

Neighbourhood Management

North West Liveability
Foundation:
Action Learning Days



About Keep Britain Tidy

Keep Britain Tidy is an environmental charity working to achieve cleaner, greener places for everyone. We campaign in England against litter and neglect, providing advice and leading others by inspiring practical action and better policy. With our origins in the 1950s anti-litter campaigns, we now focus on the range of issues affecting where people live including fly-tipping, fly-posting, graffiti, antisocial behaviour and abandoned vehicles. We run programmes such as Eco-Schools, Blue Flag and Quality Coast Awards for beaches, and the Green Flag for parks to demonstrate practical action. We are part funded through Government and other income is secured through training, consultancy and sponsorship. For more information on how you can make a change visit www.keepbritaintidy.org.

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Contents

Introduction	4
Neighbourhood Management	4
Workshop Attendees	6
Workshop	8
Neighbourhood Management – What does it mean to you?	8
What is neighbourhood management?	9
Why do it – what are the benefits and drivers?	10
The ingredients of good neighbourhood management	11
Neighbourhood management in social housing	12
Discussion	17
Workshop – practical examples	18
Group 1	18
Group 2	19
Key elements of effective and efficient delivery	21
Discussion	21
Contact Information	22
Appendix 1: Presentations	23
Appendix 2: Case Studies	29
Appendix 3: Useful Websites	32

Introduction

The aim of the North West Liveability Foundation (NWLF) is to make the North West a cleaner, safer and greener region. It will achieve this aim by working in partnership with as many local authorities, land managers and relevant organisations across the North West as possible on a programme of support and events which will help to improve local environmental quality.

The Foundation currently provides a suite of freely accessible sub-regional services designed to deliver the overall aims of the NWLF, including meetings, conferences and Action Learning Days. Action Learning Days are designed to help solve problems and encourage more effective learning.

As part of the NWLF sub-regional programme four Action Learning Days have been held in the following areas (sub-regions): Cumbria, Cheshire, Greater Manchester and Lancashire¹.

This report provides an overview and findings of the Cheshire sub-regional Action Learning Day.

Neighbourhood Management

The NWLF held the Lancashire Action Learning Day on 25th June 2009 based on the theme of neighbourhood management. The day was hosted by Cheshire West and Chester Council in partnership with Keep Britain Tidy.

The day involved discussion of a range of topics relating to neighbourhood management. Discussions covered good practice and barriers in order to identify elements that will aid effective and efficient neighbourhood management.

The discussion was facilitated by Gill Roxborough, Client Delivery Manager, Keep Britain Tidy and included a presentation from Sam Coe, Local Government Director, Keep Britain Tidy and David Cockcroft, Housing Director for Keep Britain Tidy.

¹ Keep Britain Tidy already has an extensive sub-regional programme running in Merseyside, so the additional NWLF work is being used to complement this programme.

The agenda for the day was built around presentations proposed by partners and the experiences of the host organisation.

Discussion covered the following topics:

- a) Neighbourhood Management – What does it mean to you?
- b) David Cockcroft, Housing Director, Keep Britain Tidy
- c) Practical examples - What are the issues? What are the solutions?
- d) Key elements of effective and efficient neighbourhood management

A range of reading material relating to neighbourhood management was included within the agenda packs and for reference during the day.

Workshop Attendees

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Workshop

This section of the report consists of notes taken during the day and covers the presentations by Sam Coe, Local Government Director; and David Cockcroft; Housing Director, Keep Britain Tidy.

Neighbourhood Management – What does it mean to you?

Presentation by Sam Coe, Local Government Director, Keep Britain Tidy. For the full presentation see Appendix 1.

The workshop began with an overview of neighbourhood management focusing on gaining a better understanding neighbourhood management models and looking at opportunities for best practice.

In its truest sense, neighbourhood management is generally established with funding from central government and targeted at deprived areas, for example the Pathfinder Project. However, local authorities now use the template to work at a neighbourhood level and offer area-based service delivery. Therefore, neighbourhood management can mean different things to different organisations.

The CLG definition of neighbourhood management is:

“Neighbourhood management aims to tackle quality of life ("liveability") issues in communities through:

- Better management of the local environment;
- Increasing community safety;
- Improving housing stock;
- Working with young people; and
- Encouraging employment opportunities.”

“It is a process not a project. It involves communities working with local agencies to improve services at neighbourhood level.”

The National Association of Neighbourhood Management defines neighbourhood management as:

“residents working in partnership with mainstream service providers, the local authority, businesses and the voluntary and community sectors, to make local services more responsive to the needs of their area”

What is neighbourhood management?

- Providing a joined-up service provision – no gaps. It is about linking with the LAA and try to join-up and improve
- Devolving services (to area level) It is about what residents want
- Mainstreaming pilot models
- Finding out what tenants / residents really want - Identifying the particular needs of the neighbourhood
- Providing localised service provision
- Being truly accountable to residents
- Finding out what works in different areas
- Managing expectations
- Working with members - Parish councils vary widely and present particular problems
- Adapting management styles to different circumstances
- Recognising it is not a one size fits all approach
- Area based working
- NANM model of close partnership and consultancy with the community
- Recognising deprived areas can get neglected as those in more affluent areas are more likely to complain about issues
- Working more closely with the voluntary sector organisations
- Learning what other agencies do and what is an issue for them.

Keep Britain Tidy has developed a guide for Parish Councils on CSG issues – this is available by contacting the Cleaner Safer Greener team at Keep Britain Tidy.

In the housing sector, one way of combating those who complain about minor issues is by inviting them to visit other areas that are worse off – this helps to put issues into perspective.

Why do it – what are the benefits and drivers?

- Allows organisations access to the legislative powers of other authorities. For example housing associations having access to local authority powers from the CNEA
- It makes my job easier
- Look at quick wins to get people on board
- Don't have to reinvent the wheel in trying new ideas / projects
- Knowledge sharing to tackle issues more efficiently / effectively, for example working with the Fire Authority on a bonfire / secondary fires strategy
- Agencies collaborating on tackling issues and tackling causes – jointly
- Tackle the cause not just the symptom
- More sustainable
- Can achieve better results and improve resident satisfaction
- Getting neighbourhood management will drive services to where they are needed most
- Manage and regulate anti-social behaviour more effectively
- It is about joining-up services, making them more localised, being responsive and managing expectations
- Understand why there is an issue and tackle the cause – not just the symptoms
- Although it should be driven by the community need to be aware of where the drive is coming from. The community and the local authority / housing provider may have different ideas about what is needed

The Community Engagement Toolbox brings the most useful and most recent community engagement resources together in one place, to help you to find what you need. To view the toolkit, go to: <http://www.community-toolbox.org>

Make sure that residents know to whom to report issues. Especially as services get more and more devolved, it can be difficult to know where to go unless it has been communicated effectively. Neighbourhood Charters are an excellent way of collating all the information which can then be sent out to all the residents. For more information on Neighbourhood Charters go to:

<http://www.keepbritaintidy.org/Expertise/Consultancy/WorkingWithResidentsAndCommunities/CleanerSaferGreenerNeighbourhoodCharter/Default.aspx>

So why would a local authority want to start using neighbourhood management? It can help services do a better job and also help to improve satisfaction rates and National Indicator scores. Working together enables more joined-up approaches to service delivery; for example the Fire Service will report cleansing issues that may be a fire risk, the Police will report issues that affect people's feelings of safety. So there are many benefits for all the agencies involved.

The Cheshire Fire Authority is already working in partnership with Crime Stoppers and other agencies for mutual benefit. By sharing powers, agencies can be much more effective. For example local authorities have enforcement powers whereas housing associations can carry out home visits which may detect underlying problems.

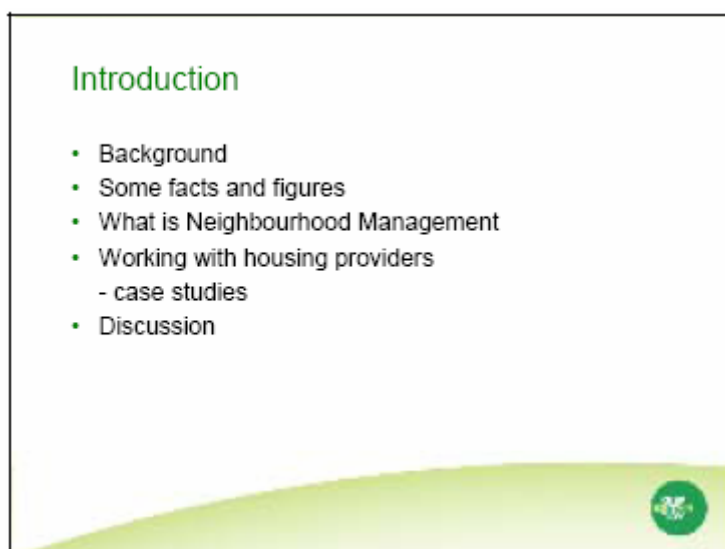
So, we use neighbourhood management because it offers opportunities for more efficient and effective service delivery and strengthens partnership working.

The ingredients of good neighbourhood management

- Clearly defined area
- Resident participation
- Dynamic and decisive manager
- Local partnership - the vision?
- Support from Council and lead partners
- Quality, verifiable information
- Service providers commitment
- Building blocks and tools in place-or can be resourced
- Shared responsibility
- Celebrating success
- A good scheme should self manage

Neighbourhood management in social housing

The following is the presentation on neighbourhood management in social housing by David Cockcroft, Housing Director, Keep Britain Tidy.



Background

- Work in housing
- Keep Britain Tidy, and work with housing providers



Social housing

- Housing provided at sub-market level
- 18% of homes in England managed by social housing providers
- Over 2,000 RSLs – from very large, to very small
- Transfer of housing stock away from Local Authorities – separation of skills?
- Change in regulatory environment



What is Neighbourhood Management?

- A logical extension of more longstanding localised approaches to housing management and other basic services
- Better co-ordination across the range of service provision to improve the lot of deprived areas
- Part of local authorities' modernisation and decentralisation agendas which are designed to increase responsiveness and accountability, build community capacity, and further develop multi-agency working at all levels



Partnership

- "a formal agreement between two or more parties that have agreed to work together in the pursuit of common goals"
- "the temporary suspension of mutual loathing in the joint pursuit of money"



Understanding priorities

- Understanding residents priorities
- Set targets and action plan – be clear on measurements
- What is the baseline position?
- "you said, we did..."



Establishing roles

- Lead
- Influence
- Follow
- Exit



Working with housing providers

- Key stakeholders within a neighbourhood
- Tradition of effective community engagement
- Powers which can be useful – tackling ASB
- “Something doesn’t look right”
- But... needs to be a two way relationship



Case Study – Wakefield and District Housing

- Wanted to respond to residents concerns about local area
- Build picture of priority issues
- Understand result of actions
- More effective work with partner organisations
- Significant improvements in standards



	At Risk	High Priority Areas	Low Priority Areas	Public Open Space
Cleaning Standards				
Litter	Good	Satisfactory	Unsatisfactory	Poor
Debris	Good	Satisfactory	Unsatisfactory	Poor
Leaf Fall	Good	Satisfactory	Unsatisfactory	Poor
Cleaning Related				
Wheel Clutch	Good	Satisfactory	Unsatisfactory	Poor
Staining	Good	Satisfactory	Unsatisfactory	Poor
Flipping	Good	Satisfactory	Unsatisfactory	Poor
Graffiti	Good	Satisfactory	Unsatisfactory	Poor
Buildings and Boundaries				
Building Work	Good	Satisfactory	Unsatisfactory	Poor
Boundary Work	Good	Satisfactory	Unsatisfactory	Poor
Litter Free				
Condition	Good	Satisfactory	Unsatisfactory	Poor
Condition	Good	Satisfactory	Unsatisfactory	Poor
Degree of Use	Good	Satisfactory	Unsatisfactory	Poor
Landscaping				
Litter	Good	Satisfactory	Unsatisfactory	Poor
Maintenance	Good	Satisfactory	Unsatisfactory	Poor

Good

Satisfactory

Unsatisfactory

Poor

Case study: West Kent Housing Association

- Cleaner Safer Greener Neighbourhood Charter
- Area perceived as challenging
- Encourage residents' vision for the area
- Bring stakeholders together to better co-ordinate services
- Charter documents
- Results...



St Mary's

Helping to make St Mary's a cleaner community
This Charter is designed to help make St Mary's a cleaner, safer, greener place to live, work and learn.

Residents' Vision

"We can all help make St Mary's clean, safe and green by:"

- Putting black bags out for collection each week at the right time
- Making sure rubbish bags are not over flowing and do not have extra waste put to them.
- Using the litter bins provided on taking our litter home
- Cleaning up after our dogs (if we have one)
- Keeping the front of our property tidy and clear of waste items
- Recycling household waste
- Reporting any dog fouling, fly tipping, graffiti, abandoned vehicles or dangerous waste such as needles if we have one.
- Rake/h your front garden tidy if we have one.
- Respecting our neighbours a not on installing bins or an recycling team will do this.
- Taking responsibility for getting rid of large items of waste in the correct way
- Checking our smoke alarm regularly!

Collective Stakeholders' Pledge

"We share our residents' vision for the St Mary's area and confirm our joint support for this Charter. We will continue to listen to residents' views, support and improve local services, and work together in a united approach to creating a Cleaner, Safer, Greener neighbourhood."



Neighbourhood Quality Mark

- Accreditation scheme and improvement toolkit
- Aims to ensure that partners work together with residents in a neighbourhood
- Measured by three attainment levels
- Opportunity to test services against a recognised benchmark
- Award recognises the achievements of residents



Why bother?

- Increased expectations of housing providers:
"landlords approaches to estate management must also ensure that its consequences are well managed in order to provide a safe and clean neighbourhood."
- Tenant Services Authority
- Benefit from the range of knowledge, experience, and powers that housing providers can bring to the table

Discussion

There is a lot of good will in other organisations so it is important to find that key contact and build up a relationship with them. However, it is then important to make sure that processes are put in place to ensure that protocols are established so that if the key person leaves the organisation, the partnership doesn't collapse.

Deal with the problem, but also deal with the person who complained. Sometimes they don't fully understand what is involved with getting eviction orders and other forms of court action. Eviction is a long, complicated process, so helping complainants to understand that may make them more open to considering other options to deal with disruptive tenants.

Workshop – practical examples

The delegates were asked to read through two case studies and then define the following:

- Issues
- Opportunities
- Actions to take
- Partnerships required
- The way forward

Each group then fed back their findings to the rest of the group. The case studies can be found in appendix 2. The following notes were taken from the feedback session.

Group 1

Issues

Street drinking / youths
Underage selling – alcohol

Drinking in stairwells
Sitting on wall
Oil waste
Shop owners
Variable standards of cleanliness
Elderly / young people
Poor security
Lack of awareness in young people

Solutions

Diversionary youth provision scheme
Trading standards / mystery shopping / legal order
Security / doors / target hardening
Spikes / railings / remove
Environmental health
get them together / check leases
Agreed service level standards
Integration work
CCTV / PCSO's / police / wardens
Education – link to school esp. primary /
Citizenship classes / target parents

The way forward

Coordinated launch
Targeted blitz
Action weeks
Publicise enforcement
Raise awareness in community
Business waste initiatives
Target tenancies – ABCs
Shops – ABCs / leases

Partners

Housing Association / Council / Residents / Trading Standards / Environmental Health / shop managers / out reach workers / probation / street lighting / Fire / Police / alcohol awareness teams

Monitoring

Before and after survey

Traffic light system on walkabouts

Crime statistics

Resident ambassadors

'You said... we did'

Increased shop sales

Feed back from youth forums / tenants associations

Group 2

Issues

Fly-tipping

Anti-social behaviour

Fear of crime – empty properties

Language barriers

Unkempt area – graffiti, drugs litter, fly-tipping

Truancy

Residents not consulted

Delivery organisations at odds with each other

Lack of communication

Unused amenities

Solutions

Get relevant people / organisations together to deal with issues

Consultation / visibility

In house pre meeting then public to propose solutions

Local surgeries / door to door

Go to the residents – don't expect them to come to you

Use / build on established work / successes

Are the amenities what is needed? (MUGA)

Education / awareness

Pictorial / multi-language options
Get local people to contribute to solutions –
Communication / sharing of resources
Quick wins – lighting / access
Kick start – short term impact
Provide services for – not to
Re-engage third sector organisations
Neighbourhood Management

Monitoring

Survey of perceptions
CAA outcomes
“QA” process
LEQ survey
Frequency of report comparisons
Correct filtering of reports / complaints

Key elements of effective and efficient delivery

How do we know what the issues are?	How do they help us be accountable to the local people we serve?
Customer surveys	Shapes our responses
Tenants panel	Helps drive the planning process
Complaints log	Helps to narrow the gap between best and worst performing
TP tracker	Need to get information out to our colleagues
NI data	Share information with other organisations
Know your area	
Make it your business to know	
Visits	
Neighbourhood plans	
Tenancy audits	
Home checks	

Discussion

Do we really understand local issues?

- Keep an open mind; don't use market research to confirm what the organisation thinks is an issue – use it to find out what the real issues are.
- People are interested in what happens on their street – that is what is important to them

Are we responsive to communities needs?

- Ensure that residents know where to report issues – but make sure you give them the correct information

How do you get senior management on board?

- Efficiency improvements
- Buy-in from LAA partnerships
- Good publicity opportunities
- Get the Chief Executive involved

How do you get partners to share information?

- Monthly meetings
- MAP meetings
- External partnership meetings
- Data exchange group
- Set up a protocol to share information

Contact Information

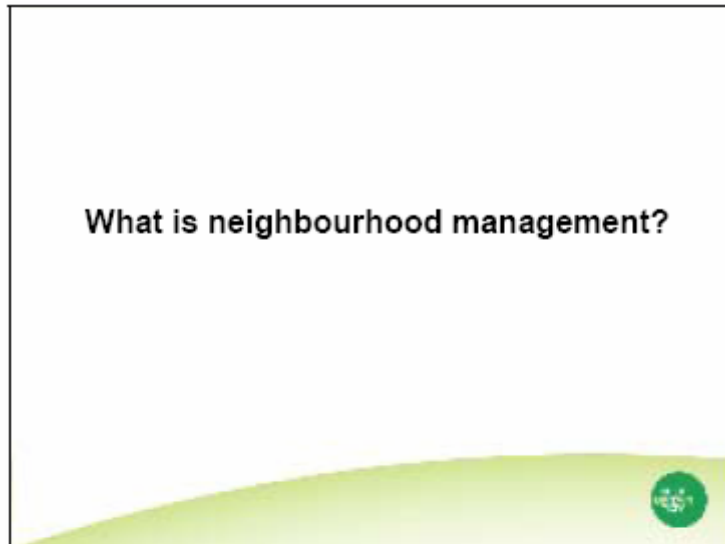
Please do not hesitate to contact us should you have any questions or would like to discuss any element of this report.

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Appendix 1: Presentations



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What is neighbourhood management?

"a process not a project. It involves communities working with local agencies to improve services at neighbourhood level."

"Neighbourhood management aims to tackle quality of life ("liveability") issues in communities through:

*Better management of the local environment;
Increasing community safety;
Improving housing stock;
Working with young people; and
Encouraging employment opportunities."*

CLG



What is neighbourhood management?

"residents working in partnership with mainstream service providers, the local authority, businesses and the voluntary and community sectors, to make local services more responsive to the needs of their area"

National Association of Neighbourhood Management



What is neighbourhood management?

"It is a process which recognises the uniqueness of each place; allowing the people that live, work or provide services in it to build on its strengths and address its specific challenges."

"It does not involve large amounts of money - rather using existing resources in a better way."

Taken from:
<http://www.neighbourhoodmanagement.net/AboutUs.php#what>



Why do it?



Why do it?

Quality Services- high standard and accountable?

Partnership working?

Safe, Secure and Clean Neighbourhoods?

Who have I spoken and LISTENED to?



Estate and tenancy management is important work and highly visible



Aims and Objectives of Neighbourhood Street Cleansing?

- Cleaner, Safer, Greener Neighbourhoods
- Working In Partnership
- Listening to locals
- Bespoke solutions
- Cleaner – free of litter, graffiti, fly-posting
- Safer – noisy neighbours, anti-social behaviour
- Greener – parks, open spaces



The ingredients of good neighbourhood management

- *Clearly defined area*
- *Resident participation*
- *Dynamic and decisive manager*
- *Local partnership-the vision?*
- *Support from Council and lead partners*
- *Quality, verifiable information*
- *Service providers commitment*
- *Building blocks and tools in place-or can be resourced*
- *Shared responsibility*
- *Celebrating success*



Workshop: Practical examples

Consider a case study

- Define the following:
 - Issues
 - Opportunities
 - Actions to take
 - Partnerships required
 - The way forward



Key elements of **effective** neighbourhood management

If neighbourhood working is the solution what is the problem?

Do we really understand local issues?

Are we responsive to communities needs?

Are we truly accountable to the local people we serve?



Effective

- What are the triggers for ensuring senior commitment to neighbourhood working?
- How successful have you been in addressing the silo mentality among partners and within your organisation?
- How does senior buy-in transfer to the frontline?
- How is the community involved in setting priorities and structures for neighbourhoods?



Efficient

- How can you set up integrated performance management structures without increasing the burden on partners?
- How do you get partners to share information?
- What are the mechanisms for monitoring performance and taking action to ensure performance is achieved?
- How do you tie up services across partners?



Appendix 2: Case Studies

Group 1 - Community Safety Example

The site of anti-social behaviour to consider is on a parade of shops on the edge of a housing estate managed by a Housing Association. The estate comprises of two, 12 floor tower blocks and four, 3 story linear blocks. The make up of the estate is mixed age groups, but with a high percentage of younger people, with 39% under the age of 16, however the linear block which includes the parade on the ground level, is sheltered housing for the elderly.

The shops in the parade include an off licence, fish and chip outlet and a newsagent, each of which contributes to anti-social behaviour and envirocrime issues.

Street drinkers use the off licence and drink their purchases sitting on a low wall at the end of the parade. This intimidates other shop users, particularly elderly residents, as the wall is adjacent to their housing access doors. There are rumours that the off licence also sells to underage young people, who drink their purchases on the estate and in front of the parade which is well lit at night. In the winter particularly, both the street drinkers and young people use the stairwells for their activity to stay out of the cold and rain. Noise nuisance is also a problem due to congregations of young people and street drinkers throughout the day and night. These two groups also often end up fighting at the site, indoors and outside.

Both these groups contribute to littering in the area, with alcohol related waste, remains of food on the go, cigarette-related litter, as well as negatively impacting on the environmental conditions with public urination.

The fish and chip shop contributes to high levels of litter in the area, with their branded waste blowing around on the length of the street and the estate. Gullies in the street are also often blocked with oil waste, but although suspicion for responsibility lies with this fast food retail outlet there is no evidence that this is the case at present.

The frontage of the shop is managed by the Housing Association but the pavement and road at the front is cleansed by the Local Authority. This leads to some

problems where the standards of cleanliness vary between the land uses. There was a bin on the Housing Association side, but this was removed following regular arson/bin fires, there is a bin on the Local Authority land, but this is on the opposite side of the road.

Group 2 - Neighbourhood/Partnership Example

Through proposed ward boundary changes 2 different residential areas will fall under the same ward.

The main residential area, some 2,500 houses, is of predominantly high density housing, with a large percentage being social housing, and has benefitted from City Challenge funding and was partially beneficial of SRB2 funding in the past. The City Challenge funding, through mismanagement, gave the local community a feeling of being excluded from the decision making process, whilst the SRB2 process did bring some local benefits to specific sections of the community.

The main beneficiaries were specific resident groups and youth organisations, but not the wider community.

In addition, some of the delivery organisations - both those linked to the service providers and to the 3rd Sector - have been perceived to be at odds with themselves and lacking a clear shared vision. Indeed, certain 3rd sector organisations feel that the Local Authority have used the funding as a replacement as opposed to supplementing existing resources, and bringing all residential areas up to an acceptable standard.

However, some successes have been achieved including the construction of a health centre, in partnership with a Health Action Zone initiative which managed to draw together diverse organisations under a health partnership. This centre now runs parenting courses for young people.

Current issues include fly-tipping - domestic and some construction related, some ASB, and a generally tired and unkempt look. The local park is underused with access issues, especially in the evening and there is some evidence of fear of crime being an issue with the elderly residents.

The other neighbourhood that the proposed boundary changes will affect is a neighbourhood of approximately 1000 properties, mainly high density private houses, with terraced courts, un-adopted by the Council. The properties fronting onto the public highway have just a path between the property and the road. The terraces have six houses each side of a central narrow path, but each have a short frontage. All properties have rear access to yards via narrow alleyways.

The residents comprise a mixture of owner occupiers and tenants of private landlords. The community is quite diverse in relation to ethnicity and some people have suffered hate crime, from graffiti to damage to property. This fear of crime has led to people leaving the area and properties being left boarded up and empty for long periods of time. Fly-tipping is apparent in the front of the properties and at the rear, by throwing waste into the uninhabited yards and leaving it in the alleyway causing distress to other residents.

A number of the uninhabited properties have also been accessed by drug dealers and have people 'coming and going' throughout the evening and night.

Uncollected bulky items are also contributing to the overall 'run down' look of the area and to the fear of arson by truant children looking for 'fun'. Wheelie bins are left outside the curtilage of property for most of the time, so hindering access on footpath for prams, wheelchairs etc..

Overall, the nature of the high density housing means people can see from their window the problems of unkempt properties, waste issues building up and fear of anti-social behaviour at close hand. Generally the owner occupied properties are well cared for as are some of the tenanted properties. Some residents are reluctant to leave their homes and others dare not speak to some people. There is the added difficulty of barriers for those who don't have English as their first language.

Appendix 3: Useful Websites

It may be useful to view the following websites:

1. ID&eA
<http://www.idea.gov.uk/idk/core/page.do?pagelId=90968>
2. CLG – Neighbourhood Renewal
<http://www.neighbourhood.gov.uk/page.asp?id=577>
3. National Association for Neighbourhood Management
<http://www.neighbourhoodmanagement.net/>

