

The path to successful Integrated Neighbourhood Management & Troubled Family transformation

04/01/11

Rejuvenating broken neighbourhoods

- Integrated Neighbourhood Management (INM) is often discussed but not well executed.
- We see successful INM as enabling key stakeholders and individuals to work together towards rejuvenating neighbourhoods, so they are not only safe and secure, but they flourish and grow.
- This is Alliantist's view on the path to INM success using **pam**.
- Troubled families are an element of broken neighbourhoods and tackling the issues they face is implicit to the approach covered in this document.



Project Cove aims to be the forerunner in delivering successful INM, setting a blueprint for others to follow.

The Scope of INM



Local authorities



Police authorities



Probation



Fire & rescue authorities



The police



Local health boards in Wales
Primary care trusts in England



Housing associations

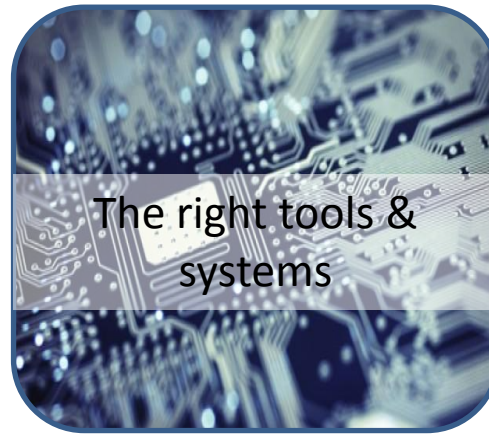
A broad range of statutory agencies and non-statutory groups e.g. charities, businesses and citizen groups, who need to work together.

The ingredients for success



The right people
working together

+



The right tools &
systems

=

Rejuvenated
neighbourhoods
(safe, secure,
flourish & grow)

Success doesn't happen overnight –
But with the right ingredients participants can achieve
it more quickly.

The path to neighbourhood rejuvenation

Dependent on the levels of maturity of people and processes, neighbourhoods will move through the following states.



A Broken neighbourhood



People

Stakeholders not communicating or working together.

- No understanding of stakeholders or their roles.
- Default to defensive & destructive ways of communicating.
- 'Blame culture' dominates as stakeholders don't take responsibility.

Systems

Reactive, with nothing defined beyond emergency cases.

- Emergency phone calls.
- Individual case management in organisational silos.
- Crisis meetings with recognised powerful parties e.g. police, councillors etc.

Outcome

Crime eroding the fabric of neighbourhoods. Rising poverty, health problems and benefit dependency, negatively effecting the local economy.

A Defensive neighbourhood



People

Meetings arranged, but not all stakeholders present and active.

- Regular meetings act as a forum to voice opinion, but lacking consensus across key groups.
- Good intentions but lacking the structure to enable delivery.

Systems

Unstructured and decentralised communications.

- Minutes taken at meetings, action points distributed via post or email.
- Lack of accountability or focus on delivery e.g. no deadlines set, progress not tracked.

Outcome

Recognising key issues and endeavouring to agree ways forward.

Activity drifts - no noticeable change to the neighbourhood.

A Cohesive neighbourhood



People

Stakeholders involved based on areas of responsibility and capability.

- High powered stakeholders collaborating to solve problems.
- Other stakeholders engaged according to their power and interest in bringing about change.
- Team working behaviour starts to be adopted and trust is developing.
- Physical engagement is complemented with technology to ensure efficiency and effectiveness.

Systems

Centralised and structured ways of working established.

- Shared technology for remote working, complemented with a co-located office when face-to-face is necessary.
- Working together on key 'damage limitation' projects.
- Day-to-day tasking shared across key groups, responsibilities and deadlines set and monitored.
- Facilitating online conversation and document sharing.
- Managing the levels of stakeholder engagement

Outcome

A neighbourhood with cohesion, starting see a reduction in crime and health and welfare based issues, generating a cost saving.

- Identifying and managing risks.
- Tracking performance indicators and acting on insights gained.
- Shared negotiation practices to align interests and optimise outcomes when dealing with key influencers.

Achieving Cohesion – with pam

Working on projects, setting tasks, responsibilities and deadlines.

Tracking KPIs

Stakeholder engagement

Risk Map title: Partner Propositions

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Risk Details

Type of risk: Financial
Risk status: open
Description of risk:
Reason for risk:
Potential outcome:
Resolution / opportunity:
Risk Probability: 1 - very low Impact: 1 - very low
Value at risk:
Dates: Critical: Reminder:
Responsible: Mike Smith
Accountable: Mike Smith

Risk Map

DISASTERS SHOW STOPPERS
LOW IMPACT LEVEL HIGH
LOW PROBABILITY OF OCCURRENCE HIGH
IRRITANTS PROBLEMS
Risk Issue Closed Multiple

Risks

ID Type What / Why Outcome Prob Impact Critical Date Value at Risk Resolution / opportunity RAGI Raised/Updated Status

Projects > Licensing Problem: Rovers Return > Completion Status

Licensing Problem: Rovers Return

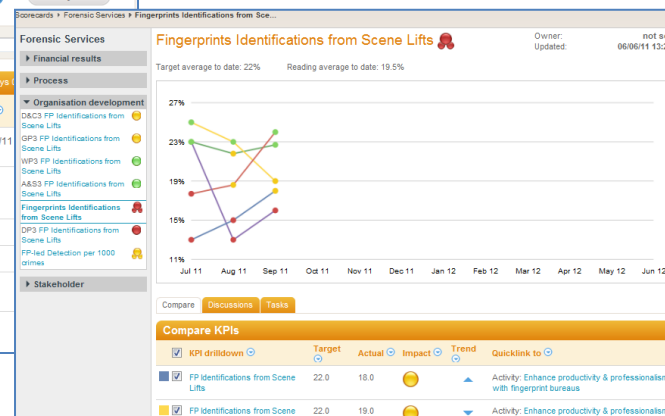
Headlines Structure Gantt chart Progress KPIs Tools Discussions Documents Team Project board Settings

Project Progress by Activities

Team member: all team members Show all Activities From to

25 Activities found (total estimated days)

Phase	Deliverable	Activity	% Comp	Responsible	Start	End
SARA	Scanning	Identifying recurring problems of concern	100%	Steven Heywood	08/06/11	15/06/11
Scanning	Identifying the consequences of the problem for the community	100%				
Scanning	Prioritizing those problems	0%	Adactus User1	16/06/11		
Scanning	Developing broad goals	0%				
Scanning	Confirming that the problems exist	0%				
Scanning	Determining how frequently the problem occurs and how long it has been	0%				



Managing Risk

Negotiation

Stakeholder Map title: Falconwood

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Stakeholder Details

Stakeholder name:
Stakeholder role:
Stakeholder power: 1 - very low
Stakeholder interest: 1 - very low
Stakeholder support: Happy
Responsible team member: choose a team member
Reminder date:
Barriers to address / areas of interest:
Key messages:
Advocate relationships:

Stakeholder Map

KEEP SATISFIED KEY PLAYERS
HIGH POWER
LOW POWER
MINIMAL INVOLVEMENT INTEREST HIGH
LOW INTEREST
Unhappy Neutral Happy Multiple

Stakeholders

ID Stakeholder Power Interest Support Responsible team Barriers to Key messages Advocate Last update

Negotiation Brief title:

Prepare

Objectives

Guidance: Capture your ultimate objectives here to help articulate what you are trying to achieve from the negotiation. Then check back that the subsequent tactics and activities lead towards those outcomes. Your objectives should be complementary with the other party's objectives although they don't need to be exactly the same.

reduce guidance notes

Our ultimate objectives:

Their ultimate objectives:

Points to address:

Jump to Open Share, Exchange and Record

Save and next Save and close

A Transforming neighbourhood



People

Stakeholders working together on key projects to tackle root cause issues.

- A commitment to shared ways of working.
- Dedicated INM team working in an open and transparent way.
- Rewards and incentives aligned to drive common behaviour.
- Reputation of INM leadership is enhanced.

Systems

Integrated project working and partner management, ensuring the best possible decisions.

- Outcome focused programmes with projects addressing root causes, underpinned by input and output metrics.
- A professional approach to creating and delivering sustainable relationships with suppliers, agency partners and third sector providers.
- Effective governance established with transparency of performance, business controls and relationship reviews.
- An ecosystem is starting to emerge and technology is nurturing its growth.

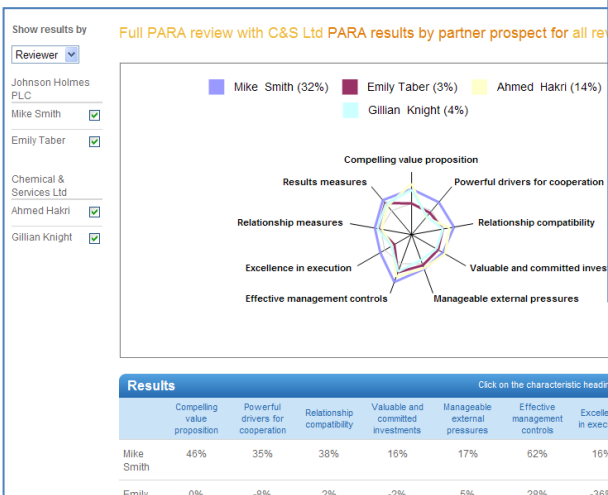
Outcome

Tackling the root causes of crime. The neighbourhood starts to transform, attract economic investment and gain a sense of local pride.

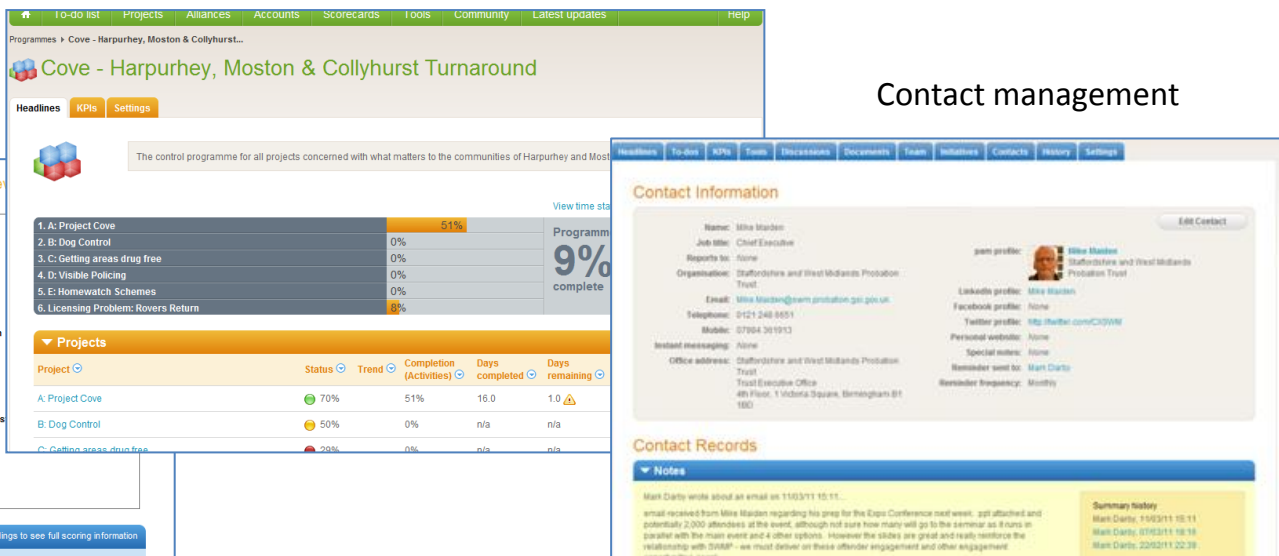
Transforming - with pam

Programmes

Partner and alliance relationship assessment (360 view)

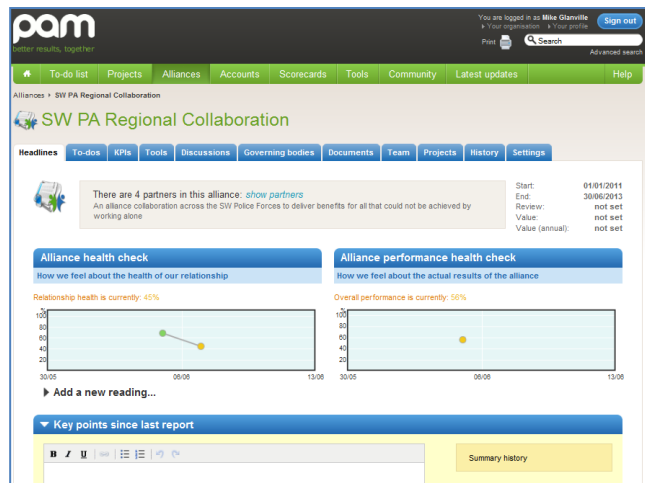


Contact management



Partnership working.

Shared initiatives



A Rejuvenated neighbourhood



People

Efficient and effective collaborative working has been firmly established.

- Fully integrated ways of working embedded across all stakeholder groups.
- People keen to be part of INM.
- Recognised champions rewarded for their efforts.
- Thought leadership established.
- INM is not dependent on any single individual.

Systems

Fully integrated working, with performance tracking to ensure continued success.

- A completely shared system, with embedded ways of working across stakeholders.
- Ongoing tracking and optimisation to ensure the best possible outcomes.
- INM goes beyond the root causes to improve the local environment and economic opportunities.
- Intelligent decisions made from the insight extracted from shared systems.
- An eco-system cross-pollinating innovative ways to ensure continual renewal.

Outcome

The place to be. A hostile environment for crime. The neighbourhood is flourishing, economically profitable, with continual rejuvenation .

Rejuvenation – with pam

pam
better results, together

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	Impact	Actual
Adoption of 12 Principles of Policing	🟡 ▼	25%
Common Case Management System Development	🟡 ▲	£8K
Cost savings identified	🟢 =	£8.9M
CSI Burglary Attendance (< 2hours)	🔴 =	82.5%
FP-led Detection per 1000 crimes	🟡 ▲	9.8
VFM: Solving Crimes Report Card Rating	🟢	2

▼ Tools [Edit](#)

	Updated
Forensics Risks	05/06/11
Forensics Stakeholders	05/06/11

▼ Latest updates

- Mike Glanville** updated the risk 'Possible double counting or missing of savings due to in-house change programmes as well as regional collaboration' in the [Forensics Risks](#) Risk map 4 days ago
- Deliver report, receive sign off towards next steps** has been approved for project [Forensic Services](#) 4 days ago

▼ Alliances [Edit](#)

	Health	Performance	Updated
SW PA Regional Collaboration	🟡 45% ▼	🟡 56%	07/06/11

[See all alliances...](#)

▼ Programmes [Edit](#)

	Health	Performance	Completion	Updated
SW PA JC Regional Programme 2010-13	🟡 42%	🟡 34%	5%	06/06/11

▼ Projects [Edit](#)

	Status	Trend	Completion	Updated
Forensic Services	🟢 69%		50%	07/06/11
One Team Master Change Project	🟢 67%		28%	07/06/11

[See all projects...](#)

▼ Overdue and upcoming to-dos

	Description	For	Deadline
	Approve regional collaboration plan on behalf ...	SW PA Regional Collaboration	01/06/11
	speak to CS Smith about the concerns raised ...	One Team Master Change Project / Adoption of 12 Principles of Policing	03/06/11
	One Team stakeholders are identified and ...	One Team Master Change Project	31/10/11



“We were looking for a software platform to handle the complex task of bringing together the delivery of policing services of two Forces into a single Alliance. pam offers the best opportunity of co-ordinating and implementing this programme, including its many risks and inter-dependencies, in a straight-forward, easy-to-use and intuitive manner.”

Chief Inspector Peter Davies,
Programme Co-ordinator, West Mercia Police and
Warwickshire Police Alliance

“We are reaping the benefits of pam for our business; its given a compelling return on the investment”

John Wiseman, Chief Executive Dorset
Probation Trust

“This will blow your socks off”

Assistant Chief Constable Steven Heywood,
Greater Manchester Police

“We used pam to help accelerate our change programme and embed better business practices across the Trust efficiently and effectively. The feedback is extremely positive and it has made a massive difference for us.”

Mike Maiden, Chief Executive Staffordshire & West Midlands
Probation Trust

“We had been looking for a procurement and collaborative relationship management system for some time but to no avail. With pam we have not only found the ideal solution for our internal and external partnering, it also offers us so much more as well.”

Martin Blake, Head of Corporate Procurement &
Commercial Development London Probation Trust

For further testimonials and videos from users please go to www.achievmorewithpam.com



pam is used by the majority of English Probation Trusts, all of Wales, and many of their partners. West Mercia, Warwickshire and Greater Manchester Police Forces also use **pam**. Ministry of Justice are customers, and the platform is used in numerous large and small private sector organisations. Increasingly Civil Society Organisations are adopting **pam** too, in part because of our new Community Interest Company called Achieve More CIC.

Contact us now to achieve more with pam:

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