

**Report to: Stockport Partnership Board**  
**Report of: Chair of Neighbourhood Management Board**  
**Date: 26<sup>th</sup> May 2010**

**The Neighbourhood Management Board – role, remit and progress,**  
**April 2010**

**1. Introduction**

This report summarises Stockport Partnership's commitment to Neighbourhood Renewal; describes what is understood by Neighbourhood Management (NM) and summarises progress to date by the Place Board, which oversees the Neighbourhood Renewal Strategy and NM across the Priority 1 areas in Stockport.

**2. Setting up the Neighbourhood Management (NM) Board (Place Board)**

- 2.1 There key driver for establishing the Board and the local Boards for the priority areas is the deep level of deprivation which continues to lead to low educational attainment, low skills, high unemployment, child poverty and healthy life expectancy levels significantly lower than in other parts of borough which resultant early mortality.

The NM Board was set up in November 2009 to take forward the Neighbourhood Renewal Strategy in the Priority 1 areas of Stockport. (Priority 1 areas are currently Brinnington, Adswold & Bridgehall, Lancashire Hill & Heaton Norris and the Town Centre.) The Strategy has been developed through consultation with local people and key service providers and informed by a headline needs assessment; it was approved by Stockport Partnership on the 31<sup>st</sup> March 2009. Membership of the NM Board includes representation at a senior level from those key partners across Stockport who have resources to contribute to neighbourhood renewal (see appendix 1).

The first challenges identified by the Board were to;

- Reach understanding of and consistently use the same language re the improvement aims
- Clarify and communicate governance arrangements
- assess the available intelligence and the analyst capacity

- Agree and implement a strategic commissioning model
  - Understand the need for more effective joined up service delivery
  - Establish joint agency/ service teams in each of the priority areas
  - Improve quality of, accountability for and resourcing of action plans for each priority area
- 2.2 The NM Board has now met 4 times and has made progress against each of the challenges as outlined below.
- 2.3 The NM Board also has a role in overseeing the Brinnington Estate integrated neighbourhood delivery pilot which is one of a number of pilot areas in the Greater Manchester Better Life Chances programme. The programme requires a 'Place Board' chaired by the LA Chief Executive. It was decided that the NM Board met this criteria and could therefore cover both purposes.

### **3. Governance**

- 3.1 The NM Board reports directly to the Stockport Partnership Board and currently has a status similar to the thematic partnerships.
- 3.2 Periodic progress reports on the Neighbourhood Renewal Strategy will also be made to the Stronger Communities Partnership and to the Central Stockport Area Committee
- 3.3 The Brinnington Better Life Chances pilot will report to the Greater Manchester 'Public Service Reform Board for Deprived Areas' which will ensure that work at City Regional level is deliberately complementing the local efforts.

### **4. The Greater Manchester Better Life Chances Programme**

- 4.1 The programme has grown out of the findings of the Manchester Independent Economic Review (MIER) which set out a case as to why improving life chances for people living in the most deprived areas is a critical success factor in Greater Manchester's overall economic and social recovery.
- 4.2 The Manchester Multi Area Agreement has set out a series of measures to enable the 10 local authority partners in Greater Manchester to collectively tackle these issues, including the Better Life Chances programme.
- 4.3 Stockport has one neighbourhood that meets the criteria for being part of the programme: this is the Brinnington Estate which was identified

by the MIER as 'isolate', that is 'characterised by entrapment of poor households unable to break out of living in deprived areas'.

- 4.4 The briefing notes for the pilots identifies the need for:
- "The creation of 'integrated public service delivery teams' which can task and coordinate delivery on key drivers of deprivation in pilot neighbourhoods;
  - The designation of clear and accountable local leadership for these partnership delivery teams;
  - The development at Greater Manchester level of a 'Public Service Reform Board for Deprived Areas' which will ensure that work at the City Regional and Regional levels is deliberately complementing the local efforts. It will also manage the relationship with Government and seek to articulate and unlock barriers to delivery that exist at national level;
  - The development of a shared evaluation framework, which can inform us locally about the impact of this approach and also inform Government about policy on deprivation, social exclusion and which can inform national approach to efficiencies and effectiveness that can be driven through collective public service efforts."
- 4.5 A number of Stockport partners attended a pilots' stakeholder event in March. 5 work streams were identified at the event:
- Total joint needs analysis (data and perceptions)
  - Shared outcome framework (one set of goals)
  - Joint investment in services (joint commissioning)
  - Engagement and customer contact
  - Customer journeys (assessments, multi agency caseload management, data sharing)

## **5. Joint agency/ service teams**

- 5.1 In response to including in the Better Life Chances programme the NM Board prioritised the setting up of the first area based integrated service team in Brinnington. The Board aims to have each of the area teams led by members of the Board and agreed that Helen McHale, Chief Executive, Stockport Homes, should provide the "clear and accountable local leadership" in the first area. This team held its first meeting on 19<sup>th</sup> April 2010 and reported back to the NM Board on 25<sup>th</sup> April.
- 5.2 NM board member leads have been identified for the other priority 1 areas. Roll out has been agreed by the Board and is underway.
- 5.3 To ensure that the area leads have sufficient capacity there will be support, initially from the Neighbourhood Renewal Team.
- 5.4 The case for identifying Offerton estate as a further priority 1 area and therefore to be included in the roll out programme is to be considered by the Board.

- 5.5 The area teams are to revisit and strengthen and be held accountable for the area action plans. Resourcing will be considered and committed by the NM Board however the relationship with the thematic partnerships needs to be clarified in particular relating to resourcing and accountability.

## **6. Strategic commissioning**

- 6.1 The NM Board has agreed to take a strategic commissioning approach to coordinating resources, so that services are planned and delivered to secure the best outcomes for priority 1 communities. The approach is entirely consistent with that described in the report on overall Strategic Commissioning included in the agenda for today's Stockport Partnership meeting. The NM Board will amend its approach to comply with the recommendations on Strategic Commissioning made by today's meeting.

## **7. Intelligence**

- 7.1 The NM Board has considered the robustness of the intelligence from which the improvement targets have been derived and has reviewed the software package ( Stockport's Managing Area Renewal Tool ) which has been developed in house to record problem analysis, agreed actions and targets and evaluation of progress. In addition the Board has considered and agreed a proposal to enhance the policy and intelligence team in Adults and Health to bring about better integration of research and intelligence across the partnership

## **8. A family focussed approach**

- 8.1 There have been a number of discussions at the NM Board meetings about those families in the Priority 1 areas who experience a range of issues and who have a number of services intervening on their behalf.
- 8.2 The NM Board has agreed to incorporate a family focussed approach to delivering the Neighbourhood Renewal Strategy and to explore a joined up approach for the most vulnerable families who have a number of needs.

## **9. Community engagement**

Communities Together Forums have been set up in the Priority 1 areas to ensure there are means for local people to influence decision-making in their neighbourhoods. The Forums are part of a programme of activity to involve local people, including local events like the 'You Say We Pay' participatory budgeting event and the 'Safer Living' event. This activity is informed by an audit of community resources and groups are supported by community development staff.

## **10. Performance management**

- 10.1 The Neighbourhood Renewal Strategy has an agreed performance framework with indicators and targets set for each outcome. Many of these are disaggregations from the National Indicator Set. Other local indicators have also been identified.
- 10.2 The next 3 Place Board meetings (June, July and August) will concentrate on assessing progress and impact for each objective, together with a summary of action that is planned and an identification of any barriers, challenges or gaps.

## **11. Recommendations**

- 11.1 The Partnership is asked to comment on the progress to date of the NM Board.
- 11.2 The Partnership is recommended to agree that the relationship between the NM Board and thematic partnerships for the allocation of resources and delivery of services to achieve the objectives and outcomes of the Neighbourhood Renewal Strategy, should be reviewed.
- 11.3 The Partnership is recommended to request a performance report for the NR strategy to be made once the Place Board has reviewed performance in August 2010.

## Appendix 1

### **Membership of the Neighbourhood Management Board – April 2010**

<b>Name</b>	<b>Title &amp; organisation</b>
Alison Fletcher	Superintendent, Greater Manchester Police
Carol Morrison	Service Director, Communities, CRE, Stockport Council
Chris McLoughlin	Service Director, Social Care and Health, Children and Young People's Directorate, Stockport Council
Eamonn Boylan (Chair)	Chief Executive, Stockport Council
Gaynor Mullins	Director of Commissioning and Partnerships, NHS Stockport
Ged Lucas	Corporate Director, CRE & Deputy Chief Executive, Stockport Council
Heather Edwards	Service Director, Finance, Business Services, Stockport Council
Helen McHale	Chief Executive, Stockport Homes
Jane Ball	Deputy Director of Planning and Business Development, Stockport NHS Foundation Trust
Jane Rossini	Deputy Director of Public Health, NHS Stockport
Laureen Donnan	Assistant Chief Executive, Strategy and Democracy, Stockport Council
Lynn Merilion	Principal, Stockport College
Mohammed Farooq	Assistant Chief Executive, Stockport Probation
Paul Rubinstein	Service Director, Regeneration, CRE, Stockport Council
Peter Jenkinson	Senior Business Manager, Greater Manchester East and West District, Jobcentre Plus
Terry Dafter	Director, Adult Social Care, Stockport Council

#### Support to the Board

<b>Name</b>	<b>Title</b>	<b>Organisation</b>
Dave Stokoe	Neighbourhood Renewal Manager, CRE	Stockport Council
Kay Winter	Neighbourhood Renewal Performance Officer, CRE	Stockport Council
Steve Brown	Head of Service, Community Safety and Neighbourhoods, CRE	Stockport Council
Sue Thomas	Policy and Projects Manager, Adult Social Care	Stockport Council