

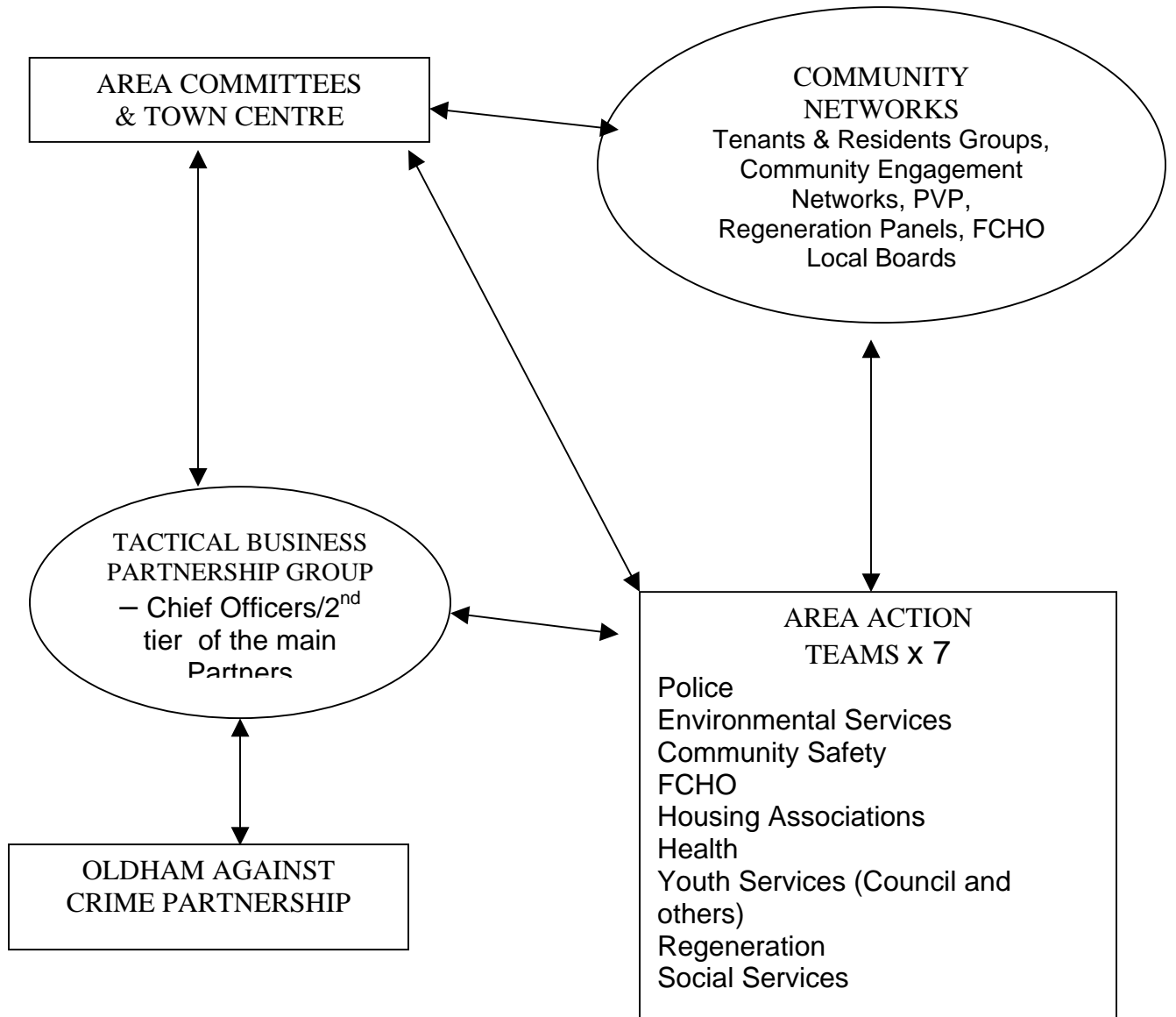
1.0 NEIGHBOURHOOD SOLUTIONS.

Update October 2005

2.0 BACKGROUND

Neighbourhood Solutions

- 2.1 Neighbourhood Solutions is the name for a new way of working at a neighbourhood level to tackle issues that adversely affect the quality of life for local people. It involves service providers such as the Council (e.g Environmental Services, Youth Service), Police, Primary Care Trust, Housing Associations, First Choice Homes, Connexions, Voluntary Sector and other organisations working together in a co-ordinated way within neighbourhoods so that they have a greater impact. These organisations are beginning to work together and have replaced the Community Safety Panels with AATs.
- 2.2 The 'framework' below illustrates how the AATs are intended to relate to the Area Committees and other groups and networks. All of these relationships are at a very early stage of development. Neighbourhood Solutions is initially being based upon a crime led model because of the success of the Reassurance Model. It is expected that the model will steadily reduce its crime focus as all the relationships mature and as the provision of 'non-crime' information and data improves to match the GMAC systems e.g. via SSDP customer service systems.
- 2.3 A key element of Neighbourhood Solutions is the involvement of Councillors and Co-optees from Area Committees who will play a central role in prioritising the neighbourhoods for action, helping local people to get involved and facilitating the identification of local issues and even more importantly, being involved in identifying the best solutions to stop the problems from recurring.
- 2.4 Neighbourhood Solutions is a useful building block and pilot phase for testing new ways of working in preparation for the roll out of Localism.



Neighbourhood Solutions Framework

3.0 PROGRESS OF AATS

3.1 Formation of AATs

The AATs started to come together in April but it has taken some time to explain to partner agencies why the AATs have been formed and the role they will play. Partner agencies have been briefed on the neighbourhood solutions model and received induction training to explain the problem solving model 'SARA'. SARA stands for Scan, Analyse, Respond, Assess and is a model developed by the Home Office. Agencies have taken time at the AAT meetings to explain their role to other partners and what resources are available. The agencies involved in each area are attached at Appendix 1.

- 3.1 The same neighbourhood solutions explanation was presented to all the Area Committees and some Members have received training or information on the SARA model.

3.2 S – SCAN Hotspot Identification

The Tactical Partnership Business Group (TPBG) was able to produce crime statistics for each Ward used by the Police. The GMAC software system was able to produce a list of 'vulnerable localities index' (VLI) for each area. The VLI is a national index for identifying areas of deprivation. The VLI's were given to the AATs to assess as a practical "induction" exercise.

3.3 A – ANALYSE

- 3.3.1 **Chadderton** – VLI information showed 2 vulnerable areas in Chadderton, Butler Green and Park Estate, however partners were asked to produce statistics to identify the area where they had most issues. As a result of the information received a third hotspot was identified- Apfel Lane and shopping centre. The main concern from all agencies was the number of incidents of youth nuisance

The Elected Members were informed of the hotspot areas and asked for their comments. This information was also presented at the Area Committee meeting. Members have agreed to have one Member per Ward as a representative on the AAT. One co-optee (homewatch chair) is a member of the AAT.

It was agreed to tackle Apfel Lane/Taylor St./shopping centre. The Police wanted to remain in South Chadderton but, due to partner information, agreed to focus resources around Apfel Lane.

A second hotspot area has arisen and the AAT is just starting to look at this area, Sycamore Avenue and surrounding area.

- 3.3.2 **East Oldham** – VLI and crime statistics information identified Higginshaw and St. Mary's as hotspots however partner information highlighted Oldham Edge and Stoneleigh Park as a continuing issue due to youth nuisance calls.

The Elected Members were informed of the hotspot areas and asked for their comments. This information was also presented at the Area Committee meeting and the Area Manager discussed the hotspot area with the Chair of the Area Committee. Elected Members have attended the AAT.

It was agreed to extend the hotspot area of Higginshaw to also include the park and Oldham Edge but also target nuisance by off-road motorcycles.

- 3.3.3. **Failsworth and Hollinwood** – VLI information indicated the Hollinwood Avenues Estate was a hotspot area. Partner information relating to youth nuisance calls supported this.

This information was presented to the Area Committee and partners agreed to target this area.

- 3.3.3 **Saddleworth and Lees** – VLI information indicated that an area around Lees Park was the hotspot area however partner information also indicated that Uppermill centre was an area of concern as the same youths causing annoyance in Lees were also visiting Uppermill centre and causing nuisance.

This information was presented to the Area Committee. It was agreed to target both areas.

- 3.3.5 **Shaw and Royton** – VLI information showed the Smallbrook area to be an area to target however partner information highlighted the Oozewood estate as a problem due to youth nuisance.

The Area Committee were presented with the information and decided that both areas should be targeted as hotspot areas and Ward Councillors for each area were elected as part of the AAT.

- 3.3.6 **West Oldham** – VLI information highlighted Primrose Bank as an area for concern and partners having digested the information agreed to target this area.

The issues in the area were also discussed at the Area Committee meeting held at Primrose Bank.

3.4 R - RESPONSE

3.4.1 Summary of Actions to date by AATs

During the 'induction' phase many of the initial solutions/responses to the VLI's (detailed below) have been capable of being implemented fairly quickly or will link with other work which was already planned. As the AATs become more skilled and experienced it is anticipated that they will tackle more complex problems which will require input from a wider range of organisations, the public and will need more sustained action plans.

3.4.2 Chadderton – the Police have arrested a ringleader, worked with Asda to use their CCTV to identify offenders and consulted with residents about issues. PCSO's have increased patrols.

Twelve acceptable behaviour contracts issued.

The Youth Service and Groundwork Youthworks doing outreach work and to run a youth justice programme. The youth sub-group set up including youths from the hotspot area.

Groundwork have worked with youths on the Pocket Park and donated a youth shelter and the area committee have given funding for its installation. Asda have donated £500 for additional work in the park.

FCHO have held estate walkabouts, consulted residents, are erecting fencing around houses and preparing design and costs to open up a wall along Middleton Road to reduce the fear of crime.

Environmental Services held a clean up campaign and targeted graffiti removal.

Trading Standards performed test purchases for under age sales and are taking action against four shop owners.

The sports centre and Chadderton FC have agreed to open their buildings for community use and a funding bid is being drafted (see finance below).

3.4.3 East Oldham – Police have deployed PCSO's to the area and consulting residents.

Five ASBO's in the pipeline to be issued.

CCTV camera has been installed to help detect offenders.

Access routes to the park are to be improved.

The youth Buzz being deployed to Watergate Mill area.

A funding bid being investigated to install a youth shelter.

The area committee are to host a school linking programme and have recently held a clean up campaign.

3.4.4 Failsworth and Hollinwood – Work is still concentrated on consulting residents about specific issues.

A Trade Fair open day is being held to promote youth facilities and activities in the area.

Police have deployed PCSO's to the area.

Trading Standards undertook test purchasing with local shops for alcohol being sold to youths.

St. Margaret's Parish Church has allocated £10-15k and Contour Housing is looking to add to the funding to provide a detached youth worker for the area who will be managed by the Youth Service.

- 3.4.5 **Saddleworth and Lees** – Police PCSO's patrolling the areas. Hi-visibility vehicle deployed to Lees. Four ASBO's pending and 16 ABC's issued. A football coaching session to work with local youths in Uppermill is being run by the police.

Youth service to start outreach work in the Lees area.

Environmental Services are arranging site visits for the partners and targeting graffiti. Several Parks are receiving up-grade work including gating to Lees Park and improvements to St Chads Park.

The Countryside rangers are holding litter picks with local schools.

- 3.4.6 **Shaw and Royton** – PCSO's patrolling the area and undertaking EVA's. The Youth Service is to work with local youths on St George playing fields. FCHO have given £10k for renewal of the kick pitch on Oozewood. Arranging estate walkabouts.

Environmental Services are looking to coat the skate park furniture in Royton Park with anti-graffiti coating.

The area committee has hosted a clean up campaign.

A funding bid has been submitted to provide a youth Buzz at St Georges playing field and Oozewood.

- 3.4.7 **West Oldham** – 140 households covered by Smartwater initiative. PCSO's patrolling area.

CCTV camera replacment

Youth Buzz operating one evening per week in hotspot area.

Walkabout of area undertaken.

Set up 9 Multi Agency Partnerships (MAPS) in the West Oldham area.

MAP meeting held and residents looking to use youth centre.

Four launch events have been planned and start on 9th July.

3.5 **A – ASSESS**

The action arising from this 'induction' phase will need to be assessed to see if it has had the desired impact and to see if the impact is sustained. This is in effect an evaluation stage.

3.6 **FUNDING NEIGHBOURHOOD SOLUTIONS**

3.6.1 Much of the work to date has been funded from mainstream resources e.g. the officer time from the Police, Environmental Services staff etc. However, there are external funding sources involved and work in progress to bid for additional funding. The co-ordination of Neighbourhood solutions is, in the main, funded by the Neighbourhood Renewal Fund with £75k being contributed by OMBC this year 2005-6. Most of the NRF funding can be split in to two parts; staffing costs for the Area Manager's team and the activity budget, £219k for 2005-6, to assist the AATs in solving issues in identified hotspot areas.

3.6.2 To date the activity budget remains unspent until the AATs complete analysis of information in the hotspot areas and because mainstream resources have been used to tackle the issues. Several action teams are currently preparing funding bids for example;

3.6.3 Chadderton – FCHO able to part fund the opening up of Chadderton FC building but additional funding will be required to employ staff to open up the sports centre on Friday and Saturday evenings, to train 20 local residents who have volunteered to supervise the football club and sports centre activities for long term benefit.

Yew Tree school are to fence off a section of their grass field but have agreed to open up the area for community use but require funding for a permanent kick-about area which is being sought through 'Barclays open for spaces' scheme. This would be a worth while addition to the area as a post dispersal arrangement.

3.6.4 Failsworth and Hollinwood – a joint funding venture is being prepared to erect security fencing to Limeside Primary School, erect alley-gating to The Avenues and provide CCTV to Manchester Rd.

3.6.5 Shaw and Royton – an application has been made to extend the use of the youth Buzz in the hotspot areas. Oozewood has been granted funding for the refurbishment of a kick about pitch.

3.6.6 West Oldham – Richmond Junior School have agreed to open up their play area for community use and will be seeking funding to provide kick-about equipment. Replacement CCTV for Fitton Hill is also being sought. Funding has also been granted for the installation of a kick about pitch on Holts Estate.

3.6.7 Saddleworth and Lees – Funding is being sought to introduce the Youth Service 'watch this space' programme of outreach work and alley-gating for houses around Lees Park.

- 3.6.8 **East Oldham** – A successful bid has been granted for the start of ‘watch this space’ outreach programme and also to erect secure gates to Oldham Edge to restrict access by motorcycles.

3.7 GENERAL IMPROVEMENTS IN MULTI-AGENCY WORKING

Whilst Neighbourhoods Solutions works on the principle of identifying specific neighbourhoods for multi-agency action, it is already becoming apparent that one of the more sustaining results is that the AAT members are also dealing with less complicated issues as a team. These are the sort of day-to-day issues that do not need a meeting to resolve, but simply require knowledge of who to contact and an understanding of what each agency is already working on within each Area/Ward. This is the ‘proactive’ spin off from what is essentially a reactive model of multi-agency working.

- 3.8 It is important that the public, the Area Committee, Ward Members and partners are regularly informed of the work of the AATs and understand how issues can be brought forward for focused action. It is proposed to produce a communications Plan for the AATs which would include a regular newsletter. Communication is a central principle for the success of Localism, so the Plan will help to embed this in advance.

4.0 IMPROVING THE ROLES AND RELATIONSHIPS WITHIN THE NEIGHBOURHOODS SOLUTIONS FRAMEWORK

4.1 Increasing involvement of Elected Members

Now that the ‘induction’ phase is complete and the AATs are better established, they are in a stronger position to work more effectively with and respond to Members, and local people. The role Members play in Neighbourhood Solutions is as follows:-

- a) Using their knowledge and information from working with local people to identify neighbourhoods that require a multi-agency approach;
- b) Influencing the choice/order of neighbourhoods for multi-agency action;
- c) Contributing their local knowledge about the source/cause of local problems;
- d) Contributing to the identification of the appropriate responses/solutions to those problems;
- e) Involving local people in identifying appropriate responses/solutions;
- f) Acting as a champion where there is a need for additional resources to implement a local solution;

- g) Helping to assess whether the solution/response has worked effectively and whether the solution/response has produced an improvement that is sustained.

4.2 AATs have to be flexible in their approach to enable individual Ward Members whose wards have been identified for action to be practically involved in points C-G. Similarly, the appropriate forum/mechanism for points A and B needs to be agreed with all the Ward Members for each Area Committee so that it suits local circumstances. Nevertheless, this flexibility needs to be established within certain boundaries to ensure consistency. It is also important that the AATs are not perceived as replicating the decision making function of the Area Committees. The Terms of Reference for the AAT's is attached at Appendix 2. It is suggested that some additional principles should be developed for the involvement of Members to provide consistency across the Borough but still enable the flexibility required to meet the preferred ways of working for each Area.

Appendix 1.

AATs Membership

	Chadderton	East	Failsworth &	Royton &	Saddleworth	West
		Oldham	Hollinwood	Shaw	& Lees	Oldham
Area Manager	Mark Simmons	Karen MacDonald	Zaiem Khan	Ann Halkyard	Jan Joshi	Shashi Mohandas
Police Inspector	Mike Miskell	Steven Horton	David Stopford	Steve Cocker	Peter England	Alan Humphreys
Tactical Youth		James Kenworthy	Graham Harris Jones	PC Bull / Crossley	PC Rolff	David Lees
Community Safety	Shaun Cavell	Mick Rimmer	Phil Morton??		Colin Cockcroft	Shaukat Ali
Anti-social Behaviour	Tony Hynes	John Norris	Phil Bonworth	Catherine Yates	Charlotte Gill	Lorraine Kenny
Youth Service	Marie James		Janette Booth	Angela Longsdon	Lesley Craven	Ed Kelly
Youth Service Senior Mng	Jayne Taylor	Lesley Craven	Ed Kelly	Jayne Taylor		Ann Wibberley
Youth - other agency	Dawn Fox / Rebecca Marshall	Rob Trueblood	Kate Nicholls - Kickstart; Nathan Milnes - Eden Project	Ann Wibberley		Sue Crabtree
FCHO	Deborah Jamieson Kevin Davies	Julia Jones Kevin Clarke	Bryan Elliot	Mike Beaman / Nick Summerscales	Ray Willis Norman Hart	Andrew Atherton
Housing - other		Amanda Lennox	Alex Moorish - Limehurst Village Trust; Eddie Vickers - Portico; Ann Hunt - West Pennine Housing Assoc;	Justin Munding, Northern Counties		
Street Scene Manager	David Mycock Harry Randles	Paul Griffiths	Mark Odell	Tom Flanagan / Ian Meynall	Ian Hughes	Peter Rafferty
Other Environmental - Groundwork		Robin Henshaw	Gordon Beverley			
Parks/Open Spaces/ Countryside	Damien Heneghan?	Sean Madden	Bill Elwell		Doug Murray	
Regeneration	Ruth Billington	Lisa Macdonald	John Billington	Liz Kershaw	Liz Kershaw	John Billington
Health (NHS/PCT)		Sioban Ebdon	Julia Wickett		Jill Beaumont	Julia Wickett

Sure Start/Childrens Centres		Alison O'Brien	Sue Moore-Holmes		Dave Stweart	Alison Jones
Social Services	Colin McMorris					
Education	Sue Webb - Radclyffe school					
Trading Standards	Gavin Terry	Gavin Terry	Gavin Terry		Tony Allen	Gavin Terry
Connexions - DAAT	Richard Rawlinson		Richard Rawlinson			Jamilla Rashid
Connexions						Patricia Lyons
Home watch	Alan Wilde	Peter Lee	Peter Lee		Royce or Anne	
G.M. Fire Service	Bob Hayden	Mick Glover	Mike Glover	Bob Hayden	Paul Taylor	Mick Glover

Appendix 2

Area Action Team **Terms of Reference**

1.0 Role

The role of the Area Action Team is to ensure partnership resources are deployed in identified hotspot locations to address agreed priorities within the strategic assessment, opportunity strategy and delivery plans.

Terms of reference for the group are: -

- To prevent and detect incidents of crime and disorder,
- *To improve environmental standards*
- *To reduce health inequalities*
- To co-ordinate partnership activity across the area,
- To deploy partnership resources in an effective and informed way and to prevent duplication,
- To link resource deployment with identified strategic priorities,
- To deploy resources in accordance with the Opportunity Strategy, delivery plans and as determined via the Tactical Partnership Business Group,
- To identify gaps in service provision and bring this to the attention of the Area Committee,
- To provide support to victims and vulnerable people,
- To report 'actions' progress to the Area Committee and Tactical PBG.
- *To consult and communicate*

2.0 Chairing the Meeting

Area Action Team meetings will be chaired by the Area Manager. In the absence of the Area Manager the Police Township Inspector will act as Chair.

3.0 Frequency of Meeting

The Area Action Teams meet on a minimum monthly basis. This enables the group to work with up to date Partnership and Area crime data prepared by the Strategic and Tactical Analysts.

4.0 Membership

A core membership of the meetings will include representatives from the following organisations / departments:

OMBC Area Manager
Greater Manchester Police
First Choice Homes
Street Scene
Regeneration
Community Safety Unit
Oldham Youth Service

Appropriate voluntary sector organisations e.g. Groundwork Oldham & Rochdale

A range of other organisations and departments will be invited to attend where presented problems and local issues dictate their attendance would be relevant.