

Subject:	Programme Review and Way Forward
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1.0 Executive Summary

This report provides an update on the delivery of the Hyde Park Neighbourhood Improvement Programme and a brief review of progress made to date in addressing the key neighbourhood improvement priorities: environment, community safety, parking and health and wellbeing.

It describes the steps taken to develop programme management and governance arrangements, and considers what progress has been made in consulting residents and partners in the development of the Neighbourhood Improvement Plan (NIP).

The report will conclude that successful priority setting activities have provided a clear direction for the programme and that through the Board's leadership, good progress has been made in aligning service priorities with those of the community.

The report will recommend that further work should be undertaken to strengthen the role of the Hyde Park Board towards providing strategic leadership and that new structures be put in place improve community engagement .

It will recommend that some changes be made to programme delivery and will identify the next steps needed to continue to achieve positive outcomes for each of the neighbourhood improvement themes.

The Board is asked to:

- comment on the content of the report,
- note the progress made in the implementation of this programme of work and
- consider the next steps for the Hyde Park Neighbourhood Improvement Programme.

2.0 Background

In June 2010, a delegation of Hyde Park residents presented a deputation to full Council outlining a number of issues facing the Hyde Park neighbourhood including; housing density, crime, poverty and environmental concerns.

In response to this deputation, the Executive Board recommended that a programme of targeted interventions be developed to address these issues through closer partnership working between the public sector, universities, voluntary organisations and the local community.

In response to a request from Executive Board, the Inner North West Area Committee in February 2011 approved the launch of the Hyde Park Neighbourhood Board to oversee the work of the Hyde Park Tasking Team and the delivery of a programme of neighbourhood improvements.

3.0 Review of Progress to Date

This section provides a brief summary of progress made to date for the Hyde Park Neighbourhood Improvement Programme.

3.1 Priority Setting

Priority setting is an important first step for any programme of neighbourhood improvements, and helps to ensure that limited resources are not stretched too thin. A key part of the Hyde Park Programme's success in its first year has been the quality and varied nature of the priority setting activities:

- The first annual Hyde Park Neighbourhood Network Meeting in March 2011 brought together data about the challenges facing the neighbourhood and local knowledge to identify the improvement priorities of environment, community safety and health and wellbeing.
- A street audit in April 2011 provided essential information about the location and intensity of environmental problems.
- A neighbourhood survey in June 2011 measured resident perception of community safety and environmental issues.
- A health and wellbeing survey was undertaken in September 2011 in close partnership with the third sector which has helped to identify the improvement priorities relating to health.

3.2 Governance and Programme Management

Two structures have been put in place to provide strategic direction and operational leadership to the Hyde Park Neighbourhood Improvement Programme: The Board and the Tasking Team.

- **The Hyde Park Neighbourhood Improvement Board:** The Hyde Park Board has 38 members from a broad range of backgrounds and has met 6 times in the past 10 months. The Board receives progress updates from theme leads at each meeting. These meetings have been well attended by officers and elected members and have been essential in setting clear improvement priorities for the area. In the future it may be useful to consider if the Board has the right number of members to efficiently provide strategic leadership and whether it has the right balance of membership between residents and officers.
- **Hyde Park Tasking Team:** The Hyde Park Tasking Team has 10 members and has met 7 times in the past 9 months to provide the operational management of community safety and environmental actions as part of the Hyde Park neighbourhood programme. Much of the membership of the Hyde Park Tasking Team is identical to that of the Inner North West Multi Agency Tasking Team. While there is clearly some benefit in having a tasking team dedicated to the Hyde Park neighbourhood, further consideration is needed as to whether savings could be made that the same benefit achieved by directly co-ordinating Hyde Park activity through the wider INW Multi Agency Tasking Team.

3.3 Environment Theme

Challenges relating to the environment in Hyde Park were clearly identified at each stage of priority setting. A wide range of innovative and successful activity has been co-ordinated under the environment theme since the Board began meeting in January 2010. This has included:

- Deploying additional graffiti removal in areas identified by street audit.
- Completing the dedicated response to student changeover,

- Undertaking additional 'deep-clean' activities during the summer months where a reduction in service demand takes place. This includes pulling all bins back into properties this week.
- Organising and co-ordinating environmental services efforts in response to students arriving back in late September. This has included additional cleansing and enforcement patrols,
- Planning and developing better approaches to waste management including the introduction of communal waste collection in certain areas.

3.4 Community Safety

Community Safety was identified as a key priority from residents, students and partners. Activity co-ordinated under the theme has included the following:

- A multi-agency action day held on 26th May targeting insecure properties.
- Operation Algae which will lead to better intelligence about graffiti to help identify offenders and secure arrests.
- Crime reduction advice to new students including Operation Walksafe which has resulted in an increased Police and partner presence (University staff) focusing on robbery / safety.
- The introduction of a property marking database to help prevent burglary.
- Deployment of a set of covert cameras which can be deployed to tackle anti-social behaviour including graffiti, arson, flytipping, etc.
- Operation Champion multi agency action day involving partners to tackle crime and grime in the area, including crime reduction advice to residents.
- The development of the Burglary Outcome Based Accountability project which aims to focus efforts on the activity that has the biggest impact in reducing burglary in Hyde Park.
- Use of Unpaid Service working with Police to clean graffiti tags in the area, using cleaning kits supplied by Leeds City Council.

3.5 Health and Wellbeing

Existing data clearly suggests that there are some significant health inequalities for some people living in Hyde Park, but before any specific actions can be agreed a clearer understanding of the health and social care issues amongst vulnerable groups in Hyde Park is needed. To complete the priority setting for the Health and Wellbeing theme, a survey was undertaken in partnership with local third sector organisations in September which has measured the barriers to accessing public health services. Further work is needed to analyse the findings of this survey, but this is an important next step for this theme.

3.6 Parking

The priority setting event in March 2011 and a series of discussions at board meetings throughout the year have clarified the nature of parking problems in Hyde Park. Officers have presented these concerns to LCC Parking Services and plans are now underway to develop proposals for addressing these issues in Hyde Park. These proposals will be shared with the board and should it wish to continue with the priority theme of Parking, resources to implement parking improvements and an officer theme lead with suitable technical experience to co-ordinate this work is now required.

3.7 Community Engagement

A range of community engagement actions have been undertaken as part of the Hyde Park Neighbourhood Programme. These have included:

- A priority setting event in March
- A public meeting in May

- A Neighbourhood Survey in June

Further work is needed to confirm how community engagement will be undertaken in support of the delivery of the Hyde Park Neighbourhood Improvement Programme, however it is clear that better communication to residents about the programme and more involvement from residents in the leadership of the programme would be beneficial. A report to the 29 November 2011 meetings sets this out in more detail.

4. Conclusions

This report highlights the progress made by the Hyde Park Board against a range of improvement themes in its first 11 months of activity.

- **The Board:**

The formation of the Hyde Park Neighbourhood Improvement Board has brought a new and confident set of partners together to drive forward a programme of improvement activity in response to local needs. This has worked to create a sense of importance about the work in Hyde Park and has helped to galvanise the efforts of front line staff. The existing structure of the Hyde Park Board has been essential in helping to get to the stage where the priorities are clear and key services have aligned their service plans with those priorities. Consideration should now be given as to what governance arrangements are needed to manage the delivery of programme activity for the long term.

- **Tasking:**

The formation of the Hyde Park Tasking Team has provided an important mechanism for putting into practice the Board's stated priorities for addressing community safety and environment activity. It has provided the operational leadership to address a range of critical issues relating to cleansing, refuse collection, burglary reduction and anti-social behaviour. Now that these partnerships and working arrangements have been embedded, consideration should be given to how the operational management of this activity should be co-ordinated and whether cost savings and efficiencies could be realised by managing this work through the Inner North West Multi Agency Tasking Team.

- **Community Engagement:**

As the work in Hyde Park transitions from a programme focused primarily around priority setting and partnership forming to one which seeks to change local service delivery, new mechanisms for community engagement should be considered. Phase 2 of the Hyde Park Programme will require a community engagement plan which provides :

- Effective communication to the local community about the Hyde Park Neighbourhood Improvement Programme
- Opportunities for residents to give their views on issues impacting the Hyde Park neighbourhood and set local improvement priorities
- Opportunities for residents to get involved in making decisions about service delivery and improvement
- A framework of activity which empowers residents and community organisations to develop their own capacity to solve local problems for themselves.

A report to the 29 November 2011 meetings sets this out in more detail.

5. Next Steps

A range of activity is needed to enable the Hyde Park Neighbourhood Improvement Programme to transition from the initial priority setting and partnership forming activity to the longer term programme of service improvement:

- Consideration should be given to how strategic leadership is provided and the role and structure of the Board in the future.
- Consideration should be given to how we embed the operational activities undertaken by the Hyde Park Tasking team within the wider partnership which manages community safety and environmental activities across the Inner North West.
- Consideration should be given to how community engagement is undertaken and what resources need to be available to deliver a community engagement plan for Hyde Park.
- Priority setting for the Health and Wellbeing theme should be completed and a set of actions developed which focus efforts on achieving positive outcomes.
- Further work should be undertaken to develop proposals for tackling problems with parking in the Hyde Park Area.
- Work to address the key improvement priorities of community safety and environment should continue.

5. Recommendations

The Board is asked to:

- Comment on the content of the report
- Note the progress made in the implementation of this programme of work and
- Provide comment on the way forward.

Aim:

To provide a framework for community engagement in Hyde Park which ensures that a broad and representative section of the community are able to contribute to and influence the development of the Hyde Park Neighbourhood Improvement Programme and get involved in helping to address local priorities.

Objectives:

1. To provide effective communication to the local community about the Hyde Park Neighbourhood Improvement Programme
2. To provide an opportunity for residents to give their views on issues impacting the Hyde Park neighbourhood and set local improvement priorities
3. To provide opportunities for residents to get involved in making decisions about service delivery and improvement
4. To empower residents to solve local problems for themselves

Guiding Principles:

- We want to work with local people to involve them in local decision making and consult them on issues that may affect the neighbourhood where they live.
- The community engagement plan will take account of the diversity of the local community in Hyde Park and pro-actively engage with hard to reach groups. It will seek to understand the individual needs of the local community and tailor communications to specific audiences where required.
- Community engagement will be timely and responsive with two way communication between the Neighbourhood Board and the local community

A Range of Engagement Approaches:

We will select different approaches to community engagement depending on what messages need to be communicated, who we are consulting and what level of involvement is needed. These will include:

- Informing: We will keep people informed about the decisions that have been taken and what is going to happen in Hyde Park
- Consulting: We present options and ask for views before the Board decides what to do
- Involving: We will include residents on the Board and invite communities to develop options with us and jointly decide what to do
- Collaborating: We will work together with communities in deciding what to do and everyone has a role to play delivering, we are sharing responsibility
- Empowering: We will encourage and support communities to get on and do it for themselves

Methods:

A range of methods will be used to engage with the public about the Hyde Park Neighbourhood Programme:

- Public Meetings will be used to communicate progress and receive feedback and comment from the public.
- Email Updates will be used to communicate messages about activity to a large mailing list of residents.
- Annual Priority Setting Events will provide an opportunity to review progress from the previous year and set the priorities for the year ahead.
- Annual Neighbourhood Surveys will help to measure resident perception of community safety and environmental services
- Board Membership: Community representatives on the Hyde Park Board will enable members of the public to directly influence decision making about local services.
- Community Network: A network of community members from across the area will provide a mechanism for communicating news about the Hyde Park Programme but it will also enable residents and local third sector organisations to co-ordinate volunteer activities and neighbourhood projects.