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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.

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The Scope of INM

Local authorities

Police authorities

Probation

Fire & rescue authorities

The police

Local health boards in Wales
Primary care trusts in England
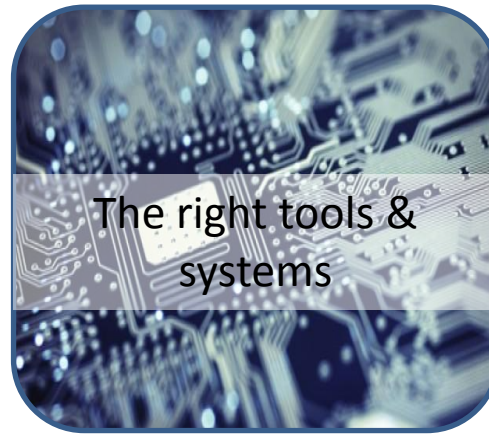

Housing associations

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

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The ingredients for success

The right people working together

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The right tools & systems

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Rejuvenated neighbourhoods (safe, secure, flourish & grow)

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

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The path to neighbourhood rejuvenation

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

Broken → Defensive → Cohesive → Transforming → Rejuvenated

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A Broken neighbourhood

| Broken | Defensive | Cohesive | Transforming | Rejuvenated |

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.

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A Defensive neighbourhood

| Broken | Defensive | Cohesive | Transforming | Rejuvenated |

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.

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A Cohesive neighbourhood

| Broken | Defensive | **Cohesive** | Transforming | Rejuvenated |

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
- 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.

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

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Achieving Cohesion – with pam

Working on projects, setting tasks, responsibilities and deadlines.

Tracking KPIs

Stakeholder engagement

Negotiation

Managing Risk

A Transforming neighbourhood

Broken → Defensive → Cohesive → **Transforming** → Rejuvenated

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.
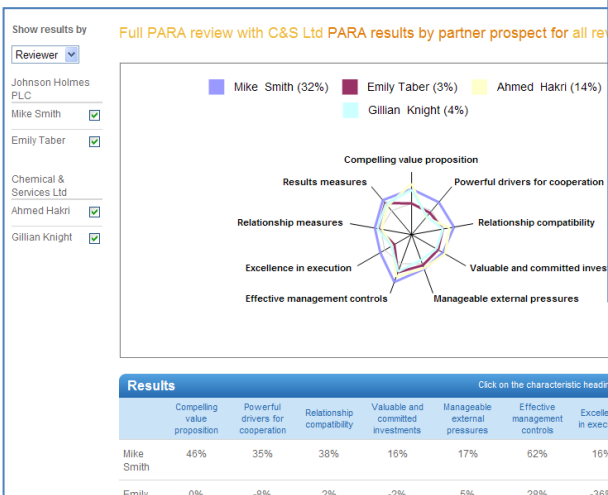- An ecosystem is starting to emerge and technology is nurturing its growth.

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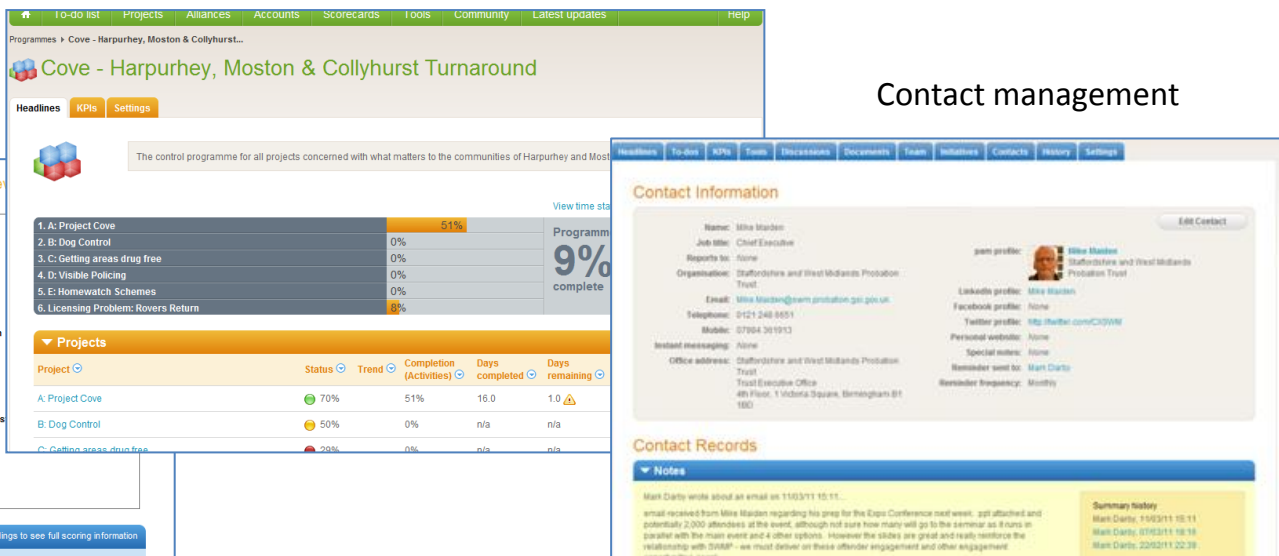
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Transforming - with pam

Programmes

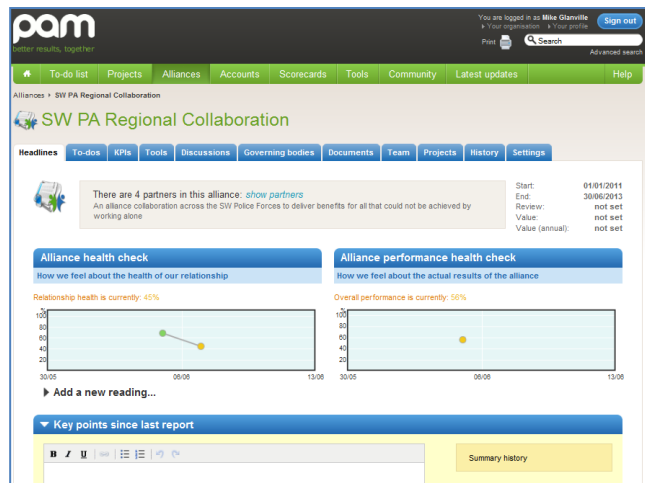Partner and alliance relationship assessment (360 view)

Contact management

Partnership working.

Shared initiatives

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A Rejuvenated neighbourhood

| Broken | Defensive | Cohesive | Transforming | Rejuvenated |

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 .

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Rejuvenation – with pam

All elements of **pam** working together to achieve success.

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"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

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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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