



Neighbourhood Improvement Case study

Preston: A Case Study in Excellence

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Introduction

Preston City Council (PCC) was awarded 'working towards excellence' status for neighbourhood management in May 2008.

This case study explores the Neighbourhood Management Excellence Award, from the reasons for its inception and subsequent development through to Preston's specific experience of piloting the Excellence process.

The case study focuses particularly on Preston's reasons for taking part and piloting the process. It also looks at barriers faced and improvement changes that have been made – directly or indirectly – as a result of being going through the Scheme. Most importantly, it provides some learning outcomes that are specific to the Preston experience.

About Neighbourhoods NW

NNW is an organisation that supports improvement and excellence in neighbourhoods in the North West of England.

Established in 2008, it provides learning and development opportunities, networks and a knowledge and research hub accessible to all the North West local authorities and their partners - supporting all who live, work, manage and lead in their neighbourhoods.

It strategically influences policy and practice locally, regionally and nationally to ensure a neighbourhood focus is maintained by governance bodies and service delivery agencies.

The organisation is funded by central government through the Department of Communities and Local Government (CLG) and by the North West Improvement and Efficiency Partnership (NWIEP).

The challenge for communities: policy context

There is currently cross-party consensus that advocates the development of a new citizen/state relationship, where power and influence is increasingly devolved to local people.

The government has recognised that communities need to be revived and supported in order to provide a strong foundation for devolved politics. Its current agenda includes the creation of thriving local democracies that give real control over local decisions and services to a wider pool of active citizens.

There is a belief that if local councils can foster confidence by showing that they work successfully in neighbourhoods, citizens will feel more inclined to get involved in shaping the places they live in – increasing the sense of belonging and local identity.

Of course, communities are complex, non-homogenous places and people do not have a single view about the places that they live in. Every section must be consulted to ensure that everyone is represented.

The agenda sets a range of challenges for Neighbourhoods NW, its partners and clients.

The context for all Neighbourhoods NW's work is within a range of policy documents, including:

- **Transforming Places, Changing Lives (2008):** a series of proposals for consultation that aim to shape the way that future regeneration is carried out in England.
- **Communities in Control (2008):** CLG white paper looking at who has power, on whose behalf is it exercised, how is it held to account, and how can it be accessed by everyone in local communities.
- **National Improvement and Efficiency Strategy (2008):** sets out how central and local government will provide the support that local partnerships will need to deliver excellent Local Area Agreements.
- **Sub-national Review of Economic Regeneration arrangements (2006):** considers the measures which Government had put in place since 1997 to improve sub-national economic development and tackle pockets of deprivation.
- **Local Government White Paper (2006) and the published Action Plan:** aims to give local people and local communities more influence and power to improve their lives by creating strong, prosperous communities and delivering better public services through a rebalancing of the relationship between central government, local government and local people.
- **NW Regional Improvement and Efficiency Strategy (2008-2011):** a three year strategy to deliver continued efficiency and improvement in the North West based on the priorities of the National Improvement and Efficiency Strategy.

Vision

Neighbourhoods NW's vision is to see improved neighbourhood working and increased community empowerment in order to achieve more resilient and sustainable neighbourhoods in the North West.

Key Values

As a value-driven organisation, Neighbourhoods NW wishes to:

- achieve efficiency and improvement in order to maximise resources at a neighbourhood level
- develop ongoing sustainable learning through action research and learning experiences
- work in collaboration with North West Together We Can and other partnerships - adding value as a result
- have at the core of its work equality, diversity, cohesion and sustainability
- promote encourage quality outcomes and excellence at a local neighbourhood level
- share best practice and collaboratively identify solutions and scale this up from the neighbourhood to the sub-regional and regional level
- drive transformation within neighbourhoods and promote innovative solutions to meet local challenges
- respond effectively and efficiently to changing priorities and challenges within communities and neighbourhoods.

Rationale for developing the Excellence Framework

The existing Neighbourhood Warden Quality Standard provides a framework that is based on the national Investors in Excellence Award and enables warden schemes to reach a nationally recognised standard of performance.

RENEW Northwest was the North West's Regional Centre of Excellence for Sustainable Communities. As part of its remit to support regeneration practitioners and leaders develop skills to deliver sustainable communities in the region, it asked Neighbourhoods NW to develop a bespoke framework that would achieve a nationally recognised standard for Neighbourhood Management similar to the Warden Quality Standard.

Although successful, interviews with scheme managers in the North West revealed some criticisms of Warden Standard:

- As a self-assessment exercise, it contains repetitive questions that take time to complete; it's an uninspiring, laborious process.
- The scoring system was perceived to be ambiguous; the marking process as subjective.

NNW decided to develop a framework that combined the best elements of the existing Warden Quality Standard with a model that was nationally recognised. The framework would allow Neighbourhood Management (NM) organisations to be assessed against a range of criteria to both drive improvement and enable national recognition of their achievements.

The North of England Excellence (NEE) is a non-profit organisation with a remit to inspire organisations from all sectors to change. As a licensed operating and authorising body for the UK Investors in Excellence Standard, NEE were brought to partner NNW – to help develop a bespoke Excellence Framework based on the Investors in Excellence Standard.

The Neighbourhood Management Excellence Framework has four broad aims:

- to inspire change and improvement in NM
- to provide a benchmark for organisations/partnerships to compare against
- to enable development of an improvement plan
- to provide recognition for good practice and drive to a national excellence standard.

Methodology for developing the NM Excellence Standard

Eight neighbourhood managers were consulted throughout the development of the Excellence Standard to ensure that it genuinely reflected the needs of potential participants. Focus groups were held regularly to develop themes that would form the basis of the excellence framework. It took Neighbourhoods NW, NEE and the focus group four months to develop the framework.

The basic agreed criteria of who can apply for the Award adheres to that which is set out in the Policy Action Team (PAT) 4 Report on Neighbourhood Management. The principles are:

- someone with overall responsibility at the neighbourhood level
- community involvement and leadership
- the tools to get things done
- a systematic, planned approach to tackling local problems, and
- effective delivery mechanisms.

The Excellence Framework focuses on six key areas:

1. Leadership
2. Planning
3. People
4. Partnerships and resources
5. Processes
6. Results

Neighbourhood management (NM) teams are invited to complete an initial diagnostic workshop that assesses strengths and weaknesses to ensure that they are ready to go through the Excellence process. A workbook is then completed, providing supporting evidence in the six key framework areas. This is initially desktop assessed, then followed-up with validation visits to confirm that the evidence and information provided meets the Excellence requirements. Recommendations are then submitted to an independent juror for a final decision.

“The application and assessment processes enabled the NM teams to review policy, practice and partnership arrangements. We were able to self-evaluate areas of strengths and areas that could be improved. We identified key points for reassessment and these were substantiated by the external assessment and feedback report.”

Jennifer Carthy (Neighbourhood Manager Unity FM).

In recognition of the commitment involved (as organisations try to balance the benefits of working towards the award with everyday business operation), there is a stepped approach to achieving Excellence. This allows organisations to work towards the excellence standard in stages without taking on the whole of the process from the start.

“The excellence framework processes are not resource intensive. A key officer is required to be the main contact to co-ordinate the application and research elements and facilitate the assessor interviews and visit.”

Jennifer Carthy (Neighbourhood Manager Unity FM).

Preston & the Neighbourhood Management Excellence Scheme

About Preston

Preston is a city in the North West of England. It is an ethnically diverse area with a population of 131,000.

Preston was a boomtown of the Industrial Revolution. Its most rapid period of growth and development coincided with industrialisation and the expansion of textile manufacturing. However, Preston's textile sector fell into terminal decline from the mid-20th century and it has subsequently faced similar challenges to other post-industrial northern towns, including deindustrialisation, economic deprivation and housing issues.

Neighbourhood Management in Preston

Preston City Council (PCC) is a district council, working alongside Lancashire County Council as part of a two-tier local government system. PCC has four Neighbourhood Management Partnerships (NMPs) operating across the seven most deprived wards in the city. These wards are within the 3% - 10% most deprived neighbourhoods nationally on the 2004 Index of Multiple Deprivation.

The first NMP – ‘One Voice’ – was established in 2004. Evaluated as a success by partners against the national model of NM, it was used as a template to develop three other NMPs in 2006.

The partnerships are:

- One Voice working in the Brookfield and Ribbleton areas.
- PR1ME FOCUS working in the Town Centre and St Georges electoral wards.
- Impact working in the Ingol and Tanterton areas.
- Unity FM working in the Fishwick and St Matthews electoral wards.

Neighbourhood Management Organisational Chart

Each partnership is led and supported by a Neighbourhood Manager, a Community Involvement Worker and an administrator. The teams are further supported by Employment Development Officers and Health Trainers.

Each partnership has a board with representation from the key partner organisations, including: PCC; the police, health and fire services; community action groups and residents. The boards provide strategic direction, funding decisions and help develop action groups that reflect local priorities.

The partnerships encourage local residents to work together 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.

Motivations for taking part in the Neighbourhood Management Excellence Award

Preston piloted the Excellence Award in April 2008. Interviews with the participants reveal some of the motivations for taking part:

1. To evaluate the current situation

“With the four partnerships firmly established, it seemed timely to review our current structures and arrangements and look at the next steps forward. So when RENEW Northwest put out the call for people to help develop a bespoke framework for achieving excellence, we got involved.”

Jennifer Carthy (Neighbourhood Manager Unity)

2. To clarify the purpose of neighbourhood management

Preston NMPs adopt a non-prescriptive approach to neighbourhood delivery. This gives each partnership the flexibility to deliver a service suited to the needs of the local area. However, this generates confusion with those not directly involved in neighbourhood delivery.

“There isn’t a ‘one size fits all’ policy with NM – which is great. But it created confusion within the Council; we were new, and people weren’t always sure of what we did because it changed from place-to-place. We needed to bring the Partnerships together into one understandable framework. That way we could provide structured evidence of what we do.”

Peter Bargh (Head of Community Engagement, Preston City Council).

3. To prove the sustainability of the neighbourhood management model

Preston NMP received funding in 2005 from the Neighbourhood Renewal Fund (NRF). This funding was used to create the foundation on which to build a sustainable NM operation.

“We thought: how can we showcase what we’ve done with the initial funding?”

Peter Bargh (Head of Community Engagement, Preston City Council).

“There was a definite feeling that we needed to prove that NM was here to stay; that it wasn’t just a project. We needed to make people believe that it was a way of working. We saw the Excellence model as a potential way to make this argument more effective.”

Liz Mossop (Neighbourhood Renewal Manager).

4. To provide evidence to build a case for extra funding

Preston’s NM allocations are issued on an annual basis from PCC external grants (the Neighbourhood Renewal Fund or Safer, Stronger Communities Fund) and are aligned to PCC’s financial procedures for the Area Based Grants.

“We will need additional resource soon. If we can make a case - and evidence it - then it should facilitate funding opportunities.”

Liz Mossop (Neighbourhood Renewal Manager)

“Funding is tight this year, so we’ve got to make sure that every penny counts and ensure that we don’t pull in different directions.”

David Jackson (resident, Unity FM)

Key outcomes and learning from Preston's experience of participation in the Excellence Award

1. The advantages of building detailed neighbourhood-level data

The problems of gathering quantitative data at neighbourhood level are well documented. For a start, defining a neighbourhood is problematic: it could be the boundaries of an estate, ward or something else entirely. Secondly, other service providers tend to ignore neighbourhoods and collect data at a ward-level to suit their own targets.

The Excellence Process examined how the partnerships collected neighbourhood information. Methods included:

- 'Street Audits' to provide benchmarks and follow-up audits to evaluate improvements
- Customer Satisfaction Surveys relating to community perceptions of where they live
- Quality of Life Surveys
- 'Have Your Say' in the neighbourhood events
- Neighbourhood area data around health, crime and unemployment
- Household surveys
- Best value reviews
- NM processes e.g. action groups and board meetings
- Area Forums; elected members lead community meetings.

Although this data was useful as a foundation, the audit revealed a lack of deeper, neighbourhood-level data:

"We realised that there was a need for better and more comprehensive baseline data and evaluation techniques to establish benchmarks and measure improvements." Jennifer Carthy (Neighbourhood Manager Unity FM)

Having to provide evidence for the Framework also highlighted weaknesses within the neighbourhood action plans – the key documents that set how NM is going to be delivered:

"We identified a need to move towards targets that had focused outcomes and realistic timescales. This required a better evidence base that could only be achieved by getting cross-partner data at neighbourhood level that could be linked to National Indicator Targets." Jennifer Carthy (Neighbourhood Manager Unity FM)

So what's changed?

Since participating in the Excellence process, the partnerships have directly addressed these needs by appointing a NM Data Analyst. The role has two main objectives:

1. Ward Profiling: getting data at its most detailed (Local Super Output Area level) to build up an accurate demographic profile of neighbourhoods and provide baselines for planning.

"The basic mapping of information allows us to build baselines. From these foundations we can ask the question about what's going to happen in five years' time. What are our populations going to look like? It sets up possibility for long-term sustainable strategic planning." Don Ingham (Neighbourhood Management Data Systems Analyst)

2. Developing cross-partner data sources at neighbourhood level, such as: crime, education, health, housing, ability and worklessness. This is influenced by the 2009 Comprehensive Area Assessments (duty to co-operate and duty to involve). The data is then analysed for cross-cutting themes e.g. worklessness and health.

This is used to build baselines to measure progress and achievements in the neighbourhood action plans. To enable this, a Preston Strategic Partnership (PSP) Data Management Group has been established to enable information to be shared effectively.

As a result, NM action plans are being reviewed and based on robust and detailed evidence:

“We’re putting together action plans based on this evidence. The issues make use of detailed data, drilled down to a very specific geographical level. Hopefully the issues revealed can be tackled by a set of interventions included in the revised action plan.” Don Ingham (Neighbourhood Management Data Systems Analyst)

This data has already identified problems that would have previously gone unnoticed. An examination of the LSOA of a supposedly wealthy ward has identified a pocket of worklessness and deteriorating situation regarding deprivation: benefit claims in this neighbourhood had gone up to match that of the most deprived in Preston. The information has now been passed onto the Preston Employment Partnership to conduct outreach work in the area.

Data is also being used as evidence to support bids for funding new third sector posts to improve neighbourhood delivery:

“In the area where I work, it’s been hard to get teenage pregnancy on the agenda. It’s not seen as a place where there are teenage pregnancies. I commissioned some data on teenage pregnancies within the ward at LSOA level. The data actually proved – surprisingly – that it’s the second highest area in Preston. On the strength of this, we’ve succeeded in getting the third sector to deliver a level one service.”

Annette Stevens (Senior Neighbourhood Manager, Impact)

2. Using data to demonstrate the value of effective neighbourhood management

Having reliable, detailed data to provide effective baselines is especially important in the wider national context:

- Local Area Agreements (LAA) that set out the ‘deal’ between central government and local authorities and their partners to improve the quality of life for local people.
- Comprehensive Area Assessments (April 2009) which will assess whether partnerships are achieving their aims for their area.

One of the best ways for partnerships to prepare for the CAA is to make sure they have robust systems in place to demonstrate their achievements. The Excellence Framework aims to provide partnerships and local authorities with a recognised way of demonstrating achievement. Evidencing plays a major role in this:

Supporting CAA

“We were recently asked to look at our NM set-up in terms of value for money. The Excellence Framework provided me with the material to answer the questions such as structure, basic cost analysis and benchmarking. Because we’d gone through the process, the data was already there in a presentable, accessible format. It did our audit for us basically.”

Peter Bargh (Head of Community Engagement, Preston City Council).

Interviews with participants also reveal the importance of evidencing efficiency and improvement to encourage buy-in at local government level. This reflects the increasing influence of the Regional Improvement and Efficiency Partnerships (RIEPs).

“The RIEP agenda has created a culture in local government where people understand the concepts of efficiency and regional improvement in a way they wouldn’t have done before. To be able to tack NM on to the background of regional improvement and efficiency has helped our case enormously. NM is no longer seen as a nebulous concept. It’s linked to a proper process of improvement and transformation.” Peter Bargh (Head of Community Engagement, Preston City Council).

3. The focus on improvement leads naturally to efficiency savings.

Preston Area Forums are council-led public forums that bring members of the community together with city councillors, county councillors, parish councillors, representatives of other agencies (such as the police and health service) and local community groups.

Area Forums allow residents to ask questions to councillors. They also give opportunities to service providers give presentations on what they're doing, what they've achieved and take questions from residents. Residents can also bid for small grants from neighbourhood projects. Other regular public meetings include: NM Boards, Police and Communities Together (PACT), Residents Committees and various community groups.

When asked to review the systems for the Excellence Award, Preston NMP identified areas of inefficiency. This was most notable when looking at the functions of each group, which revealed that there was often shared remit or duplication of community structures. The case for change was supported by evidence from a recent LSP survey that called for communication to be simplified and the imminent 2009 CAA which focuses on reducing the potential for overlap and duplication.

Most importantly, service providers and councillors were finding it difficult to attend every meeting and residents found the system confusing:

“Residents repeatedly raised the issue that they didn't know whether to go to the Area Forum meeting, PACT meeting, NM meeting or just ring up the local councillor to get things resolved.” Annette Stevens (Senior Neighbourhood Manager, Impact).

The decision was made to align and strengthen the structures into a more effective system that provides greater service provider accountability to residents, reflecting the policy context of the duty to involve, consult and inform local people and National Indicator 1 (people from different backgrounds getting on well together). This was approved by council members in a training day session in November 2008.

The Area Forum Review will be overseen by elected members on the Communities Review Panel (a Scrutiny sub-group). The panel is to be tasked to undertake a review of Preston's Area Forums and to make recommendations upon the City Council's overall future approach to neighbourhood working.

4. The increased reputation of neighbourhood management – and confidence of staff – generates political support for major proposals.

Interviews with participants reveal the significance of the Area Forum Reviews to the partnerships: it represents the maturing of NM in Preston; its growing reputation gives the team the belief to suggest major proposals:

“We proposed the Area Forums Review with the confidence to know that we're much more likely to be listened to now. We can push NM up the agenda. We've now got cross party buy-in – so NM is not owned by any party but is recognised by every party.” Peter Bargh (Head of Community Engagement, Preston City Council).

As part of the Area Forum Review, Preston NMP pitched the idea to councillors that neighbourhood working should be extended across the city - not just in the areas of deprivation.

Preston City Council, with the support of Preston Strategic Partnership, is now extending and developing partnership arrangements at neighbourhood levels across the city. This will include more affluent areas and the rural wards and where consultation has taken place. This is a direct result of streamlining to create a robust NM model:

“By simplifying not duplicating; we can set up a proper structure that is robust enough to be rolled-out across all of Preston's wards.” Peter Bargh (Head of Community Engagement, Preston City Council)

“There was lot of suspicion about NM to start with. The deprived areas were getting all these things and rural places weren't. We can now prove that the framework is robust and applicable to all, not just areas of deprivation.” Councillor Bill Shannon (Ingol Ward)

“Showing that we’re improving and striving for excellence has given us credibility in front of councillors. When I started neighbourhood working, I was the first neighbourhood manager. I felt very alone. Even when we developed the other three partnerships, it felt like people still didn’t take us seriously. They saw it as a project – when it needed to be seen as integral to the way we all work. This is happening now: the review of the area forums; NM rolled-out across the city. People believe in it now.” Annette Stevens (Senior Neighbourhood Manager, Impact)

5. The process of being assessed builds capacity by encouraging staff to work together more effectively.

As part of the ‘People’ focus, the Excellence Framework looks at how the NMPs identify and develop the knowledge and skills of the people within it. In doing so it looks at the capability of the partnerships to deliver the best performance in relation to changing demands, taking into account available resources like people and expertise.

When Preston NMP examined their own structures in this context, they concluded that the individual nature of neighbourhood delivery encouraged staff to focus on the specifics of their area without taking into account the other partnerships:

“Part of the problem of the way we work is that you get very involved in what you’re doing.” Liz Mossop (Neighbourhood Renewal Manager).

“We’re guilty of focussing on our own areas.” Annette Stevens (Senior Neighbourhood Manager, Impact)

The process of completing the Excellence Workbook encouraged internal communication and teamwork. Staff members were asked to champion their own particular area of expertise – such as health, housing, community safety and youth – in order to collate the evidence required. These new roles have been embraced:

“We’ve begun to apply this to our way of working all the time. Now we take leads on each area. Plus - people generally take ownership of because it’s the area they’re interested in.” Liz Mossop (Neighbourhood Renewal Manager)

Inter-partnership working has been encouraged too:

“My NM area covers Ingol, where there are a lot of young people problems. I’m not an expert on this – but I know that my colleague Rosie from the One Voice partnership is. We don’t work in strict geographically boundaries anymore. Rosie will come to all of the action groups with me, she helps me, guides me, supports me and makes sure I’m talking to all the right people, the action plan is robust, that sort of thing.” Annette Stevens (Senior Neighbourhood Manager, Impact)

The development of champions has also facilitated better relationships and more effective partnerships with service providers:

“We’ve found that if one person takes ownership, you have much more chance of getting it up the chain. When I talk to housing, they know they’re dealing with an expert. Therefore it reflects well on us as a team – it increases service provider’s confidence in NM.” Annette Stevens (Senior Neighbourhood Manager, Impact)

“Since I’ve been become housing champion, I’ve built a relationship with our social housing providers. I’ve now part of the thematic group for the LSP for housing. I’m actually involved in writing the housing strategy. I don’t think this would’ve happened before we started working like we do now!” Annette Stevens (Senior Neighbourhood Manager, Impact)

6. The process of review can be used to boost staff's confidence and morale.

Effective neighbourhood delivery is reliant on the enthusiasm of all those involved, from residents and the community involvement workers to managers and council members. The Excellence Assessors made special mention of the 'commitment and enthusiasm of residents involved in Preston NMPs'. A suggestion for improvement, however, was to review the methods in place for celebrating and marketing the successes being achieved – 'so it may further increase visibility, awareness and support for the outcomes within the neighbourhood plans.' This would also have an effect on the morale of everyone involved.

"I always thought that some of the successes we achieved weren't publicised enough. There was a lot of money spent, but we saw nothing. Showing people that we've achieved Working Towards Excellence status is a form of publicity for us." Councillor Salim Desal (Town Centre Ward)

Celebrations of successes have been encouraged, most notably in a formal dinner and celebration of all resident volunteers:

"To feel part of the process is what's important. We are unpaid volunteers and to be thanked in a formal way was brilliant."

David Jackson (resident, Unity FM)

Supporting National Indicators

Publicising the award with residents contributes towards National Indicators 4 and 6:

- the percentage of people who feel they can influence decisions locally
- participation in regular volunteering.

Events like these also have a secondary, capacity building function:

"The meeting helped us network with other NM groups and make connections as part of a drive to share best practice. We've now written this into the NM strategy document. Share share share!" David Jackson (resident, Unity FM)

Recognition of achievement has given the partnerships confidence to communicate learning to wider audience. The Community Involvement Workers recently gave presentations at the Neighbourhoods Networks Conference in November 2008. The success of these talks was such that study trips are being planned by other NM teams in England and Wales to come and learn best practice from the Preston model.

Participating in a review process like the Excellence Framework is useful because it confirms that partnerships are developing in the right way:

"In many ways, nothing that came back to us from the Excellence Process was a shock. It just reaffirmed that we were going in the right direction." Liz Mossop (Neighbourhood Renewal Manager).

Lessons learned from the Preston experience

1. Know your customer

Get data down to its most detailed level (Local Super Output Area) to reveal what's really going on in the neighbourhoods. By developing this data so that it deals with cross-cutting themes, specific cross-partner problems can be identified. This can then be used as evidence to build a case for funding.

2. Set targets

Having detailed data also means that effective performance management baselines can be developed to ensure that all neighbourhood management partnerships are working to an effective level.

3. Streamline

Reviewing processes and procedures is important because it can flag up areas of duplication and shared remit. Eliminating duplication ensures clarity for everyone involved in neighbourhood working.

4. Get efficient

With efficiency and improvement high on the local government agenda, it can be beneficial to frame achievements in this context. Going through an improvement review like the Excellence Award can help.

5. Stop and celebrate

Take the time to review progress and celebrate achievements. This has a knock-on effect of increasing both the morale and confidence of staff.

6. Work together

The process of gathering evidence to complete an external review encourages internal communications and teamwork. It also helps to identify particular areas of staff expertise.

7. Share

Sharing best practice has the benefit of helping others but it also makes achievements visible and builds reputation.

Annex

Research Interviewees

We would like to thank the following people who were interviewed in the preparation of this report:

Jennifer Carthy (Neighbourhood Manager Unity FM).
Peter Bargh (Head of Community Engagement, Preston City Council).
Liz Mossop (Neighbourhood Renewal Manager).
David Jackson (resident, Unity FM)
Don Ingham (Neighbourhood Management Data Systems Analyst)
Annette Stevens (Senior Neighbourhood Manager, Impact)
Mark Taylor (Head of Cleansing Services)
Rosie Green (Community Involvement Worker)
Paul Greenwood (Community Involvement Worker)
Yvonne Hinds (Community Involvement Worker)
Thomas Anderson (resident)
Alan Smith (resident)
Richard Lloyd-Mullen (North of England Excellence)
Susan Hall (Neighbourhoods NW)

In addition to numerous local documents collated in each neighbourhood, a number of documents and websites have been consulted for background research. Key documents are contained within: Transforming Neighbourhoods: A Collection of Short Stories About Empowerment (The Young Foundation, 2007), and on the websites

<http://www.idea.gov.uk/idk/laa/home>

<http://www.communities.gov.uk/corporate/>

Neighbourhoods^{NW}
The power to improve your neighbourhoods

info@neighbourhoods-nw.co.uk 0845 180 0175

www.neighbourhoods-nw.co.uk