EXECUTIVE

DATE: 18TH MARCH 2002

SUBJECT: LUTON'S NEIGHBOURHOOD RENEWAL STRATEGY

REPORT BY: CORPORATE DIRECTOR ENVIRONMENT & REGENERATION

CONTACT OFFICER: ANNE CLUBE 01582 546668

IMPLICATIONS:

LEGAL ☐ STAFFING ☑
EQUALITIES ☑ COMMUNITY SAFETY ☑
FINANCIAL ☑ OTHER ☐

CONSULTATIONS:

COUNCILLORS CONSULTED ☑ SCRUTINY COMMITTEE CONSULTED ☐
STAKEHOLDERS CONSULTED ☐ OTHER ☐

WARDS AFFECTED: ALL

LEAD EXECUTIVE MEMBER(S): COUNCILLOR R.J. DAVIS

RECOMMENDATION(S)

1. Executive is recommended to agree the production of the “Framework Plus” (Draft Neighbourhood Renewal Strategy and Framework for completion) as proposed by the Luton Forum on 7th March 2002.

BACKGROUND

2. As part of the requirement of the Neighbourhood Renewal Fund for Luton, a Neighbourhood Renewal Strategy was to be drawn up in agreement with our local strategic partnership, for submission to the Neighbourhood Renewal Unit by 31 March 2002.

3. At a meeting of the Luton Borough Council Executive on 17th September 2001 it was decided that Members and officers should develop Luton’s Neighbourhood Renewal Strategy and that they should report back to the Executive before the matter is finalised.
REPORT

4. At a meeting of the Luton Forum Community Strategy Sub Group on 24 January 2002, the Council’s Head of Regeneration reported that the Neighbourhood Renewal Unit had offered the 88 local authorities in receipt of Neighbourhood Renewal Fund the opportunity to delay the submission of the Neighbourhood Renewal Strategy until the end of September 2002. The Luton Forum Community Strategy Sub Group and subsequently the Luton Forum agreed that a “Framework Plus” should be submitted. This would consist of Luton’s Draft Neighbourhood Renewal Strategy (shown at Appendix A) and a Framework for the development of the draft into the final document. It was hoped that this could be submitted by June 2002 before the September deadline of the Neighbourhood Renewal Unit.

5. At a meeting of the Luton Forum, to be held on 7th March 2002, the meeting will decide how to progress the Framework. A verbal update arising from the deliberations of the Luton Forum meeting will be provided at the Executive.

EQUALITIES IMPLICATIONS

6. The targeting of neighbourhoods within the Neighbourhood Renewal Strategy will have equalities implications. However, the government guidance states that it should identify neighbourhoods with high levels of deprivation as a priority.

FINANCIAL IMPLICATIONS

7. Luton’s allocation of Neighbourhood Renewal Fund is dependent on the production of Neighbourhood Renewal Strategy in consultation with the local strategic partnership (the Luton Forum).

STAFFING IMPLICATIONS

8. The Council will have to provide officer time in order to ensure that the Neighbourhood Renewal Strategy is produced. The work within the Regeneration Service should be encompassed within existing work programmes. Some work by departments and Research and Intelligence should be within existing work programmes, but more detailed work e.g. interpretation of neighbourhood data, estimating resources expended in particular neighbourhoods may require additional staff resources.

COMMUNITY SAFETY IMPLICATIONS

9. Depending on the neighbourhoods targeted and issues targeted within those neighbourhoods, community safety may be an issue of concern to residents or agencies.

COUNCILLORS CONSULTATIONS

10. Councillor RJ Davis, Portfolio Holder for Regeneration

OPTIONS

11. Luton has been selected as one of 88 authorities to be designated as a Neighbourhood Renewal Area. The government has allocated resources to Luton on this basis. These resources are known as the Neighbourhood Renewal Fund. A Neighbourhood Renewal Strategy must be produced within the governments proposed timetable. It is further required that the Neighbourhood Renewal Strategy must be produced by an accredited Local Strategic Partnership. In Luton our LSP is the Luton Forum. To not recommend the production of the framework plus document proposed in this paper will result of the loss of the Neighbourhood Renewal Funding for Luton.
APPENDIX

BACKGROUND PAPERS
DRAFT

LUTON FORUM

NEIGHBOURHOOD RENEWAL STRATEGY

2001

DRAFT
Neighbourhood Renewal Strategy

for Luton

Foreword
Luton’s Neighbourhood Renewal Strategy covers the whole of Luton. It is the aim of this strategy to ensure that there is something for everyone in Luton on a neighbourhood basis.

This strategy has been developed by the Shadow Luton Forum. It demonstrates the commitment by all partners to the concept of neighbourhood working and involvement of people in the neighbourhood on how mainstream players spend their money in the neighbourhood.

The set of activities contained within this strategy is ambitious. I would like to thank our partners for their help in the development of this strategy and also for sharing the workload of introducing innovative activities to change the way that mainstream agencies work in Luton.

Chair of the Luton Forum

Signatures of all partners

SUMMARY
Neighbourhood Renewal Strategy

for Luton

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<td>16</td>
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</tbody>
</table>
Introduction

1. The Neighbourhood Renewal Strategy looks at the Borough in an entirely new way. Previously the Borough has been seen in terms of ward boundaries. Wards contain between X and X number of people. Although people in some wards do identify with their ward – probably in terms of the name e.g. “I live in Lewsey” – people have a smaller geographical area which is their neighbourhood.

2. A person’s neighbourhood includes where they live and extends to the boundaries of their knowledge. For instance use of the local shop or the school may form the edge of a person’s neighbourhood because they have no need to go further and therefore the knowledge and concern for that further area diminishes.

   Neighbourhood  the state of being neighbours, kindly feeling; a set of neighbours; a district, a locality esp with reference to it inhabitants as a community; a region lying near; a near position; nearness;
   (Chambers Dictionary, Larousse plc 1994)

3. Luton’s Neighbourhood Renewal Strategy covers the whole of Luton. It is the aim of this strategy to ensure that there is something for everyone in Luton on a neighbourhood basis.

4. Government Guidance with regard to the production of local neighbourhood renewal strategies, provides five suggested steps as follows:

   - identify priority neighbourhoods
   - understand their problems and any differential impact on residents
   - map the resources going into these neighbourhoods
   - agree on what more needs to be done
   - implement, monitor and self-evaluate agreed actions

5. Luton’s Neighbourhood Renewal Strategy broadly follows these steps.

Vision

6. The vision for neighbourhoods in Luton is based on the Council’s vision for Luton:-

   Getting the best for Luton – a great place to live, learn, work and have fun in every neighbourhood.

Objectives

- That all neighbourhoods in Luton are cared for by residents, the Council and other organisations delivering services in the neighbourhood
- That all neighbourhoods in Luton have better scores than the ward scores for the top ?50 on the Index of Multiple Deprivation
- That all neighbourhoods have the active involvement of residents through a variety of means, e.g. voluntary and community activity, neighbourhood renewal plans, community forums, area committees, access to the Luton Strategic Assembly.

**Ownership**

7. The Council is leading the neighbourhood agenda via the Luton Forum. The production of this Strategy is a means for everyone to become involved and take ownership of the neighbourhood initiatives which will arise from it.

8. In order to gain that ownership, activities will take place on the continuum from consultation to delivery.

**Consultation**

<table>
<thead>
<tr>
<th>Who</th>
<th>Where</th>
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<tbody>
<tr>
<td>residents</td>
<td>Community forums</td>
</tr>
<tr>
<td></td>
<td>Existing neighbourhood initiatives e.g. SRB partnerships, TARAs, area committees</td>
</tr>
<tr>
<td>Service delivery organisations</td>
<td>Luton Forum</td>
</tr>
<tr>
<td>Partnerships</td>
<td>Luton Forum and Luton Forum Assembly</td>
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<td>Community groups</td>
<td>Luton Forum Assembly</td>
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<td>LBC and VAL mailing lists</td>
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<tr>
<td>Voluntary groups</td>
<td>Luton Forum Assembly</td>
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<tr>
<td></td>
<td>LBC and VAL mailing lists</td>
</tr>
<tr>
<td>Councillors</td>
<td>Council meetings</td>
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<tr>
<td></td>
<td>Area committees</td>
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<td></td>
<td>Community forums</td>
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**IN Volvement**

<table>
<thead>
<tr>
<th>Who</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>residents</td>
<td>Sharing vision and plans for own neighbourhood with service deliverers to influence service provision</td>
</tr>
<tr>
<td></td>
<td>Sharing vision and plans for own neighbourhood with community and</td>
</tr>
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</table>
voluntary groups to inform their provision

<table>
<thead>
<tr>
<th>Service delivery organisations</th>
<th>Identify money spent on a neighbourhood basis</th>
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<tbody>
<tr>
<td>and Partnerships</td>
<td>Identify services delivered on a neighbourhood basis</td>
</tr>
<tr>
<td>Community groups and Voluntary groups</td>
<td>Involve local activists in provision</td>
</tr>
<tr>
<td></td>
<td>Encourage new voluntary and community activities</td>
</tr>
<tr>
<td>Councillors</td>
<td>Represent and advocate on the basis of neighbourhoods as well as wards</td>
</tr>
<tr>
<td></td>
<td>Encourage residents to become involved in their neighbourhoods</td>
</tr>
<tr>
<td></td>
<td>Encourage residents to engage with the Council and other service providers regarding their neighbourhood</td>
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</table>

**DELLIVERY**

<table>
<thead>
<tr>
<th>Who</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents</td>
<td>Setting up own activities to fulfil plans for the neighbourhood</td>
</tr>
<tr>
<td>Service delivery organisations and Partnerships</td>
<td>Tailor service delivery according to the different needs and priorities of each neighbourhood</td>
</tr>
<tr>
<td>Community groups and Voluntary groups</td>
<td>Tailor provision to neighbourhood according to need.</td>
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</tbody>
</table>

**LINKS**

**The National Strategy for Neighbourhood Renewal**

9. The purpose of the National Strategy for Neighbourhood Renewal is to tackle the unacceptably bad conditions in this country’s poor neighbourhoods. It has led to the Government forming a vision with two long term goals:

   - To have lower worklessness; less crime; better health; better skills; and better housing and physical environment in all the poorest neighbourhoods; and
   - To narrow the gap on these measures between the most deprived neighbourhoods and the rest of the country.

10. Following the 2000 Spending Review and the work of the Policy Action Teams, every Government department with an impact on the key problems of deprived neighbourhoods has new policies, new funding and new targets as a focus for their
efforts. The Government has identified which Government department and local organisations will have lead authority. The Government has set up the Neighbourhood Renewal Unit in order to ensure joined up working between departments.

11. Therefore, this strategy links to the National Strategy for Neighbourhood Renewal with the Council placing neighbourhood renewal centrally in our policies, and gaining the commitment of partners within the Luton Forum that they will also work on a neighbourhood renewal basis.

**Neighbourhood Renewal Fund**

12. The purpose of the Neighbourhood Renewal Fund is to help local authorities in the most deprived areas focus their main programme expenditures in order to deliver better outcomes for their most deprived communities. The Government will expect to see evidence that funding from the Neighbourhood Renewal Fund is being used to improve the delivery of services to the most deprived wards and neighbourhoods within the eligible areas.

13. The Neighbourhood Renewal Fund links to the Neighbourhood Renewal Strategy by funding proposals which enable mainstream programmes to be altered so that they achieve a greater effect in the most deprived neighbourhoods. This funding not only assists the Council but also relevant partner agencies.

14. The concentration on the NRF Floor Targets will ensure that Luton’s most deprived neighbourhoods are improved sufficiently for them to drop out of the top 50 most deprived wards in England.

**LOCAL STRATEGIC PARTNERSHIP – THE LUTON FORUM AND LUTON FORUM ASSEMBLY**

13. In order to achieve the required change in neighbourhoods the Neighbourhood Renewal Strategy states that the national programme is only part of the solution – action needs to be joined up locally in a way that is accountable to communities and encourages them to take the lead. It states that partners – through the Local Strategic Partnership – might find ways to be more responsive to what communities really want; rationalise activity to cut down on bureaucracy and waste; jointly fund a new service; or introduce new ways of working such as sharing information, premises or even budgets.

14. This Strategy commits partners to signing up to identifying funding and activities which take place on a neighbourhood basis.

**PLANS OF MAJOR SERVICE DELIVERERS**

14. The major impact of the Neighbourhood Renewal Strategy will be the direction of the budgets and activities of the major service deliverers. Therefore the impetus of this strategy needs to be reflected in those plans.

15. Luton Borough Council has produced a Corporate Plan 2001-04, and is now working on Luton - Defining a Vision for 2010 which sets out a draft vision and goals covering: deprivation, economic regeneration, education, crime, environment, health improvement and transport. The vision and goals have been
shared with partners within the Luton Forum, and will be used in Luton’s Community Strategy. It is planned that each partner in the Forum, including the Council, will then incorporate the relevant Community Strategy goals/targets into their own strategies and the Forum as a whole will feed back progress to local people on an annual basis.

**Community Strategy**

16. The requirement for a Community Strategy was introduced by the Local Government Act 2000 which placed a duty on principal local authorities to prepare a Community Strategy for promoting the economic, environmental and social wellbeing of their areas and contributing to the achievement of sustainable development in the UK.

17. The Community Strategy should:
   - be developed and implemented by a broad ‘community planning partnership’
   - develop a long-term vision for the area, focussing on the outcomes that are to be achieved
   - identify what the different public, private and voluntary bodies are doing in the area, the gaps in provision that exist and the opportunities to realign activity to better achieve the strategy’s goals
   - chart what needs to be done to realise the long-term vision
   - establish the shorter term goals and priorities that will contribute to long-term outcomes
   - develop an agreed action plan for meeting those shorter-term priorities
   - set-up systems for assessing and monitoring progress, for reassessing goals and priorities and for reporting back to the community

18. It can be seen that the Community Strategy is very closely connected to the Neighbourhood Renewal Strategy, as many of its activities are the same except for the Neighbourhood Renewal Strategy they will take place on a neighbourhood basis.

19. Therefore the Neighbourhood Renewal Strategy has used the same consultation as the Community Strategy and should form a section of the Community Strategy as well as being a standalone document.

**BUILDING ON EXISTING WORK**

20. Marsh Farm Task Force
21. C&YD neighbourhood work
22. SRB 6 work
23. Objective 2 work
WORK TO BE DONE

IDENTIFYING PRIORITY NEIGHBOURHOODS

INDEX OF MULTIPLE DEPRIVATION

24. The Indices of Deprivation 2000 provide information on Luton’s wards covering:
   - the overall index of Multiple Deprivation
   - domain indices for each ward:
     - income
     - employment
     - health deprivation and disability
     - education, skills and training
     - housing
     - geographical access to services
   - a supplementary Child Poverty index

25. The Index of Multiple Deprivation suggests the following priorities:

   **BISCOT**
   - Within the worst 10% of all wards in England on the Index of Multiple Deprivation
   - Within the worst 5% of all wards in England on the Income Domain score
   - Within the worst 5% of all wards in England on the Education Domain score
   - Within the worst 5% of all wards in England on the Housing Domain score
   - Within the worst 10% of all wards in England on the Child Poverty Index score
   - Within the worst 20% of all wards in England on the Employment Domain score

   **DALLOW**
   - Within the worst 10% of all wards in England on the Index of Multiple Deprivation
   - Within the worst 5% of all wards in England on the Education Domain score
   - Within the worst 5% of all wards in England on the Housing Domain score
   - Within the worst 10% of all wards in England on the Income Domain score
   - Within the worst 10% of all wards in England on the Child Poverty Index score
   - Within the worst 20% of all wards in England on the Employment Domain score

   **LEWSEY**
   - Within the worst 5% of all wards in England on the Education Domain score
   - Within the worst 20% of all wards in England on the Index of Multiple Deprivation
   - Within the worst 20% of all wards in England on the Housing Domain score
   - Within the worst 20% of all wards in England on the Child Poverty Index score

   **SAINTS**
   - Within the worst 5% of all wards in England on the Housing Domain score
   - Within the worst 20% of all wards in England on the Index of Multiple Deprivation
   - Within the worst 20% of all wards in England on the Child Poverty Index score

   **CHALLNEY**
Within the worst 20% of all wards in England on the Education Domain score

HIGH TOWN
Within the worst 10% of all wards in England on the Education Domain score
Within the worst 20% of all wards in England on the Housing Domain score

FARLEY
Within the worst 20% of all wards in England on the Index of Multiple Deprivation
Within the worst 20% of all wards in England on the Income Domain score
Within the worst 20% of all wards in England on the Housing Domain score
Within the worst 20% of all wards in England on the Child Poverty Index score

SOUTH
Within the worst 20% of all wards in England on the Employment Domain score

CRAWLEY
Within the worst 20% of all wards in England on the Housing Domain score

LEAGRAVE
Within the worst 20% of all wards in England on the Education Domain score

SUNDON PARK
Within the worst 20% of all wards in England on the Education Domain score

UNEMPLOYMENT
26. The statistics supplied by the Office for National Statistics indicate Luton’s level of unemployment is 3.4% compared to the East of England at 2.1% and the Rest of the South East at 1.7%. Therefore, Luton’s priority wards for unemployment, are

<table>
<thead>
<tr>
<th>WARD</th>
<th>UNEMPLOYMENT RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dallow</td>
<td>6.6%</td>
</tr>
<tr>
<td>Biscot</td>
<td>5.8%</td>
</tr>
<tr>
<td>South</td>
<td>5.3%</td>
</tr>
<tr>
<td>High Town</td>
<td>5.2%</td>
</tr>
<tr>
<td>Farley</td>
<td>4.4%</td>
</tr>
<tr>
<td>Sundon Park</td>
<td>4.0%</td>
</tr>
<tr>
<td>Saints</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

EDUCATIONAL ATTAINMENT
27. The Neighbourhood Renewal Fund Floor Target for Educational Attainment shows that Luton is almost at the point of the target in terms of the achievement across the local education authority. The Floor Target is that 38% of all pupils should obtain five or more GCSEs at A*-C, and Luton’s future is 38.1%. 
28. The second Floor Target of 25% of pupils in every school obtaining five or more GCSEs at A*-C shows two schools below that level, with Halyard High School in Lewsey at 21%, and Lea Manor High School in Bramingham at 24%. The following schools perform below the Luton average:

<table>
<thead>
<tr>
<th>SCHOOL</th>
<th>WARD</th>
<th>5+A*-C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Halyard High School</td>
<td>Lewsey</td>
<td>21%</td>
</tr>
<tr>
<td>Lea Manor High School</td>
<td>Bramingham</td>
<td>24%</td>
</tr>
<tr>
<td>Lealands High School</td>
<td>Sundon Park</td>
<td>28%</td>
</tr>
<tr>
<td>South Luton High School</td>
<td>South</td>
<td>31%</td>
</tr>
<tr>
<td>Ashcroft High School</td>
<td>Putteridge</td>
<td>33%</td>
</tr>
<tr>
<td>Challney High School for Girls</td>
<td>Challney</td>
<td>33%</td>
</tr>
</tbody>
</table>

**CRIME**

29. Safer Luton Partnership are currently conducting the Crime and Disorder Audit, therefore the results of these will be used to inform the Neighbourhood Renewal Strategy.

**HEALTH**

30. Information on health needs to be obtained.

**HOUSING CONDITIONS**

31. With regard to the Floor Target which requires social housing to be of a decent standard, Luton Borough Council has carried out a Public Sector House Conditions. This was done prior to the new definition of “decent”, and work is currently underway to establish this information from the data. It is likely that dwellings across the borough will be identified as not conforming by the standards set by the new definition.

32. The most deprived areas of Luton according to the Housing Domain score on the Index of Multiple Deprivation showed that Biscot and Dallow have particular problems, along with Saints ward. As the housing in Biscot and Dallow involves private housing, this is also a priority for the Neighbourhood Renewal Strategy.

**ENVIRONMENT**

33. Information on environment needs to be obtained

**CONCLUSIONS**

34. The following conclusions are drawn from the information above. As further information is added the conclusions may change.

35. The major priority wards are:
   - Biscot
36. In addition the following wards are priorities in terms of specific issues:

<table>
<thead>
<tr>
<th>Employment</th>
<th>South</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High Town</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>Lewsey</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sundon Park</td>
</tr>
<tr>
<td></td>
<td>Bramingham</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Housing</th>
<th>Saints</th>
</tr>
</thead>
</table>

**UNDERSTANDING THE PROBLEMS OF PRIORITY NEIGHBOURHOODS**

37. The aim of understanding the problems of priority neighbourhoods is to get to the root causes of problems, as opposed to symptoms.

38. Some work relevant to this has taken place. The Council has developed neighbourhood renewal plans in five of the most deprived areas of the town, and has carried out consultation at ward level with regard to Luton’s Community Strategy. The Luton Forum decided to develop a Luton Strategic Assembly to ensure community and voluntary sector input into the local strategic partnership.

39. Neighbourhood renewal plans were drawn up for the two priority wards of Biscot and Dallow, and the issue priority wards of High Town and Lewsey. The Neighbourhood Renewal Plans provide information on residents views on the problems of their neighbourhoods, the priorities for action and in some cases the sorts of actions they would like to see.

40. Bury Park Neighbourhood Renewal Plan - more info

41. Dallow Neighbourhood Renewal Plan - more info

42. High Town Neighbourhood Renewal Plan - more info

43. Lewsey Neighbourhood Renewal Plan - more info

44. The Health Action Zone has also carried out some work on mapping neighbourhoods. Info

45. The Community Strategy consultation has taken place in every ward in Luton asking local residents how they would like their neighbourhood to be in 2010, generally under the headings of “Live”, “Learn”, “Work”, “Fun”, “Care” and “Other”. More info on this

46. The Luton Assembly is in the process of being set up, but will be able to provide a wider viewpoint across the town, and also input from communities of interest. This
cannot take place prior to this Strategy, but views will be incorporated into future updates of the strategy.

**MAPPING THE RESOURCES GOING INTO THESE NEIGHBOURHOODS**

47. In order to establish the resources going into the neighbourhoods, the Strategy is setting out an action plan. The type of information sought will be the amount of time and money spent in the neighbourhood and where relevant will include other assets such as buildings, facilities, etc.

48. The action plan will cover:
   - identifying the relevant organisations who can provide information
   - relevant organisations to sign up in public to commit to providing the information and endeavouring to find ways to align programmes and reduce bureaucracy
   - analysis of the information by 30 September 2002

**AGREETING ON WHAT MORE NEEDS TO BE DONE**

49. There are a range of ways that partners can improve the effectiveness of services:
   - set targets
   - introduce new services
   - expand existing services
   - try Neighbourhood Management
   - consider the most effective use of assets
   - rationalise activity
   - bid for new money/explore new flexibilities with central Government

50. From the initial priority areas it is possible to identify areas for action.

**ACTION PLAN**

51. To be derived from the above information.

**FUNDING**

52. There are two main sources of funding for Luton’s Neighbourhood Renewal Strategy:
   - Neighbourhood Renewal Fund
   - Redirecting existing work
MONITORING & EVALUATION

53. The Luton Forum is responsible for implementing and monitoring the Neighbourhood Renewal Strategy. The Luton Forum will carry out this activity either through the Community Strategy Sub Group or through its main Forum meetings.
Learning Plan – Neighbourhood Renewal Skills and Knowledge Programme

INTRODUCTION

This section outlines the government's Neighbourhood Renewal Unit (NRU) requirements for local learning plans, and a process for developing a plan for the Luton Local Strategic Partnership known as Luton Forum.

The findings are based on discussions with both Loraine Butler (Head of Regeneration, Luton Borough Council) and Martin Stocker and Sue Hay (Government Office East).

Local Learning Plans

The Neighbourhood Renewal Unit has invited Luton Forum to be one of nine case study sites, which will pilot the development of local learning plans. The case study sites are being supported in the development of their respective learning plans by consultants from the Office for Public Management (OPM). The OPM team will also distil the learning from all nine sites in the form of a brief good practice guide that will be disseminated by the NRU.

The learning plans will focus on auditing and further developing the neighbourhood and partnership working skills required for neighbourhood renewal to succeed. In essence, the aim of the learning plan should be to promote the development of skills which will ensure the successful delivery of neighbourhood renewal objectives and ensure the effective functioning of the local strategic partnership.

Local learning plans should be tailored to local circumstances but are expected to cover, as a minimum:

- A training needs analysis of local requirements, across agencies and sectors.
- A critical review of existing local learning provision relevant to neighbourhood renewal, identifying its scale, quality and accessibility.
- A summary of costed plans for the development, or identification, of provision to meet learning needs and fill gaps. This will include tapping into existing regionally available provision, as well as the development of new provision locally.
- The specific commitment of all key agencies represented on the LSP to engage with the local learning plan in their own organisation development, including human resource and staff development strategies.

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1 The Office for Public Management is an independent not-for-profit consultancy. Details can be accessed at [www.opm.co.uk](http://www.opm.co.uk) or call us on 020 7837 9600.
OUTLINE OBJECTIVES FOR LUTON FORUM

Luton Forum members are aware of the need to produce a learning plan, but no specific work has been done by the Forum to agree objectives and develop an action plan to-date.

Based on the discussions to-date, the overall objective of the learning plan could be seen as:

“To develop the skills of the Forum, the Assembly and the wider community to ensure the successful and effective operation of the Local Strategic Partnership and the delivery of stated Neighbourhood Renewal objectives”.

Some of the supplementary objectives mentioned in the initial discussions include:

1. **To develop the skills of the Forum and Assembly Members to address the challenges of effective partnership working.**

   In particular, learning might focus on:

   **Strategic Thinking**
   There is a recognised need to develop the capacity of the Forum as an entity to think and act more strategically if the LSP is to deliver effectively and address its stated aims in the context of neighbourhood renewal. This could include, for example, an agreed development programme for Forum members which promotes learning together.

   **Leadership Skills**
   At present the Borough Council is taking significant responsibility for leading the LSP. It may be appropriate to focus on developing leadership skills across both the Forum and the Assembly to ensure a sharing of responsibilities in relation to both LSP leadership and the delivery of neighbourhood renewal objectives.

   **Promoting ‘outcome focused’ activity**
   At present the Forum and the Assembly are tending to be process dominated as opposed to outcome orientated. There may be scope for some useful learning around process management and becoming more outcome orientated as a group.

2. **To explore the range of skills, which may be required in the future to address the demands of both the LSP and the neighbourhood renewal action plan.**

   In the future it will be important to identify learning needs in advance to ensure that stakeholders are skilled up to meet the requirements of the Luton action plan. One of the key objectives of the learning plan might be to capture this kind of ‘projected’ information thus providing a more robust base on which to develop learning across the Forum, the Assembly and the wider community in the future.

   There also needs to be some learning around how best to identify organisational stress that may be occurring in addressing LSP / neighbourhood renewal objectives – i.e. organisations need to get better at auditing the impact of collaborative working in terms of the stress this may / may not be causing core service delivery.

3. **To develop and share ‘best practice’ in learning across the LSP.**
It is clear that there are a whole range of different learning experiences across the LSP (both in terms of learning styles and experiences specific to individual member organisations, and between organisations). Exploring and sharing best practice with members may be a useful way of developing the internal learning capacity of individual member organisations as well as the learning capacity of the LSP as a whole.

4. To explore what is meant by capacity building and in particular to focus learning around “effective capacity building” in Luton in the light of neighbourhood renewal objectives.

There is a sense that much work has already been done to promote capacity building in the context of regeneration partnerships within Luton. However there is an acknowledged need to do more to understand how such capacity building can be most effectively grounded to secure real change where it matters most.

At present, the critical features that seem to underpin the success of the current learning activities in relation to the Forum include:

- Working groups – i.e. the sub-groups seem to be a more effective network for learning than the Forum or Assembly as a whole;

- Key individuals / organisations – i.e. there are acknowledged ‘leaders’ in this context, who either have a particularly interesting message around learning or a particularly innovative approach (e.g. the Fire Service).

- Awareness of the importance of learning in relation to an individual organisation’s objectives as well as the objectives of the LSP / neighbourhood renewal agenda as a whole.
The Plan Development Process

The proposed process for developing the learning plan is summarised below:

The process comprises three stages.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Activity</th>
<th>Action</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>Overview</td>
<td>Luton BC</td>
<td>10/01/02</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Initial exploratory discussions with OPM, Luton GO-East</td>
<td>16/01/02</td>
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<tr>
<td></td>
<td></td>
<td>Luton BC and GO East to ascertain the extent of the work which has been undertaken to date.</td>
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<tr>
<td></td>
<td></td>
<td>Develop an outline framework.</td>
<td>OPM</td>
</tr>
<tr>
<td>Two</td>
<td>Develop Outline Plan</td>
<td>OPM, By 30/01/02</td>
<td></td>
</tr>
<tr>
<td></td>
<td>An overview of current thinking by LSP members via telephone interviews and email survey.</td>
<td>Luton BC</td>
<td>By 30/01/02</td>
</tr>
<tr>
<td></td>
<td>Set up of small workshop session to discuss learning plan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Three</td>
<td>Refine Plan</td>
<td>OPM, Luton + Others</td>
<td>30/01/02</td>
</tr>
<tr>
<td></td>
<td>Workshop session to refine framework in the light of Stage Two.</td>
<td>OPM</td>
<td>02/02</td>
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<tr>
<td></td>
<td>Report back on workshop</td>
<td>Luton BC</td>
<td>7/02/02</td>
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<tr>
<td></td>
<td>Present outline plan to Forum</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Refine and finalise plan</td>
<td>Luton</td>
<td>7/02/02 on.</td>
</tr>
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</table>
Proposed Framework for the Production of the Local Learning Plan

Below are described: the main headings that it is suggested the learning plan should cover; and, where appropriate, some sample contents.

1. **Objectives**
   What the learning plan is expected to achieve, for example:
   - Focus on delivering the Forum’s action plan for neighbourhood renewal
   - Anticipate the priority skills and knowledge required to deliver the plan
   - Meet the needs of Forum and Assembly members as well as addressing the wider needs of the local community
   - Identify who is to do what, by when, using which resources, to meet whose learning needs, to achieve which aspects of the action plan.

   The learning processes to be supported by the plan should:
   - Centre on real issues and working networks
   - Actively engage participants
   - Use or develop local facilitation and training skills

2. **Target Groups**
   The key players whose skills and knowledge are to be further developed. For example:
   - The Forum
   - The Assembly
   - Others ????

3. **Priority Clusters of Skills and Knowledge**
   The areas where the target groups have the greatest need for skills and knowledge development. For example:
   - Accessing and sharing local information and information on best practice
   - Developing a shared framework for understanding exclusion and deprivation
   - Community capacity development
   - Enabling participation
   - Building and sustaining working relationships – decision making, conflict resolution etc.
   - Exerting influence in the community, organisations and government
   - Using specific professional and technical help e.g. finance

4. **Use, or Further Development, of Local Learning Resources**
   The local learning resources that can be used to meet the priority skill and knowledge development needs and, where the resources are weak or do not exist, how to bridge the gap

5. **Action Planning**
   Identification of key actions, timescales and responsibilities to implement the learning plan.