



Project CIVIC

Mansfield

Community Development

Monitor

Only Solutions LLP



EUROPEAN UNION
European Social Fund
Article 6 Innovative Measures



Mansfield's CDM is dedicated to everyone living, working and learning in the communities of Oak Tree, Ravensdale and Bellamy.

This document is one of a series produced as part of Project CIVIC.

Project CIVIC website:

www.civic.nu

Nottinghamshire County Council, Project CIVIC weblinks:

<http://www.nottinghamshire.gov.uk/home/youandyourcommunity/buildingcommunities/communitydevelopment/communitydevelopmentprojectsinnotts.htm>

Other documents in the series include:

- A Pocket Guide to Quality in the Community (Transnational)
- Quality in the Community Aide Memoir (Mansfield)
- CIVIC Quality Enthusiasts Sourcebook (Mansfield)
- Plus other documents produced by our colleagues in Sweden (Jokkmokk and Lulea)

Nottinghamshire County Council's
Community Development Team can be contacted on
(01623) 642304 or via email at
peter.clarke@nottscc.gov.uk

The Project CIVIC Mansfield Community Development Monitor (CDM) was compiled by **Only Solutions LLP** (Shlomo and Lorraine Downen). We can be contacted at onlysolutions@holonprojects.net

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Project CIVIC Mansfield Community Development Monitor

Introduction

'CIVIC' stands for 'Cultural and Industrial Values in Change'. Project CIVIC is a two-year (2005 - 2006) European-funded project, operating in Jokkmokk, Sweden and Mansfield, England. Project CIVIC is about managing social change by developing and introducing "*a system for continuous improvement of our community based on the theory and values of Total Quality Management (TQM) and the application of TQM tools*".

The Project CIVIC Mansfield Community Development Monitor (CDM) is intended to provide an in-depth exploration of the context within which Project CIVIC was introduced to the Mansfield communities of Oak Tree, Bellamy and Ravensdale. The CDM-approach has been adapted from the work of Eugene Luczkiw (Director of the Institute of Enterprise Education), also drawing upon the approach to environmental scanning known as 'PEST Analysis'.

Luczkiw's Global Entrepreneurship Monitor has been used by businesses, and even whole industries (like car manufacturers), to help them plan the long-term future of their organisation. PEST Analysis is a method used by businesses to understand the environment within which they operate. PEST stands for Political, Economic, Social and Technological factors, although the CDM considers a wider range of factors.

Business managers recognise the importance of examining both the internal environment (within the organisation) and the external environment. An organisation's external environment is comprised of physical, social and competitive environments. Project CIVIC's CDM focuses on aspects of the social environment. Neighbourhoods, like businesses, interact with their external environment, receiving inputs (funding, ideas, physical material, and 'customers') and contributing outputs (goods, services, waste, etc.).

The research methods used to gather data for Mansfield's CDM include: structured and semi-structured interviews (conducted either face-to-face or over the telephone), questionnaires, focus group discussions and desk research. Contributors to the CDM include residents and service providers living and working in the communities of Oak Tree, Bellamy and Ravensdale.

Participants were invited to identify 'social trends'. Such trends could be anything from the most local changes to any relevant global patterns. Contributions could touch upon trans-national (European), national, regional (East Midlands), sub-regional, county-wide (Nottinghamshire), district-wide (Mansfield), and/or local. They could relate to any number of environmental factors, including: social (socio-historic and demographic), political (including legal), economic, environmental (physical - natural and built), technological and also ethical (social justice, participation, equality, learning, cooperation and any other ethical concerns).

Questionnaires and interviews also featured several questions inviting respondents to comment on the ways their communities have changed, how this change has been managed, and what further changes would be seen as beneficial. The Mansfield CDM provides a summary of the responses to these questions, and to the social trends analysis, offered by participants.

Political (including legal) Factors

Politics affects organisations and neighbourhoods in many ways. Changes in political control can influence public priorities and funding arrangements. Commercial and community organisations operate within an environment governed by laws. These laws are set by Parliament, and therefore depend upon political considerations.

Some of the political factors affecting the neighbourhoods of Oak Tree, Bellamy and Ravensdale (as reported by CDM participants):

- The Thatcher Government's pit closure programme, within the context of wider political changes in the UK (privatisation of national industries, large-scale redundancies).
- The 1992 - 1995 Report of the Commission on Social Justice: Strategies for National Renewal, set up by the late Labour Party leader John Smith, and Chaired by Sir Gordon Borrie. The Report set out a vision and a challenge for the UK in the form of a 15-year plan that went on to form the basis of New Labour's 1997 election manifesto and subsequent social policy.
- In 1998, 18 Policy Action Teams (PATs) were set up "to provide essential building blocks for the National Strategy for Neighbourhood Renewal. Billed as the biggest example to date of joined-up Government, they represented a significant departure from the usual policy making models".
(www.socialexclusion.gov.uk/page.asp?id=212)
- In 2000, the National Strategy for Neighbourhood Renewal outlined the Government's vision for "narrowing the gap between deprived neighbourhoods and the rest of the country so that, within 10 to 20 years, no-one should be seriously disadvantaged by where they live".
(www.socialexclusion.gov.uk/page.asp?id=92)
- This led to the formation of the Mansfield Area Strategic Partnership (MASP) and several Neighbourhood Management Teams (NMTs), along with the Social Strategy Group, the Community Empowerment Network, and the Neighbourhood Development Management Group. All of these structures are intended to delegate (devolve) power to communities.
Note: The Mansfield Area Strategic Partnership (MASP) was formed in 2001, when the original Mansfield Area Partnership (formed in November 1998) revised its structure following consultation (www.masp.info/neighbourhood_renewal/neighbourhood_strategy_doc.html). Five NMTs were established in Mansfield at that time. Since then, the number of

NMTs in Mansfield has increased. In 2001 Nottinghamshire County Council's support for the Neighbourhood Renewal process is established. Three of the five original NMT's had coordinators from Regeneration Division and all received Community Development support from Youth Community & Play division. In April 2004, several new NMTs were established, including Oak Tree, Bellamy and Ravensdale.

- The (New Labour) government's introduction of the Learning and Skills Council, including the shift in emphasis to lifelong learning; 14-19 year olds; measured targets; and new funding streams. Participants noted how targets and funding arrangements have changed as ministerial responsibilities have changed.
- The introduction of Local Area Agreements, and its impact on the need for coordination between District Council, County Council and Government Office for the East Midlands (GOEM). This led to a consideration of the impact upon the communities of two-tier government (District and County).
- Participants noted a significant rise in the number and importance of (strategic) partnerships, and the impact of the Government's regionalisation agenda. Devolution was also discussed, including the problems associated with devolving responsibility without also providing sufficient authority (empowerment) or funding (resources and support) to enable local people to influence decisions made on their behalf (by central government for example).
- The importance of transparency and accountability in a modern democracy.
- Those directly involved in the provision of health care described major changes being made regarding Primary Care Trusts, and how the move from local to county-wide and regional structures represents a move in the opposite direction from the impetus for greater 'localization'.
- In November 2004, Nottinghamshire County Council signed up to Project CIVIC. In January 2005 the Project was endorsed by MASP and the Oak Tree, Bellamy and Ravensdale neighbourhoods were selected as areas for comparison with Jokkmokk in Northern Sweden.
- Political and financial support from Mansfield District Council is having a positive impact on plans to extend The Heath Nature Reserve - creation of nature park, visitors centre, link to nearby nature trails.
- Community Wardens, Community Support Officers and community caretaker posts have been created by the

Neighbourhood Renewal Team, supported by Mansfield District Council.

- It was a political decision to focus on deprived neighbourhoods, and a political decision about how to measure deprivation.

Economic Factors

The state of the economy affects all organisations, whether commercial or non-commercial. Economic growth is an indicator of increased demand.

Some of the economic factors affecting the neighbourhoods of Oak Tree, Bellamy and Ravensdale (as reported by CDM participants):

- The Mansfield economy in the late 1970's and early 1980's had a large manufacturing sector (as did much of the wider region). This sector was hit hard by the enormous (20%+) appreciation of the real exchange rate from 1979 -1981. The cause of this appreciation was due firstly to the large international demand for the new British (North Sea) Oil product (i.e. if foreign countries wish to import British Oil this will cause an increase in demand for the British currency, and this in turn will increase the value of the British currency relative to foreign currency).
- Secondly, the 'tight' monetary policy of the incoming Thatcher government in 1979 implied high interest rates (the reason for this policy was to reduce the high inflation rates of the period). Higher British interest rates makes international investment in British securities more attractive to foreign investors and consequently causes an inflow of foreign money (this foreign money must be converted to British money if it is to be invested in British securities, so in effect the demand for British currency rises and the exchange further appreciates). The effect of this exchange rate appreciation makes British exports (primarily manufactured goods) extremely uncompetitive (as higher prices must be charged to foreigners), whilst foreign importers are able to charge lower prices to British customers (whilst still enjoying higher profit margins). The effect of all this was a massive decline in British manufacturing in the years following the real exchange rate appreciation (approximately 3 million jobs were lost in British manufacturing during this period, and these were concentrated in the traditional manufacturing areas of Britain i.e. the Midlands).
- Growth then collapse of the local (and national) coal and textile industries, leading to fall in the number of jobs available. The late 1980's and early 1990's compounded the decline of Mansfield's economy with the closure of the Mining industry. It is estimated that around 4,000 jobs were lost in Mansfield alone as a result of the closures (this includes support industry jobs and those jobs lost in businesses that relied on trade from coal-mining employees, etc). The impact of such large collapses in

local economies is statistically related to substantial increases in proportions of people reverting to a state of persistent worklessness (i.e. the rise in the number of people claiming to have limiting long term illnesses, and thus a rise in the number of Incapacity Benefit claimants).

- The economy of Mansfield over the last 30 years has experienced periods of decline. The rapid economic growth in Asia over the past few decades has been fuelled by an 'export promotion' strategy that is seeing increasing levels of trade with the 'Developed World'. In practise this means that an ever-increasing proportion of low-tech manufactured products available in Britain are being produced in Asia. Whilst many British manufacturers are being driven to bankruptcy, this level of competition is also leading many surviving British manufacturers to cease production in Britain and relocate their business operations in Asia (in order to utilize the low-wage labour supply there). The impact of this low-wage competition from Asia has impacted on Mansfield particularly heavily in terms of its traditional textile and leather goods industry, which has all but collapsed in recent years.
- Late 1990's Global / New Labour emphasis on 'knowledge economy' and 'social capital' and the rise of social enterprise
- 21st Century shift from large employers to niche market, self-employment, 'micro businesses' and e-commerce (on-line shopping).
- The introduction in the UK of a minimum wage, and the unintended consequences that accompanied this locally, such as the hiring of younger workers (who are paid less than adult minimum wage) and the poverty trap (associated with wages and a complex State benefit system). The minimum wage is also associated with the rise in short-term contracts, the weakening of the trade unions and a subsequent rise in discriminatory employment practices. One respondent reported that, as a consequence of introducing the minimum wage, fewer people were being employed, and therefore each employee is expected to work harder. This increases stress that in turn impacts on health and can cause burn out, resulting in more people claiming State benefits and higher medical costs. People are also left with little or no savings.
- A steady increase in the number of people who own homes (instead of being Council tenants).
- The way people's savings are increasingly being used to pay for health and social care that was once paid for through the National Health Service.

- The impact of changes to the interest rates for borrowing. Credit is now easier to obtain, and this has led to a very large rise in the number of people who are in debt. This is also linked to changes in tuition fees, and the replacement of student grants with student loans.
- Funding streams are tapped into (by District and County councils, for example) for projects based on the availability of money rather than in response to locally identified needs.
- Growth in social housing / new build schemes for local people.
- Jobs (in Oak Tree) are not well paid, they don't match local skills, and employers criteria too narrow. Employees are expected to travel (to meetings, interviews, etc.) sometimes at great distances, despite the availability of alternatives (e.g. video conferencing). Young people leave school without the skills and qualifications to get aspirational jobs. There are social and moral dimensions to this situation (family/community support structures eroded).
- Social enterprises could help, by offering local jobs to local people, and by bringing about a better match between skills and local needs.

Social (socio-historic, cultural and demographic) Factors

Socio-cultural factors affect the make-up of the population and the lifestyles of society. The social and cultural environments are constantly changing. Identifying trends can assist with planning for the future. The study of population changes and trends is known as 'demography' because 'demos' means 'people' and 'demographic' trends provide a picture of how people (and societies) are changing. It has been observed, for example, that the UK's population is shifting, with an increasing proportion of older people.

Some of the social factors affecting the neighbourhoods of Oak Tree, Bellamy and Ravensdale (as reported by CDM participants):

- Early to Mid 20th Century influx of people moving into Mansfield and environs to work in the coal and textile industries.
- Drop in Mansfield population from the late 1980's as pits are shut, leading to increasing 'worklessness'.
- From the mid-1990's and beyond, there has been increasing investment in Mansfield, resulting in the stabilising of the population stabilises by 2001 census.
- The merging of two local schools with different cultures.
- Social divisions and rivalries within and between neighbourhoods.
- A more transient population, making for greater diversity on the one hand, and a break down of the social order associated with mining communities. Whereas once older generations were seen as role models, this is no longer the case. This was cited as a reason for the decline in 'discipline' and the increase in unruly behaviour, especially by some young people. The risks being taken are greater, and the age that risks are taken is falling. Whereas once it would have been 'risky enough' for a teenager to 'steal a cigarette from her mother' now children as young as 10 years old are stealing cars!
- People have a greater expectation of being able to choose from a range of options (e.g. school league tables - parental choice regarding schools).
- The status of the organised Church has declined.
- The sense of community has been eroded.
- People enjoy increased freedom, e.g. the freedom to travel within the UK and beyond.
- The increasing influences of both US and EU (e.g. in relation to human rights issues).

- Increased worklessness has led to a decline in learning standards, morale, and general expectations.
- An increase in teenage pregnancies (“giving life purpose”).
- Sustainable development about more than dumping money and running. There needs to be community animators. Can’t expect community to do the work on a voluntary basis only - support and professional input are required, and this is increasingly being recognised.

Environmental (physical - natural and built) Factors

Some of the environmental factors affecting the neighbourhoods of Oak Tree, Bellamy and Ravensdale (as reported by CDM participants):

- Growth of Mansfield (from the 1950's onwards), including housing developments on former 'green field' sites.
- Removal of some pit headstocks.
- Rise in sustainable development initiatives, increase in environmental management, Corporate Social Responsibility (CSR), and ethical investment.
- 2005 Oak Tree Heath Natural Reserve opened.
- Many properties in need of upgrading. Some responsibility rests with housing associations. Pride of place should be better encouraged.

Technological Factors

Technological changes have had a life-changing impact on all of us, at home and at work. Technological change is considered to have rapid, persistent and profound effects on our lives. For example, the rise of Information and Communications Technology (ICT), including personal computers, the Internet, mobile 'phones, and e-commerce (on-line shopping), coupled by an increased expectation of ICT skills in schools, work and in our daily lives (banking PIN numbers, etc.).

Some of the technological factors affecting the neighbourhoods of Oak Tree, Bellamy and Ravensdale (as reported by CDM participants):

- New mining machinery had a profound impact on coal industry working practices and culture.
- Rise of Information and Communications Technology (ICT), including personal computers, the Internet, mobile 'phones, etc.), and e-commerce (on-line shopping).

Ethical Factors

Some of the ethical factors affecting the neighbourhoods of Oak Tree, Bellamy and Ravensdale (as reported by CDM participants):

Social Justice

- 1995 Commission on Social Justice Report.
- 2000 Indices of Deprivation used to identify 88 most deprived neighbourhoods as part of Neighbourhood Renewal Strategy.
- Establishment of Social Exclusion Unit.
- In 2003, as a result of Government reorganisation and, the establishment of a Cabinet Minister for Children, the County Council restructures. Young Persons division is established and Community Development is moved to Regeneration Division.
- In 2004, Community and Partnerships is formed within Regeneration Division. It is currently made up of a Community Safety Team and two Community Engagement Teams (North and South). The North team covers Ashfield, Bassetlaw and Mansfield. The team provides officer support for MASP and Community Development support across the District.
- In 2005, after the County Elections, the County Council's cabinet was restructured and a portfolio for Community and Partnerships was established.

Participation

- Mansfield launches Area Assemblies, and other opportunities arise to support 'community engagement'.
- Consultation exercises, including the Mansfield Social Strategy - The Big Picture.
- Part of the role of Community Engagement Teams is to encourage local participation in local structures (i.e. NMT's, Area Assemblies and MASP).

Equality

- Growth of fair-trade (especially in the UK).
- Tax Credit schemes introduced by Chancellor Gordon Brown to redistribute wealth, but gap between richest and poorest continues to widen.
- Sure Start and other initiatives to help children and parents.
- Connexions to support young adults.
- Disability Discrimination Act to support equality of opportunity for disabled people.
- Introduction of minimum wage.

Learning

- Lifelong Learning culture being developed throughout Europe, including the UK.
- Individual Learner Accounts introduced and withdrawn due to unintended consequences.
- Creation of the Learning and Skills Council (LSC).

Cooperation

- New emphasis on 'social cohesion' and other social policy initiatives designed to improve conditions of the least advantaged (floor targets) and 'hard to reach groups' of citizens (younger, older, Black and Minority Ethnic (BME), faith communities).
- Exponential rise in the number of 'partnerships', sometimes comprising partners (organisational members) that previously competed with each other for funding.
- Upon its formation, the Community and Partnerships Team undertook an audit of current partnerships, identifying more than 300 existing partnerships that Nottinghamshire County Council was involved with. In 2005 a review of effectiveness of these partnerships was undertaken.

Further questions addressed by some CDM contributors:

What strategies have been developed by your organisation to respond to the changes that have taken place? What other strategies have an impact on your work?

- “Work is prioritised to most disadvantaged areas...On top of this our priorities for support are built around initiatives that address areas identified for improvement within the County’s Community Strategy.”
- “Building and supporting a community centre in order to make the community (of Oak Tree) more attractive for residents so that they stay longer. The Heath Community Centre provides a focal point and meeting place for the whole community. Its strategic importance includes integrating residents into the community in order to break down prejudice. It is still ‘early days’ for this project, and most members of the community still don’t use the centre.”
- “Building Better Communities provides an overarching strategy, that encompasses the Community Safety Strategy and the Community Engagement Strategy.”
- “National strategies, such as Every Child Matters - Healthy lifestyles, Obesity prevention strategy; social inclusion - support for employment; education, training, lifelong learning; Regeneration - Neighbourhood Renewal funding.”

How does your organisation evaluate the effectiveness of its work in the communities of Oak Tree, Bellamy and Ravensdale?

- “Customer feedback and from colleagues from other statutory agencies – no formal evaluation undertaken.”
- “Statistical data is sent to our head office. This includes the number of people using the various services. We keep track of usage and income generation (we use booking forms, a sign-in book, and other means). We hold periodic development meetings and produce regular 3-monthly reports. There has been some consideration of introducing targets (e.g. for income generation).”
- “Through the use of performance indicators, supplemented by less formal methods of feedback.”
- “Outputs measured include: the number of (healthy) meals sold; the level of interest shown (e.g. people taking recipes home and being inspired to cook at home); the number of volunteers; the

nature of progression for volunteers to jobs or employment; and the number of times benefits advice is offered. There is also a Parents Advisory Group that meets to consider direct feedback from service users. Service users are encouraged to attend these meetings.”

In your understanding, how have the communities of Oak Tree, Bellamy and Ravensdale developed over time? How have they responded to the decline of local industries and other changes?

- “All three areas have been active through Voluntary and Community Sector (especially through Tenants and Resident Associations) campaigning for improvements within their areas. In the 10 years that I have worked in the areas there appears to have been an attitude of ‘accepting their lot’. It is therefore very difficult at times to generate enthusiasm for ‘change’ driven by the community.”
- “In the Oak Tree community, estate families and individuals who make the most positive effort tend to be the most proud of their neighbourhood. Other estate families may be suspicious. Old people are also fearful of drug use and crime.”
- A section of community (in Bellamy) is motivated to improve outsiders’ perception of their neighbourhood/estate. They are working on developing a more positive image for their community, waking up to the possibilities available via NMTs (the potential of residents coming together with service providers). Local people seem increasingly positive about their community’s future prospects.

How has your organisation developed in relation to the services it provides the communities of Oak Tree and/or Bellamy and/or Ravensdale? How have local residents been involved in these developments?

- “Support for the Neighbourhood Renewal process has been prioritised. The Community Development Team has been heavily involved in the recruitment of residents to the Neighbourhood Management Teams, providing support with adopting constitutions, forming of committees, quality improvements (PQASSO), etc.”
- “Local residents worked closely with us on the design of the new community centre. They helped decide what facilities would be available. It is also true that building the centre meant displacing some people from the flats that were replaced. There

is a great need to identify sources of funding to offer activities that will draw local residents in to the centre (in sufficient numbers for it to be economically viable). It is hard to get people to come into centre.”

- “Supporting ‘bottom-up’ efforts.”

How would you suggest these communities could be improved? In your view, what would make these neighbourhoods better places to live and work and visit?

- “Ensuring that residents have an opportunity to access relevant training which is matched to skills shortages. That adequate leisure and play facilities are provided for young people. That more work is done with the local authority, police and residents to combat anti social behaviour.”
- “Listening to and responding to what people say. Residents must have ownership of renewal process!”

List some of the important issues facing your neighbourhood

- Environmental issues (including the need to protect open spaces, and to resist environmental degradation, e.g. associated with waste incineration)
- Crime and disorder / anti-social behaviour / community safety
- Need for more wardens (and more support for wardens for the elderly)
- Provision for under-5’s
- Services for older people
- Drug abuse
- Need for better consultation with Local Authorities (MDC and NCC)
- Poor educational attainment and discipline
- General apathy re: community issues
- Housing
- Deprivation (poverty)
- Need for local meeting place (focal point) in Ravensdale
- Need for people to get to know each other (within and between neighbourhoods)
- Employment / Unemployment
- Adult education and training
- Funding issues
- Childcare, play facilities
- Need for health centre (including dental service)
- Demolition of Mansfield Hospital site

- Concerns over closure of West Nottinghamshire College courses and community outreach buildings
- Litter
- Development of Bellamy Road Estate i.e. Property/void
- Social education
- Up-skilling of young and mature people
- Low educational attainment, low aspirations
- Poorer health
- [Residents'] Mistrust of service providers
- [Heath] open space / nature park
- New Tesco (large supermarket) building
- There are pockets of deprivation
- High proportion of people on benefits
- Many health issues
- Poor level of services:
 - No post office
 - No library
 - Not enough community spaces / buildings

List some of the important changes that you have observed in Mansfield during the last year.

- Work towards achieving decent home standard for all local housing
- Introduction of wardens and caretakers (reassuring vulnerable people)
- New employment projects
- Improve shopping facilities
- Increase in leisure activity (to improve health)
- Improve support for under-5's being provided by Surestart (Ravensdale)
- Shops in town centre empty / market place improvements (?)
- Recycling much improved (Brown as well as Blue bins)
- New roads have had / will have positive effect - I hope!
- New-build houses built in inappropriate places without health / community centres
- Regeneration of market place (in town centre)
- More litter picks
- Environment - town centre has gotten cleaner
- Disruption of town centre (market, businesses)
- Loss of open spaces
- Threat of incinerator
- Forest Town / Ravensdale COG
- Heath Community Centre (as model for NMT focus points)

- More consultation with local people → local people finding their voice
- More youth activity
- More front-line working has led to me becoming more aware of the situation in the community
- Loss of funding [e.g. for adult learning] that was previously available
- More community spirit
- New road
- Neighbourhood seems happier and more positive
- People are happier and more friendly
- Choice of jobs has decreased
- Introduction of Neighbourhood Management teams (NMT's)
- Decrease in effectiveness of policing
- Plans to make Mansfield prestigious
- Cleaning up and feel good factor for lifting appearance of Mansfield
- More positive community engagement
- Greater focus on value of local economy necessary for achieving sustainable communities
- Improved bus services (in some areas) linking with other towns
- More support for business incubation, like that being offered by Shireoaks Business Park (in Bellamy) - creating jobs and offering business support
- Project CIVIC's use of PQASSO has helped Bellamy MMT to develop confidence, feeding the feeling that the local population can make a difference and that change can be positive, and the NMT more professional
- In Bellamy, more good news stories have been sent to The Chad (local Mansfield newspaper) to balance the negative portrayal of our community, and The Chad has responded positively!
- Also, in Bellamy, there has been more delegation, more partnership working, and more team (learning) activities
- Leaders taking more soundings and feedback
- Project CIVIC and the NMTs have supported local residents to gain more confidence to learn and to lead themselves. Now there are lots of shepherds
- Youth "Club" (group) in Bellamy advocating on behalf of young people (e.g. for internet access, etc.), and working with Bellamy NMT. Local young people are acquiring the confidence to voice their views to professionals. The NMT has made an effort to help young people feel more comfortable (attending meetings, engaging in the Neighbourhood Renewal process, etc.)

- Service providers are now coming to us (Bellamy residents). We stopped needing to chase after the service providers and now enjoy greater confidence
- Community radio station, funded in part through Bellamy and Oak Tree NMTs. This includes training for volunteers
- Biggest change - "us and them" culture being replaced by cooperation and integration

List some of your wildest dreams for your neighbourhood

- More activities for the youth, playpark for children
- People feeling safe
- Pride in our neighbourhoods
- Less disruptive families
- Decent home standard to be achieved by all houses in Mansfield
- Do more about resource conservation (energy, water, etc.)
- Youth Centre with activities that young people want (IT, music, sports facilities), with funding to keep activities going
- Community Centre for all ages - activities for the elderly, families, and younger children
- Keep up the momentum
- Offer loads of events and support for all generations
- Help all generations work together
- Eradication of teen anti-social behaviour, graffiti and vandalism
- A change in attitude so residents feel it is their duty to report misdeeds and problems and respond to neighbourhood issues
- Sports / leisure complex (managed and owned by the community) for every age range to bring the community together
- To get a community café up and running as a social enterprise / social firm (employer of people with special needs)
- Community Centres with information points
- More community involvement → more pride of place
- Better social environment and better housing
- Better employment opportunities with flexible hours
- Better street lighting
- Re-development (following demolition of hospital): return spaces back to it's greenery
- Get rid of all drugs
- Get rid of homeless hostel
- Improved fencing
- Better choice of employment
- Everybody getting on, no fighting
- Children being polite

- More parking/garages
- Whole areas are lifted
- More business opportunities in the area
- People wanting to come into the neighbourhood because of its positive reputation
- Better selection of shops
- Getting rid of (Oak Tree) boiler house
- More organisations using resource centre - making community less fragmented
- Knock down vacant buildings / flats
- A less transient population
- Develop nature park

List some of your most worrying fears for your neighbourhood

- Lack of policing and protection / declining levels of policing
- Drugs, vandalism, anti-social behaviour
- Lack of investment in deprived areas
- The building of a waste incinerator nearby
- Declining (poor) quality of local (primary) school(s)
- The 'good' people leave the neighbourhood, leaving the 'bad' people to 'own' the neighbourhood - driving down ('increasing') deprivation even further
- Danger of loss of momentum. Money is currently being spent on Ravensdale, but it needs to be show to work / help / address people's needs
- NMT funding running dry → resulting in a backward step / loss of momentum
- Work being done is cancelled [due to further loss of funding] resulting in a decline
- Kids getting hurt as a result of stupid bikers racing through neighbourhood
- Road safety; lack of crossings on new road will lead to accidents
- Without better jobs – unemployment will worsen
- Things being destroyed which have been put in place for the community
- Frightened of being mugged/burgled and being hit by a football
- That apathy prevails!
- That today's children grow up to face the same problems faced by their parents
- No change!
- Bureaucracy getting in the way of development

Suggest some ways that your neighbourhood could be improved

- Closer networking → improved communication within the community and between the community and Local Authorities
- More support for those who are already doing their best to improve the neighbourhood!
- Somehow engaging others
- Improved housing (take responsibility away from Council - area needs knocking down / rebuilding!)
- Better job opportunities, linked with getting people off of benefits
- Better health care
- Extra police on the beat (in the community) / Police becoming more community-based
- Local groups to be involved with environmental projects
- More input from statutory bodies
- Community health centre to be more comfortable / friendly / inviting / welcoming place for the community (e.g. not so clinical / depressing; more smiling faces)
- Greater enforcement of laws and by-laws, to tackle low-level (nuisance) issues
- Improve ways in which community can call attention to issues that need addressing
(e.g. freephone telephone number - could be self-financing, perhaps by commercial paid-for advertising 'sponsorship' message)
- Community focus → trust building within the community
- Better community / children's services (centre for under-5's)
- More [ideas, energy, drive, direction] coming from bottom-up
- Better education
- Better support to improve residents' sense of pride in their community
- Install speed bumps (to slow traffic)
- Regular street cleaning / less litter / cleaner neighbourhood with attractive open spaces
- Occupation/redevelopment of derelict houses
- Demolition of hospital site
- More play areas
- Need better training providers
- Better transport (public) to get people out to rural areas of work development
- An effective (housing) lettings plan
- Quicker implantation/action when decisions have been made

- More people (residents and service providers) becoming involved in NMT
- Longer term financial support through mainstream funding
- Resources to reduce peoples' isolation
- Drug rehabilitation schemes
- More volunteers
- Counselling support services and training is needed to help the NMTs
- Need to plan for the future - when current funding dries up! We need a 'continuity strategy' (one that includes mainstreaming)

Any additional viewpoints

- Cooperation between local government, residents and politicians has increased over the past year
- Cooperation between District and County Councils has increased over the past year
- I want to be put in touch with an 'opposite number' in Jokkmokk, for us to exchange knowledge and to meet in person / only this time with arrangements better organised for me to meet with someone there...
- Important to continue the effort!!
- Mansfield will be a very different place in 10-15 years; it will be culturally acceptable (i.e. less anti-social behaviour) with more amenities, professionals living here; the culture will change making it more desirable to be here
- There are moves towards linking new industries into the Bellamy Rd Estate which should improve resident's quality of life
- "Making Friends", i.e. building trust, comes first (before the theory)
- Regarding the empowerment issue, although local residents' confidence has been built, there are still personal conflicts. The ongoing support of skilled (professional) community development workers therefore remains essential
- Community volunteers and service providers are rarely rewarded or celebrated. There is increasing mutual respect developing between service providers and the volunteers from the community. Some form of a "thank you" is needed for their social heroism

More About Mansfield's Context

- Neighbourhood Renewal
- Local Strategic Partnerships (LSP's)
- Mansfield Area Strategic Partnership (MASP)
- Neighbourhood Management
- Excerpt from the PAT 4 Report

Neighbourhood Renewal

The UK Government's *New Commitment to Neighbourhood Renewal: A National Strategy Action Plan*, launched on 15th January 2001, sets out a strategy to tackle the problems of England's most deprived neighbourhoods. According to the *Action Plan*, the Strategy aims to "ensure that in 10 to 20 years' time no-one is seriously deprived by where they live."

The Action Plan acknowledges that "local people know best what the priorities and needs of their own neighbourhoods are and that they must have the opportunity and the tools to get involved". The Strategy has had an impact on the status of the Community and Voluntary Sector, recognising their role in neighbourhood renewal, "both as representatives of particular sectors of the community, and as service providers in their own right".

"One of the most important ways in which voluntary sector organisations and community groups and residents can get involved in neighbourhood renewal is through participating on Local Strategic Partnerships (LSP's)" (excerpt from the Neighbourhood Renewal Unit's *Community Empowerment Fund Preliminary Guidance*, July 2001, p. 8).

Local Strategic Partnerships (LSP's)

Local Strategic Partnerships are intended to bring the different parts of the public sector together with the private business, community and voluntary sectors at a local level so that different initiatives and services support each other and work together to ensure that public services meet the needs of local people. "The renewal of England's most deprived neighbourhoods demands concerted and co-ordinated effort across all sectors. LSP's will bring the key organisations together to identify communities' top priorities and needs and to work with local people to address them...Local people and community and voluntary sector groups will need support early on if they are to participate effectively from the start. The Community Empowerment Fund will give them this support..." (NRU 2001, p. 8).

If community strategies and local Neighbourhood Renewal strategies are to “genuinely reflect the needs and concerns of local people, it is vital that all sectors of the community are properly represented on the LSP. In particular, LSP’s need to include appropriate representation from within deprived neighbourhoods, and from the most marginalized communities. These include black and minority ethnic (BME) groups and faith communities, who may straddle more than one area or neighbourhood...” (*ibid.*, pp. 8 – 9).

Mansfield Area Strategic Partnership (MASP)

The Mansfield Area Strategic Partnership (MASP) is the Local Strategic Partnership (LSP) for Mansfield. MASP was formed in March 2001 as a result of revisions to the structure of the original Mansfield Area Partnership (formed November 1998).

MASP’s role is to:

- Develop common aims and joint priorities amongst the widest possible constituency;
- Build common purpose and shared commitment within the District;
- Draw on the expertise of community, voluntary and private sector partners to make public services more responsive and effective;
- Co-ordinate the delivery of local services and agreed objectives more effectively;
- Ensure improvements in the delivery of mainstream services;
- Enhance the sharing of local information and best practice;
- Improve communication between local stakeholders and increase awareness of planned activity;
- Provide a forum for debate and discussion;
- Enable the development of simpler partnership structures for individual initiatives; and
- Encourage and welcome contributions from all sections of our community

From: A Strategy for Neighbourhood Renewal in Mansfield, 2.2. available from www.masp.info/neighbourhood_renewal/neighbourhood_strategy_doc.html Additional information about MASP, including a chart depicting the MASP structure, can be found on their web site (www.masp.info/about_masp/masp_structure.php). The Mansfield Area Strategic Partnership (MASP) consists of a Board and eight themed Partnership groups: Economic Development, Health, Housing, Learning, Environment, Crime

Reduction, Town Centre and Social Strategy. Both the Board and Partnership groups have a membership which is intended to represent the interests of the Public, Private, Community and Voluntary sectors within the Mansfield area. Phil Lyons has the responsibility of being the MASP Co-ordinator.

Neighbourhood Management

Much of what has in the past been called neighbourhood management has concentrated on physical and environmental services – grounds maintenance, street cleansing, housing repairs. Nothing in the PAT (4) report excludes these services – but there is a clear expectation that, in addition, neighbourhood management will contribute to the neighbourhood renewal strategy's overarching objectives – of improving outcomes in relation to jobs, crime, education, health, and housing and the environment.

The Neighbourhood Management PAT report recognised that there needs to be scope for local flexibilities in the design of neighbourhood management structures. However there is a presumption that local models will take into account the broad principles under which the PAT set out its recommendations:

- someone with overall responsibility at the neighbourhood level: since no-one is currently in charge, no-one is responsible – so problems go unsolved. Powerful neighbourhood managers are needed with the clout to improve services across a range of providers;
- community involvement and leadership: if they are not led by local people, renewal efforts will fail;
- the tools to get things done, which the PAT thought had not been available in the past;
- systematic planned approach to tackling local problems, by establishing mechanisms through which neighbourhood plans, produced with the involvement of local communities, could provide the framework within which all services are designed and delivered locally;
- effective delivery mechanisms which could be through the local authority, a regeneration agency, a housing association, voluntary sector group or by the private sector.

These principles underpin the criteria that apply to the neighbourhood management pathfinders. These focus above all on improving the way mainstream services are delivered, but they also have a small 'projects and leverage fund' which can be used

to promote experimentation and stimulate new ways of working among partner agencies.

(<http://www.renewal.net/Documents/RNET/Overview/Housing%20and%20Environment/Managingneighbourhood.doc>)

Excerpt from the PAT 4 Report

Neighbourhood management is a means to an end – helping to achieve the outcome goals of the National Strategy. It is important not to be too prescriptive about how it is done. It is equally important to ensure that it does not become another layer of bureaucracy or something at the mercy of local and central services. A number of projects have developed some aspects of the model with promising results. Different approaches will be appropriate in different places, and the best are those that grow organically from within a community. But successful approaches are likely to have common characteristics and principles.

Neighbourhood management projects are most likely to be successful if they adhere to the following five principles:

- someone with overall responsibility at the neighbourhood level. Currently no-one at the neighbourhood level is tasked with overall responsibility and when it is no-one's job to solve difficult problems, they will not get solved. Neighbourhood managers could play this role – marshalling the efforts of public, community, private and voluntary sector bodies behind renewal. This would be within the context of local government reform – looking to help augment, not bypass, local government;
- community involvement and leadership. It is widely recognised that unless renewal efforts are led or owned by local people, they are likely to fail. There are various ways to involve communities in efforts to turn their area around. These include community forums, neighbourhood boards, a residents' 'friend' or specially-commissioned local research. But what is more important than the precise mechanism is that local people are genuinely involved in renewal, and offered the option of leading it;
- the tools to get things done. There are various ways to improve, customise or join up public services. The right solution will vary with the nature and extent of local problems, and with local capacity to intervene. But the PAT believes solutions are likely to fall into the following four categories:
 - *agreements with local service providers*. These can be a way to lever improvement in poor services. Or they can be a way to ensure that services that operate in isolation actually

- talk to one another. They can also be a way to ensure that services are culturally and locally sensitive;
- *devolved service delivery and purchasing.* Sometimes the best way for communities to ensure effective, joined-up services is to manage them themselves or, where it would be inappropriate or impossible for local people to run a service, they can be given more influence by being involved in how a service is purchased;
 - *ability to put pressure on higher levels of agencies or government.* Problems in public service provision can often be shifted just by talking to the right people at the right level of the appropriate agencies. This requires both 'clout' for the neighbourhood, and coherent structures and commitment to action at higher levels of governance; and
 - *spending of special resources.* There is always going to be some need for special resources for those services which are not part of anyone's core job. Specially-commissioned services play a vital role in successful neighbourhood regeneration, complementing flexibility, innovation and community influence in main public service delivery;
 - a systematic, planned approach to tackling local problems. Effective solutions to neighbourhood deprivation need to be systematic. This would involve the agreement of both the community itself and the local strategic partners (e.g. local authority, police, health authority) with whom the manager would have to do business. The importance of the community's role in this cannot be overemphasised. The PAT wants to see mechanisms in place that would virtually guarantee those deprived neighbourhoods that had both capacity and desire for neighbourhood management should be enabled to undertake it. The process of neighbourhood management itself would need to be well planned, with clear objectives and milestones, and with a strong focus on implementation, so that warm words became hard action; and
 - effective delivery mechanisms. What neighbourhood managers do and how they do it would vary greatly between areas. Different bodies would be best placed to perform this role in different areas. In some neighbourhoods it might be the local authority. In others it could be a regeneration agency, a housing organisation, a community development trust or a private sector organisation. The most important requirement would be the ability to do business both with local strategic partners and with the local community. And where possible, an organisation already active within the neighbourhood should take on this role.

These principles are explored in more detail in Chapter 1 of their report, and the PAT has outlined one possible model in some detail in Annex G of their report. But this does not mean that this is the only model: the need for local flexibility is recognised. But the PAT believes that the broad common principles of neighbourhood management set out in this report are essential.

(<http://www.socialexclusion.gov.uk/downloaddoc.asp?id=117>)