



Coventry City Council

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Briefing note

To
Scrutiny Co-ordination Committee

1st September, 2010

Subject
Neighbourhood Management Restructure

1 Purpose of the Note

- 1.1 To provide the Committee with the opportunity to comment on the proposals for the restructuring of Neighbourhood Management.

2 Recommendations

- 2.1 The Committee is requested to review the proposals and decide whether it wishes to contribute to the consultation.

3 Information/Background

- 3.1 The attached paper sets out proposals for the restructuring of the Neighbourhood Management service.
- 3.2 These proposals are currently subject to a consultation process which closes on 3rd September. It is anticipated that a report on the outcome of the consultation will be taken to Cabinet in October.
- 3.3 The Head of Neighbourhood Management will attend the Scrutiny Co-ordination Committee to present the paper and answer questions.

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Chief Executive's Directorate
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July 2010

CONSULTATION DOCUMENT

1 Invitation to Comment

- 1.1 You are invited to give feedback on the proposals in this document for the restructuring of Neighbourhood Management. Feedback should be sent to Janice Nichols, Head of Neighbourhood Management or Carl Pearson, Assistant Director, Economy and Community by 3 September 2010, (contact details are on page 3).
- 1.2 To remind you, a review of Neighbourhood Management was commissioned by the Council's Chief Executive and Management Board in September 2009 in order to refocus the service to meet changing needs in Coventry's neighbourhoods, and to generate savings from the neighbourhood management budget of £500,000 by April 2011.

2 Information/Background

- 2.1 The review took place from October 2009 to February 2010. It has actively involved customers and stakeholders in consultation processes over this period, including staff and elected members. There were workshops for stakeholders and elected members, and some stakeholders were individually interviewed. Residents and community representatives were engaged in focus groups in each of the Neighbourhood Management areas.
- 2.2 Feedback from stakeholders indicated that they particularly value the neighbourhood intelligence that neighbourhood management officers are able to supply their services, gained from working at a local level alongside residents' and community groups. Services acknowledged that they have access to a range of hard data but often the 'soft', more anecdotal data about local needs can give a greater insight into how services are impacting or not in a neighbourhood. Partner agencies as well as council services felt this was an area where they would want to continue to see a role for neighbourhood management.
- 2.3 Stakeholders identified that there are missing opportunities for service improvement/service planning using intelligence from Neighbourhood Management, "A lot of what Neighbourhood Management knows about is wasted". It was acknowledged that these missed opportunities arose both due to a failure to effectively disseminate the intelligence available, and because stakeholders are not drawing on intelligence even when they are aware of its existence. There was a perception that Neighbourhood Management could do more to assist with the co-ordination of services at a neighbourhood level, and that partnering with Neighbourhood Management can give a service provider credibility when working in a neighbourhood.
- 2.4 Community and residents' groups welcomed the support they had received from neighbourhood management officers and many placed a high value on Neighbourhood Management as a source of information about what is happening locally and citywide. Residents saw it as important to have someone who can co-ordinate and pull things together to deal with multi-faceted issues, "Neighbourhood management needs to be able to bring groups together that have interests in a given neighbourhood".
- 2.5 Feedback from stakeholders and residents and community groups indicated that there may be a tendency to create a dependency on Neighbourhood Management and that they should be able to withdraw from a situation when it is resolved.

3 Mission for Neighbourhood Management

Following this wide consultation, and informed by the feedback from customers, a new mission for Neighbourhood Management has been agreed:

"Connecting Coventry's neighbourhoods and communities to the Council and its partners to shape and improve future public services"

- 3.1 To deliver this mission it is proposed the service will focus on three clear, specific functions – 'Community Connections', 'Shaping and Improving' and 'Strategic Connections'. These provide definition and boundaries to the work of the service.

3.2 Community Connections Function

3.2.1 Community Connection Functions are to be delivered by two community connection co-ordinators, each with a team of four community connection officers and two administrative assistants. Across these two teams, focus is provided for the most deprived neighbourhoods in the city, but with an ability to respond to other areas of the city if that demand is prioritised.

3.2.2 It is recognised that residents and communities may at times need support to express effectively the needs and demands they have for services in their area. The community connection function will support communities and residents in expressing this local need by signposting them to appropriate contacts within service provider organisations. They can work with individuals or groups building their capacity to communicate issues more effectively with service providers.

3.3 Shaping and Improving Functions

3.3.1 When issues or needs arise in a neighbourhood that relate to a single service provider, Neighbourhood Management will refer those directly to the service provider. This ensures that service providers are maintaining and strengthening their own links to their customers and efficient resolution and improvement of issues is maintained.

3.3.2 More complex issues, involving multiple service providers may require the gathering and generation of further intelligence to fully understand the issues and local needs. This intelligence is analysed through the shaping and improving functions to give service providers a detailed understanding of resident and community demand for their services.

3.3.3 An ongoing part of the work of this team is to track and analyse data about demand for services and service provider responses. For example, if street scene issues repeatedly arise in a certain area over the period of several weeks, rather than simply referring to the relevant service provider they will analyse the data to identify trends. This can then provoke further intelligence gathering to understand the cause of the issue and a process of discussing this with relevant service providers to identify a long term solution.

3.3.4 The work of this team will become of high value to service providers who recognise that delivering services against customer demand is both the most efficient and effective way of working. Service providers will be enabled to address not just the symptoms of local issues, but working with other providers, address the causes of those issues as a long term solution.

3.4 Strategic Connections Functions

3.4.1 By maintaining high level strategic relations with services within Coventry City Council and its partners, the service will be highly aware of service providers' strategic priorities for services within the city on an ongoing basis. This will enable Neighbourhood Management to effectively position community and local needs as opportunities for service providers to meet their city

wide strategic priorities. This ensures that the service is genuinely valued and beneficial to service providers.

- 3.4.2 Strategic connection functions include a focus on translating national, regional, sub-regional and local policy into a community and neighbourhood context. This is a unique function of the service, supporting service providers in understanding the implication of policy not just at a city wide level, but also in light of the distinct needs and issues at the most local level. An outcome of this work may be a pilot to trial outworking specific policy into a local context as a learning opportunity before city wide application.
- 3.5 It is proposed that the Community Connections and Shaping and Improving teams are based together in a single neighbourhood location; the small Strategic Connection function led by the Head of Service will be based in a central location. Flexible locations for hot desking with partner agencies will be negotiated in key neighbourhoods.
- 3.6 A new operating model illustrates how these functions work together – see appendix one. The new service will be smaller, with a significant reduction in staff numbers, and will be more focused than ever on the most deprived neighbourhoods. There will be new job roles and the teams will all work from one office instead of the six offices at present. The single office base is likely to be in the North East of the city close to the majority of priority neighbourhoods. The change from six neighbourhood based offices will have the benefits of producing savings on premises costs and on separate administration teams.
- 3.7 Overall the proposed new structures will reduce the workforce of Neighbourhood management from the current 46 full-time equivalents (FTEs) to 24 FTEs. See proposed new structure chart – appendix two and outline of new job roles at appendix three.
- 3.8 The new teams will have to work in different ways and be able to be both responsive and flexible in how they approach requests from the community. This will involve working in teams with partners and residents on a task and finish basis, where there is a clear understanding of what is to be achieved through an intervention – once this has been reached neighbourhood management will withdraw and move to other activities. It will be important that Neighbourhood Management work with residents and community groups in ways that build capacity in the community, so that next time groups are able to do things for themselves.

5 Process for Consultation

We are now in the official consultation period. All comments received by 3rd September 2010 will be considered before the final structure is agreed. **Please send your comments to Janice or Carl:**

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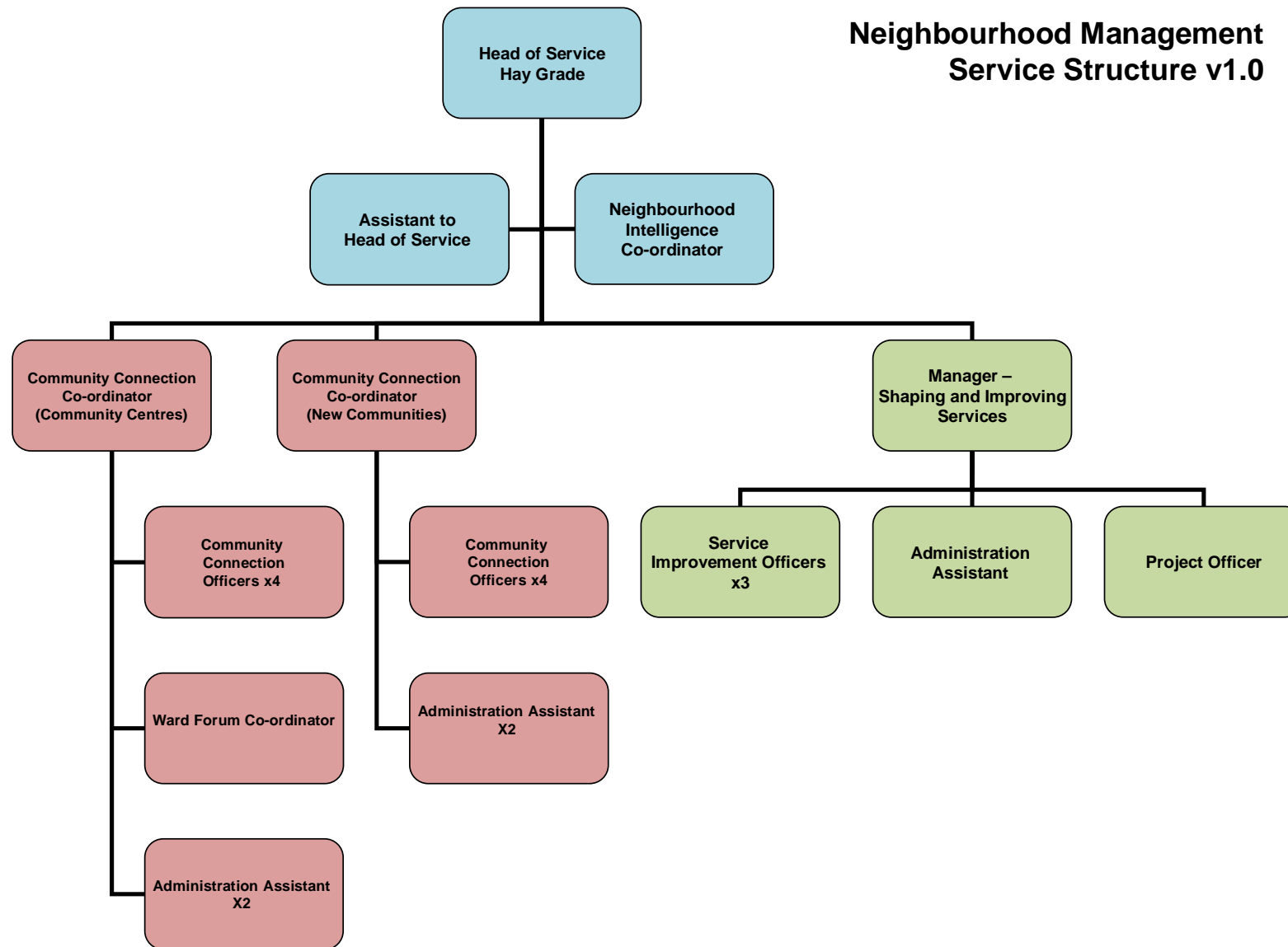
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Appendix 1: New Operating Model



Appendix 2: New Service Structure

Neighbourhood Management Service Structure v1.0



Appendix 3: Outline of New Job Functions and Skills

Head of Service

- Function:
 - Responsible for overall service
 - Lead on strategic connection functions including relations with Coventry Partnership and LPSB
 - Develop relationships at a strategic level with service providers
 - Translating national, regional, sub-regional and policy into practice in a localised context
- Skills:
 - High level negotiation, influence and relationship management
 - Strong policy awareness and understanding of shaping and improving work

Neighbourhood Intelligence Coordinator

- Function
 - Translate national, regional, sub-regional and local policy into local and neighbourhood contexts
 - Lead and contribute to task and finish groups for shaping and improving work
 - Support Head of Service in strategic functions
- Skills
 - Good policy awareness and analytical ability
 - Awareness of shaping and improving work
 - Ability to influence and lead task and finish group

Community Connection Co-ordinators x2

- Function:
 - Lead community connection functions
 - Lead and contribute to task and finish groups for shaping and improving work
- Skills:
 - Strong ability to develop connections with residents and communities
 - Awareness of shaping and improving work
 - Ability to influence and lead task and finish group

Community Connection Officers x8

- Function
 - Support the development of residents and communities – to express local need
 - Understand, gather and analyse intelligence in a community or neighbourhood setting
 - Contribute to task and finish groups for shaping and improving work
- Skills
 - Ability to connect with residents and communities to gather intelligence
 - Organisational development work to support groups
 - Ability to empower residents to express local need
 - Ability to analyse intelligence
 - Awareness of shaping and improving work

Manager – Shaping & Improving Services

- Functions:
 - Lead shaping & improving functions
 - Negotiating and influencing around service provider priorities to enable shaping and improving work
 - Lead and contribute to task and finish groups for shaping and improving work
- Skills:
 - Strong ability in shaping and improving work
 - Strong ability to analyse and use data for improvement work
 - Awareness of community connection functions
 - Strong ability to take a systematic approach to improving service delivery
 - Strong ability to use innovative and creative approaches to facilitate improvement work

Service Improvement Officers x3

- Function
 - Facilitate service providers in shaping and improving public services to meet local needs
 - Contribute to task and finish groups for shaping and improving work
 - Collect, generate and analyse data regarding local need for services
 - Interface between neighbourhoods and service providers
- Skills
 - Ability in shaping and improving work
 - Ability to analyse and use data for improvement work
 - Awareness of community connection functions
 - Ability to take a systematic approach to improving service delivery
 - Ability to use innovative and creative approaches to facilitate improvement work

Service Improvement Project Officer

- Function
 - Support shaping and improving work
 - Collating and organising data and intelligence
 - Coordinating and supporting task and finish groups
- Skill
 - Strong organisational and operational coordination ability
 - Able to collate and present data and information
 - Good ICT and numerical skills to manage, manipulate and present data effectively

Administrative Assistant x5 across the service

- Function
 - Support community connection work
 - Collating and organising data
 - Coordinating and organising community events and meetings
 - Supporting community connection coordinator in specific functions (third sector development & community centre support)
- Skill
 - Strong organisational and operational coordination ability
 - Able to collate and present data and information