on Neighbourhood Consultation and Engagement set out in section 7 of this report i.e. a framework of neighbourhood, ward and constituency forums.

12. OTHER SPECIFIC IMPLICATIONS

12.1

	Implications (See below)	No Implications
Area Co-ordination	✓	
Best Value	✓	
Children and Young People	✓	
Comparable Benchmark Data	✓	
Corporate Parenting	✓	
Coventry Community Plan	✓	
Crime and Disorder	✓	
Equal Opportunities	✓	
Finance	✓	
Health and Safety	✓	
Human Resources	✓	
Human Rights Act	✓	
Impact on Partner Organisations	✓	
Information and Communications Technology	✓	
Legal Implications	✓	
Property Implications	✓	
Race Equality Scheme	✓	
Risk Management	✓	
Sustainable Development	✓	
Trade Union Consultation	✓	
Voluntary Sector – The Coventry Compact	✓	

13. MONITORING

13.1 Monitoring arrangements for the final implementation of any implemented proposals will be set out in relation to the content of final proposals.

14. TIMESCALE AND EXPECTED OUTCOMES

14.1 If consultation can be concluded by end of January 2005 (if necessary with some special meetings arranged for the purpose), to enable financial implications to be assessed for the budget process with final decisions to be taken in February then the objective would be for implementation of new managerial structures, and ward/constituency areas by the beginning of September 2005.

16. LIST OF APPENDICES

- Appendix A – Existing Boundaries of Area Co-ordination
- Appendix B - Operational Command Unit Boundaries
- Appendix C - Current Neighbourhood Warden Arrangements

List of background papers

Proper officer: Chief Executive

Author: Stella Manzie Telephone 024 7683 1100, ,
(Any enquiries should be directed to the above)

Other contributors: Sara Doolan Roger Hughes
Janice Nichols
Stephen Pickering
Kathy Rice
Angie Ridgwell
Jon Venn

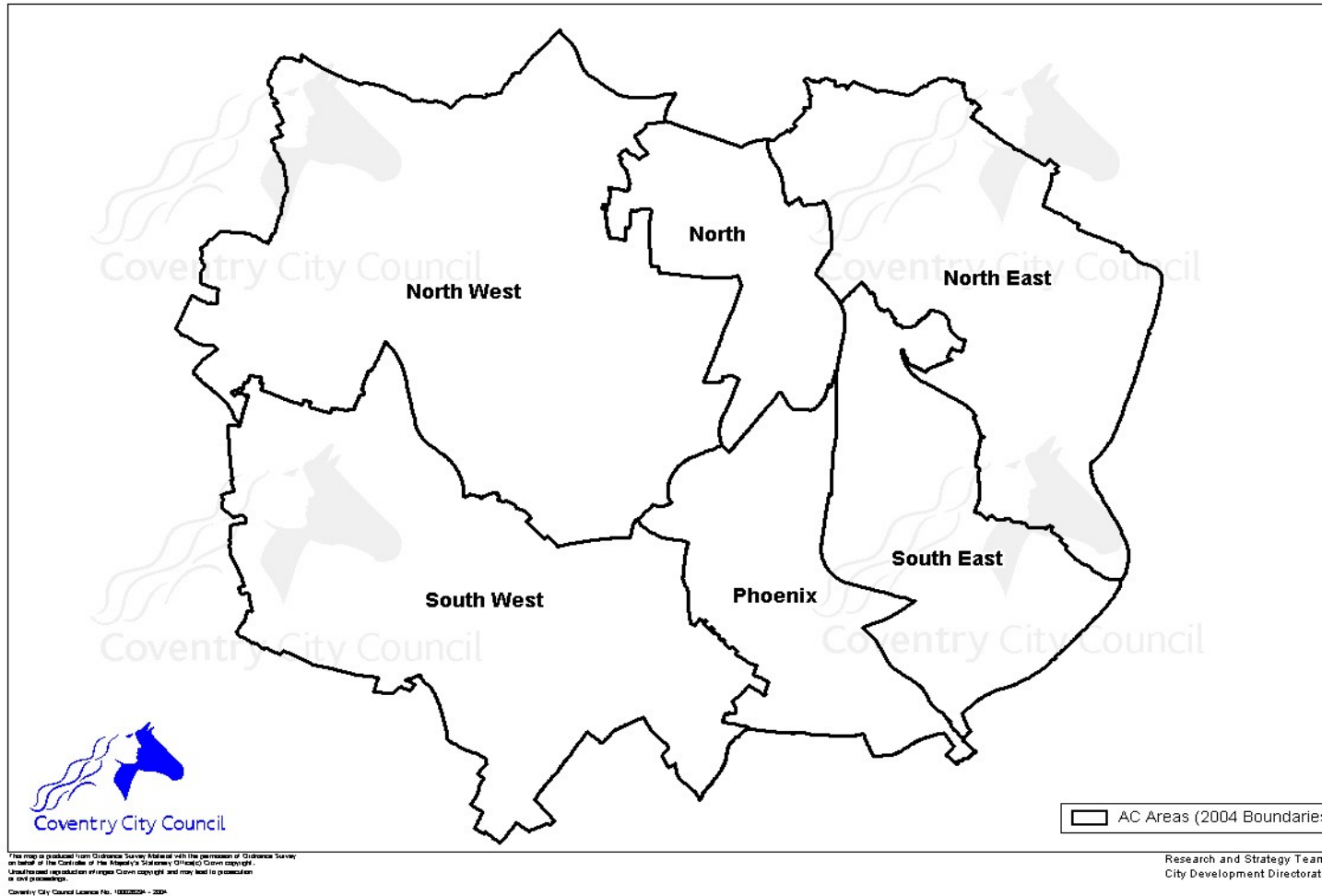
Papers open to Public Inspection

Description of paper

Location None

NEIGHBOURHOOD MANAGEMENT IN COVENTRY EXISTING BOUNDARIES OF AREA CO-ORDINATION

APPENDIX A



**PROPOSED NEIGHBOURHOOD MANAGEMENT AREAS BASED ON WEST MIDLANDS POLICE
OPERATIONAL COMMAND UNIT BOUNDARIES**

APPENDIX B



The map is produced from Ordnance Survey data with the permission of Ordnance Survey on behalf of the Controller of the King's Stationery Office. Crown copyright. Unauthorised reproduction of maps Crown copyright and may lead to prosecution or civil proceedings.
Coventry City Council Licence No. 10000204 - 2004

Research and Strategy Team
City Development Directorate

**NEIGHBOURHOOD MANAGEMENT IN COVENTRY
CURRENT NEIGHBOURHOOD WARDEN ARRANGEMENTS**

APPENDIX C

Neighbourhood Wardens					
Scheme	Funding	Financed to	Structure and role	Management	Role and examples of Outputs/ Outcomes
Neighbourhood Warden Team (Willenhall, Willenhall Wood, Stoke Aldermoor, Ernesford Grange & part of Binley Village, Canley & Longford)	Coventry City Council (£210,000) 2004/05 Neighbourhood Renewal Unit (£450,000 pa 2004-2006 +£7351 carry forward from 2003/04 Neighbourhood Wardens Team ODPM (£49,329) 2004/05	March 2005	4 Team Leaders, 20 Wardens 1 Administration Team Leader 2 Administration Assistants 1 Team Leader, 2 Wardens Role Eyes and ears of the community through visible patrols. Building community confidence and creating a cleaner and safer environment.	Neighbourhood Warden Manager	Produced Warden Manual which has been recognised by ODPM as good practice Ten Wardens awarded OCU Commanders commendation for 'Serving Our Community with Pride' Attending daily Police 'Hot Tasking' meetings to receive information of crime that has occurred over the last 24hrs and to pass relevant information to the Police which assists their investigations. Acting on Police information to assist targeting patrols into hotspot areas. Working with TEO's to exchange information which has had a significant impact on reducing ASB Deliver Burglary packs to local residents to empower against victimisation. Develop and support of Neighbourhood Watch Schemes Attendance of the Fire Reduction Forum which has been a successful group in reducing secondary fires Referral of vulnerable people to appropriate agencies Organise skip drops Organise diversionary activities for young people Assisting / supporting residents in obtaining gating schemes Reporting abandoned vehicles for swift removal, contributing to a decline in opportunist arson incidents. Distribution of crime prevention leaflets to local community. Junior Rangers, after school club - environmental initiative involving local children in caring for their community through litter picks and patrolling. Produced sticker book for local schools which taught the local children good citizenship Removal of drug paraphernalia discarded within neighbourhood. Reporting of damage / vandalism to physical appearance of neighbourhood, including graffiti and street furniture. Reporting of environmental issues i.e. street lighting (which deters ASB) damage to roads and pathways,

Neighbourhood Wardens					
Scheme	Funding	Financed to	Structure and role	Management	Role and examples of Outputs/ Outcomes
					landscaping concerns Information given to Environmental Services by Wardens has resulted in prosecutions for people who fly tipErnesford Wardens have worked with residents to set up a regular weekly meeting for local elderly and disabled peopleSupport to elderly residents through regular patrols and visits to their home /residential homes. Support vulnerable residents during winter months by checking that they were comfortable and had everything they neededOrganise day trips for elderly residentsAttending resident meetings and supporting community events.
Hillfields Neighbourhood Wardens	ERDF Objective 2 bid (£239,350)	March 2006	1 Team Leader, 4 Wardens Role Patrol, & Neighbourhood Support & some Caretaker roles.	The Phoenix Area Coordination Community Safety Officer manages the project.	Eyes & Ears' observation of 'working girls' within the area.Visits to victims of crime and supporting pensioner community at times of increased risk : i.e. pension day at the post office/ Christmas time double payments.Reporting of damage / vandalism to physical appearance of neighbourhood, including graffiti and street furniture. Reporting of environmental issuesSummer burglary prevention drive.School patrol at end of the day to discourage traffic carelessness such as careless, risk-producing parking.
Coventry NDC Wardens	N.D.C. (£1,439,871 for 3 years)Whitefriars Housing + European Regional Development Fund (£250,000 approx.)	December 2005 December 2005	1 Project Manager, 2 Team Leaders, 12 Wardens, 2 Administrators Role Patrol, & Neighbourhood Support & some Caretaker roles.	The NDC Crime Theme Manager manages the project overall.	Eyes and ears of community and partnersNew residents packs delivered to foster community inclusion.Direct practical steps to remove environmental hazards and deliver minor community repairs.Wardens liased with Environmental Health officers in the removal of 120 drugs syringes at void premises.Reporting of damage / vandalism to physical appearance of neighbourhood, including graffiti and street furniture.Reporting of environmental issues

Neighbourhood Wardens					
Scheme	Funding	Financed to	Structure and role	Management	Role and examples of Outputs/ Outcomes
City Centre Street Crime Wardens (including Far Gosford Street)	Office of the Deputy Prime Minister (£480,000 up to March 2005 + additional funding until 2006)	March 2006	1 Team Leader, 2 Senior Wardens, 6 Wardens Role Patrol, ambassador & citizen support.	Team Leader seconded to project by CV1. Head of Area Co-ordination acts as Project Officer, ensuring quarterly returns are completed	Mediation between conflicting parties within city centre to discourage a breach of the peace. Visual protection of vulnerable groups: students, young & old people, tourists. Signposting for homeless and people begging. General signposting for users of the City Centre Reporting of damage / vandalism to physical appearance of neighbourhood, including graffiti and street furniture. Reporting of environmental issues