WARDS AFFECTED: Basford and Bestwood

ITEM No

AREA TWO COMMITTEE BASFORD AND BESTWOOD WARDS

28 JANUARY 2009

REPORT OF ACTING DIRECTOR LOCAL COMMUNITIES

LOCAL COMMUNITY EMPOWERMENT PLAN 2008 - 2011

1. SUMMARY

This report informs the Area Committee about local plans by the Neighbourhood Management Team to bring about empowerment opportunities amongst local communities in the area.

2. **RECOMMENDATIONS**

IT IS RECOMMENDED that the Area Committee note the Plan.

3. BACKGROUND

- 3.1 In the recent White Paper, "Communities in Control: Real Power, Real People" the government has set local authorities a series of challenges to give local people and communities more influence and power to improve their lives.
- 3.2 The One Nottingham Strategic Partnership has published its Community Empowerment Strategy which aims to encourage people to take an active part in making decisions and influencing service delivery across the City.
- 3.3 Nottingham is one of 18 National Empowerment Champions and has adopted N.I.4 (% people who feel they can influence decisions in their locality) as a designated indicator for Nottingham's Local Area Agreement.

4 PROPOSALS

- 4.1 It is in this national and local context that all nine Neighbourhood Management Teams have produced a Local Community Empowerment Plan that is tailored to the circumstances and needs of local residents. The Plan for Area Two is attached as Appendix 1.
- 4.2 This Plan is based on much good practice developed in the City and amongst our partners in the wider Neighbourhood Teams. The actions will allow flexibility of approach so that communities are recognised and treated according to their diverse needs and nature.

4.3 For the Plan to be truly effective, it must be delivered in a spirit of partnership working – members, service delivery partners and residents – with the Neighbourhood Management Team acting as a catalyst for change and a broker to negotiations and agreements. It will be performance managed by the Neighbourhood Management Team via the local governance structure.

5. TIMESCALE FOR IMPLEMENTATION OF PROPOSALS

The Plan will be delivered over at least the next three years, with a bi-annual review and report to Area Committee to ensure that actions are being completed.

6. FINANCIAL IMPLICATIONS

Actions will be delivered within current budgets.

7. **LEGAL IMPLICATIONS**

The views of Legal Services will be sought where legislative matters are involved.

8. EQUALITY AND DIVERSITY IMPLICATIONS

Equality impact assessments are being undertaken which will inform the Neighbourhood Management Service of matters that require attention to ensure the diverse needs of local communities and the people within them are recognised and taken into account.

9. CONSULTATIONS

Consultation has taken place on the Plan with members, residents and partner services. Their views and comments are reflected within the document.

10. STRATEGIC PRIORITIES

The issues raised by local people in the Area Committee contribute toward delivering the Strategic Priorities of the Corporate Plan theme 'Transforming Nottingham's Neighbourhoods' through opportunities to engage with local people and assist in delivery of local services.

11. CRIME AND DISORDER ACT 1988 (SCT 17) IMPLICATIONS

Actions contained within the Plan will contribute to the police's work in reducing crime and the fear of crime in the local community.

12. VALUE FOR MONEY

Actions will be delivered within current budgets.

13. *List of background papers other than published works or those disclosing confidential or exempt information

None.

14. *Published documents referred to in compiling this report

Government White Paper "Safer, Stronger Communities" Government White Paper "Communities in Control: Real People, Real Power" One Nottingham Community Empowerment Strategy.

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Basford and Bestwood Community Empowerment Plan Appendix 1.







Introduction

Area 2 Neighbourhood Management Team and its partners are committed to making the area a place where residents are proud to call their home. The development of a strong, thriving relationship between Nottingham City Council Area 2 Neighbourhood Management Team, the Ward Councillors and Partners together with the local residents to delivering lasting positive change in the community.

We will endeavour to provide a range of services, helping to develop local solutions to local needs, and involve where possible the community in the decisions that affect their lives.

Community Empowerment

In the past few years, the government has placed increasing emphasis on how councils empower and engage people in all aspects of local public service activity.

Community empowerment is the giving of confidence, skills, and power to communities to shape and influence what public bodies do for or with them.

The latest Government White Paper, Communities in Control provides further clarity of the national plans which are embedded within this document.

The Purpose

This document highlights how Area 2 Neighbourhood Management Team and Partners will support and involve the local community improve local service delivery. This is a living document and will be regularly reviewed on a quarterly basis by the Area 2 Community Empowerment Group.

Area Profile

Area Two encompasses the wards of Basford and Bestwood and has over 30,434 residents, approximately 14,000 households. Area 2 has a slightly higher proportion of households with dependent children than Nottingham and nationally, and the second highest proportion of lone parents households.

Basford & Bestwood wards have a lower percentage of Black and Ethnic Minority groups of all wards in Nottingham City, approximately 11%. More than a fifth of the households comprise of pensioners 22% and over half of these households are pensioners living alone.

The main cause of death in Basford & Bestwood are circulatory diseases, cancer and chronic obstructive pulmonary disease (34.7%, 27.8% and 5.9% of deaths respectively), which is roughly comparable to Nottingham as a whole. Compared to other wards in Nottingham Basford and Bestwood have high rates of hospital admissions for all cancers, respiratory disease and injury and poisoning.

Basford

This is an area which has a mixture of affluence and deprivation as compared to other areas across the city. Basford has below average levels of deprivation when compared to other wards in Nottingham. There are 882 students living in Area 2, of which 69.5% reside in Basford, a total of 4.1% of the population. In Basford over one-third (35.8%) aged 16-75 have no formal qualifications. Basford has higher death rates from coronary heart disease in those under 75 compared to only one other area of Nottingham.

Bestwood

Bestwood Ward is rated as being among the top 10% most deprived areas in the country regarding employment, income, education and skills. Income deprivation affecting children is in the top 10% nationally, particularly in the Bestwood Estate area. Health-wise, Bestwood Ward has the highest premature death rate from cancer, and the 4th highest rate of teenage conceptions in the city. Crime-wise, Bestwood has the third highest rating among city wards for youth offences, specifically for:- violence against the person, criminal damage, domestic burglary, theft and handling stolen goods, and public order. Also, for arson/intentional fires incidents in the city.

How are we going to measure progress and feedback?

In order to ensure that we are meeting the priorities and targets set out within this document, we will put into place performance monitoring systems. The groups responsible for the monitoring and success of this plan will be the Area Managers' Group together with members of each themed group responsible for their individual topic. The themed groups are:

- Crime and Community Safety
- Children and Young People Panel
- Environmental
- Health
- Worklessness
- Community Engagement & Empowerment

This plan will be reviewed quarterly and fed back to Area 2 Committee, partners and our communities on a bi-annual basis.

This document includes reference to the targets we will get measured on in the annual Place survey.

NI1 % of people who believe people from different backgrounds get on well together in their local area.

NI4 % of people who feel they can influence decisions in their locality.

NI5 Overall satisfaction with the Area.

It also includes reference to a level of participation for each activity taken from the ladder of engagement (examples below):

- Level 1. Information sharing (providing information to residents)
- Level 2. Consultation (opinion sought).
- Level 3. Capacity building and involvement (deciding together).
- Level 4. Sharing power and resources, and joint decision-making and/or delivery.
- Level 5. Individuals and groups making decisions and delivering services.

| COLOUR CODING: | | | | |
|---|--|--|--|--|
| Happening! (Green) | | | | |
| Development work in progress (Amber) | | | | |
| Awaiting further development/capacity (Red) | | | | |

| Targets & Level of Participation | Activity | Who | Outcome | Review Notes and Comments | When |
|---|---|---|---|------------------------------------|--------------------|
| Effective and active Participation and engagement of local people in local democracy through: | Local Councillors informed by local residents to set local Priorities which will influence Neighbourhood Action Teams | Neighbourhood Management Community Engagement Theme Group | Service providers responding to local needs. Residents actively influencing service delivery. | | Ongoing monthly |
| Targets: NI4 NI5 Level: 3 | | | | | |
| Targets:NI4 Level: 3 | Development and support of existing involvement structures so that young people can participate in Area Committee and local democracy. | Area 2 Play Service Extended Schools CYPP Theme Group | Citizenship in school to include the remit of local democracy. Engaging young people in democracy at a local level and reducing the voting apathy in young people. | | July 2010 |
| Targets:NI4 NI5 Level: 5 | Review of Area Committee resident membership to ensure it is representative of the community. | Neighbourhood Management | An active resident representation on Area Committee who can effectively hold services and Councillors to account. | | Sept 2009 |
| Targets:NI4 NI5 Level: 1 | Promotion of the work of Area Committee through various communication methods such as events, newsletters, leaflets, notice boards etc to create awareness amongst local communities. | Area Committee resident reps Neighbourhood Management Area 2 Managers | Take-up of local opportunities. Residents are well informed through a range of methods providing the relevant information to make decisions. | | March 2010 |

| Targets:NI4 Level: 3 | Neighbourhood Manager to run pre-meetings before main Area Committee meeting to explain the process, take notes on key issues and concerns for discussion, as part of the resident slot on the agenda | Neighbourhood Management | Capacity building with volunteers to enable them to participate effectively. Information sharing Ensuring that volunteers have a voice within the meeting. | |
|---|---|---|--|---------------|
| Supporting residents to become active citizens or volunteers Target:NI5 Level:3 | Well attended and effective Estate Inspections that involve residents, Councillors and a variety of partners. Introduction of quarterly Ward Walks | Nottingham City Homes NAT's Local Councillors Area Managers | Residents holding services to account, pro-actively working with services to tackle problems in neighbourhoods. | March 2009 |
| Target:NI4 NI1 Level: 3 | Develop life skills with residents to give them the confidence and aspiration to engage in their community including those groups who are hard to reach e.g. communication, problem-solving, teamwork, self-esteem etc | Bestwood Partnership Connexions Sure Start BEST | Working with residents to raise confidence and increase skills to enable them to participate and be involved. | March 2010 |
| Target:NI1 NI4 NI5 Level:4 | Set up, support and involve local Tenants & Residents Associations Set up, support and involve Neighbourhood Watch Groups | Nottingham City Homes NAT's Area Safer Neighbourhood Teams | TRA's and Neighbourhood Watch groups are another method of community engagement and involvement. A method for tenants and residents to influence decision-making, get their voice heard, and have feedback acted upon. | March 2010 |

| Target:NI1 NI4 NI5 Level:3 | Develop and support new and established groups in communities to respond to local needs and emerging agendas | Community Development Service Community Development GAP | Community Cohesion Supporting residents to become active citizens | March 2011 |
|----------------------------------|--|---|---|---------------|
| Target:NI5 Level:3 | Develop a Street Reps scheme for the area. Local residents can 'adopt a street' taking responsibility for helping to address issues on their street by reporting things either individually or collectively | Community Development GAP | Another method of community engagement Increase satisfaction within the neighbourhood Resident taking on responsibility for their street/neighbourhood. | March 2011 |
| Target:NI4 Level: 4 | Support, involve and act on feedback from Nottingham City Homes Area 2 Panel | Nottingham City Homes | Making sure that we act on feedback so involvement is meaningful for tenants and residents. | |
| Target:NI4 NI5 Level: 1 | Promotion of local democratic structures and a menu of opportunities to get involved that require different levels of commitment, time and resources removing barriers such as childcare, transport, so that more residents can participate. | Area 2 Managers Group Community Development GAP | More residents can get involved and actively participate. Wider representation Greater satisfaction | March 2010 |

| Target:NI5 Level: 4 | Support and assist residents involved within the Community Arrow editorial board to deliver a newsletter about the community for the community. | Neighbourhood Management | Capacity Building so that residents can participate effectively Information sharing –'You Said, We Did'. Greater awareness of what's going on in the community. | |
|--------------------------|---|--|--|-----------|
| Target:NI4 NI5 Level 3 | Sure Start Children's Centre Empowerment Plan being developed for 0 -7 targeted services— ensure that this links into other partners' delivery plans. | Sure Start Children's Centres CYPP Theme group | Capacity building for families to allow them to be engaged and involved in their community. | Ongoing |
| Target: NI4 NI5 Level: 3 | Develop Parents' Groups in schools throughout the ward | Extended Schools Community Development GAP | Giving parents the skills and tools to become active citizens. A co-ordinated approach to involvement throughout the area using our schools as platforms for increasing community involvement | July 2011 |
| Target:NI4 NI5 Level: 3 | Accessible support, training and advice for Community Centre Associations | NCC – Community Development | Effective and pro-active community centre associations supporting community centres. Sourcing and promoting relevant activities for local people of all age groups and backgrounds. | |

| Providing you with more access to information Target:NI4 Level: 1 | Develop a Marketing, Communications and Consultation plan for the ' Neighbourhood Team' who work within the Ward. | Area 2 Managers Group | A range of clear and simple feedback mechanisms developed for the community – postcards, community newsletter, noticeboards, website to promote when we have responded to comments, feedback and suggestions. Giving the community the tools in an accessible format to access services quickly and easily. Shared resources, a smarter way of working. | May 2009 |
|---|--|--|---|---------------|
| Targets:NI1 NI4 Level: 1 & 2 | Develop an Online Hub for the Area offering a range of information from all key organisations and local groups. | Neighbourhood Management | Another channel of communication and means of sharing information with the community. | March 2009 |
| Influence over Council budgets and assets Target:NI4 NI5 Level: 5 | Develop a process so that residents have greater say in how local budgets are spent and help to set local priorities for spending – participatory budgeting, Area Capital Fund, Area Committee | Neighbourhood Management / Community Development GAP | Residents having direct influence over both Council – greater satisfaction, active citizenship | Dec 2011 |

Bestwood Ward Actions

| Local Community Events (by ward) Targets: NI1 NI4 NI5 Level: 1 & 2 | Co-ordinate, promote and run a quarterly Community event accessible to all within the ward. * Bestwood Alive & Kicking Event * Bestwood Carnival * Southglade Parklife * Bestwood Christmas Celebration | Local Councillors Nottingham City Council: Neighbourhood Management, Sure Start Children Centres Youth Service, Play, Parks, Street Scene, Extended Schools, Leisure, Local Schools. Nottingham City Homes Police Bestwood Partnership | Bring the community together – increase Community Spirit Help promote community cohesion Promotion of health and wellbeing within the community Access to information and promotion of local services Reframing the image of the area. | Ongoing |
|---|--|--|--|-----------|
| Targets:NI4 NI5 Level:2 | Every 6 months, in line with the distribution of the Bestwood Partnership newsletter, conduct a 2000 targeted door knock in the ward following up on information, consultation or feedback that was put out through the newsletter | Neighbourhood Team | To ensure residents are aware of the newsletter and to highlight important information that was in it, and conduct relevant consultation. Increase awareness of the newsletter as an effective way of feeding back or consulting | |
| Giving older & younger people a stronger voice Targets: NI1 NI4 Level: 3 | To develop a sustainable Youth Forum in the ward with clear linkages to Area Committee | Youth Service | To encourage young people to become more active in their communities, raising aspirations. Community cohesion. | July 2010 |

| | Develop an | Youth/ Play | Break down barriers - | Dec 2010 |
|--------------|---|---|-----------------------|----------|
| Targets: NI1 | intergenerational project within the ward between | Service | community cohesion | |
| Level: 3 | young and old people | Adult Services / NCH or Community Development GAP | | |

Basford Ward Actions

| Targets; | Activity; Spell out each Activity and level of participation | Who; Named person, organisation, service area | Outcome; Spell it out | Review notes | When |
|----------|--|--|---|-----------------|---------------|
| NI4 | Support Voluntary Organisations in Basford | Sure Start Children's Centre Community Development GAP | Supporting and enabling citizens to take up empowerment opportunities by offering support and training, capacity build local representatives. This would develop community and greater engagement and involvement in decision-making for their neighbourhood. | | Sept 2009 |
| NI1 | Set-up Youth Forums in the Basford Ward | Youth Service – youth worker Faith groups Extended schools (Ellis Guilford), Libraries Community Development GAP | With the setting up of Youth Forums, we would enable the young to have a voice in decision-making in their neighbourhood e.g. Area Committee local democracy etc. These Forums can also offer voluntary activities. | | March 2011 |

| NI5 NI4 | Develop stronger working relationships with faith groups in Basford | Neighbourhood Management Children Services Community Development GAP Local churches | Basford has strong faith groups. Closer partnership working would support greater community cohesion. | March 2011 |
|------------|--|---|---|---------------|
| NI4 | Set up a Friend of the Parks focus group | Park Ranger Service Park Development Officer Community Development GAP | Supporting residents to become active citizens or volunteers. This would enable the community to take ownership of their parks and open spaces. Improve Parks and Open Spaces. The ability to fund raise for specific projects outside of Nottingham City Council | Ongoing |
| NI4 | Set up Basford Forum Group February 2009 May 2009 August 2009 November 2009 | Councillors Neighbourhood Management Sure Start Children's Centre Police Youth Service Play Community Development GAP | This quarterly meeting would enable residents groups, faith groups, business groups and other voluntary groups to meet on common ground to have their say, 'Your Choice Your Voice'. Where local people from the area could feel they can raise local issues and influence decision making in the public sector regarding local issues. | Ongoing |
| NI4 NI1 | Set up Community Celebration | Councillors Neighbourhood Management, NCH Children Services, Youth Service Partners Community Development GAP | An annual event where the community can be recognised for their contribution and achievements. This would enable different groups across the area from different ethnic backgrounds to engage with each other and share ideas and celebrate achievements. | March 2010 |

| NI1 | Develop a Community Garden in Basford | Sure Start Children's Centre, Parks, Nottingham in Bloom, Tenants and Residents, Extended Schools, Allotments Officer Community Development GAP | Basford benefits from several allotments across the area and would profit from a volunteer-led community garden project supported by community workers. The advantage of this project would be threefold, educational, health and would involve the community in volunteering. | Sept 2009 |
|-----|--|---|---|-----------|
| NI1 | Set up 'Basford Steps into Wildlife' | Parks, Sure Start Children's Centre, Extended Schools Community Development GAP | Proactive involvement of communities in caring for the local environment and wildlife. Volunteering opportunities in creating and maintaining sustainable green spaces in Basford. Develop outdoor learning opportunities for the whole community. The possibility of setting up a Junior Wildlife Scheme to get young people interested in their environment and gain skills necessary to become a community advocate and possible employment. | July 2010 |
| NI1 | Year round programme of community events: Park Life May Day (maypole) Community Garden Party Young people get together | Parks NM Children Services Faith Groups TRA's Schools YOT Youth Play | Bringing the community together – harnessing community spirit and cohesion. Celebrating the Area (reframing). | |

| NI4 | Develop more youth and | Youth Service | Dance clubs, music clubs and | July 2011 |
|-----|------------------------|---------------------|------------------------------------|-----------|
| | play activities | Play | other youth programmes | |
| | | Extended Schools | determined by young people. | |
| | | | Positive activities for young | |
| | | Current GAP in | people develop community | |
| | | capacity to deliver | cohesion, particularly in bridging | |
| | | services | the gap between young people | |
| | | | from different ethnic | |
| | | | backgrounds. | |
| | | | | |

Strategic Regeneration Framework template Number 2

| Aim | Activity | Lead Agency | Outcome | When |
|---|-------------------------------|--|--|---------|
| To raise community awareness of the Strategic Regeneration Framework that is taking place in Area 2, thus ensuring that residents feel that they can 'have a say' in the plans and influence decisions. | SRF Road Show/consultation | Regeneration Team NM Community Development GAP | The contribution towards the Strategic Regeneration Framework would take into consideration the work to be undertaken in the neighbourhoods e.g. a framework to support a well-designed, accessible and pleasant living and working environment, with a well supported transport infrastructure. | Ongoing |

Early Intervention - Area wide

"To deliver a range of projects that focus on tackling intergenerational problems, cycles of deprivation and complex problems."

| Aim | Activity | Lead agency | Outcome | When |
|-----------------------|---|---|---|---------|
| Reducing Unemployment | Bestwood Directions offer a range of support: Job Mates – personal advisors who assist clients to seek and apply for jobs Free Training – for anyone on benefits or unemployed Links with Employers – current links with Security, Construction, TESCO & ASDA etc mean that people who attended training courses and passed can be referred directly onto employers. Jobs Fairs – to promote employment opportunities at a local level. | Bestwood Directions | Residents are given support, advice and confidence to enable them to seek training or job opportunities. Increase in number of residents in training or employment Raising Aspirations | Ongoing |
| Substance misuse | Compass - Deliver assertive street outreach across Area 2 to aid in harm reduction and reduce the potential harm of illicit drug use | Compass Nottingham PCT Crime & Drugs Partnership | Reduction in the number of drug users and potential to reduce crime within the area. Creating a community that is fit and healthy. Deliver LAA – Reduce the harm caused by substance misuse | |

| Reducing Teenage Pregnancy | PAT – Priority Action Team – a multi-agency network of professionals, who work with young people, aiming to reduce the number of teenage pregnancies within the area. Increasing the support and advice services within the area, developing the C-card scheme | PAT -members- Base 51 Youth workers Sure Start Children's Centre Connexions Framework School Nurses | Delivering on the LAA - target on reducing the number of under-18 conceptions Reduce STI's | |
|---|--|--|---|--|
| Encourage and increase take up of Physical Activity | To provide and promote opportunities for adults to participate in physical activity. especially 'at risk groups,' through the projects below: • GP- Physical activity referral scheme • Health trainers • Physical activity mentors • Pars (Physical activity referral scheme) | NCC- Leisure Centres YMCA PCT Local community groups GAP - Health Trainers Community Nutrition & Dietetic Department PCT Health Action Officer Schools | LAA – Reduce the risk of CVD/Obesity lifestyle factors creating a stronger healthier Nottingham Active families Creating a community that is fit and healthy Reduce the risk of CVD Deliver LLA target - Tackle the rise in childhood obesity Reduce the number of obese children of primary school age, in year 6 | |
| Reducing Obesity | Increase leisure centre usage. Increase knowledge and skill of the community by promoting healthy cooking courses at community venues Raise awareness and support the childhood obesity program 'Go for it' | | | |

| Give up smoking | New Leaf Reduce the number of smokers within the area by delivering one-to-one support though GP practices and pharmacists and 'stop smoking' groups | New Leaf GP'S Pharmacists | LAA Target – Reduce number of smokers. Increase the number of 4 week quitters Reduce the risk of CVD | |
|--------------------|--|---|--|--|
| Early intervention | Sure Start Children Centres - ensure early intervention To deliver a range of projects that focus on tackling intergenerational problems, cycles of deprivation and complex problems Educate, inform and signpost parents to activities within the Sure Start centre and the community Run a community café to promote community cohesion | Midwives Family Support Workers Health Visitors Early Intervention Team Parentline plus Children's Family Information service | To improve outcomes for children, young people, adults and families and to break the intergenerational cycle of problems in the long-term. Better physical and emotional health Close the performance gap within the city in terms of key outcome indicators for children, young people, adults and families | |
| Mental Health | Primary Care Mental Health Workers To promote drop-ins and available courses/support groups. Delivering Step Care Model of cognitive behaviour therapy at a community level within the area through drop-in clinics and courses | PCT – Mental Health Team | Improvement on LAA target of reducing death/suicide Better physical and emotional health | |

Bestwood – Early Intervention

| * Relate Parent Support 'Looking at Anger' courses Parent mentoring courses | Sure Start Children's Centre Relate Schools | Parent support * Helping to build emotional literacy, building emotional robustness, empowering people to start to take charge of their problems. * Build capacity within the community and disseminate good parenting practice |
|---|--|--|
| Junior Youth Inclusion Project Bestwood (7 – 12 year olds) | Junior YIP Team Police Schools Play NAT's | *To engage with a high proportion of the core group, especially those members deemed most at risk * To increase access to mainstream services in relation to education, training and employment for the young people involved * To prevent young people involved from entering the criminal justice system and reduce offending of those already in the system * To intervene, not just on an individual level, but with communities and families |

Basford - Early Intervention

| Dabibla Lally | | | |
|--|--|-------------------------------------|--|
| To raise aspiration and develop a strong | Set up 'Reach Higher' apprenticeship Scheme | BEST | The development of apprenticeships will make training and employment |
| cohesive community | | Local Businesses | opportunities more accessible to disadvantaged young people. By improving |
| | | NACRO | and developing links with business in the area would provide young people with the |
| | | GAP | skills necessary to reach their full potential and be able to secure jobs. |
| To develop young people's skill and help to tackle anti-social behaviour | Set up 'Get on your bike and ride' youth project | ITYSS YIP YOT NAT's GAP | The development of the scheme would allow young people to gain lifelong skills in road safety, bicycle maintenance and repair, health benefits of exercise which improves quality of life. |

Glossary of terms

NM Neighbourhood Management Team

Neighbourhood Team comprises all our partners working in Area 2 including:-

TRA's Tenants and Residents Associations

NCC Nottingham City Council

NAT's Neighbourhood Action Teams

CYPP Children and Young People Panel

BSF Building Schools for the Future

NCH Nottingham City Homes

YOT Youth Offending Team

PCT Primary Care Trust

YMCA Young Men's Christian Association

GP's General Practitioners

YIP Youth Inclusion Programme

NACRO

AREA 2 GOVERNANCE STRUCTURE

