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SOUTH (INNER) AREA COMMITTEE

Meeting to be held in Civic Hall, Leeds on
Wednesday, 12th January, 2011 at 6.30 pm

MEMBERSHIP

Councillors

D Congreve	-	Beeston and Holbeck;
A Gabriel (Chair)	-	Beeston and Holbeck;
A Ogilvie	-	Beeston and Holbeck;
P Davey	-	City and Hunslet;
M Iqbal	-	City and Hunslet;
E Nash	-	City and Hunslet;
J Blake	-	Middleton Park;
G Driver	-	Middleton Park;
K Groves	-	Middleton Park;

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A BRIEF EXPLANATION OF COUNCIL FUNCTIONS AND EXECUTIVE FUNCTIONS

There are certain functions that are defined by regulations which can only be carried out at a meeting of the Full Council or under a Scheme of Delegation approved by the Full Council. Everything else is an Executive Function and, therefore, is carried out by the Council's Executive Board or under a Scheme of Delegation agreed by the Executive Board.

The Area Committee has some functions which are delegated from full Council and some Functions which are delegated from the Executive Board. Both functions are kept separately in order to make it clear where the authority has come from so that if there are decisions that the Area Committee decides not to make they know which body the decision should be referred back to.

A G E N D A

Item No	Ward	Item Not Open		Page No
1			<p style="text-align: center;"><u>PROCEDURAL BUSINESS</u></p> <p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting.)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> <p>No exempt items or information have been identified on this agenda.</p>	

Item No	Ward	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF INTEREST</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES - 11TH NOVEMBER 2010</p> <p>To confirm as a correct record the minutes of the meeting held on 11th November 2010.</p>	1 - 8
7			<p>OPEN FORUM</p> <p>In accordance with Paragraphs 6.24 and 6.25 of the Area Committee Procedure Rules, at the discretion of the Chair a period of up to 10 minutes may be allocated at each ordinary meeting for members of the public to make representations or to ask questions on matters within the terms of reference of the Area Committee. This period of time may be extended at the discretion of the Chair. No member of the public shall speak for more than three minutes in the Open Forum, except by permission of the Chair.</p> <p>(10 mins discussion)</p> <p style="text-align: center;"><u>COUNCIL BUSINESS</u></p>	

Item No	Ward	Item Not Open		Page No
8	Beeston and Holbeck; City and Hunslet; Middleton Park;		<p>ANNUAL REPORT - FOR PARKS AND COUNTRYSIDE SERVICE IN SOUTH INNER AREA COMMITTEE</p> <p>To receive and consider a report from the Head of Parks and Countryside providing an overview of the service and highlighting some of the challenges faced together with key performance initiatives.</p> <p>(5 mins presentation / 10 mins discussion)</p>	9 - 22
9	Beeston and Holbeck; City and Hunslet; Middleton Park;		<p>SOUTH EAST HEALTH AND WELLBEING PROGRAMME</p> <p>To receive and consider a report from the South East Health and Improvement Wellbeing Manager outlining the significant changes taking place locally following publication of the recent government white paper and highlighting implications for the work of the local area partnerships.</p> <p>(5 mins presentation / 10 mins discussion)</p>	23 - 28
10	All Wards;		<p>TOWARDS INTEGRATED LOCALITY WORKING</p> <p>To receive and consider a report from the Assistant Chief Executive (Planning, Policy and Improvement) informing Area Committees on the progress of recent work on locality working through a Locality Working Pathfinder in the South East wedge of the city.</p> <p>(5 mins presentation / 5 mins discussion)</p> <p style="text-align: center;"><u>EXECUTIVE BUSINESS</u></p>	29 - 34
11	Beeston and Holbeck; City and Hunslet; Middleton Park;		<p>INNER SOUTH WELLBEING BUDGET</p> <p>To receive and consider a report from the South East Area Manager presenting details of proposed projects and activities to deliver local actions relating to the agreed themes and outcomes of the Area Delivery Plan (ADP).</p> <p>(5 mins presentation / 5 mins discussion)</p>	35 - 40

Item No	Ward	Item Not Open		Page No
12	Beeston and Holbeck; City and Hunslet; Middleton Park;		<p>ACTIONS AND ACHIEVEMENTS REPORT</p> <p>To receive and consider a report from the South East Area Manager updating Members on actions and achievements around the Area Delivery Plan since the last Area Committee meeting.</p> <p>(5 mins presentation / 5 mins discussion)</p>	41 - 94
13			<p>DATES, TIMES AND VENUES OF FUTURE MEETINGS</p> <p>Wednesday 9th February, 2011 (St Matthew's Community Centre, St Matthew's Street, LS11 9NR)</p> <p>Thursday 24th March, 2011 (Venue to be advised)</p> <p>(All meetings to commence at 6.30 pm).</p>	

Agenda Item 6

SOUTH (INNER) AREA COMMITTEE

THURSDAY, 11TH NOVEMBER, 2010

PRESENT: Councillor A Gabriel in the Chair

Councillors J Blake, D Congreve, G Driver,
K Groves, M Iqbal and E Nash

28 Chair's Opening Remarks

The Chair welcomed all in attendance to the November meeting of the South (Inner) Area Committee.

29 Declarations of Interest

There were no declarations of interest.

30 Apologies for Absence

Apologies for absence were submitted by Councillors Davey and Ogilvie.

31 Minutes - 22nd September 2010

RESOLVED – That the minutes of the meeting held on 22nd September 2010 be confirmed as a correct record.

32 Matters Arising from the Minutes

Minute No. 9 – Review of Mobile Youth Provision

The Deputy Area Manager reported that Steve Buckley was providing Elected Members with updates on youth services.

Minute No. 15 – Dog Control Orders

The Area Committee was informed that signs publicising the operation of Dog Control Orders had been agreed by the Council's Executive Board. One Member requested further information about the boundaries.

33 Open Forum

In accordance with paragraphs 6.24 and 6.25 of the Area Committee Procedure Rules, the Chair allowed a period of up to 10 minutes for members of the public to make representations or to ask questions on matters within the terms of reference of the Area Committee.

On this occasion, there were no matters raised under this item by members of the public.

Draft minutes to be approved at the meeting
to be held on Wednesday, 12th January, 2011

34 I Love South Leeds Festival 2010 - Evaluation Report

The Director of Environment and Neighbourhoods submitted a report which provided the Area Committee with an overview of the 2010 I Love South Leeds Festival activities that were commissioned through Inner South Area Committee Wellbeing funding. The report also contained recommendations relating to the future management of the festival.

Keith Lander, Deputy Area Manager, presented the report and responded to Members' questions and comments.

In brief summary, the main areas of discussion were:

- The role of Extended Services Clusters in developing the programme of activities.
- The benefits of undertaking a mapping exercise in relation to local provision.
- Clarification that £6,285 had been allocated as part of the Turn It Up Programme and the amount spent was £6,000. The report incorrectly referred to £6,000 being allocated and £6,285 being spent.

RESOLVED –

- (a) That the contents of the report be noted;
- (b) That Area Management be requested to work with Extended Services Clusters on a proposal (for Area Committee consideration) on a joined-up approach to summer holiday activities in 2011;
- (c) That South Leeds Superstar be re-commissioned for 2011, either as part of the proposal with Extended Schools Clusters or independently should the proposal with Extended Schools Clusters not be approved;
- (d) That the Area Committee approves up to 9k of indicative costs for South Leeds Superstar (£3,000 split equally from Beeston and Holbeck, City and Hunslet, and Middleton Park Wards); and
- (e) That the Area Committee approves the proposed funding on an in principle basis from the 2011/12 wellbeing revenue budget, subject to the allocation to the South (Inner) Area Committee.

35 Vision for Leeds 2011 to 2030 - progress with development and next steps

The Area Committee received a report from Leeds Initiative which provided an update on work undertaken to date to develop a new Vision for Leeds 2011 to 2030.

Appended to the report for Members' information was a copy of the consultation document 'What if Leeds ...', consultation and communication plans for the Vision for Leeds 2011 to 2030, together with a consultation timetable.

The Chair welcomed to the meeting, Jenny Hill, Project Officer, to present the report and respond to Members' questions and comments.

In brief summary, the main highlighted points were:

- A number of groups and individuals had been consulted in the inner south area, including, New Bewerley Primary, Broomfield Children's Centre, an inter faith group and drug and alcohol group. Officers had also attended a health event at the Hamara Centre and various PACT meetings.
- Feedback on the 'What if Leeds' debate, particularly in relation to the widening of the gap between rich and poor – respondents were concerned that parts of north Leeds received more attention than the south.
- John Clark, Chief Executive of Aire Valley Homes Leeds, agreed to provide details of other groups and individuals that could be consulted. Members also discussed publicising the Vision for Leeds through the work of South Leeds Community Radio.

RESOLVED – That the report and information appended to the report be noted.

(Councillor Blake joined the meeting at 6.56 pm, during the consideration of this item.)

36 The Leeds Local Investment Plan 2011-15

This item was withdrawn.

37 South Leeds Sports Centre

The Strategic Asset Management Service submitted a report which provided the Area Committee with a background of the position with South Leeds Sports Centre to accompany the report being submitted by Tiger 11.

The Chair welcomed to the meeting the following representatives:

- Jeremy Morton, Director of Tiger 11
- Claire Harrigan, Project Manager, Harrigan Smith.

In brief summary, the key areas of discussion were:

- Proposals for the development of South Leeds Sports Centre, including, development of the main entrance, fitness suite and café and refreshment areas.
- Clarification that Tiger 11 was currently in discussions with Community Builders about issues in relation to State Aid.
- Exploring opportunities around S106 money for leisure gain.

- Acknowledgement of the positive work being undertaken to develop the proposals and the importance of demonstrating ongoing sustainability, particularly in view of the current economic climate.

RESOLVED – That the report and information appended to the report be noted.

(Councillor Iqbal joined the meeting at 7.12 pm, during the consideration of this item.)

38 Proposed Merger for Joseph Priestley College

The Director of Environment and Neighbourhoods submitted a report which presented the Area Committee with information on the proposed merger and future plans for Joseph Priestley College.

The Chair welcomed to the meeting, Sally Blunt, Principal of Joseph Priestley College, to present the report and respond to Members' questions and comments.

An outline of the main points was provided, particularly in relation to enhancing provision for NEET's and the statutory consultations, planned for February 2011. It was agreed to invite Sally Blunt together with Peter Roberts, Principal of Leeds City College, to a future meeting of the Area Committee, as part of the statutory consultation programme.

RESOLVED – That the report and information appended to the report be noted.

39 Reporting Health and Environmental Action Service activities to the area committees

The Director of Environment and Neighbourhoods submitted a report which provided the Area Committee with information on the demand for services provided by the Health and Environmental Action Service (HEAS) with a particular focus on the enforcement activities undertaken by the Environmental Action Team (EAT) and Highways and Environmental Enforcement (HEE) team.

Appended to the report was a copy of the HEAS Activity Report (April – September 2010) for Members' information.

The Chair welcomed to the meeting, Paul Spandler, Acting Service Manager, South Environmental Action Team, to present the report and respond to Members' questions and comments:

In brief summary, the key highlighted points were:

- The Area Committee requested a further breakdown of service requests for the City and Hunslet Ward (separate data to be included for the city centre.)
- One Member requested a report back on the Landlord Accreditation Scheme.
- Members raised concern about persistent noise and the associated challenges in terms of gathering evidence.
- The Area Committee was advised that income generated from dog fouling fines was re-distributed back to Environmental Services.

RESOLVED – That the report and information appended to the report be noted.

40 Grounds Maintenance Update Report

The Chief Environment Services Officer submitted a report which updated the Area Committee on progress to date with the procurement of a new grounds maintenance contract commencing 1st January 2010.

The Chair welcomed the following officers to the meeting, to present the report and respond to Members' questions and comments:

- Giles Jeffs, Contracts Officers, Environment and Neighbourhoods
- Sue Spellman, Service Development Manager, Aire Valley Homes Leeds.

In brief summary, the main points of discussion were:

- Confirmation that the current contract was being extended to 31st November 2011, which enabled the new contractor a better run in period at a point when maintenance activity was reduced.
- Improvements to the mapping database and ensuring a consistent approach to grass cutting.
- The benefits of encouraging local community groups / tenant groups to provide feedback on land in need of grass cutting.
- The need for robust contract monitoring and ensuring an appropriate penalty system was in place.
- Ensuring value for money and varying the number of cuts in certain areas.
- Concern about grass cuttings being left on the pavement and the cost of removing the cuttings.

RESOLVED – That the report and information appended to the report be noted.

41 Inner South Well-Being Budget

The Director of Environment and Neighbourhoods submitted a report which contained details of proposed projects and activities to deliver local actions relating to the agreed themes and outcomes of the Area Delivery Plan (ADP).

Keith Lander, Deputy Area Manager, presented the report.

RESOLVED –

- (a) That the contents of the report be noted;
- (b) That the transfer of £500 from each of the Environment, Enterprise and Economy, and Health and Wellbeing thematic pots from each of the Beeston and Holbeck and City and Hunslet Wards to the Thriving Places pots for each of these two Wards, be approved; and
- (c) That the proposals relating to I Love South Leeds Festival 2011, as outlined in the I Love South Leeds Festival 2011 report, and under 6.5 to the Inner South Wellbeing Budget report, be endorsed.

42 Actions and Achievements report

The Area Committee considered a report from the South East Area Manager which updated Members on the actions and achievements of the Area Management Team since the last meeting in September.

The following information was appended to the report:

- Minutes of South Leeds Employment, Enterprise and Training Partnership (SLEET) held on 8th October 2010
- Minutes of South East Leeds Health and Well Being Partnership meeting held on 30th September 2010
- The Youth Bus – Monthly Feedback relating to each Inner South Ward (September 2010)
- Developing the role of Elected Members in Tasking Meetings – an outline role profile.

Keith Lander, Deputy Area Manager, presented the report.

The Chair welcomed to the meeting, John Clark, Chief Executive of Aire Valley Homes Leeds. Reference was made to ALMOs developing greater integrated working with Area Committees, particularly in view of the current economic climate.

The Area Committee also supported the trial of community safety member champion involvement at tasking meetings.

RESOLVED – That the report and information appended to the report be noted.

(Councillor Nash left the meeting at 8.32 pm, at the conclusion of this item.)

43 Briefing Note on Proposed Delegation of Elements of the Streetscene Service

The Director of Environment and Neighbourhoods submitted a report which outlined the range of streetscene services that could potentially be delegated to Area Committees.

Councillor Gabriel presented the report and the main points of discussion were:

- Confirmation that the likely timescale for the delegation was April 2011.
- Establishing incentive schemes for local residents
- The benefits of introducing a single system for complaints.

RESOLVED – That the contents of the report be noted.

44 Dates, Times and Venues of Future Meetings

To note the following future meeting dates for the 2010/11 municipal year:

Wednesday, 12th January, 2011
(Civic Hall, Leeds, LS1 1UR)

Wednesday, 9th February, 2011
(Venue to be advised)

Thursday, 24th March, 2011
(Venue to be advised)

(All meetings to commence at 6.30 pm).

(The meeting concluded at 8.47 pm.)

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Originator: Sean Flesher

Tel: 3957451

Report of the Head of Parks and Countryside

Meeting: South Inner Area Committee

Date: 12th January 2011

Subject: Annual Report – for Parks and Countryside Service in South Inner Area Committee

Electoral Wards Affected:

Beeston & Holbeck
City & Hunslet
Middleton Park

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

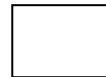
Council
Function



Delegated Executive
Function available for Call
In



Delegated Executive
Function not available for
Call In Details set out in the
report



Executive Summary

This report examines the opportunities to further develop the relationship between the Parks and Countryside service and the South Inner Area Committee.

It demonstrates how the service contributes to outcomes in the Leeds Strategic Plan.

It provides an area profile of key assets and sets out at an area level progress made in attaining Leeds Quality Park standard for community parks. It provides analysis for the area from the 2009 residents survey. It notes improvements on playing pitches.

It provides a perspective on actions contained in the area delivery plan as well as planned community engagement activities.

It sets out a programme of activities in 2011 including strategic developments, performance reporting and service planning.

The Area Committee is requested to note the content of the report and to communicate priorities for investment in community parks, playing pitches and fixed play facilities in light of the issues raised.

1.0 Purpose of this Report

- 1.1 This report seeks to further develop the relationship between the Parks and Countryside service and the South Inner Area Committee, as agreed at Executive Board.
- 1.2 It provides an overview of the service and sets out some of the challenges faced along with key performance management initiatives. In addition it seeks to provide a positive way forward for delivering the extended role of the Area Committee ensuring that the benefits of the revised roles are secured.
- 1.3 In particular it sets out at an area level progress made in attaining Leeds Quality Park standard. It also sets out investment need for fixed play along with progress made in this regard.

2.0 Background Information

Service Description

- 2.1 Leeds City Council has one of the largest fully inclusive local authority Parks and Countryside services, managing almost 4,000 hectares of parks and green space.
- 2.2 This includes 7 major parks, 167 community parks and recreation grounds and 383 acres of local green space, which include 144 playgrounds and 500 sports facilities ranging from skateboard parks to golf courses, and which play host to 600 events annually. The service also manages a nursery which produces over 4 million bedding plants each year, 96 allotment sites, almost 800km of PROW, and 156 nature conservation sites, as well as 22 cemeteries and three crematoria.
- 2.3 Appendix 1 shows Parks and Countryside contributions to the delivery of the Leeds Strategic Plan targets and outcomes.

Description of Delegated Function/Enhanced role

- 2.4 The enhanced role for Area Committees relates to community parks provision that have a wide range of facilities, including general recreation, sports pitches, play and formal and informal horticultural facilities. The role allows for the Area Committee to influence the development of these sites and to be consulted on proposals relating to usage.
- 2.5 The practical arrangements to allow this role to be fulfilled can be summarised as follows:
 - Area Committees will receive reports on significant issues that affect more than one site
 - Area Committee involvement will be sought where matters impacting sites are of a more strategic nature
- 2.6 Where developments are less significant or only impact on one site then ward members and community groups will be informed and consulted using established procedures. It is important to note that good levels of engagement with ward members exists and this role seeks to enhance this engagement.

- 2.7 Activities likely to be brought to the Area Committees during 2011 include:
- A review of outdoor bowling greens with proposals to achieve sustainable service provision
 - A review of allotments with proposals to develop and improve provision

3.0 The Service at Area Committee Level

Area Profile of the Service

- 3.1 The following table summarises community green space assets managed by Parks and Countryside in the South Inner Area Committee:

Asset	Quantity
Community parks	6
Playing Pitches:	
Football	26
Gaelic Football	1
Rugby League	6
Bowling greens	13
Playgrounds	16
Multi-use games areas	4
Skateparks	2

Context

- 3.2 The 2009 Parks and Countryside residents survey showed that the service attracts almost 68 million visits each year from Leeds' residents alone, and that approximately 96% of these are regular park users. These range from anybody using a park for informal recreation (e.g. walking, observing nature) to people who take part in formal activities (e.g. football clubs, conservation volunteers or to attend events). The user surveys also evidenced that 10m visits are made to our green space by Young People (12-19) compared to 3.6m by Children (5-11).
- 3.3 The use of this information has been a key contributor to many successful funding bids, for example the service has made significant progress in implementing the Parks Urban Renaissance programme utilising £3.7m for improvements to 21 community parks during 2005/09.

Community Parks

- 3.4 Analysis from the 2009 residents survey has been carried out relevant to the 6 community parks in the area which are;
- Cranmore Recreation Ground
 - Holbeck Moor
 - Hunslet Moor
 - Cross Flatts Park
 - Hunslet Lake

- Penny Pocket park

Comparisons to the 2009 city wide data are shown;

Gender	2009 (South Inner)	2009 (City Wide)
Male	38%	38%
Female	62%	62%

Age Profile	2009 (South Inner)	2009 (City Wide)
20-39	32%	35%
40-59	42%	37%
60+	26%	28%

Ethnicity	2009 (South Inner)	2009 (City Wide)
White	82%	91%
BME	18%	9%

- 3.5 The gender profile is in line with results for the whole of the city and generally consistent with previous surveys that show a greater number of female visitors. The age profile is also fairly consistent with the city wide statistics. There is a higher proportion of people in the sample from black and minority ethnic communities.
- 3.6 The total number of visits to community parks in the area is 1.8 million each year from residents, and 93% either walk or cycle to the park. The average across the city is 75%, so this represents a higher proportion who adopt healthy means to get to the park. The top 5 reasons for visiting are as follows:

Reasons for Visiting	2009 (South Inner)	2009 (City Wide)
Get some fresh air	46%	54%
For a walk	38%	44%
Visit the play area	34%	34%
To keep fit	25%	~
Attend events	20%	~
Children/Family outing	~	27%
Enjoy flowers / trees	~	25%

Trends are broadly similar to those across the city. The slight difference being the fourth and fifth most popular reasons for visiting community parks.

- 3.7 Respondents were also given the opportunity to give their views on the overall impression of the park.

Overall Satisfaction	2009 (South Inner)	2006 (South Inner)
Satisfied or very satisfied	51%	57%
Dissatisfied or very dissatisfied	22%	15%

From the data a reduction in satisfaction can be seen. There is a slight increase in the level of dissatisfaction over the period.

3.8 The Parks and Green Space Strategy was approved at Executive Board in February 2009 and sets out the vision and priorities to 2020. One of the key proposals contained in the strategy is the aspiration for all community parks to meet the Green Flag standard for field based assessment by 2020. The Green Flag Award Scheme represents the national standard for parks and green spaces. It has been developed around eight key criteria as follows:

- **A welcoming place** - how to create a sense that people are positively welcomed in the park
- **Healthy, safe & secure** - how best to ensure that the park is a safe & healthy environment for all users
- **Clean & well maintained** - what people can expect in terms of cleanliness, facilities & maintenance
- **Sustainability** - how a park can be managed in environmentally sensitive ways
- **Conservation & heritage** - the value of conservation & care of historical heritage
- **Community involvement** - ways of encouraging community participation and acknowledging the community's role in a park's success
- **Marketing** - methods of promoting a park successfully
- **Management** - how to reflect all of the above in a coherent & accessible management plan or strategy and ensure it is implemented

3.9 The Parks and Countryside service reports annual performance against a key local indicator based upon the Green Flag Award scheme. The indicator is stated as '*the percentage of Parks and Countryside sites assessed that meet the Green Flag standard*'. Performance against this indicator is illustrated in section 4.0

3.10 The indicator includes an assessment of each community park which has particular relevance to Area Committee engagement. The scheme is known as the Leeds Quality Park (LQP) standard. The following table provides a summary of these assessments for the South Inner Area Committee.

Site	Year Assessed	Welcoming Place	Healthy, Safe, Secure	Clean, Well Maintained	Sustainability	Conservation / Heritage	Community Involvement	Marketing	Meets Standard?	Estimated Investment value to meet LQP Standard
Cranmore Recreation Ground	2009								No	£234,811
Cross Flatts Park	2007								No	£19,000
Holbeck Moor	2009								No	£43,300
Hunslet Lake	2007								No	£98,500
Hunslet Moor	2009								No	£331,198
Penny Pocket Park	2008								No	£5,450
										£732,259

Notes – Assessments due in 2010 are currently taking place but have not yet been recorded in full so no data will be shown in this report.

Key:

Meets Leeds Quality Park Standard on average for this key criteria	
Below Leeds Quality Park Standard on average for this key criteria	

3.11 From this table no parks identified meets the Leeds Quality Park Standard in the area, none did so in the previous report. The investment needed in order to achieve LQP standard is indicated for each park.

3.12 The residents survey in 2009 enables an assessment of visitor numbers and satisfaction rating (scored out of 10) for a number of criteria for each park, set out in the following table;

Site	Assessment of Annual Visits ('000)	Design and Appearance	Cleanliness and Maintenance	Ease to Get Around	Range of Facilities	Horticultural Maintenance	Nature Conservation	Facilities for Families	Sports Facilities	Overall Impression
Cranmore Recreation Ground	Insufficient Data									
Cross Flatts Park	1,081	7.0	6.6	7.9	5.5	7.5	6.8	6.2	6.5	6.7
Holbeck Moor	352	7.8	6.4	9.2	6.0	8.2	7.7	6.8	7.8	7.6
Hunslet Lake	Insufficient Data									
Hunslet Moor	Insufficient Data									
Penny Pocket Park	Insufficient Data									

Key:

Very Good	Over 8	
Good	6 to 8	
Fair	4 - 6	

3.13 The table shows residents scored the parks in general in the good category across all questions. There are however issues identified across all parks for the range of facilities which are scored consistently lower than other categories.

3.14 Improvements to community parks during the period 2009/10 are as follows:

- Cross Flatts Park – Improvements to the play facilities with the inclusion of a new activity trail. Outdoor gym equipment installed.
- Holbeck Moor – Improved pathways around the bowling green areas.
- Hunslet Lake – Improvements to footpaths. New fencing installed. Work to remove hard standing around the former pavilion completed.

Playing Pitches

3.15 The residents survey in 2009 allowed respondents to rate sport facilities in parks. The results are shown in the table below;

Rating of Sports facilities	2009 (South Inner)	2006 (South Inner)
Good or very good	32%	57%
Very poor	11%	3%

The table shows a reduction in residents who felt facilities were good or very good along with an increase to those who thought they were very poor. Works completed in the area since the survey are;

- Kings Fields – upgrading of the 2 football fields with installation of drainage and pitch resurfacing.
- Middleton Sports Centre – phase one of a three stage development completed with the installation of drainage.

Fixed Play

3.16 The residents survey in 2009 allowed respondents to rate facilities for children and their parents. The results are shown in the table below;

Rating facilities for children	2009 (South Inner)	2006 (South Inner)
Good or very good	27%	41%
Very poor	26%	11%

Results show a reduction in those who rated facilities as good or very good. A corresponding increase in those who rated facilities as very poor is shown. Along with the play area improvements within community parks the following sites in the South Inner area are scheduled for improvement;

- Beggars Hill Recreation Ground - funding secured for new play area.
- Grove Road Recreation – funding secured for new play area.

3.17 In terms of fixed play, work has been undertaken to set out refurbishment requirements over a 10 year rolling programme in support of the outcomes of the Fixed Play Strategy. The average cost of a new playground is currently about £120k; Multi-use games areas and skateparks are slightly cheaper on average at about £90k each.

Links to Area Delivery Plan

3.18 The following table summarises actions identified in the Area Delivery Plan and a commentary from a service perspective.

Ref.	Action	Comments
	Area Well Being capital funding allocated towards outdoor improvement projects - Beeston Community Football Scheme (£10k). Trim Trail and fencing installation works have been undertaken using Intensive Neighbourhood Management funds to Holbeck Moor	Completed
	Support provided to 'In Bloom' and 'Friends of' groups across Inner South Leeds	The service continues to provide dedicated officer support to local in bloom groups
	Physical improvement projects to neighbourhood problem sites - Groundwork to undertake greenspace master planning exercise for Middleton	Completed

Customer and community engagement

- 3.19 Close liaison with community and ward members is already in existence, utilising a variety of mechanisms, for example through residents' surveys, multi-agency meetings and community forums. Officers also attend Area Committee and other meetings to consult on specific projects and schemes, for example the Parks Renaissance Programme and Positive Activities for Young People. In addition volunteers, Friends of groups and local residents are regularly consulted on local projects with input on design and physical implementation of a wide range of site improvements.

4.0 Performance Management and Reporting

Baseline Position and key targets for the Service

4.1 The following table highlights key performance indicators relevant to the service.

PI Code	Description	2008/09 Actual	2009/10 Actual	2010/11 Target	2011/12 Target
LKI-GFI / CP-PC50 / EM38	The percentage of parks and countryside sites assessed internally that meet the Green Flag criteria (amended for 2007-08)	19% (Target 19%)	23% (Target 21%)	23%	25%
LKI-PCP 22	Overall user satisfaction with Parks and Countryside (from the user survey)	N/A	7.37 (Target 7)	N/A	N/A
NI 197 ¹	Improved local biodiversity – active management of local sites	45%	58%	58%	58%

5.0 Budget

5.1 The central Government Comprehensive Spending Review will have significant implications for local government budgets and it is anticipated that the 2011/12 budget allocation for Parks and Countryside will be very challenging.

5.2 The service undertakes to sustain and develop the services provided to the public and has traditionally used a number of sources of financial support to achieve developments. These include grants from bodies such as Green Leeds Ltd, Sustrans, Natural England, National Lottery funding and developer contributions via section 106 (S106) funds.

6.0 Equality Considerations

6.1 The Parks and Countryside service has recently undertaken a significant exercise to provide evidence of its performance on equality matters to the ef:fect database. An assessment of this evidence alongside that of all other service areas is currently underway to inform a decision on what level of accreditation the council will seek to achieve within the revised equality standard.

7.0 Implications for Council Policy and Governance

7.1 The proposals set out how the Executive Board requirements can be met by taking a more proactive approach to involve and engage Area Committees in matters relating to community parks

¹ Note that the continued reporting of NI197 is under review following the scrapping of the Comprehensive Area Assessment.

8.0 Legal and Resource Implications

- 8.1 The body of the report identifies resource implications with particular reference to community parks, playing pitches and fixed play facilities in the area.

9.0 Conclusions

- 9.1 Community green space contributes in many ways to the delivery of the Leeds Strategy Plan. They provide places for relaxation, escape, exercise and recreation. They bring communities together and make a positive contribution to the local economy, education, improve public health and well-being, and generally make a better place to live, work and visit.
- 9.2 Improvements to community parks, fixed play and playing pitches remain a priority, and there already has been investment made to deliver improvements along with further schemes identified. Issues are being addressed through the Parks and Green Space Strategy along with implementation of the Fixed Play Strategy and Playing Pitch Strategy.
- 9.3 Community engagement remains a key activity for the service with regular correspondence, attendance at meetings and briefings, along with more localised consultation where required. The principle consultation through the residents survey to 35,000 households will take place again in 2012.
- 9.4 A programme of activities is planned for which updates and reports can be provided to the area committee to help inform, consult and influence community green space management.

10.0 Recommendations

- 10.1 The Area Committee is requested to note the content of the report and to communicate priorities for investment in community parks, playing pitches and fixed play facilities in light of the issues raised.

11.0 Background Papers

Report Title	Date
Area Committee Roles for 2008/09	Executive Board, July 2008
Leeds Strategic Plan 2008-11	Full Council, July 2008
Leeds Annual Survey 2007	
Parks and Greenspace Strategy	Executive Board, February 2009
Fixed Play Strategy	Executive Board, September 2002
Local Area Agreement	Full Council, July 2008
Playing Pitch Strategy	Executive Board, October 2003

Appendix 1: Parks and Countryside Contribution to the Leeds Strategic Plan

Culture - Increased participation in cultural opportunities through engaging with all our communities.

- providing local parks as venues for local events and sporting activities

Culture - Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.

- carrying out community park improvements through Parks Renaissance
- achieving and retaining 7 Green Flag awards
- seeking to investigate the feasibility of developing a city centre park
- entry to the RHS Chelsea Flower Show

Enterprise and the Economy - Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.

- good quality green spaces that make an important contribution to regeneration and enhance the image of a neighbourhood
- good quality green spaces that help to raise property values and build business and community confidence
- providing parks as major visitor attractions

Learning - Enhance skills of the current and future workforce through fulfilling individual and economic potential and investing in learning facilities.

- participation in the RHS Chelsea Flower Show
- developing supervision skills by training existing staff on the Institute of Leadership and Management (ILM) team leader course
- providing careerships for staff: enabling staff to climb the horticultural career ladder
- the career changers programme: giving mature horticultural college students the opportunity to join the organisation on sandwich courses, part-time or summer work
- 14-19 year old diplomas: enabling school children of a less academic and more practical route to education
- our apprentice programme – enabling (predominantly) young people to learn a craft e.g. foresters
- providing operational training: to national and technical standards

Learning - ...investing in learning facilities - Improve participation and early learning outcomes for children from the most deprived areas

- the 'magical gardens project' which has led to open spaces outside children's centres being transformed into 'wild worlds' for children to explore
- providing parks and green spaces as outdoor classrooms and thus a valuable resource for education, covering many subjects for all ages and abilities
- the 'playbuilder' project whereby 20 play areas will either be developed or significantly improved

Transport - Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours.

- developing the green gateways initiative (e.g. Wykebeck Valley Way, The Lines Way, Kippax, Transpennine Trail, and Harland Way and development of the West Leeds Country Park)
- Public Rights of Way (PROW) network with links to cycling routes

Environment - Reduced ecological footprint through responding to environmental and climate change and influencing others.

- promoting the role of parks and green spaces in adapting to climate change by reducing temperature in dense urban environments and reducing surface runoff of rain water
- minimising impact on the environment by green waste recycling promoting biodiversity by active management of local sites in line with the national performance target, NI197.

Environment - Cleaner, greener and more attractive city through effective environmental management and changed behaviours.

- improving cleanliness and access to quality green spaces through the Parks Renaissance programme and endeavouring to increase the number of site based gardeners

Health and Wellbeing - Reduced health inequalities through the promotion of healthy life choices and improved access to services. Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.

- the general benefits of parks and green spaces to health, fitness and wellbeing that are well understood
- providing health walk routes and guided walks
- ranger led activities
- outdoor recreation opportunities including fixed play, playing pitches, bowling greens and golf courses
- allotment provision

Thriving Places - Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.

- evidence from the Leeds Annual Survey 2007, where respondents ranked parks and open spaces as the 5th most important factor in making somewhere a good place to live evidence from the Parks and Countryside resident survey last conducted in 2009 which identified that 99% of respondents believe parks and green spaces can improve the appearance of a town; 98% believe that they create a nicer place to live; 86% believe that they encourage businesses and people to locate in a town, and 85% believe that they are a focal point for communities

Thriving Places - Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.

- providing diversionary activities (BMX tracks, skateparks, multi-use games areas, teenzones, etc.) for young people
- deploying the ParksWatch team with the aim of providing a safe parks and green space environment for the community to enjoy

Thriving Places - Increased economic activity through targeted support to reduce worklessness and poverty.

- the career changers programme: giving mature horticultural college students the opportunity to join the organisation on sandwich courses, part-time or summer work
- the Kinaesthetic Learning: enabled school children a less academic and more practical route to education (now part of the 14-19 year old diplomas)
- our apprentice programme – enabling (predominantly) young people to learn a craft e.g. foresters

Harmonious Communities - More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.

- consultation through residents' surveys, multi-agency meetings, community forums, and attendance at Area Committee meetings
- consultation on specific projects and schemes (e.g. the Parks Renaissance programme, positive activities for young people, water safety, etc.)
- involving volunteers and 'friends of' groups on the design for and physical implementation of a wide range of site improvements

Harmonious Communities - Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.

- providing support for 'in bloom' groups
- working with 'friends of' groups, volunteer tree wardens, and other volunteers
- promoting community cohesion through activities and events



Report of the Health & Wellbeing Improvement Manager – South East

South (Inner) Area Committee

Date: 12th January 2011

Subject: South East Health and Wellbeing Programme

Electoral Wards Affected:
 Beeston and Holbeck
 City and Hunslet
 Middleton Park

Ward Members consulted
 (referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function

Delegated Executive Function available for Call In

Delegated Executive Function not available for Call In Details set out in the report

Executive Summary

New local partnership arrangements for health and wellbeing were established by Healthy Leeds in 2009 following extensive consultation which proposed the need to focus service delivery at a more local level. The development up of the three local health and wellbeing partnerships complements existing themed partnerships. These are based on area committee boundaries and supported by health and wellbeing improvement managers joint funded by the Council and Leeds PCT.

More recently following political changes at a national level further guidance and papers have been issued in 2010 that recommend abolishing Primary Care Trusts and moving accountability for the delivery of public health to Local Authorities supported by jointly appointed Directors of Public Health. Ian Cameron took up this position in Leeds as from November this year.

1.0 Purpose of This Report

1.1 This paper outlines the significant changes taking place locally following the publishing of recent government white paper and guidance and highlights implications for the work of the local area partnerships. This paper also provides members with a brief summary update on the work of the south east health and wellbeing partnership, the key health inequality challenges and work taking place to address this by officers, member champions and services.

2.0 Background Information

- 2.1 Michael Marmot published his review paper 'fair society, health lives' in 2009 with a focus on reducing health inequalities through addressing wider social determinants of health. He put together six policy objectives as outlined that have been built on by the government in their subsequent white papers – details of which are outlined below.
- 2.2 Reducing health inequalities will require action on six policy objectives:
- Give every child the best start in life;
 - Enable all children young people and adults to maximise their capabilities and have control over their lives;
 - Create fair employment and good work for all;
 - Ensure healthy standard of living for all;
 - Create and develop healthy and sustainable places and communities;
 - Strengthen the role and impact of ill health prevention.
- 2.3 He also stated to deliver these policy objectives would require action by central and local government, the NHS, the third and private sectors and community groups. National policies will not work without effective local delivery systems focused on health equity in all policies. Effective local delivery requires effective participatory decision-making at local level. This can only happen by empowering individuals and local communities.

3.0 Equity and Excellence: Liberating the NHS The Governments White Paper for the future of the NHS (July 2010)

- 3.1 The NHS White Paper, *Equity and excellence: Liberating the NHS*, sets out the Government's long-term vision for the future of the NHS. The vision builds on the core values and principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay. It sets out how we will:
- put patients at the heart of everything the NHS does;
 - focus on continuously improving those things that really matter to patients – the outcome of their healthcare;
 - empower and liberate clinicians to innovate, with the freedom to focus on improving healthcare services.

Some of those changes may include:

- strengthening public and patient involvement through a new Health Watch;
 - improving integrated working between health and social care;
 - strengthening partnership arrangements through the development of a statutory health and wellbeing board - the role of which may include some functions currently offered by our scrutiny board and will develop the role of elected members in health and wellbeing;
 - moving health improvement functions to the local authority with ring fenced funds;
 - joint appointment of a Director of Public Health within the local authority;
 - closure of Primary Care Trusts by 2013;
 - development of GP commissioning consortia.
- 3.2 In Leeds, Dr Ian Cameron has been appointed as Joint Director of Public Health for Leeds City Council and NHS Leeds. He started in his role on 1st November 2010. Our local partnerships for health and wellbeing have had GP involvement, through practice based commissioning groups, since they started meeting in October 2009

and they will continue to develop this. They also have councillor involvement through the elected health champions. Healthy Leeds Partnership is facilitating the process to make our partnership arrangements statutory so that it will make health and wellbeing even more of an important priority for everyone in the city.

3.3 **Public Health White Paper *Healthy Lives, Healthy people*** published in 2010 reinforced much of what was outlined in the July white paper summarised as follows:

What the White Paper says...about the role of local government in public health

- Local government will be given responsibility, backed by a ring-fenced budget, for improving people's health and tackling health inequalities.
- Existing functions in local government that contribute to public health will continue to be funded through the local government grant.
- Moving public health functions to local government will enable joint approaches to be taken with other areas of their work such as housing, the environment, transport, planning, children's services, social care, environmental health and leisure.
- Local government will have substantial freedoms, under the 'general power of competence' to decide what action is needed to tackle local public health needs.
- These freedoms will mean local government can involve new partners to take innovative approaches, for example, contracting for services with a wider range of providers across the public, private and voluntary sectors or grant-funding local communities to take ownership of some preventative activities.

What the White Paper says...about funding for public health

- A separate consultation document will be published shortly after the White Paper on the details of the proposed scope, funding and commissioning responsibilities for Public Health England.
- The new system will be funded by a new public health budget, which will be separated within the overall Department of Health budget.
- Public Health England will allocate ring-fenced budgets, weighted for inequalities, to upper tier and unitary authorities in local government. This budget will fund both improving population health and non-discretionary services such as open access sexual health services and certain immunisations. As a ring-fenced grant, this budget will carry limited conditions about how it is to be used.
- A new health premium will be used to reward progress made on public health outcomes locally, taking into account health inequalities.
- Shadow allocations will be made to Local Authorities for 2012-13, to allow for planning before the allocations go live in 2013-14.

What the White Paper says...about commissioning public health services

More detail will be set out in the consultation document. However, there will be three principal routes for Public Health England funding services:

- Granting the public health ring-fenced budget to local government;
- Asking the NHS Commissioning Board to commission services on its behalf, such as screening services and the relevant elements of the GP contract
- Commissioning or providing services directly, for example, national purchasing of vaccines, national communication campaigns or health protection functions.

These are not exclusive – for example, there may be an option of asking GP consortia to commission on behalf of Public Health England. It is proposed Public Health England should be responsible for funding and ensuring the provision of services

including drugs treatment, sexual health, immunisation, health protection, alcohol prevention services, emergency preparedness, obesity, nutrition, health checks, screening, child health promotion services, including school nursing and health visiting, and some elements of the GP contract including immunisation, contraception and dental public health.

3.4 Key Timescales:

- April 2011 – Shadow Health and Wellbeing Boards in place.
- Summer 2011 – White paper long term care and adult social care funding.
- By April 2012 – Joint Directors of Public Health – GP Commissioning Consortia in place , shadow budgets allocated. All NHS provider services achieve Foundation status.
- By April 2013. GP commissioning consortia fully operational – final steps to disestablish Primary Care Trusts.

4.0 South East Health and Wellbeing Partnership

4.1 The partnership has now been in place for just over a year providing a local strategic network, ensuring that partnerships between Local Authority, NHS Leeds and Practice Based Commissioners are maintained and strengthened, as well as ensuring that plans are clearly aligned. The interdependency between different agencies is recognised and better outcomes for communities can be achieved by working together in a more productive way. To prioritise our work the partnership used data and evidence from the Director of Public Health report, joint strategic needs assessment and the neighbourhood index area profiles to identify key challenges.

4.2 The key challenges for Inner South 10% middle super output areas showed lower life expectancy; increased levels of COPD (poor lung health); high levels of alcohol related hospital admissions; high levels of smoking related deaths; teenage pregnancy; low education attainment and higher than average unemployment. With this in mind local activity to address this has been the key focus under four overarching priorities.

4.3 Four overarching priorities from the area locality based health and wellbeing programme were identified to address key health inequality challenges. These priorities apply across all three area partnerships:

- Ensure commissioned services and local service delivery better meets needs of communities living in deprived neighbourhoods;
- Ensure translation of citywide priorities into actions at a local level;
- Reduce health inequalities gap between deprived communities and the rest of Leeds through strengthening partnerships, building health capacity and maximising resources;
- Improved communication channels and community engagement through locality partnership arrangements.

4.4 The focus for South has been to look improve communications and understanding through providing all partners with a shared overview of local service delivery through mapping and providing via a web based package; developing robust local intelligence gathering mechanisms building on existing programmes by developing a citizens panel survey on health and wellbeing and strengthening links with local voluntary and community networks and groups; improving take up of preventative services and referral processes to make it easier for residents and advocates such as GPs, elected members to use one checklist for a range of support from benefits advice, affordable warmth schemes, telecare, telehealth and care rings (fall risk prevention

products which support older and disabled people to live independently within their homes) based on learning and best practice from other cities.

4.5 Work is also underway to improve clear referral pathways from GP practices to locally delivered healthy living services. Initially this will be linked to the NHS vascular health check programme. Having a shared overview of local services and activities; assessing the effectiveness of the interventions (university supporting this element) and then developing tools for measuring impact and tracking individual outcomes, are some of the key work packages. This work will support partnerships to make measured recommendations for future commissioning and decommissioning of service delivery.

4.5 The local lead health champion is also engaged in work with schools to address poverty, obesity and teenage pregnancy issues through increasing take up of free school meals, where currently only 30% eligible are not accessing; through reviewing curriculum to ensure healthy lifestyles (implications of smoking, alcohol etc) and sexual health are still included.

5.0 Implications For Council Policy and Governance

5.1 The work of the health and wellbeing partnership corresponds with the recently published White Paper published by the Department of Health "Equity and Excellence: Liberating the NHS" and the move towards localism. There is a greater emphasis on delivering services around local needs, especially for those that have the greatest health and wellbeing inequalities. There will be a new public health function in the council and there is a challenge to ensure that health becomes everyone's business.

6.0 Legal and Resource Implications

6.1 None.

7.0 Recommendations

7.1 Members note work of the local health and wellbeing partnership

7.2 Members note changes taking place as a result of recent national policy drivers and implications for local authorities.

8.0 Background Papers

8.1 None.

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Originator:
Shaid Mahmood (43973)
Keith Lander, and James Rogers

Report of the Assistant Chief Executive (Planning, Policy and Improvement)

Meeting: Inner South Area Committee

Date: 12th January 2011

Subject: Towards Integrated Locality Working

Electoral Wards Affected:

All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In
(Details contained in the report)

EXECUTIVE SUMMARY

The report informs the Area Committee on the progress of pathfinder work on locality working in Leeds that commenced earlier this year and -

- a) Informs Members on what the Pathfinder is and its initial findings
- b) Describes a proposal to implement a new locality leadership model to lead the integration of council services locally
- c) Outlines a set of design principles (**Appendix 1**) to form the basis of what we are seeking to achieve through locality working in Leeds.

1.0 Purpose Of This Report

1.1 This report informs Area Committees on the progress of recent work on locality working through a Locality Working Pathfinder in the South East wedge of the city. The report invites Members to comment and support the initial proposals arising from the Pathfinder.

2.0 Background Information

2.1 The council first introduced locality based arrangements when it established a community involvement team structure in 1999. In 2004, these arrangements evolved into the current Area Committee structure set alongside five District Partnerships. A number of Functions, known as Area Functions, were delegated to

the Area Committees, along with a revenue and capital budget for the committees to allocate as local priorities dictated.

2.2 Five Area Management Teams were established in the Environment and Neighbourhoods directorate to support both the Area Committees and the District Partnerships. In 2007, the numbers of Area Management Teams were reduced from five to three and the District Partnerships were wound up.

2.3 Since 2007, senior locality-specific roles in Children's and Adults Services have been established to promote the local integration of services in those professional areas, with Children's Services opting for a five wedge structure for integration. As a consequence, considerable and important progress has been made in those professional areas at a local level.

3.0 Main Issues

3.1 The focus on local priorities, by Area Committees and others, has led to real achievements in community engagement, partnership working, and in improvements at neighbourhood level right across the city with good examples of locality working in every wedge. Nevertheless, there remains a challenge to develop the scope of decision-making at a local level as only modest levels of real delegation to Area Committees have been achieved. Similarly, given our individual council directorate approaches to local leadership, the collective impact of locality based roles might be lost and we could duplicate effort and increase costs at a time of financial constraint.

3.2 **Locality Working Pathfinder:** In 2010, a Locality Working Pathfinder was initiated by the Corporate Leadership Team in the council's South East wedge area of the city, seeking to develop more integrated locality working across public services in Leeds. The main reasons for initiating this Pathfinder were to examine –

- The barriers to resolving longstanding problems largely as a consequence of deprivation
- The impact of reductions in public sector spending
- Methods of ensuring democratic accountability at local level
- Approaches which may enable neighbourhoods and communities to be more resilient

3.3 The work was overseen by a Locality Working Pathfinder Programme Board of chief officers from all Leeds City Council directorates and by the senior managers of partner organisations. The Board is chaired by the Assistant Chief Executive (Planning, Policy and Improvement). Through the exploration of live case studies from the South East wedge, the Board has considered issues such as –

- The fragmentation and duplication of services
- Our inability to jointly resolve deep rooted issues
- The need to improve join-up between what we do locally and what we do corporately
- Insufficient involvement of Elected Members in setting and progressing local priorities for council services

3.4 **Delegation of services to Area Committees:** Through the Pathfinder, the Board has promoted and supported development work to assess the potential for delegating some environmental services to a more local level. The work has sought input from Area Committee Chairs and Area Committees on the viability of this delegation to improve the accountability of those services to local needs. The results

and success of this piece of work will be used to help identify other areas of council activity for delegation to Area Committees in due course.

3.5 **Area leadership:** Again, through the work of the Pathfinder, the Board and Corporate Leadership Team have also explored and identified the need for a single 'One Council' Area Leader role – similar to that established in the South East - to operate in each of the council's three wedges. Key features of these new roles are –

- Supporting the further development of Area Committees
- Enhancing customer engagement and empowerment
- Strengthening local leadership and management of a range of council services
- Developing closer working with partner organisations

The Area Leaders will work closely with Area Committees, report corporately to the Assistant Chief Executive (Planning, Policy and Improvement), drive forward change in local services, and address the issues identified by the Locality Working Pathfinder Board.

3.6 **Locality Working design principles:** Ten design principles have been drawn up through the Pathfinder to underpin the further development of locality working in the city. These are attached as **Appendix 1**. These design principles outline the ambition we are seeking to achieve through our locality working agenda. They seek to build upon the strengths of work by Area Committees, address the issues identified earlier in the paper, and provide a consistent framework and approach for council services to work within a local context.

3.7 Area Committee may wish to consider whether the design principles –

- Cover and reflect the key aspects of locality working that are important to them?
- Will engage stakeholders in their area?
- Take into account the diversity of communities in the area and the range of issues they face?
- Will help lead to the improvements required?

4.0 **Implications for Council Policy and Governance**

4.1 There are policy and governance implications for the creation of an area leadership function and its reporting corporately via the Assistant Chief Executive (Planning, Policy and Improvement). These have been highlighted in an Executive Board paper (December 15th 2010).

4.2 The responsibilities for Area Management, currently assigned to the Director of Environment and Neighbourhoods, will be transferred to the Assistant Chief Executive (Planning, Policy and Improvement) and arrangements are being made to formalise this transfer of responsibility. As a consequence, Area Committees will continue to be supported in their function and this support will be strengthened through a developing Area Leadership role.

5.0 Legal and Resource Implications

- 5.1 These proposals will be taken forward in the context of core and resourcing pressures facing the Local Authority and has been highlighted in an Executive Board paper (December 15th 2010)..
- 5.2 Specifically, with the creation of new Area Leader posts, savings will be made from a reduction of eight locality roles in Children's Services and Environment and Neighbourhoods graded Director 60%. Savings will be generated through the deletion of existing posts.

6.0 Conclusions

- 6.1 Our history of locality working provides opportunities to learn from and improve upon our experiences across the Local Authority and through the Pathfinder in working and thinking more local. The current financial climate demands a consistent approach to locality working that is sensitive to the differences in our neighbourhoods and communities. This consistency is best achieved through the implementation of a shared set of ten design principles for locality working (**Appendix 1**) and the recruitment of three 'One Council' Area Leaders to implement these design principles and drive change in local services.

7.0 Recommendations

Members of the Area Committee are recommended to:

- a) Note the progress made on the Locality Working Pathfinder to date.
- b) Comment on and support the approach of a 'One Council' Area Leader to lead the integration of services locally.
- c) Comment on and support the set of design principles (**Appendix 1**) to form the basis of what we are seeking to achieve through locality working in Leeds.

8.0 Background reports

- 'Towards Integrated Locality Working' – Executive Board 15th December 2010.

Locality Working

Draft Design Principles

1. Strong and effective **governance** arrangements that are responsive to the needs and aspirations of local communities.
2. Strong **local leadership** (political, council officers and partners) that champions the needs of residents, leads across service boundaries and can be held accountable for the delivery of improved outcomes for local people.
3. **Engage communities** in a way that supports residents in developing local priorities, holding services to account and developing a sense of pride and belonging in their local neighbourhood.
4. Maximise the **use of local intelligence** to prioritise and shape services to local people.
5. Integrate and organise **front line service delivery** to deliver responsive services and support at the right time and in the right place.
6. Maximise the use of **public sector assets** in local communities delivering more integrated services and realising efficiencies wherever possible.
7. Provide a skilled, committed and effective **local workforce** that puts the needs of residents at the centre of service provision.
8. Clearly define the geography and typology of a **neighbourhood** to understand its characteristics so that services are tailored and targeted to meet need effectively and efficiently.
9. **Share good practice** to help improve outcomes for residents across the city.
10. The delivery of positive results for local residents, improving the resilience and **sustainability** of neighbourhoods and reducing the dependency on public services.

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Originator:
Steve Ross
Tel: 39 51305

Report of the South East Area Manager

South (Inner) Area Committee

Date: Wednesday, 12th January 2011

Subject: Inner South Well-Being Budget

Electoral Wards Affected:

Beeston & Holbeck
City & Hunslet
Middleton Park

Ward members consulted
(referred to in this report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function

Delegated Executive Function available for Call In

Delegated Executive Function not available for Call In Details set out in the report

Executive Summary

This report provides the latest financial position statement on the 2010/11 Inner South Area Well-Being Budget for both capital and revenue funding streams and submits a proposal for Area Committee approval.

1. Purpose of this report

- 1.1 This report provides an overview of the Well-Being fund revenue and capital budgets for the Inner South Area, summarises Small Grant applications which have been approved since the last Area Committee meeting and summarises a proposal for wellbeing funding for the Area Committee to determine.

2. Revenue funding available for 2010/11

2.1 The current position of the Inner South Area Committee revenue budget is:

Revenue Budget Details	Amount
Inner South Budget for 2010/11	£255,761
Carry Forward balance from 2009/10	£130,369
Total Budget for 2010/11	£386,130
Total Commitments for 2010/11 to date (1 st January 2011)	£327,642
Amount for new projects (Ward pots) (1 st January 2011)	£58,488

3. Small Grants Approvals

3.1 Members are asked to note the following small grant applications made to the Area Committee which have been approved. The position below is correct at the time of writing this report:

Project	Delivery organisation	Ward	£	Theme
Insurance	Manor Field Hall	Middleton Park	500	Culture
Cinderella pantomime	St Andrews Pantomime Group	Beeston & Holbeck	500	Culture
The Urban Bar	St. Lukes Cares	Beeston & Holbeck and City & Hunslet	954	Culture
A Christmas break	Cross Ingrams Residents Association	Beeston & Holbeck	150	Harmonious communities
Holbeck Christmas Market	Holbeck Gala Group	Beeston & Holbeck	500	Harmonious communities

4. ADP Thematic Commissioning Pots

4.1 The following projects have been approved via the commissioning process since the last meeting of the Area Committee.

Project	Amount	Thematic pot	Ward
Planters at St. Matthews	£3,000	Environment	Beeston & Holbeck Ward
Light up Beeston	£1,500	Thriving Places	Beeston & Holbeck Ward
Light up Hunslet	£1,500	Thriving Places	City & Hunslet Ward
Light up Belle Isle	£4,915	Thriving Places	Middleton Park Ward

4.2 The table below provides an update on the balance of the ADP thematic commissioning pots since the last Area Committee meeting in November:

ADP Commissioning Pots	Beeston & Holbeck		City & Hunslet		Middleton Park	
	Allocation	Balance	Allocation	Balance	Allocation	Balance
Environment	£3,000	£0	£2,500	£2,500	£3,000	£105
Enterprise and Economy	£2,000	£2,000	£2,500	£2,500	£3,000	£3,000
Health and Wellbeing	£2,500	£2,500	£2,500	£2,500	£3,000	£0
Learning	£3,000	£2,608	£3,000	£2,755	£3,000	£2,412
Harmonious Communities	£4,000	£0	£4,000	£0	£6,000	£0
Thriving Places	£6,500	£46	£6,500	£46	£5,000	£85
Totals	£21,000	£7,154	£21,000	£10,301	£23,000	£5,602

5. Ward Pot Allocations - revenue

- 5.1 The table below provides an update of the latest position with the ward pot balances:

Ward	Revenue Ward pot balances at 1 st January 2011
Beeston & Holbeck	£19,549.63
City & Hunslet	£29,973.79
Middleton Park	£8,964.65

6. Total revenue funding currently available

- 6.1 The total amount available for new projects for each Ward which includes the Ward pot balances and the unallocated balances in the thematic pots is shown in the table below. The figures exclude the unspent balances in the pots allocated for community skips, community engagement and consultation, priority neighbourhoods and small grants.

Unallocated Balances	Beeston & Holbeck	City & Hunslet	Middleton Park	Total
Thematic pots	£7,154	£10,301	£5,602	£23,057
Ward pots	£19,550	£29,974	£8,965	£58,488
Total	£26,704	£40,275	£14,567	£81,545

7. Approval of new revenue project applications

7.1 Teatime club – Cottingley (Health for All)

The aim of this project from Health For All (Leeds) is to continue to support the weekly Family Teatime Club in Cottingley for a limited period from January to July 2011 (term time only) so that Health For All can recruit parents and volunteers to form an independent committee to apply for external funding to enable the project to become self-financing and sustainable.

- 7.2 The aim of the teatime club is to promote the health and wellbeing of the families attending by providing a healthy meal as well as printed copies of the recipes for the meals for parents to take home and use themselves. Children are encouraged to try different fruits and vegetables.

- 7.3 Health For All's Intensive Family Support team established the teatime club two years ago and subsidised it since then. The subsidy is needed to cover the gap between what the families pay for the meals and the total costs involved (which includes costs of food,

staff and venue). However, because significant in year efficiency savings had to be made, Health For All had to cease their subsidy for the teatime club which therefore closed at the end of November – much to the distress of the families supported by it. The families who have benefited from the Teatime Club in the past have expressed their strong desire for it to continue and Health For All has also received letters from local families and the local church requesting strongly that the club be re-established in January.

7.4 This project will assist in achieving the following strategic outcome in the Area Delivery Plan’s Health and wellbeing theme:

- Reduced health inequalities through the promotion of healthy life choices and improved access to services

7.5 The total costs of this project is £4,920 with this amount being requested from the Beeston & Holbeck ward pot.

Capital funding available for 2010/11

8.1 There are no new applications for any capital funding to be presented at this Area Committee.

Capital Budget Details	Amount
Inner South Capital Programme 2004/05 – 2010/11 (revised programme amount May 10)	£710,900
Total Capital Programme Commitments to date (1 st January 2011)	£590,740
Amount remaining for Ward Pots to date (1 st January 2011)	£120,160
Ward	Capital Ward Pot balances at 1st January 2011
Beeston & Holbeck	£53,214
City & Hunslet	£70,529
Middleton Park	- £3,585

8.2 Middleton Park Ward are currently over allocated due to the citywide reduction of the well being capital allocation. This will be monitored throughout the year and adjusted if any projects come in underspent.

9. Implications for Council Policy & Governance

9.1 There are no specific implications for Council Policy and Governance associated with this report.

10. Legal & Resource Implications

- 10.1 Legal implications as a result of this report will be reflected in any subsequent Funding Agreements for projects funded from the Inner South Well being Budget allocation.
- 10.2 Resource implications will be that the remaining balance of the Well being Budget for revenue will be reduced and remaining balance of the Well being Budget for capital will be reduced as a result of any projects funded.

11. Recommendations

- 11.1 The Inner South Area Committee is requested to:
 - a) note the content of this report
 - b) Consider for approval the following application to the revenue wellbeing budget:
 - Cottingley Teatime Club, £4,920.

Background papers

South (Inner) Area Committee – Well-Being Budget Report, 11th November 2010

Report of the South East Area Manager

South (Inner) Area Committee

Date: Wednesday 12th January 2011

Subject: Actions and Achievements report

Electoral Wards Affected:

Beeston & Holbeck
City & Hunslet
Middleton Park

Ward members consulted
(referred to in this report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function

Delegated Executive Function available for Call In

Delegated Executive Function not available for Call In Details set out in the report

Executive Summary

This report provides Members with an update on actions and achievements of the Area Management Team relating to priorities and work of the Area Committee since the Area Committee meeting in November 2010. It also provides information on current ongoing projects.

Purpose of this report

1. The refreshed Area Delivery Plan was approved at the March 2010 Area Committee with ward meetings serving to focus on ward specific actions within the plan.
2. This report provides Members with an update on actions and achievements around the Area Delivery Plan since the last Area Committee meeting, it also provides members with an overview of the current projects that the Area Management Team are working on.

Background Information

3. The Area Delivery Plan for 2008 -11 was approved by the Area Committee and a refreshed version of the plan was endorsed by the Area Committee on 25th March 2010. The themes of the ADP are:

- Culture
- Harmonious Communities
- Enterprise and Economy
- Transport
- Environment
- Health and Wellbeing
- Thriving Places
- Learning.

4. Thematic partnerships in South East may contribute to performance against particular ADP priorities. The Area Committee has nominated a Member representative to participate in the work of these partnerships and to act as the link between the Partnership and the Area Committee. The current member representatives are:

- South East Divisional Community Safety Partnership: Councillor Groves
- South Health & Well-Being Partnership: Councillor Groves
- Children Leeds South East Partnership: Councillor Gabriel
- South Leeds Enterprise, Employment and Training Partnership (SLEET): Councillor Driver

Enterprise and Economy

South Leeds Employment, Enterprise and Training Partnership (SLEET)

5. To help strengthen links between the South Leeds Employment, Enterprise and Training Partnership (SLEET) and the Inner South Area Committee, most recent minutes of the meeting held on 22nd November are attached at Appendix 1.

6. In summary the meeting discussed:

- Developing a pilot in South Leeds to focus on young people Not in Education, Employment or Training (NEET), especially the transition from youth services to the adult agenda.
- Presentation to be made early in January 2011 to increase frontline delivery staff's awareness of programmes and provision.

Learning

Children Leeds South Leadership Team

7. To help strengthen links between the Children Leeds South Leadership Team and the Inner South Area Committee, the draft minutes of the meeting held on 21st October are attached at Appendix 2. They are draft awaiting approval at their next meeting in January 2011.

8. In summary the meeting discussed:

- Leeds Sustainable Schools framework
- Update on the early findings of the Locality Working Pathfinder
- Children's Services Transformation Programme – to be based on good and improving schools and children's centres and redesigned services for vulnerable children

- Update on cluster governance – views about future cluster partnership requirements are being sought
- Development of the new Children and Young Peoples’ Plan
- Update on the South Key Stage 3/4 pathfinder commissioned to provide education for vulnerable Key Stage 3/4 students at risk of social exclusion, non attendance and under-achievement.

Environment

South East Environment Action Team (E.A.T)

9. The Team received 293 requests for service between 1/11/10 and 5/12/10 in Inner South:

Issue	No. of issues
Domestic Waste	94
Commercial Waste	82
Noise Nuisance	49
Littering cases	42
Highways Issues	26

10. 54% of these cases were identified proactively by officers whilst out on patrol, allowing the team to resolve environmental issues before they impact further on the community and result in complaints.
11. 98% of customer complaints were responded to within the service target of 5 working days.
12. Within this period 168 legal notices were issued. 67 of these were fixed penalty notices issued for littering and dog fouling. 3 successful prosecutions were taken for littering with fines and costs awarded of approximately £900 in each case.
13. A persistent noise nuisance offender on Bismark Drive had their hi fi and television seized.

Environmental awareness at Hunslet Moor Primary School

14. A Community Environment Officer has been working with pupils to raise awareness of local environmental issues. The children have designed a “Litter Free Leeds” leaflet to hand out to parents and carers. They also took part in a litter pick around the school. Community Payback were used to clear away refuse and cut back shrubs to make the walk to school more attractive and safer. Skips were provided by the Area Committee.

Woodlea Mews

15. Following the service of notices on all households the area is currently staying free of dumped refuse.

Inner South Environmental Co-ordination Group

16. The Inner South Environmental Co-ordination Group organised an intensive clean up in the Bodmins woods in November which was carried out by staff from Parks & Countryside, Aire Valley Homes and the South Environmental Action Team. Several tons of rubbish was removed. A large skip was provided by the Area Committee.
17. The group has yet to resolve how further intensive clean ups can be delivered given the ending of the Environmental Pride teams in Inner South.

Environmental Services Delegation

18. The work on bringing together the services identified in the report to the last Area Committee cycle has progressed as follows:
19. A Project Board has now been established to oversee delivery which includes Senior Officers from Environmental Services, Regeneration and Governance. The project is being led by Helen Freeman, Chief Environmental Health Officer.
20. A work programme has been produced which aims to achieve the delegation of the services being pulled together by the beginning of the new municipal year. The main tasks to be achieved are:
 - Integrating the currently separate services and recruit to the new structure
 - Mapping current resources and assessing the environmental management needs of localities
 - Delivering a programme of Member Development to equip Area Committees to take on the new responsibilities and manage the Service Level Agreements (SLA)
 - Design and agree the SLAs with Committees
21. A full progress report and module of Member Development will be provided for the next Committee cycle.
22. Interim progress has been reported to the Area Committee Chairs meeting on the 3rd December.
23. In the light of the above work with Members, Environmental sub-groups of Area Committees are potentially well placed to provide more of a focus on the work needing to be done outside of the Area Committee business. In addition to the nominated Area Committee's Environmental Champion, Members might wish to consider having a Ward Member representative attending this group as part of the Member Development Programme and to assist the Area Committee to focus on the Service Level Agreement and the performance management.

Health and Wellbeing

South East Health & Wellbeing Partnership

24. To help strengthen links between South East Health & Wellbeing Partnership and the Inner South Area Committee, the draft minutes of the meeting held on 25th November are attached at Appendix 3. In summary the Partnership's activities have involved the following:

25. In summary the meeting discussed:

- Locality working
- Citywide health and wellbeing priorities
- Health and wellbeing local action plans
- Collaboration for leadership in applied health research and care

26. More information regarding the work of the Health and Well being partnership will be presented to this Area Committee and is elsewhere on the agenda.

Thriving Places

Operation Champion

27. Operation Champion was delivered in Hunslet during November. It brought together two focussed pieces of work (Operation Flame and Operation Dark) that were addressing crime and grime issues within the neighbourhood.

28. The aim of Operation Flame was to tackle the problems associated with the period around bonfire night. There was a range of activity for young people provided during half term and the week leading up to bonfire night which was well attended. Feedback from the police indicates that there was a lower level of ASB and damage during this period.

29. Operation Dark involved staff from the NPT, Leeds Federated Housing Association, Victim Support and Community Safety delivering timer switches and crime reduction advice to 412 residents in the Recreations area of Holbeck and 432 residents in the Leasowes area of Hunslet. All residents in the target streets received a newsletter acknowledging the funding from the Inner South Area Committee. The remainder of the 1,000 timers will be delivered in the coming weeks in the two wards.

30. A similar project took place in Belle Isle during November. Timer switches were delivered to local residents and door chimes for elderly residents. The remaining timer switches remaining will be given out to residents at the Elderly Aid projects and in secondary hotspot areas of Middleton. A newsletter was delivered acknowledging the funding from the Inner South Area Committee.

31. Operation Champion has continued to develop in order to respond to the changing needs and resources in inner south. When it was launched in 2007, it benefited from additional resources in the form of funding for communications from Safer Leeds and co-ordination from the Neighbourhood Safety Liaison Officers additional environmental work carried out by the Environmental Pride Teams. However, these resources are no longer available. Partners have also raised concerns that the timetabling approach of Champion hampers their ability to respond quickly to local needs.

32. Following discussion with the Neighbourhood Policing Team and Aire Valley Homes a new approach to Champion is being proposed. Tasking meetings will identify areas and issues to be tackled through multi agency crime and grime action days and will co-ordinate their delivery. This will allow partners to continue to deliver joined up action in communities. It will allow greater flexibility in addressing emerging problems in local neighbourhoods rather than being tied down to a monthly/ward timetable set for the year ahead. The role of the Area Committee Community Safety Champion will help to

ensure that the concerns of local ward members are represented during the discussions about where and when the activity takes place. In 2010 a total of 5 operations were carried out across the Inner South Wards. It is proposed that the Beeston Tasking (covering Beeston & Holbeck and City & Hunslet Wards) will deliver 4 initiatives during the year and the Belle Isle/Middleton Tasking (covering Middleton Park Ward) will deliver 2 per year to reflect the balance of the wards. This is in line with the level of operations to be delivered using the current timetabling approach. Members are asked to **note and approve** this change in delivery.

Divisional Community Safety Partnership (DCSP)

33. The last meeting of the DCSP was held on 22nd October and in summary the Partnership covered the following items:

Thematic Crime Groups

34. The hate crime 'MARAC' group is working well and a full report was presented on its activity. 37 cases have been considered by the group leading to 68 separate actions including improving resident security, notices/cautions being served and awarding priority extra for housing applications.

35. The role of the Domestic Violence Group is being reviewed to ensure it fits with the changing arrangements of groups lead from Community Safety centrally.

Tasking Highlight Reports

36. All groups continue to work well.

Improving joint working between Tasking groups and Children's Services

37. A report was presented about steps being taken to improve the way that Tasking meetings are using tools to better support young people and through that address their offending behaviour.

Operation Flame

38. A report was circulated that describes arrangements by a range of agencies to address nuisance fires and ASB issues in the run up to bonfire night.

Timeline priorities

39. Burglary is a key issue at this time of year, so consideration was given to increased visits to offenders/nominals and distribution of timer switches to residents.

40. Alcohol related violence is also likely to increase during the festive period. A project is being developed jointly by the DCSP and Health Wellbeing Partnership to address alcohol and related issues in South Leeds.

Community Safety Champion

41. At its last meeting the Area Committee agreed to support developing the role of the Community Safety Champion. The Champion will in future attend Tasking meetings to represent Member concerns within the group. Plans are in place for the Champion to attend meetings from January 2011.

Youth activities

42. The Youth Bus run by St. Lukes Cares on behalf of the Area Committee worked with 212 young people in November across the three wards including the Manor Farms, West Granges and Sissons/Throstles neighbourhoods in Middleton Park Ward, the Arthingtons, Balmorals and Brett Gardens neighbourhoods of City & Hunslet Ward, and the Cottingley, Cardinals and Normantons neighbourhoods of Beeston & Holbeck Ward. Their reports are emailed monthly to Ward Members.
43. A representative of St. Luke's Cares has requested to give a presentation to the Area Committee about the work of St. Lukes Cares including the Area Committee's youth bus and the urban bar (see below). A formal review of the youth bus will be presented to a future meeting of the Area Committee for Councillors' determination.

I Love South Leeds festival/summer holiday activities

44. The November Area Committee meeting approved that South Leeds Superstar be re-commissioned for 2011. The Area Committee also requested Area Management to work with Extended Services Clusters on a proposal (for Area Committee consideration) on a joined-up approach to summer holiday activities in 2011. Members are requested to make comment on the attached initial draft outline proposal received from Extended Services (see Appendix 4). Members comments will be fed back to Extended Services who can incorporate these into a final fuller costed proposal. It is confirmed that the draft outline proposal will cover all the Inner South clusters as Members requested. The clusters have agreed to work together to organise a joined up programme. The Extended Services/Clusters would be only requesting of the Area Committee some support on delivering wider universal activities open to all. They would not be requesting support for a co-ordinator and will incorporate this within existing resources.

Urban Bar

45. The Area Committee approved £9,908 funding for St Lukes Cares to open the Urban Bar on Friday and Saturday evenings. This was in response to an emerging issue around nuisance and ASB in the Brett Gardens area. The funding was allocated by the Area Committee to November in the first instance with the release of the remaining funding to be made available to March 2011 subject to review. A review meeting took place on 10th November to consider the delivery of the Urban Bar project and to monitor how well partnership arrangements are being managed.
46. St Lukes Cares has proposed an alteration to the current programme in order to support further partnership work. It will also build in the provision alongside other activity that partners are committed to locally. St Lukes Cares, PAYP, Youth Service and Hamara have all committed to delivering this work in partnership. The new timetable will now allow the Urban Bar to be open on three evenings a week (Tuesday, Wednesday and Friday evenings) as opposed to the two evenings week that the project originally ran and will involve additional partnership working. Back Yard Breeze will take place on Tuesday evenings at the Urban Bar and then at Cross Flatts Park. The Urban Bar will be opened up on Wednesday evenings to allow the delivery of the Revisit programme by the Youth Service. The Friday evening provision will continue as originally outlined in the initial proposal. The review meeting accepted this change in delivery and welcomed the broader involvement of other partners in delivering this piece of work. Members are asked to **note and approve** the change in the delivery

timetable and confirm that the remainder of the funding already committed to St Lukes Cares can be released.

Regeneration

Beeston Hill & Holbeck Regeneration

Single Regional Housing Pot Funded Acquisition and Demolition Programme

Review of Single Regional Housing Pot Programme

47. Further to the Executive Board's decision in August to review of the Single Regional Housing Pot (SRHP) funded programme of acquisition and demolition, discussions have now taken place with the affected owners, residents and local community groups.
 48. The proposals emerging from the review for the area were approved by the Director of Environment and Neighbourhoods in November as follows:
 49. **Holbeck Phase 4:** Withdrawal of approval to acquire and demolish properties within this phase. All affected residents and owners and residents in the surrounding locality have been advised by letter of the decision.
 50. Owners of properties within the Holbeck phase 4 target area are to be offered the opportunity to take part in a scheme to improve bin yards in the area by demolition of the binyard walls in identified houses in Crosby View, Crosby Place ,Crosby Terrace, and Crosby Road.
 51. An option appraisal will be undertaken to determine the future of the three properties within the phase 4 area which have already been acquired from private owners.
 52. **Garnets:** All offers to acquire properties from private owners to be withdrawn until further funding can be secured for the completion of the scheme.
 53. All remaining funding will be utilised to complete as many demolitions as possible.
- ##### **Progress Update**
54. **Garnets:** To date 25 of the 44 privately owned properties have been acquired and a further 4 owners have agreed to sell to the Council. These purchases are expected to be completed by early January. There are 15 privately owned properties within the area with owners who have not yet agreed to sell to the Council.
 55. Only 5 of the 52 Aire Valley Homes Leeds managed properties remain occupied.
 56. The first phase of demolition is due to commence at the end of January. This will include 20 properties in Garnet Terrace and Garnet Grove). The cleared areas will be grass seeded to provide an area of temporary greenspace.
 57. **Holbeck phases 1,2 and 3:** Agreement has been reached to acquire the final privately owned property within the Holbeck phase 2 area. Completion of the purchase is expected to take place by the end of December and the site (phases 1, 2 and 3) will be cleared towards the end of the financial year.
 58. Improved soil will be provided to the cleared site to enable the planting of a wild flower meadow in spring 2011.

59. **Beverleys:** The Executive Board in January 2011 will consider a report seeking approval to transfer the site to Chevin Housing Association for the redevelopment of 55 affordable homes.
60. Chevin Housing Association has gained the Council's approval to jointly develop and manage the site with Unity Housing Association.
61. The development will include the provision and maintenance of an area of high quality greenspace - an urban square.
62. Discussions are ongoing to ensure that local employment and training opportunities are maximised.

Beeston Hill & Holbeck Housing PFI

63. The PFI Housing project will comprise the construction of 275 new council homes across Beeston Hill & Holbeck, the refurbishment of 400 existing homes (and the Ingram Court sheltered scheme) with environmental improvements in the estate areas of Holbeck. All elements will be serviced and maintained to 'as built' standards by the PFI contractor for a period of 20 years.
64. Following evaluation of the Final Tenders the Council has proposed a Preferred Bidder to the Homes and Communities Agency and submitted a draft of the Final Business Case for the project. Approval of this is required before the Preferred Bidder can be confirmed and officially announced.
65. The timetable for the project now anticipates a 'financial close' to procurement by the end of March 2011, subject to planning permissions, to allow for a commencement of PFI works and services in the early summer.

Investment Partnership South Leeds (IPSL)

66. A report on the draft investment strategy has been considered by the Steering Group (made up of private sector, senior Council staff and Member representatives from each Area Committee). The Partnership Engagement Group (PEG), (made up of business, public sector, third sector and community sector representatives), held a meeting in December to consider the draft. A summary of the draft strategy is attached at appendix 5 for comment from Members. A full version can be made available from the Deputy Area Manager and/or able to be viewed online by visiting (from approx 17th January) www.investsouthleeds.co.uk.
67. A roving public exhibition will now be held in various South Leeds venues early in 2011 which will provide a further opportunity for residents in South Leeds to comment on the developing strategy. The dates and venues are as follows: 17th January (10-7pm) Dewsbury Road One Stop Centre; 18th January (10am-7pm) St Matthew's Community Centre, Holbeck; 21st January (10am-7pm) White Rose Centre; 24th January (10am-7pm) St George's Centre; 26th January (10am - 7pm) at Hamara Healthy Living Centre, Beeston; 28th January (10-6pm) Morrisons Morley café area. A date is being sought for Morrisons, Penny Hill Centre, East Hunslet.

Harmonious Communities

Cardinals

68. The area management team continues to co-ordinate multi-agency activity on the Cardinals estate which includes a weekly walkabout to identify and tackle a range of environmental, tenancy management issues and other issues. The walkabouts are attended by a range of agencies including Environmental Action Team, West Yorkshire Police, Aire Valley Homes and a local active resident.
69. The Environmental Action Team has issued 15 notices for occupiers to clear their gardens and a further 25 requiring households to store and dispose of their waste correctly.

Leeds Ahead support to community groups

70. Leeds Ahead was funded to work in Beeston and Holbeck and Middleton Park Wards and has linked with residents'/'in bloom' groups as follows:

71. Beeston and Holbeck Ward

- Holbeck in Bloom: Accountancy support is being provided to the treasurer to around ensuring that the accounts are in order and to check the books at the end of the financial year
- Tenants & Residents' Association Cottingley (TRAC): Leeds Ahead had difficulty in contacting one of the Committee Members, subsequently contact has been made with another member of the committee and they have established that the group would benefit from PR support and an appropriate match with a business was made. Because of the personal circumstances of the contact, Leeds Ahead will not be able to progress this for the next six months.

72. Middleton Park Ward

- Aberfields and Newhalls Residents' Group: there is a potential opportunity to support the group with some help with PR to encourage younger people to join the group and become involved. Leeds Ahead have said they would speak to the group about potential business support, but to date this offer has not been taken up.
- West Granges & Winroses Residents' Group: Leeds Ahead attended a meeting of the group to outline Leeds Ahead and give the group the opportunity to think about how they could use business support. Leeds Ahead is awaiting confirmation and contact details of their new chair.
- Middleton Community Group: Leeds Ahead has established a need to provide a business volunteer around management committee roles and responsibilities; a business volunteer will be providing mentoring support including help with a grant application and establishing contact with other local resident groups to share best practice.
- Westwoods Residents Group: Leeds Ahead established that the group wanted help with publicity and PR to promote the group to get more residents involved, and to encourage younger people to sit on their board. A marketing consultant will be providing support on this.

Middleton

The following is a summary received from re'new of their work in Middleton as part of the Middleton Regeneration Partnership.

Christmas tree

73. The Christmas tree, lights and lamppost motifs at Middleton Circus were the focal point for the community carol service delivered by the Cluster of schools in the area.

Middleton Community Group

74. The skills and capacity of the Middleton Community Group are being developed. Leeds Ahead has provided mentoring support.

Intensive family support

75. Re'new and Aire Valley Home are making plans to work in partnership to provide intensive family support between January 2011 and March 2011. This has been funded by Aire Valley Homes and complements an environmental improvement programme due to start in January 2011. Bids for £65K have been submitted to support the development of this work, including a bid to support the development of a project around the impact of alcohol in Middleton.

Middleton Community Network

76. Further community engagement activity is being developed in partnership with Aire Valley Homes by using other sources of digital media, like the TV and internet. This work will be piloted with one of the local community groups.

Local businesses

77. A genuine commitment from local businesses is beginning to generate small pots of funding to support our activities. A traders' forum is being established in 2011 to develop these discussions.

Middleton Gala

78. Work is currently underway to develop a Gala for Middleton in the summer of 2011.

Community calendar

79. A Middleton Community calendar has been developed with the theme of 'proud to be Middleton'. The calendars will be distributed in mid December to local shops, drop in centres and community meeting points etc.

Evaluation

80. It is anticipated that an evaluation of the Middleton regeneration work being carried out by re'new will be submitted to the February meeting of the Area Committee.

Middleton Cohesion Group

81. Members will be aware that the Middleton Cohesion Group was set up by Area Management following on from the success of Middleton Bright Ideas last year. The Cohesion Group was responsible for commissioning consultation with residents in Middleton during November 2009. Since then the group has continued to meet to monitor the delivery of the Bright Ideas projects and to progress the development of issues raised by the consultation.

82. An action plan was developed by the group and this has now been included in the refreshed action plan for the Middleton Regeneration Board. The group has merged its

activity into that of the Board and has therefore ceased meeting as a separate group. All the Bright Ideas projects have now been delivered and a Celebration Event was held on 9th October to showcase their achievements. The event was well attended by over 100 local residents. The event was delivered with support from the Health and Wellbeing partnership. Due to some projects having an underspend, the remainder of the Bright Ideas funding will now be allocated to the Middleton Regeneration Board to support cohesion activity.

Belle Isle Neighbourhood Improvement.

83. Further to reviewing the previous 'Team neighbourhood' work in Belle Isle, this has now evolved and progressed in a different form. There is now closer working with BITMO (Belle Isle Tenant Management Organisation) as a local lead organisation in the Belle Isle estate. The work has Ward Members actively involved and chairing the current steering group, with some support from Re-New and Area Management. The neighbourhood improvement group are initially focusing on community engagement, service delivery and recently held an initial meeting examining core services.

Other Matters

The Spending Challenge

84. Area Committees are notified that an exercise is taking place 'The Spending Challenge' to gather the views of local residents and groups on the spending challenges the Council will need to deal with over the next 4 years. Attached at Appendix 5 is a paper version of the exercise which is to be used to collate the views of groups. Please note that residents can also undertake the exercise online. The exercise has the support and endorsement of both the Executive Board and the Corporate Leadership Team.

85. Area Committees are encouraged to support local participation in the survey.

The Chief Executive, Leeds City Council

86. Tom Riordan, has been appointed Chief Executive of Leeds City Council in April 2010 and took up his position in August 2010. He is meeting Ward Members and visiting Area Committees. He may therefore be in attendance for at least part of this Area Committee meeting or a future one.

Implications for Council Policy and Governance

87. No specific issues are identified.

Legal and Resource Implications

88. No specific issues are identified

Recommendations

89. The Inner South Area Committee is requested to:

- (a) note the contents of this report
- (b) note and approve the change in the delivery of Operation Champion (para 22)
- (c) note and approve the change in the delivery timetable (para 46) for the Urban Bar project and confirm that the remainder of the funding already allocated to St Luke's Cares can be released.
- (d) Make any comment on the draft outline proposal from Extended Services for I Love South Leeds Festival prior to them submitting a full proposal (para 44 and appendix 4).
- (e) Make any comment on the Draft Investment Strategy for South Leeds (para 66)
- (f) Determine if Members wish to consider having a Ward Member representative attending the Inner South Environmental Co-ordination group as part of the Member Development Programme, to assist the Area Committee to focus on the Service Level Agreement and the performance management of the Environmental Services delegation (para 23)

Background reports

- Inner South Area Committee – 25th March 2010, Inner South Area Delivery Plan
- Inner South Area Committee – 11th November 2010, Actions and Achievements report

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	<p style="text-align: center;">SLEET Meeting 22 November 2010- 9.30</p> <p style="text-align: center;">Location: Dewsbury One Stop Shop 190 Dewsbury Road Leeds LS11 6PF</p>
	<p><u>Present</u> Diana Towler – Jobcentre Plus Simon Betts – Jobcentre Plus Craig Longden – Jobcentre Plus Ian Barker – Joseph Priestley College John Claire – Learning Partnerships Kathryn Thompson – Prospects Adi Sohanpaul – A4E Nasreen Akhtar – Hamara Centre</p> <p><u>Apologies</u> Judith Hickman - Health 4 All Keith Lander – Area Management Leeds City Council Josh Macdonald – South Leeds Hub Dawn Bray- Leeds City Council Helen Easter – Best</p>
1.0	<p>Welcome and introductions</p> <p>Diana Towler welcomed members to the meeting.</p>
2.0	<p>Diana made the group aware that SLEET were interested in establishing a pilot in South Leeds to focus on NEET especially the transition from Youth services to the adult agenda.</p> <p>Diana suggested a Task and Finish group is established to develop the pilot. Simon Betts will organise a meeting W/C 13 December</p> <p>Prospects are looking to provide the MI for the hotspot area's in South Leeds so the group can tackle the areas most needed but no time scale has been given for when the MI can be supplied.</p> <p>Diana made partners aware again of the Work Programme and also said that Universal Credit is planned to be introduced in October 2013</p> <p>It was also agreed that as part of the pilot work an awareness presentation would be facilitated by JCP early in the New Year in order to increase the awareness of programmes and provision for frontline delivery staff in the South Leeds area</p>
3.0	<p>A.O.B</p> <p>Prospects gave a quick update on the South Seacroft pilot to inform that they identified 30 people that are NEET and have visited them to gain informed consent. They will now undertake more detailed work with the individuals that have given consent.</p>
4.0	<p><u>Date of next meeting:</u> TBA</p>

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MINUTES - SOUTH CHILDREN'S SERVICES LEADERSHIP TEAM

Meeting held 21st October 2010 (@ The Belle Isle Centre)

Present:

Bernadette Young	(CHAIR) Head Teacher – Royds Specialist Language College
Liz Snelling	Head Teacher
Shaid Mahmood	Locality Pathfinder – South East Area Management
Lesley Schofield	Youth Offending Service
Dave Bache	Project Director – South AIP
Everton Wattleby	Community Sports Officer – South
Barbara Temple	Extended Services Adviser – South
Cathy Gurney	Integrated Services Leader
Louise Snowden	Integrated Services Leader
Dennis Fisher	Governors Representative - South
Munaf Patel	Signpost – Project Coordinator
Keith Lander	Deputy Area Manager
Josh MacDonald	South Leeds Youth Hub
Mary Owen	Confederation Manager - South
Christine Street	Job Centre Plus
Jackson Turner	VCFS – St Lukes Cares
Doreen Escolme	NHS Leeds

In Attendance:

Jane Maxwell	DCSU – Locality Enabler
Steve Ruse	Sustainable Schools Consultant – Education Leeds
Shaun Watson	Youth Service (Rep: Satbinder Soor)
William Newham	DCSU – Support

Apologies:

Chris Lees	Head Teacher and Cluster Chair – Upper Beeston and Cottingley
Pat McGeever	VCFS – South Leeds Health & Cluster Chair – LS10XS
Gill Austerfield	Head Teacher and Cluster Chair – Morley
Jim Reid	Head Teacher & Cluster Chair – Ardsley and Tingley
Maria Townsend	Head Teacher & Cluster Chair – Rothwell
Louise Megson	Cluster Chair – J.E.S.S
Anne-Marie Holdsworth	Head Teacher & Cluster Chair – Middleton
Karen Stanford	Integrated Services Leader
Beverley Carter	NHS - CAMHS
Cllr Bob Gettings	Children's Champion – Outer South Area Committee
Beverley Carter	NHS Leeds
Satbinder Soor	Youth Service Senior Youth Officer
Tom O'Donovan	Area Management Officer – South East
Sue Morgan	Education Leeds – Integrated Children's Services
Pauline Ward	Head Teacher
Chris Halsall	Education Leeds – School Improvement
Simon Costigan	Aire Valley Homes Leeds – Housing
Cllr Angella Gabriel	Children's Champion – Inner South Area Committee
Jeanette Scott	CYPSC – Service Delivery Manager
Louise Drury	VCFS – South Leeds Health For All
Deborah Kenny	Education Leeds (SIA/SIP)
Rosaline Morley	Integrated Processes Coordinator – South
Johnathan White	Head Teacher

Appendix 2

1 Welcome apologies and introductions, minutes

- 1.1 Bernadette Young welcomed colleagues to the meeting, introductions made and apologies delivered
- 1.2 As a consequence of technical issues the minutes of the June meeting will be reviewed at the next meeting.

2 Leeds Sustainable Schools Framework.

- 2.1 Steve Ruse circulated an overview of sustainable schools in Leeds. In brief six lead partner sustainable schools have been commissioned by Education Leeds to support the extension of the Leeds sustainable schools framework to all schools during the academic year 10/11 based on a successful pilot scheme in which all lead partner sustainable schools successfully participated during 09. For the South the schools undertaking a lead role are Westerton Primary and Guiseley Secondary.
- Liz Snelling commented that she has been picking up a feeling from Primary Schools that there is an overlap creating another layer on top of work that is already being done.
 - Steve commented that to a certain amount this may be the case but added the idea is to provide a framework to evaluate against and that it is unlikely that schools are doing everything they could be.
 - Bernadette Young echoed Liz's comments added that it is difficult for schools in terms of time and capacity. Steve commented that work is ongoing to bring together charter marks.
 - Mary Owen queried whether the work is sustainable. Steve commented that the intention is not to stop.
 - Shaid Mahmood commented that there is an issue over sustainability of the approach after funding ceases and it is therefore important it is fit for purpose and not producing any barriers. There is a serious point to the work as it is teaching CYP values that they will take back to the home and community.

3 Integrated Locality Working.

- 3.1 Shaid Mahmood delivered an update on the early findings of the Locality Working Pathfinder. Shaid then went on to cover the proposed response to the early findings and the areas of work underway that will help to explore the issues and develop design principles for integrated locality working. (For full detail see report circulated with papers).
- Following his update Shaid posed 2 key questions to the Leadership Team.
 - What are your views on the principles?
 - What are the practical steps we need to take to land integrated locality working?
 - Bernadette Young suggested that the leadership team take the report away reflect on the issues raised and reply to Shaid with comments by 5th November. **Action: All**

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- Dennis Fisher queried whether a decision has been made to move from 5 to 3 areas. Shaid commented that there is a move towards 3 areas for integration of local authority services but a definite date has not been set for integration of local authority services. Integration will be pursued only if it makes sense to deliver efficiency and effectiveness.
- Dave Bache commented that it is important that boundary issues with Kirklees are taken into account.
- Mary Owen queried when the resources survey will be completed by. Shaid commented that it will be by the end of the year / early next year.

4 Children's Services Transformation Programme.

4.1 Jane Maxwell provided an overview of current transformation programme developments using the circulated diagram to illustrate the proposals. In doing so Jane encouraged the leadership team to focus on the principles being proposed and not be constrained by uncertainty around budgets. In summary Jane outlined the proposed direction for what an integrated children's service will be based on:

- Good and improving schools and children's centres:
 - working with partners through a network of local cluster partnerships and
 - supported by a new model for delivering services to schools and children's centres.
- Redesigned services for vulnerable children based on:
 - Local teams for child protection and well being, based around clusters (or combined clusters)
 - Three area based services focusing on improving outcomes for looked after children
 - Three area based services focusing on improving outcomes for children and young people with complex needs.

4.2 Following Jane's update key points / comments made by the leadership team were as follows:

- Cathy Gurney commented she welcomes the direction of the proposals but raised concerns that members of the leadership team have not been involved in a meaningful way.
- Shaid Mahmood commented that we do need to find a way of the development being more locally driven. Shaid added that it is not too late to be involved and shape what is being proposed. The redesign work is an ongoing process and proposals are still under development.
- Dave Bache added that there have been opportunities for engagement which as a leadership team we may have failed to engage with enough. However there is a genuine motivation for change and a willingness from colleagues to be involved. Dave added that universal settings have to be supported as we push on with redesigning and realigning locality teams for the more vulnerable CYP.
- Munaf Patel raised a concern over funding and whether what is being proposed is value for money and also whether it has been developed

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from learning from other LAs.

- A number of members of the leadership team raised concerns around the potential skill-set of well being team professionals.
- Jane commented that a key question to be asking is 'What would you like to see in locality done differently to how it is done now'?
- Barbara Temple commented that is good to see locality working being seen as the way forward. We need to be clearer about what will be expected from the cluster as well as a steer around cluster staff. We don't want to lose some very valuable people who are closely involved in partnership working. Communication around the threshold documents needs to be much better as the two pieces of work are interlinked.
- Mary Owen queried what a Success Partner is in relation to the proposals for universal improvement. Jane commented that work is ongoing around the LA's relationship with schools.
- Keith Lander echoed previous comments that there is a common agreement around the strength of locality adding that the leadership team needs to contribute now.
- Louise Snowden commented that during the changes it will be important to ensure the outer south does not miss out / is resourced proportionately.
- Christine Street commented that the links with adult services need to be improved if we are to connect with Think Family.

5 Cluster Governance Update.

- 5.1 Jane Maxwell briefly led the leadership team through the report 'Reviewing Area and Cluster Partnership Arrangements' and commented that initial views about future cluster partnership requirements are being sought from existing area partnership meetings and a meeting of cluster chairs in early November. Jane then drew the leadership team's attention to a series of questions for consideration. In the context of the increasing locality and universal setting focus from the children's services transformation programme there is an opportunity to build on the work and investment of clusters to date:
- Bernadette Young commented that the questions seem clear and direct and called on the leadership team to reply to the consultation. **Action: All** (full details included in the report circulated with agenda)
 - Barbara Temple commented that the CTB needs to be assured, and we need to make sure clusters are robust enough in terms of governance and accountability as well as people's responsibilities.
 - Shaid Mahmood echoed Barbara's point commenting that now is the time to really pursue cluster governance as they will need to be prepared as we move towards a more locally based model with local teams for child protection and a well being function based around clusters.
 - Bernadette Young commented that as a leadership team we should be focusing on a few key priorities. We need to choose one to focus on and measure impact.
 - Mary Owen commented that should the Leadership Team change to another format then the learning has to be taken forward as there has

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been a lot of positives and good work.

- Doreen Escolme commented that the partnership has proved useful but for this group to be taken forward it needs to have capacity to commission work on particular wedge priorities.
- Shaid Mahmood reminded the leadership team that children's services performance reports are going to Area Committees twice a year and provide useful information for the leadership team to be aware of.

6 Development of the new Children and Young People's Plan.

- 6.1 Jane Maxwell briefly updated for information that the new Children's Trust Board agreed an approach for a new partnership CYPP focus on three key partnership priorities for the next three years. Jane called on the leadership team to respond to the consultation exercise to inform the development of the new CYPP. **Action: All**

7 South KS3/KS4 Pilot.

- 7.1 Dave Bache delivered an update on the South KS3/4 pathfinder which was commissioned by the LA to provide education for vulnerable KS3/4 students at risk of social exclusion, non attendance and under-achievement who are on the roll of one of the schools within the South Partnership. Dave went on to briefly outline the ideals the centre will strive towards in improving the life chances of this particular group of individuals.
- 7.2 Dave highlighted a key aim will be to have 0% permanent exclusions in the South with governing bodies of all of the schools in the south signed up to work in partnership with the South AIP to strive to ensure that no student at the school is permanently excluded.
- 7.3 Dave added that there will be a further development meeting held around the South Pilot on November 18th, 1pm at South Leeds Family Learning Centre which all agencies are invited to attend.
- 7.4 Following Dave's update key points / comments made during discussion were as follows:
- Munaf Patel commented that this provision is well overdue and welcome and will be keen to explore how Signpost can contribute.
 - Keith Lander queried how long the funding is for. Dave – 1 year at the moment with a 3 year plan supported by a SLA with clear targets and objectives.
 - Sean Watson echoed previous comments and added that with regards the outer/inner debate there are centres in both Morley and Rothwell which can be used for access in the outer areas. The provision may be centred at the Hub but we need to explore better usage of these sites.
 - It was agreed that Dave would circulate the update reports to the leadership team.

8 Supportive supervision for south school staff.

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- 8.1 Dave Bache commented that work is being developed to see whether we can offer free supervision sessions to south school staff who are often facing aggression, violence, child protection issues to allow them to reflect on experiences and provide with mentoring/supervision.

9 Intensive nurture programme: EYS / KS1.

- 9.1 Dave Bache briefly updated on an initiative to bring together primary support staff to work around CYP and Families at EYS and KS1. Currently working 7 families on an intensive nurture programme doing modelling work with parents to take into the home. Dave agreed to bring an update back to the next meeting.

10 South Items for update / report back

- 10.1 **Locality working together workshop event report:** Keith Lander delivered a brief update on the first 'Working Together Workshop'.
- The purpose of the session was to contribute to the Locality Working Pathfinder. Over 60 staff mainly working in SE Leeds met for the afternoon to examine issues of common interest and determine how to tackle them in a more integrated way.
 - Keith went on to cover the format of the session and the key ideas for integration and reducing barriers arising from the session. Keith highlighted one key point for consideration by the leadership team 'fit for purpose partnership and leadership structure in localities'.
 - Keith added that there will be a second workshop taking place on November 11th focusing on 'place' based issues. It was agreed the flyer would be circulated to the Leadership Team with the minutes. **Action: WN**
 - Keith added that he is happy to receive any further comments.
 - For full detail see report circulated with agenda.
- 10.2 **Extended schools update:** Barbara Temple updated on the summer activities held in the south over the summer funded by the Activities Fund (Extended Services Subsidy Grant). Early data suggests that over 5000 CYP attended activities over the summer with approximately 1377 hours of activity across the south clusters. The police have reported a significant reduction in anti-social behaviour involving CYP in the south over the summer. Keith Lander agreed to capture the last comment and report to the Area Committees. Barbara raised as a point of concern for next year that it has been mainly sown to cluster managers to make the programmes happen.
- 10.3 **Integrated Service Leaders – Update Report:** Louise Snowden circulated an update report on behalf of the 3 Integrated Services Leaders. It was agreed the report would be circulated with the minutes. **Action: WN**

11 AOB

- 11.1 Jackson Turner circulated the Involve pilot annual review for information.

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- 11.2** Josh MacDonald agreed to circulate the Youth Hub expression of interest pack to invite partners to express interest, in a more formal and detailed way, in delivering activities at the up-coming South Leeds Youth Hub.
- 11.3** Lesley Schofield updated that following meeting with Ofsted after the recent inspection of Leeds Youth Offending Service initial feedback has been very good. The full inspection report will be published in January.

12 Date and time of next meeting / future confirmed meeting dates.

- 12.1** Friday 3rd December 2010 (9:30 – 12:00) South Leeds Youth Hub (tbc)

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Appendix 3

Minutes of South East Health & Wellbeing Partnership meeting 25th November 2010

Attendees:

Dave Mitchell (Chair) – Practice Based Commissioner
Bash Uppal – Adult Social Care
Shaid Mahmood – Environment and Neighbourhoods
Andy Beattie – Environment & Neighbourhoods
Councillor Groves – Inner South Health Champion
Councillor Lewis – Outer East Health Champion
Maggie Hartley (observer) – Extended Schools
Aneesa Anwar (minutes) – LCC, Support to Health & Wellbeing Partnerships

In attendance: Christine Farrar, Kate Hill, Joanne Davis

1. Welcome, introductions and apologies

Round table introductions were made.

Julie Bootle, Councillor Renshaw, Judy Carrivick, Keith Lander.

2. Minutes of meeting held on 30th September 2010

Agreed as an accurate record.

3. Matters arising

None.

4. South Pathfinder update

Shaid gave an overview on the South Pathfinder. Noted that South locality partnerships are in place looking at how services are linked up by reducing costs and using existing resources.

Chief Officers from a range of services are looking at integrating better ways of working with a focus on children, vulnerable groups and the environment.

Shaid tabled a report about the event in July which was case study based and looked at barriers that are faced by services.

Action: Aneesa to circulate the report with the minutes.

Noted that there will be 3 lead officers appointed in January in the localities who will report to the Chief Executive.

The locality working draft design principles document was tabled and Shaid briefly went through it and welcomed comments from the partnership.

Action: All to send comments to Shaid.

Aneesa to circulate with the minutes.

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The pathfinder work will include closer working with key partners such as the Practice Based Commissioners to improve service delivery through strengthening information sharing and address practical needs/support.

5. City Wide Health and Wellbeing Priorities – Christine Farrar

Christine tabled the City priority plan and a progress update. The Council will not have a Leeds Strategic Plan but a series of 4 year partnership priority plans that relate to the 5 new partnerships in the Leeds Initiative structure:

- 1 – Health & Wellbeing
- 2 – Children and Families
- 3 – Safer and Stronger Communities
- 4 – Sustainable Economy
- 5 – Regeneration.

Noted that over the next 4 years Health & Wellbeing will focus on delivering and monitoring the following strategic priorities:

- Across the whole of the Leeds population healthy life expectancy will continue to rise
- In four years time the widening of the health inequalities gap will have halted
- The people of Leeds live healthy, safe and independent lives.

Action: Aneesa to send the plan and progress update to all electronically.

Action: All to consider the plan and send comments to Aneesa by 7th December to feed back to the corporate steering group.

6. Health and Wellbeing local action plans – Joanne Davis

Joanne went through the local neighbourhood actions plan for Cottingley as an example of the type of activity taking place in a number of neighbourhoods locally supported by the health improvement team.

Agreed at the next meeting to discuss partnership role in supporting this activity. Also to consider at each of the meetings one plan at a time in more detail.

Action: Joanne to circulate all plans ahead of next meeting with any background papers and terms of reference for the local working groups.

7. CLAHRC - Kate Hill

Kate went through the Collaboration for Leadership in Applied Health Research and Care (CLAHRC) diagram.

There are opportunities through the university to work with the partnership to help and support work they are doing. Kate supporting the referral pathways activity, looking at effective interventions linked to local vascular health check programme. Working with a few practices to be designated via Leodis.

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Action: All to note details of papers that were circulated.
Aneesa to attach with minutes.

8. Updates from Bash Uppal

Bash circulated an update on key activities.

Action: Aneesa to circulate with the minutes.

Action: all to let Bash/Aneesa know of any health wellbeing activities and projects that are taking place in the wedge to ensure included in the mapping information that is being developed for our web site. **Dan Barnett and Aneesa** to provide demo at next meeting.

There will be a discussion at the meeting in January about data needs and performance management support from Nichola Stephens (NHS) and Stuart Cameron Strickland (Adult Social Care) .

Action: All to think about what data and performance management needs they would find helpful to support the local work of partners. To send ideas asap to Bash to share with them to prepare for next meeting.

Bash to confirm with children's services to present their local health and wellbeing related work programmes at a future meeting.

9. Any other business

None.

10. Next meeting

27th January 2011 at 2 – 4, Civic Hall.

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Appendix 4

I Love South Leeds draft proposal – Inner South clusters

Context

1. The proposal outlined below offers draft ideas for closer working between the 3 Inner South clusters and the Inner South Area Committee, to support a range of universal and targeted activities during summer 2011.
2. This proposal is a draft response to some of the recommendations outlined in the I Love South Leeds 2010 Evaluation Report (November 2010) looking at the potential linkage of the school based Activities Fund (national name Disadvantage Grant) and potential commissioning of the clusters to support young people’s summer activity from the Area Committee Well Being Funding
3. The Extended Services ‘Activities Grant’ is nationally administered via the Department for Children, Schools and Families (now Department of Education) and formed part of the former Government’s commitment to Extended Services in and around schools and complements the Extended Services role that schools and associated partners are already delivering, focused around the Every Child Matters Agenda.
4. The Activities Grant offers funding to help schools ensure out of hours activities are accessible to those pupils who would not otherwise be able to afford them (the target group determined by schools as ‘vulnerable’ or ‘targeted’). The purpose of the grant is to support the raising of aspirations and opportunities beyond the school day and in holiday times, creating more positive relationships with low income families and enabling engagement with schools, learning and attainment for children who qualify for free school meals.
5. The proposal would be to link
 - 1)The ‘Activities Grant’ - offering specific targeted opportunities for school identified vulnerable groups and individuals.

and

 - 2). The ‘Area Committee Well Being Fund’ – providing ‘universal’ opportunities for a wider group of children and young people, linked to gaps identified through the developing Activities Grant work

Brief outline of proposal

1. To provide programmes of age related support/activity possibly linked to one or more large scale events during the summer in Inner South for children, young people and their families – these could be the planned neighbourhood galas rather than stand alone events
2. Build on current planning and consultation with young people – reduce duplication and respond to interest and aspiration. Also respond to where young people prefer activity to be held.
3. Build links within the programme between young people and local providers – to compliment current successful activity in the area and to extend legacy of engagement beyond the period of the programme
4. To ensure linkage with the increasingly targeted work with young people and families from the three cluster areas
5. To provide strands of activity that children, young people and families from all neighbourhoods may be engaged in and enjoy.
6. Summer Activities – whether targeted or universal would come under the same I love South Leeds banner in publication material

Process

Programmes starting after Easter holiday during after school and half term holidays with four strands of activity – linked to planned summer events in the neighbourhoods

- A) sport/health
- B) music/performance
- C) art/ legacy
- D) talent/performance

The clusters would look to support all 4 of these strands. Whilst the South Leeds Superstar will run in the similar way as before, the clusters will still give support to this annual popular event so as to ensure it is part of the wider offer of activities and not in isolation.

All suggestions below would look to have both universal and targeted places – no costs have been attached at this stage.

1. Sport/Health

A) Fun Run from John Charles to Middleton Park

Working from the groups already engaged in cluster supported sporting activity which includes targeted young people. Fun Run would occur on same day as perhaps Middleton Gala with the finishing line at the Gala

- this would build on the Middleton Mile experience from last year
- would include families of the young people that are already engaged

- could be linked to school athletics in the summer term and well advertised through schools
- Local providers already in partnership could lead on preparation for the run element
- Would link to planned Middleton Gala and the team organising this (cluster managers do not have capacity to run a gala themselves)

B) Football league

Local Sports Partnership already runs a successful junior league – would look to build on this with summer camps at local sports facilities – clusters already support these activities and ensure targeted young people have access

2. Music/performance

A) **Celebration of the Bands** for age 12 plus – this would not be a competition but a celebration of talent and to build enterprise. Cluster Managers could support the organisation of this through schools

- Preparation from Easter with training sessions for young musicians
- Both possibly all South Secondary school buy in needed if want to lead to a large celebration event
- Potential linkage to CLC and local studio space – local business development
- CLC – could offer marketing and branding sessions to support band promotion
- Links to The South Leeds Academy and Rock School partnerships – also Middleton cluster/Nacro plans?
- Could include the music school at Hugh Gaitskell and use of other associated buildings for practice?
- Leads up to celebration event perhaps week after the end of term or slightly later?
- Some bands play at local galas

3. Art/Legacy

B) 3 or 4 Week programmes combining art based activity in different bases around the South area – KS1, 2 and 3 focused – Cluster Managers could support the organisation of this through schools

- Suggested sites Play and Learn centre Middleton, CLC, Study Support venues, Cottingley Community Centre community and faith based venues
- Sessions would include family sharing
- Artists to be commissioned to run these to ensure high quality of provision accompanied by staff from local children services?

4. Talent/performance

South Leeds Superstars – run in the same way as previously but with additional support from Clusters e.g

- Clusters would support publicity in schools that wish to contribute

Other notes

1. All procurement of providers to take place through the Breeze Culture website to support fair and transparent processes
2. Breeze cards to be encouraged and used for register and recording attendance
3. Suggest one paper publication plus information on Breeze and all school websites

Barbara Temple

On behalf of JESS cluster, Middleton Cluster and Upper Beeston and Cottingley Cluster

Investment Partnership for South Leeds

DRAFT INVESTMENT STRATEGY

Connecting Communities & Opportunities

SUMMARY REPORT

Prepared by:
David Lock Associates
November 2010

What is The Investment Strategy for South Leeds...

It provides a summary of the issues, opportunities and challenges facing South Leeds, and sets out the aspirations of people who have been thinking about what the future could be. It has been put together by a partnership of key business interests in the area together with the City Council.

It is the result of talking over the last year to people who live and work in South Leeds, who told us what they thought is wrong with the area and what could be done to put things right, to make it a better place to live and work. It also looks at how the area compares with other places in Leeds and elsewhere in the UK. These discussions and research have been wide-ranging and have asked people to tell us not just what is wrong but what could be done to put things right, to make them better. Some of these could be simple changes that could happen now; others are possibilities that will take much longer to be achieved. All of the comments received will help to shape an agreed vision for the area, including how new investment can be attracted to South Leeds which could benefit local communities.

In Spring 2011 the Council will publish its Core Strategy. This is an important planning policy statement that plans for the period up to 2026 and will guide planning and land use decisions over the whole of the Leeds district. Comments made on this Draft Investment Strategy will be considered in drafting the final content of the Core Strategy where it has implications for South Leeds. But there are many short-term actions in the Draft Investment Strategy that are not reliant on updating planning policy guidance and so can benefit the area and local residents now.

...and who has produced the Investment Strategy?

Significant commercial property owners in South Leeds have worked in partnership with Leeds City Council to explore the future potential of the area and to develop a vision for the sort of place that South Leeds should become. The Investment Strategy for South Leeds was started in June 2009 and the emerging ideas need to be shared with the wider South Leeds community. Following this period of public consultation, the views expressed by local people and organisations will be taken into account in reviewing the Investment Strategy before it is formally agreed.

A Steering Group has been established for the project made up of Leeds City Councillors and officers alongside representatives of Munroe K, Sterling Capitol, Leeds United, Land Securities, Evans Property Group, Leeds Property Forum and the Chamber of Commerce supported by planning consultants David Lock Associates.

A Partnership Engagement Group (PEG) was also established to help prepare the Draft Investment Strategy through a series of workshops. The "PEG" has over 40 representatives of:

- *the local communities, voluntary, community and faith groups*
- *local politicians*
- *local businesses*
- *service providers including health, leisure, housing, training and education*
- *environmental interests*
- *transport operators*
- *funding providers*
- *local regeneration boards*
- *the police.*

This group will have an important future role in finalising the Investment Strategy and in its implementation.

Why turn the spotlight on South Leeds?

South Leeds is a cluster of distinct neighbourhoods which have their own separate character and identity. However, these communities face many challenges in common and this is an opportunity to work together, supported by public sector agencies, local businesses and investors, to confront these challenges head-on.

The City Council is committed to the long-term regeneration and prosperity of South Leeds and has prioritised the area for public sector investment in housing renewal and community facilities. This commitment is supported by property owners because they want to play a more prominent role in regeneration plans for the area. They have been open about their hopes that the potential for new development will generate more wealth across the area.

Looking at these opportunities and possibilities now means that future plans and policies can be properly informed about the views and aspirations of local people and other stakeholders.

Why is this Investment Strategy so important?

South Leeds is an area with great opportunities.

This has been revealed in discussions with local residents, businesses, investors and service providers across the whole area, people with ideas about the sort of future they would like to see for South Leeds,

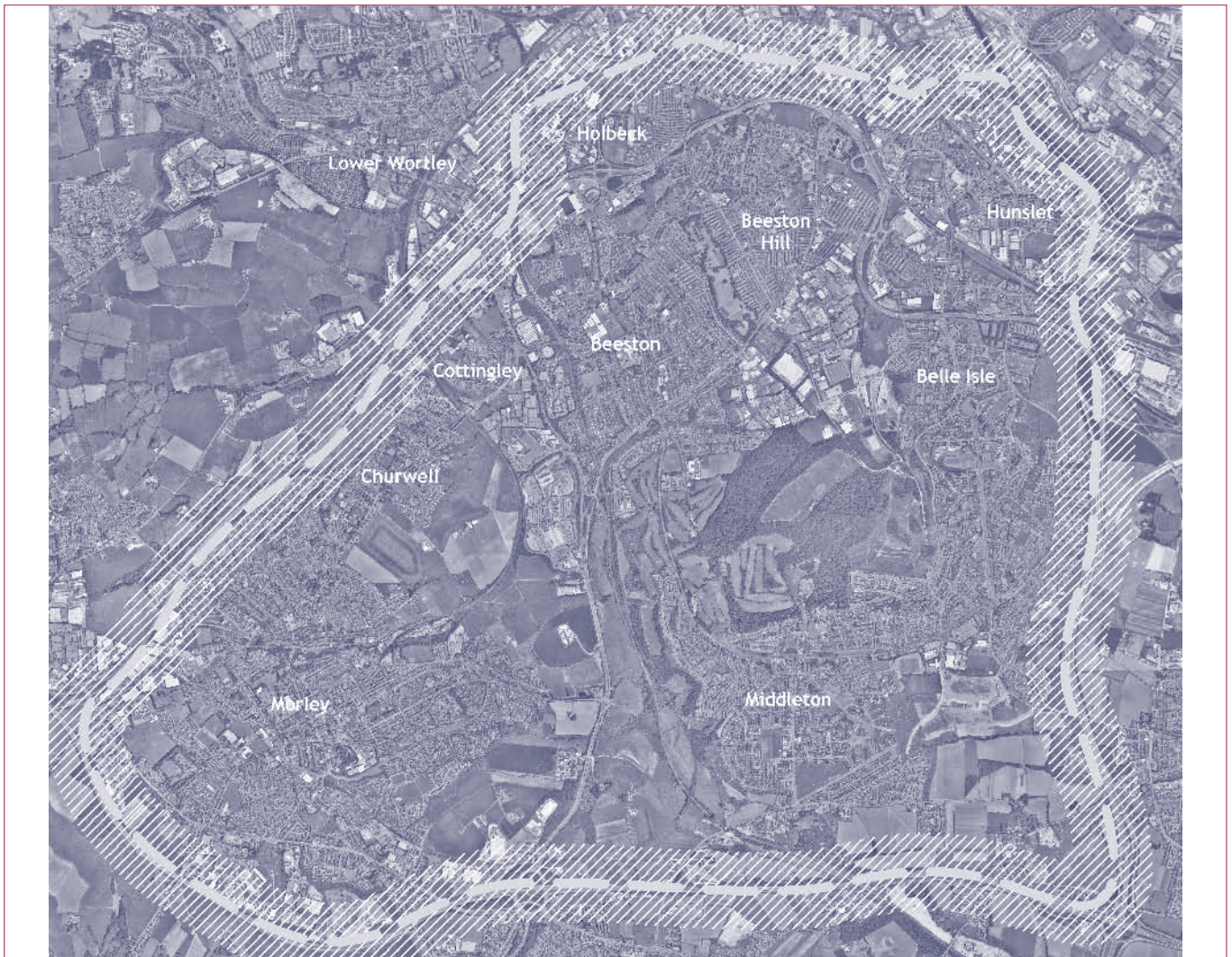


Figure 1: Investment Partnership Study Area Boundary

Whilst a few individual neighbourhoods already have plans and strategies in place to make good things happen, other parts of South Leeds do not and no-one has looked at the potential of the wider area; how it works, what it looks like, how it is perceived by others and how it could be improved as a place to live in, work in and invest in. Without a comprehensive regeneration strategy for the whole area the full range of possibilities will not be properly explored and opportunities may be lost. So this Investment Strategy is the first stage of adding a more strategic and commercial perspective to reinforce existing regeneration efforts.

As public sector investment is being reduced, capturing the potential of private sector investment becomes all the more urgent.

What are the issues, challenges and opportunities facing South Leeds?

94,000 people with a young age profile occupy 43,000 homes in South Leeds; but some communities have low income levels and low educational achievement so that overall deprivation is higher compared to other places. And more South Leeds people are unemployed compared with Leeds as a whole.

Of those that are working, a bigger proportion are in lower paid manual jobs, which is a contrast with the office, retail and leisure jobs available in the Dewsbury Road corridor.

The area has an undeserved poor image and outsiders' perceptions have a critical impact on some communities' sense of pride and general well-being, but also on future investment potential.

However, people who live in South Leeds appreciate the strong sense of community, cultural diversity, good primary schools, the green spaces and the high quality sports facilities. They also like easy access to the motorway network, the city centre and Morley Town Centre. They like having the White Rose centre, the Jon Charles Centre for Sport, and Elland Road in their midst and they appreciate the presence of good employers.

But local people also feel the **need** for housing to be improved in terms of quality and choice, and highlight proposals for new homes in Beeston Hill, Holbeck and West Hunslet. Local people also want better access to jobs and training. They want to feel safer and to have better connections to the places they need to visit, particularly by public transport, as part of an enhanced environment with improved neighbourhood shopping and local facilities.

When they looked at **the area as a whole**, local people felt they had poor access to services, facilities and job opportunities. Effective connections and improved transport links were very high on the list of priorities of those consulted so far and there is a belief that if these were improved it would lead to the revitalisation of Morley town centre, better supported neighbourhood centres, making the most of the economic drivers at White Rose, Capitol Park and Elland Road and making much more effective use of sports facilities and Middleton Park.

So based on discussions with South Leeds people so far, what do they think should happen....

The community's **priorities** for action seem to be:

...to the identity of the area and its quality of life?

- *A more positive image and perception for South Leeds*
- *Greater corporate recognition of South Leeds as an area that requires strategic thinking, future planning and investment*
- *Improvements to the housing stock with more affordable housing and more family homes with gardens. These are preferred on brownfield sites but some may have to be on green field land, in the right location*
- *Make use of empty buildings, especially those that are part of the heritage of the area*
- *Support for disadvantaged groups*
- *Better entertainment and leisure facilities including bars, restaurants and leisure attractions that are accessible*
- *New attractions in an improved Middleton Park*
- *An innovative approach to older industrial areas that could integrate residential communities*
- *Make existing attractions more accessible*

...to its existing centres and hubs?

- Regenerate local centres with better shopping, health facilities and places for local businesses
- Better access to a regenerated Morley Town Centre
- Exploit the potential of White Rose/Millshaw as a public transport hub (including the possibility of a new rail halt) and shopping and leisure attraction with better facilities for young people and people who work in the area.

...to its links and connections?

- Better connections east to west across the Dewsbury Road valley to link to sports facilities and between home and work, especially for buses, walkers and cyclists, and park-and-ride
- Concentrate services and facilities in accessible places - existing centres - and make them transport nodes
- Extend the heritage railway into Middleton Park
- Connections across the M621

...to the South Leeds economy

- Support business and jobs by better understanding their needs and planning for them
- Support new businesses with starter and incubator units and high quality accommodation, particularly in the Dewsbury Road corridor and by redeveloping older industrial areas
- Target local people for new jobs through training and local recruitment agreements
- Use existing successes - White Rose, Millshaw, Capitol Park, Elland Road - to attract more businesses and create more jobs
- Encourage more people to work and live in South Leeds

...to education and skills?

- Community actions and initiatives to raise aspirations and expectations, especially among young people with improvements targeted at secondary schools and colleges and local higher provision in South Leeds
- A retail training facility at White Rose that could become an academy for a growing sector
- Stronger links between local businesses and the community

...to the environment?

- Better quality, useable and accessible green space with Middleton Park as a regional attraction at its heart
- Revitalisation of Morley's parks
- Enhanced local open space and play areas
- A new Country Park in the valley
- Cleaner, well maintained streets
- Potential for local food and energy production

What does the private sector think that it needs?

The priorities of business leaders, investors and property owners are complementary, and include:

- Better housing to attract and retain skilled and professional staff
- Enhanced and efficient public transport
- Better quality business accommodation and services such as broadband
- Skilled local labour
- Financial incentives for investment
- More facilities, services and places to meet that reinforce enterprise and entrepreneurship

This is an illustration of ideas. It is not a master plan nor does it propose any scale of growth or development. It suggests options for further exploration and discussion.



Figure 2: Composite Ideas



- *A higher standard of cleanliness and maintenance to create a better general environment*
- *A clear, pro-active, pro-business policy framework to provide much needed confidence*

All of which should lead to a more positive image and perception for South Leeds as a whole.

The private sector sees the greatest potential for new investment in:

- *New family homes with gardens*
- *Planned expansion of modern commercial accommodation for shopping, offices, and leisure facilities*
- *Additional local convenience retailing related to the needs of local communities*
- *Improved public transport*

...though the private sector recognises that delivering some of this could require changes to the local planning framework which limits such developments at present.

So, what are the investment opportunities and ideas that are helping shape a vision for the area...

The Investment Strategy identifies potential and possibilities over three time periods:

- *Short term investment opportunities that fit with existing planning policies and could be started now*
- *Investment opportunities that could lead to changes in planning policies through the City's emerging Core Strategy*
- *Longer-term opportunities that need more discussion for future change.*

...in the short term?

- *A new conference and exhibition centre, hotel and West Yorkshire Police HQ at Elland Road, which is just waiting for final agreements to be signed.*

- *Mezzanine expansion within the **White Rose centre** - a small area has planning permission and there is demand from existing retailers and catering businesses for 3898sqm more.*
- *A new Asda store in **Middleton** is planned*
- *A new food supermarket in **Holbeck** is thought to be desirable to complement new homes.*
- *6000sqm more office accommodation at **White Rose Office Park** has planning permission*
- *A number of new housing-led mixed use development projects within the existing built-up area*

These could provide investment to be used alongside public sector funding to support:

- *Improvements to **bus service** frequency and routing across South Leeds*
- *Improvements to **pedestrian and cycling** routes*
- ***Regeneration strategies** and master plans for key centres and facilities. Priorities include: Morley Town Centre; Middleton Local Centre; Beeston Hill Local Centre; Dewsbury Road District Centre; The Garnets/Holbeck Police Station; Holbeck Local Centre; St Matthews Community Centre.*
- *A community **enterprise centre** at Hillside*
- *Local **employment initiatives** and programmes including an enterprise centre, job shop and access point*
- *Refurbishment of the recording studios that occupy the **Old Chapel** in Holbeck*
- *Improvements to **local parks** and play facilities*
- *Better integration and targeting of **Council services***
- *New **allotments***
- *Regeneration of **Middleton Park***
- *New groups and activities for **young people**, including the Youth Hub in Belle Isle due to open in November 2010.*

...in the medium term?

There are some more significant proposals and investment opportunities - homes, jobs, facilities, services and regeneration - that could be delivered in the future to support wider regeneration objectives but which would need to be discussed and agreed by the City Council as part of the new Development Plan process. These ideas have are in the Draft Investment Strategy so that local people can express their views. Such opportunities include:

New homes. The number and types of new homes required is not yet clear but if this is a substantial number then, in addition to making best use of brownfield sites some land that is currently greenfield or in the Green Belt may have to be considered, and also whether sites are dispersed or concentrated. Concentrated development may be better able to support wider regeneration.

Intensification and diversification of development around White Rose Shopping Centre and Office Park and Millshaw Industrial Estate. There is potential to introduce additional retail, office, leisure, evening economy, residential and community facilities, and while such would require a change of planning policy it could be a major driver for regeneration, providing new job and training opportunities and funds for investment in other regeneration priorities.

Proposals for development at the Elland Road Stadium. There is potential for additional leisure and commercial land uses and the redevelopment of parts of the stadium to increase capacity and facilities which may be necessary to qualify as a Host City for the 2018 World Cup.

The further development of Capitol Park. The potential for land north-west of junction 28 of the M62 to provide additional employment, residential and other potentially complementary uses. Development in this location would require release of land from the Green Belt.

The development of the Tingley Station area. The potential for land north-east of junction 28 of the M62, to provide additional employment, residential and other complementary uses. The area is identified in the adopted local plan as having potential for long term development (PAS land).

This greater scale of new development could provide a greater level of investment to be used alongside public sector funding to support a wider range of projects, including:

- *Comprehensive improvements to **bus routeing** and service frequency to better connect residential areas, local centres and employment areas across South Leeds.*
- *Additional improvements to **pedestrian and cycle connections**. Integrating any new development with existing neighbourhoods will be an important requirement.*
- *An audit of existing **community facilities** and activities examining their accessibility and usage and determining whether there is a need for investment or new provision.*
- *New **community buildings** and local services and investment in existing facilities where required to support health, education, training and leisure needs to serve existing communities and within new residential areas.*
- ***Local Employment Initiatives.***
- *New **training facilities** - a Leeds Retail Skills Academy to provide dedicated training facilities within South Leeds that could help local people to gain access to new jobs.*
- *Improvement or expansion of **local schools**.*
- *Examine the demand for and the accessibility of evening education and training facilities for adults and young people.*
- *Continuation of strategy for major improvements to **Middleton Park**.*
- *Creation of functional **green corridors and spaces**. Middleton Park could become the main hub of a comprehensive and connected network of accessible and useable attractive green spaces. The Core Strategy could facilitate delivery of the first components of a new South Leeds 'Country Park' for the benefit of the community at large.*
- *Develop new initiatives to prioritise **community safety** issues and improve perceptions of community safety.*

Other ideas for action in the long term?

There will be further potential for actions, some of which are beyond the scope of the new Core Strategy that takes us to 2026. This Draft Investment Strategy provides an opportunity for the local community to look to the longer term and to comment on whether it wants to see such opportunities and benefits realised. So these are set out here as “interesting ideas” that came out of the community workshops and consultation events when participants were asked what they thought South Leeds could be like in 20-30 years time. These are not proven ideas or an adopted vision. They are a record of suggestions put forward by local stakeholders that require and deserve further consideration.

Such ideas include:

- More accommodation for **businesses** to create more jobs
- More **homes** to raise quality and provide greater choice
- More investment in **Morley town centre** and other **neighbourhood centres** to serve the wider community
- **Additional investment** at the White Rose Shopping Centre and White Rose Office Park, Millshaw Industrial Estate, Elland Road, Capitol Park and Tingley Station
- **Major new leisure and evening economy attractions**, such as a cinema for example

It is this level of development that could fund a more fundamental restructuring and regeneration of the area by providing investment in:

1. **The development of new transport infrastructure** to serve movements between existing and new centres of activity and communities, for example:
 - a) A new railway station at White Rose as the focus of a new, public transport interchange for the wider area;
 - b) New, innovative transport solutions, such as trams or guided buses;

- c) New park-and-ride facilities at strategic locations to reduce through traffic;
- d) Possible closure of Junction 2A on the M621 in Holbeck.

2. **Deliver comprehensive improvements to existing local centres and facilities.**
3. **Support Local Enterprise.** Incubator business space, small business space (serviced offices), conference meeting space, and other support services and facilities to support local enterprise and business formation.
4. **Create stronger business and community links particularly through higher education.**
5. **Secure more locally based supply chains.**
6. **Explore further initiatives to target jobs for local people.**
7. **Deliver major investment in skills, training, and education including:**
 - a) Opportunities for higher/further education including the potential for a new learning campus in South Leeds.
 - b) Expansion of the Leeds Retail Skills Academy.
 - c) Implement initiatives to support evening education, training facilities and life-long-learning for adults; and initiatives to improve the engagement of young people through education, learning and skills.
8. **Complete the transformation of Middleton Park into a regional attraction.**
9. **Increase the amount and accessibility of high quality, accessible, connected, usable green space** across South Leeds by implementing a comprehensive green infrastructure strategy.
10. **Enhance local food networks and local food production** by providing new allotments and small-holdings as part of a wider, comprehensive South Leeds green infrastructure strategy and to re-use derelict/underused land.

- 11. Develop and implement further new initiatives to support cleaner streets and improved local services.*
- 12. Develop and implement further new initiatives to prioritise community safety issues to improve perceptions of community safety.*
- 13. Explore and deliver opportunities for local energy generation.*
- 14. Develop and implement a long term strategy for 'branding' and promoting South Leeds as a place with its own identity: a connected network of distinct communities, places and opportunities for the future.*
- 15. Implement a programme of events and initiatives that celebrate cultural and environmental diversity and heritage and build on successful community based initiatives in the arts, culture, enterprise and community development.*
- 16. Explore potential for a major landmark/iconic/gateway feature unique to South Leeds.*

This would be an exciting but very challenging future for South Leeds and so it requires a lot more discussion and exploration.

Next Steps

The Investment Strategy outlines current thoughts and ideas, the initial actions required and the key issues that will impact upon delivery of many of the projects outlined above. Many others cannot be progressed until fuller consultation has been undertaken through the preparation of the Local Development Framework.

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Appendix 6

The Leeds Spending Challenge

We would like to hear your views on our approach to the spending challenges the council faces.

On October 20, the government announced its comprehensive spending review, which set out how it plans to deal with the country's financial deficit. In Leeds, it means your council will have to save something like £150 million over the next four years. That's enough money – although not possible – to pay £200 to every person living in Leeds.

Saving this much money – even over four years – is going to be a big challenge. That's why we need everyone – you, our staff and the organisations the council works with, to properly understand the scale of the challenges ahead. You can find further details in the winter edition of About Leeds or online at www.leeds.gov.uk/spendingchallenge.

We really need your help to do this – by completing this survey. Please take a few minutes to read the information in each of the sections of the survey, before answering the questions. It should take 15 minutes or less.

All of your answers will be treated in the strictest confidence and will only be used to help plan our services.

Thank you for taking the time to give your views – you're helping us to make some informed decisions about the future.

To help us understand who has taken part in this consultation, please tell us the name of the group or organisation you are answering for:

Please write in here:

How we think we can deal with the challenges ahead

We know the future is going to be tough and some difficult decisions will have to be made if we're to save £150m over four years. We'll have to wait until early December before the government tells us precisely how much money we're getting. Only then will we have a full understanding of the financial challenges we face. But, despite the wait, the council's leaders and politicians have agreed to do everything they can to protect front-line services, especially those for vulnerable people.

We've come up with four 'themes' to focus on. They are:

- Protecting and supporting children and young people
- Protecting and supporting older and disabled people
- Making sure our neighbourhoods and communities are clean and safe
- Making sure Leeds has a prosperous economy and jobs are created

Q1 Thinking about these four 'themes', please rate how important you think the following are:

Please select one option only in each row.

	Very important	Important	Neither important nor unimportant	Unimportant	Very unimportant
Protecting and supporting children and young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Protecting and supporting older and disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making sure our neighbourhoods and communities are clean and safe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making sure Leeds has a prosperous economy and jobs are created	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Our guiding principles will be:

- We will do what we can to protect front-line services.
- Leeds City Council and our partners will show strong leadership.
- We will look carefully at the potential for other organisations, including the private sector, to carry out services on our behalf or in partnership with us. This could be when a service could be better, faster or cheaper than one we deliver.
- We will stay committed to working with the independent and voluntary sectors, such as community groups and charities.
- We will do what we can to involve you in the decisions we have to make.
- We will review and consider the future of underused or duplicated services, some of which may be reduced, closed or stopped.
- We will review services or facilities that we have previously provided free of charge and consider whether we might have to charge in future.

Q2 Thinking about what you've just read please comment on our guiding principles:

Limiting the impact on front-line services

Leeds City Council is a large and complex organisation and our biggest expense is staffing. To achieve savings means we need to cut our costs, especially on things like 'back office' functions and our administration bill.

That's why we:

-Will have to reduce our workforce by 2500 to 3000 posts over the next four years. That equates to one in every six jobs. We've already offered staff the chance to leave on a voluntary basis and we expect lots of other posts to go as a result of people leaving and not being replaced. We call it 'natural wastage'.

-Will make better use of our buildings. Right now, some are in a poor condition, in the wrong location or underused. That means we'll have to close some so we can improve others.

-Will review the funding for external organisations and we'll make sure we work more effectively with partners, like the NHS and the police.

-Will give priority to new investment which saves money in the medium term or where it means vulnerable people will be better supported.

-Will make it easier for you to find the services you need. We realise that sometimes, our size can be a barrier, so we want to simplify the ways in which you can contact us. We will improve our communication and encourage greater use of our website for electronic transactions like paying bills or finding information, which cost less.

-Will make greater use of technology to help us save money and we'll do all we can to drive down the cost of the goods and services we buy.

Q3 Thinking about what you've just read please comment on our approach to limiting the impact on frontline services:

Protecting and supporting children and young people

We want to become a 'child friendly city', where our children and young people are safe and healthy and do well at school in readiness for work. We want them to have a voice, be listened to and have influence.

For this, we:

- Will continue to review our services for children and families so they get the right service and when it is needed.
- Will make services easier to use by having them based closer to where they are needed and we will bring them together – for example children's centres within schools.
- Work closely with the NHS and other partners.
- Will focus our support on those in greatest need, such as children with complex health care requirements or disabilities.
- Will work with other organisations, such as charities and voluntary groups if it means a better service or more value for money.

Q4 Thinking about what you've just read please comment on our approach to protecting and supporting children and young people:

Supporting older and disabled people

In adult social care, we are developing services which are focused on protecting older and disabled people and which give them more of a choice in how they receive help. We call it 'personalisation'.

We're also working much more closely with the NHS and we've recently appointed a joint director of public health to work across both our organisations.

Some of our income is from payments people make towards the cost of services they receive. What they contribute depends on their ability to pay. One option might be for us to increase charges for people who can afford to pay more.

It is likely that we will have to review what community based services we offer such as residential care centres.

We want to:

-Help people stay in their homes for as long as possible.

-Offer more specialised services for people with the greatest needs.

-Offer better support for people who need help after an accident or illness, to try and keep them out of hospital or residential care.

-Look at opportunities where some adult social care services may be delivered by other organisations, such as the NHS, voluntary or private sectors.

Q5 Thinking about what you've just read comment on our approach to supporting older and disabled people:

Clean and safe neighbourhoods

We want our neighbourhoods to be clean and safe.

We need to deal with our rubbish and waste in a responsible way, despite rising costs. The tax bill alone for burying Leeds' rubbish is now £1.6 million a year. We simply cannot continue the way we are now. You can help by reducing what you throw away and recycling more.

We also need affordable homes and get thousands of requests for help by people threatened with homelessness.

We will:

- Tackle anti-social behaviour by working with local people, and the police, particularly where there are priority areas.
- Clamp down on litter, fly tipping and graffiti and make use of our enforcement powers.
- Support the building of affordable new homes to resolve the city's housing problems.

Q6 Thinking about what you've just read please comment on our approach to clean and safe neighbourhoods:

Economy, jobs and culture

We want Leeds to be an attractive and prosperous city where people want to live and work now and in the future.

We also think Leeds needs a transport system which gets people to the right place at the right time for work and pleasure purposes.

We know that training and the availability of jobs is crucial to economic success.

And, we want Leeds to offer a variety of places to visit and things to do. A good example of this is the Leeds arena which will open in 2012.

That's why we:

-Will support new development, but make sure it is appropriate and relevant.

-Will make sure any new development strikes the right balance between job creation, investment and care for the environment.

-Will work with employers, schools, colleges and the city's three universities to make sure people have the right skills so they can access local job opportunities.

-Will make sure any investment the council makes includes a commitment to training and jobs.

-Will encourage major businesses to remain in, or move to, Leeds in order to keep existing or create new jobs.

-Will work with other organisations, such as community groups, to see whether they could take over underused cultural services.

Q7 Thinking about what you've just read please comment on our approach to the economy jobs and culture:

Your help to prioritise our services

In the following questions we are asking for your comments on what you feel the council should do more or less of, what we could or should stop doing, what should be prioritised, and what we should possibly start charging for.

Q8 Overall, what do you think the council should or could do more of?

Q9 Overall, what do you think the council should or could do less of?

Q10 Overall, what do you think the council should or could stop doing?

Q11 Overall, what do you think the council should prioritise?

Q12 If we did have to charge for some services or facilities in future, what would you be prepared to pay for, or pay more for?

Q13 Do you have any other comments, suggestions or ideas on how the council can deal with the financial challenges ahead?

Thank you for completing this survey. Please return by **17 DECEMBER 2010** to:
FREEPOST RSCS-ZTJU-CLXH, Spending Challenge, LS2 8DT
(There is no need to use a stamp.)
Or:
Communicationsteam@leeds.gov.uk

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